March 23, 2015

Class of 2016:

Welcome to the Dwight D. Eisenhower School for National Security and Resource Strategy. Your selection to attend this Joint Senior Professional military education institution at the National Defense University recognizes your potential future contributions to our Nation as a strategic leader. Your experience will be academically challenging, professionally rewarding and personally satisfying.

Since 1924, the enduring purpose of the College has been to develop senior leaders who are well versed in the conversion of our societal and economic strengths into usable elements of national power. Our curriculum is designed to provide you with a deeper understanding of the processes involved in developing and allocating resources to support the National Security Strategy. Throughout the year, you will become familiar with complex strategic issues and the volatile and ambiguous environment we face today.

While at NDU you will explore the political, diplomatic, social, economic, technological, and military factors impacting the policy formulation process. You will develop an ability to evaluate the robustness and responsiveness of the national and international industrial base, and to assess the health of the human, material, and service resources needed to support an effective National Security Strategy. Your writing and thinking skills will be challenged, but you, your service, agency, company, and home country will benefit from your experience.

In addition to the exciting and demanding professional development activities we offer, you will also have the opportunity to engage in social and athletic programs with your classmates. While the academic rigor associated with the Eisenhower School experience requires considerable work, there will be ample opportunities for meaningful experiences in other areas. The keys to an enjoyable and productive year are self-discipline, time management, and balance.

On behalf of our faculty and staff, welcome to the Eisenhower School. You will find your time at the University to be very special – both professionally and personally. We want you to succeed, and look forward to sharing an enjoyable and rewarding year with you and your family.

Sincerely,

Thomas A. Gorry
Brigadier General, U.S. Marine Corps
Commandant

"BUILDING NDU FOR THE FUTURE"
Dear Member of the Eisenhower School Class of 2016:

Congratulations on being selected to attend the Dwight D. Eisenhower School for National Security and Resource Strategy as a member of the Class of 2016!

The purpose of this e-mail is to introduce you to the Eisenhower School’s Executive Assessment and Development Program (EADP). The EADP is an extensive battery of instruments to assess your preferences, capabilities, strengths, and weaknesses, particularly geared towards the skills you will need to succeed at the strategic level. \textit{It is an integral part of the Eisenhower School curriculum and we expect you to participate in the EADP.} As part of the EADP, you will also have the opportunity to complete a Strategic Leader Development Inventory (SLDI)—a 360° feedback survey designed specifically for joint/senior level college use. We recognize that 360° evaluations are becoming more common and among others, the Department of the Army is implementing a 360° feedback process as a supplement to its Officer Evaluation process. \textit{We believe that the 360° component of our EADP program is distinct and very important and we request that you complete our 360° even if you have done other feedback instruments in the past.}

A certified faculty counselor will provide confidential individual feedback on your results during the first semester of the academic year. This feedback will help you identify worthwhile areas on which to focus your own individual development during your time at the Eisenhower School and beyond. \textit{It should also be invaluable for your understanding of the challenges facing senior leaders and the executive skills required for success.}

In order for you to start the EADP process, we need a current e-mail address from you so we can email you the registration instructions for the EADP. \textit{Ensure you will have access to this email address until you arrive at the Eisenhower School. Please email the EADP Administrator at eadp@ndu.edu and provide your current email address}—indicate in the email subject line that you are an incoming Eisenhower School student. \textit{We will then email you the EADP registration instructions. We recommend you complete the EADP self-assessment instruments and register raters to complete the SLDI, the 360° assessment before you leave your current duty assignment.}

Again, welcome to the Eisenhower School and to an intellectually challenging and rewarding year! \textit{Please contact the EADP Administrator at eadp@ndu.edu if you have any technical questions or contact Dr. Dennis O’Neil, EADP Program Director, at dennis.oneil@gc.ndu.edu for other questions regarding this assessment program.}

Sincerely,

SHANNON BROWN
Dean of Faculty and Academic Programs

"BUILDING NDU FOR THE FUTURE"
Dear Eisenhower School Student:

Congratulations on your selection to Class 2016 of The Dwight D. Eisenhower School for National Security and Resource Strategy, historically named the Industrial College of the Armed Forces (ICAF) for Academic Year 2015-2016, the nation's premier educational institution emphasizing the management of national resources to support our national security strategy. Your class is comprised of approximately 325 professionals who, like you, have distinguished service records and outstanding leadership potential. Your classmates include U.S. military officers and U.S. civilians from defense and non-defense agencies, international fellows from many different foreign countries, and twenty industry fellows.

The ten months ahead will provide the opportunity to test and strengthen your intellect, develop your confidence, improve your ability to think strategically, and prepare you for the positions of increased responsibility awaiting you. The curriculum provides a broad background in national security and military strategy, but it focuses on resources management in a national security context. You will receive full credit for the Joint Professional Military Education II (JPME II) requirements needed to satisfy the legislative requirements for designation as a Joint Specialty Officer and will participate in a ten-month executive development program now being copied by American industry. Upon successful completion of the program, you will earn Master of Science degree in National Resource Strategy, fully accredited by the Middle States Commission on Higher Education. The academic program at the College is challenging, intensive and extremely rewarding. We also offer a program rich in personal development opportunities. The Professional Enhancement Program (PREP) offers optional lectures on subjects as diverse as personal financial management and the military health benefits system to domestic and international field trips (PREP offerings have included trips to El Paso, Texas and Panama). The Health/Fitness program offers individualized assessment and advice on personal fitness. The Athletic Program offers each student the opportunity to participate in a variety of team and individual sports. There are numerous school and student sponsored social activities throughout the year, many of which are open to family members. Each of these experiences offers great personal rewards to those who participate.

The Eisenhower School's schedule has been carefully crafted to provide you with the time to read, write, and reflect. However, you will be faced with many competing demands on your time. Your success and personal satisfaction will be enhanced by your ability to manage your time wisely. As with most challenges, the time and effort you invest now will pay big dividends, personally and professionally, in the future.

We encourage you to prepare for a stimulating, challenging, and rewarding year. To begin, please take the time to carefully review the materials in this package. Pay particular attention to the forms you must complete, and to the Eisenhower School Student Handbook (online at http://es.ndu.edu/People/NewStudentInformation.aspx which will provide you with some insights into the College's culture.

Welcome to The Eisenhower School!!

[Signature]

Frank E. Pagano
Dean of Administration
ES STUDENT NAME TAG FORM

STUDENT NAME TAG INFORMATION: i.e. LTC, LtCol, CAPT, Lt Col, Dr., Mrs., Ms. 
**(YOU MAY USE YOUR NICKNAME ON YOUR NAME TAG IF YOU PREFER). 
EXAMPLE: TOM VS. THOMAS

16
LTC  TOM
USA  JONES

STUDENT NAME TAG:
TITLE: ___________
FIRST/NICK NAME: ________________
LAST NAME: ______________________ 
SERVICE/AGENCY __________________

PLEASE FILL OUT STUDENT INFORMATION FORM AND EMAIL TO GLASSB@NDU.EDU OR FAX TO BELINDA GLASS (202) 685-4271.
OFFICE OF THE CINCJOCK
Dwight D. Eisenhower School for National Security and Resource Strategy
National Defense University

No athlete is crowned but in the sweat of his brow.
St. Jerome (342-420 A.D.)

Future Tigers! Welcome to the Dwight D. Eisenhower School for National Security and Resource Strategy. Recognizing that you are probably focused on gearing up for a most challenging and rewarding academic experience at The Eisenhower School, I thought I’d impose upon your time and say a few words about another critical mass in the "Eisenhower Experience:" The Sports Program!

We have a very comprehensive and active sports program at The Eisenhower School that provides numerous opportunities for athletes at every ability level. Our program consists of both intramural and intercollegiate competition in nine different sports. At the intramural level (between seminar teams) we offer softball (starting about the 2nd week of the school year),— and if there is sufficient interest -- bowling and basketball in the Fall semester and volleyball and golf in the Spring Semester. Soccer runs year-long!

At the intercollegiate level, The Eisenhower Fighting Tiger All-Star teams engage in "A" level competition in softball (the world-famous "Little World Series"), soccer ("Little World Cup"), bowling, 5K Run, racquetball, basketball, volleyball, tennis ("Little Davis Cup"), and golf ("Little Ryder Cup") against the National War College and the College of International Security Affairs, our sister joint colleges here on the NDU campus at Ft. McNair. This is serious business, with the winner of the year’s competition being awarded the coveted NDU President’s Cup (PC) for athletic supremacy. As I write, ES and NWC are in hot competition for the cup with three sports remaining. It’s all about the Pride and the Passion, Baby. Is it in you?

In late April, “the Shear Fear” athletic juggernaut gets a chance to pounce on all the senior service colleges at Jim Thorpe Sports Days, held at the Army War College in Carlisle, PA. This three-day marathon features all six senior service colleges competing in 14 different events. Including cycling and trap and skeet! It’s a wonderfully memorable event for both athletes and their families and we encourage every class member to participate. For the first time in two decades, the then ICAF Tigers Class of ’04 returned from Carlisle with the coveted Jim Thorpe Sports Days overall title. I am confident that your class will continue in this winning tradition next year when we once again compete on the friendly fields of strife.

*****WANTED: *****

A LOT OF WILLING ATHLETES, a cadre of talented sports program managers, and legions of enthusiastic fans ("The Blue Wave")!

Obviously, to run a program of this magnitude, we need a total team effort to make it successful. At this point, however, all we need is some information and an idea of your sports interests to plan the athletic program for the Class of 2016. Attached to this tome is a form upon which you can indicate your preferences for sports participation at a number of levels. Let me highlight four critical leadership positions.

The student “CINCJOCK” is the overall coordinator and overseer of the sports program for the class. This involves working with me (a great pleasure by any standard), faculty sports coordinators, your NWC/CISA counterparts, seminar sports reps, and the Ft. McNair and Carlisle Barracks sports staffs to plan and execute the entire range of sports programs.
Sports Commissioners or "Commish" are appointed for each sport. At the intramural level, these folks prepare and adjudicate schedules, revise and adjudicate rules of play, issue equipment, and maintain standings. At the intercollegiate level, the commissioners work with the respective faculty coordinators and their counterparts at the NWC and CISA to roster teams, schedule championship games, establish rules of play and coordinate support with the Ft. McNair staff. By the way, The Eisenhower School and the NWC "split" the POC responsibility for the nine intercollegiate sports, so that levels the playing field significantly. On occasion, sports commissioners may also serve as the student coaches for the varsity teams, but this is not a pre-requisite for the "commish" job.

Seminar Sports Reps are appointed for each seminar and coordinate their seminar's participation in the intramural program. Like the commissioners, they may also serve as coaches for their seminar teams, but again, this is not a hard and fast requirement for employment as a seminar sports rep.

The Jim Thorpe Sports Day Coordinator. This guy or gal chairs a student/faculty committee to plan and execute The Eisenhower School's participation in Thorpe Day. It involves coordinating with student counterparts at Carlisle and seminar sports reps in such areas as rostering of teams, lodging, transportation, social activities, media, etc.

We also have an opening for a school mascot. The Class of '93 started the tradition by donating a Tiger suit to the school and, over the years, "CLAWS-O-WITZ" has emerged as the living symbol of school spirit for the class in residence.

Also high on our list is a "Pep Band" or Jazz Band to play at the various athletic venues. So, dust off your sousaphone or horn and come pumped to belt out some rousing Black-Eyed Peas and Pink tunes at the games!

As you can see by the form, we have other opportunities for participation as coaches, sports trainers, scorekeepers, cheerleaders, and officials. If you can't find a place to "fit in" to my sports program, you're not trying, Baby!!!

Hope this helps you decide where you can fit and contribute to what I think is the best part of the program. As I like to tell the Dean of Academic Programs, "We're working on an academic program the athletes can be proud of!"

Again congratulations on your selection to The Eisenhower School. This will be a great year for you and your family and the sports program is a major part of that experience. Please participate, complete and return the attached form, and put on your "tiger stripes" for the next 10 months. Once a tiger, always a tiger!

*Can You Feel It? Is It In You, Baby?*
*The Pride ... The Passion ... Go Tigers!!*

Paul "Mauler" Severance, Ph.D.
COL (Ret.), USA
Director of Athletics/Faculty CINCIOCK

Attachment:
Athletic Participation Form – Return to me as an attachment via email at severance@ndu.edu or via fax at (202) 685-4175 (DSN 325).

PS: Start conditioning now. Don't forget the pre and post workout stretching. Get the rust out! First event is Intramural Softball followed by the varsity golf competition and the Little World Series softball championship. Those old muscles don't recover as quickly as they did as an undergraduate. Just do it, Baby!!

PSS: If you have questions or comments, you can reach me at severance@ndu.edu or paul.severance@go.ndu.edu.
**THE EISENHOWER SCHOOL CLASS of 2016**  
**ATHLETIC PARTICIPATION FORM**

*Please indicate below in which sports/positions in which you would like to participate.*

<table>
<thead>
<tr>
<th>Sport</th>
<th>Class Representative</th>
<th>Seminar Representative</th>
<th>Player</th>
<th>Official (Ref/Umpire; timekeeper; scorer)</th>
<th>Coach/Trainer (Specify experience below)</th>
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<tbody>
<tr>
<td>Basketball</td>
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<td>Bowling</td>
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<td>Golf</td>
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<td>Racquetball</td>
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<td>5-K Run</td>
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<td>Tennis</td>
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<td>Volleyball</td>
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<td>[Cycling/Trap/Skeet,</td>
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<td>Skills; Voo-Doo</td>
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<td>Class Athletic</td>
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<td>Director (Student</td>
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<td>CINCJOCK)</td>
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<td>Mascot (Tiger)</td>
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<td>“CLAWS-O-WITZ”</td>
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<td>PEP/Jazz Band/Drummer</td>
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<td>Bugler</td>
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**Emergency Medical Skills; Voo-Doo**

**Athletic Trainer**

**Class Athletic Director** (Student CINCJOCK)

**Mascot (Tiger)**

“CLAWS-O-WITZ”

**PEP/Jazz Band/Drummer/Bugler**

**Comments:**

Your Name: ____________________________

Service/Organization: ____________________________

Please return to me as an attachment via email at severancep@ndu.edu or via fax at (202) 685-4175 (DSN 325).
2016 Tiger Yearbook

Among the best things about the Eisenhower School is the chance to replay the best of your undergrad and high school memories! Then, as now, the folks who get the most out of the School experience are the ones who are most actively engaged! The 2016 Tiger Yearbook is going to be your class' official record of your year at the School packed with memories and pictures that make the yearbook a cornerstone of your post-National Defense University networking program!

EXPERIENCE IS NOT REQUIRED! We have a very professional publishing company supporting us with online software that makes the production of the yearbook a fairly seamless process and another company that sources advertising revenue to defray the overall cost of the yearbook to individuals (payment for the yearbook is included in the initial Student Landing Fee which is one of the first items on the agenda of the Class of 2016 Student Council).

THE YEARBOOK IS 100% INTEGRATED! Every seminar has a designated yearbook representative and photographer (often the same person) who coordinate your seminar’s yearbook pages. The photographer takes the snap shots and the seminar yearbook representative manages the flow of information onto the online pages allocated to each seminar. Our publisher works closely with the Yearbook Committee and provides seminar representatives with all the technical and training needed.

HOW DO YOU PARTICIPATE? Easy...shortly after you arrive in August, the seminars will select photographers and yearbook representatives for their seminars. In addition, the Student Council will confirm the Yearbook Managing Editor appointment. From there, the Managing Editor works with the two Assistant Editors and seminar representatives. Of course, any experience is helpful, but the key factor is to be an enthusiastic team player! Apart from the Managing Editor's appointment, which needs someone with a little more commitment, the two Assistant Editor appointments normally take a couple of minutes every so often primarily to manage the online page layout and editing of seminar pages. Essentially it's the seminars that do the bulk of the design and input. The Committee just steers them in the right direction. Positions include:

- Managing Editor (liaises with the Student Council and keeps seminar representatives on track with photographs and page content).

- Assistant Editor (designs and edits on line content of the yearbook).

- Assistant Editor (designs and edits on line content of the yearbook).

If you would like to volunteer to be part of the Class of 2016 Yearbook Committee or have a general query concerning the Yearbook please contact the Faculty Yearbook Advisor, Andrew Leith on (202) 685 3985 or andrew.leith@qc.ndu.edu
The ICAF/ES Alumni Association

To enhance, continue, and extend the total ICAF/ES lifelong learning experience for alumni, students and faculty.

Class of 2016 MEMBERSHIP FORM

NAME ______________________________ Class Year __________

Rank/Rate _______ Branch/Org ___________ Faculty: □ Year(s) __________

Industry Fellow ________________________

Home Address:
Street Address __________________________________________
City/State/Zip ___________________________________________
Telephone (______) ______________________________________
E-Mail Address __________________________________________

Providing your email will enable the Association to stay in touch with alumni updates, events, and more. We do not sell your email and you can opt-out at any time.

☐ Annual Membership $40
☐ Lifetime Membership $250*

*Special Introductory Offer for the Class of 2016. Lifetime membership rate thereafter is prorated based on age, starting at $350.

The ICAF/ES Association is recognized as a 501(c) (3) non-profit organization. Your membership dues may be tax deductible.

Please make checks payable to:
Association of the ICAF

Credit card payments accepted in the I-Mart.
Please see Program Coordinator in Room 119, Eisenhower Hall.

Alumni Association, 408 4th Ave, Room 119, Fort Lesley J. McNair, DC, 20319-5062  202-685-0812
The Association
Industrial College of the Armed Forces
and Eisenhower School Alumni

Mission

TO ENHANCE, CONTINUE, AND EXTEND THE TOTAL EISENHOWER SCHOOL AND ICAF LIFELONG LEARNING EXPERIENCE FOR ALUMNI, STUDENTS AND FACULTY

During the 2015-2016 Academic Year, the Alumni Association will:

- Maintain the Association webpage
- Recognize academic excellence through:
  - Presentation of the Association of the ICAF Research and Writing Award
  - Recognition of the best Industry Study presentation with the Theodore Antonelli Award
  - Sponsorship of the Major General Harold Mashburn, Jr. Award for Excellence in Leadership
- Facilitate networking through:
  - Maintaining the Association webpage
  - Socializing via Twitter, Facebook, and LinkedIn resources
  - Updating the membership database and facilitating class reunions
  - Engaging industry via our Industry Fellows, current students and alumni
- Support student field studies (identify companies with ICAF/ES alumni)
- Conduct luncheons/Brown Bags with guest VIP speakers
- Host an “End-of-Fiscal-Year New Year’s Party” to foster networking for current students and alumni
- Host the Annual Alumni Softball Game and Picnic for student and alumni players and faculty
- Conduct ES merchandise sales through the I-Mart located on the first floor of Eisenhower Hall
  - Proceeds support student activities, athletic events, sports equipment, and a Program Coordinator
  - Convenient source for Industry Study gifts not available through the military exchange
  - Sponsorship of the Tiger of the Year Award for Outstanding Athletic Performance
- Administer endowment for the J. Carlton Ward, Jr. Distinguished Chair for faculty research on national security resource management
- Update alumni with current class activities and alumni news through periodic newsletters
- Retain a part-time Program Coordinator to the Board of Directors who provides reliable membership services to students and alumni

For further information, contact Darcy Gagne, darcy.gagne.vol@gc.ndu.edu, (202) 685-0812, at the Alumni Association Office (IMart), Room 119, Eisenhower Hall, Tuesday – Thursday, 9:30 a.m. to 2:30 p.m.

Feel free to contact the Association members listed below as well:

Dr. Paul Severance, Room 434  Ms. Diane Gallant  Mr. John Sperling
Chairman, Ways and Means  President  Chairman, Membership
Phone: (202) 685-4773  Phone: (202) 374-6534  Phone: (571) 212-9314
Email: severancep@ndu.edu  Email: diane.gallant@sikorsky.com  Email: jsperling@aol.com
Dear Member of the Class of 2016,

Congratulations on your selection to attend the Dwight D. Eisenhower School for National Security and Resource Strategy. On behalf of the Alumni Association of the Eisenhower School (formerly the Industrial College of the Armed Forces), I welcome you to what is sure to be a rewarding experience.

I know you are eager to begin your program of studies. It may seem premature to discuss the Alumni Association, but the Association supports not only the alumni but also current class members. We enhance the "Eisenhower Experience" with strong links to the institution, its curriculum, your classmates, and graduates of other classes, as well as the faculty. Your Class President will be asked to sit on our Board of Directors, and your Class Representative to the Association will serve as an important link after you graduate.

I believe your membership in the Association will provide you opportunities, not otherwise available, to enrich your future endeavors. We have restructured our website to better serve members, and designed a series of brown bag lunches to enhance your studies, interests, and network. We look forward to initiating even more events as we identify your interests in the coming year.

We look forward to meeting you during registration. You can avoid waiting in line at registration by filling out the enclosed membership application form and sending it with your check for $40.00 (made out to ASSOCIATION OF THE ICAF). Your membership will begin when you arrive and be valid for one year. Alternatively, you may want to take advantage of our special lifetime membership fee of $250 offered to the Class of 2016, valid through October 31, 2015. The lifetime membership will allow you to enjoy the benefits of the Association of the Eisenhower School alumni network and news indefinitely.

Welcome aboard — it’s going to be a really great year!

Sincerely,

S. Diane Gallant
S. Diane Gallant
President

Enclosures
Spouses of Eisenhower School Students,

You have an exciting year ahead of you and we want to help you (and your family) make the most of this opportunity. In order to get all the spouses connected quickly, it would be useful to add your most frequently used email address to a Spouses Network group email list. You will find that the Eisenhower School is a welcoming place to make new friends and promote the Class of 2016!

Please send your email address to:

Ms. Cynthia King, Communications and Outreach Director, at cynthia.king@ndu.edu. Please use the Subject Line: Spouse Email Address.

You will receive information about many opportunities available for students' family members such as Spouses Orientation, Key Dates for the Academic Year, Elective Courses, Sports Tournaments, Gettysburg Family Trip, and more. All spouses are encouraged to take part in "The Eisenhower School Experience" by participating in social events, signing-up for group tours of popular attractions in the Washington area, hosting neighborhood (zip code) coffee groups, auditing elective courses, supporting university-wide events, and, of course, cheering at our sports tournaments. See you in August!
Spouses International Cultural Exchange Program (SpICE)

SpICE

The Spouses International Cultural Exchange Program (SpICE) is a loose knit, all volunteer organization that allows family members of NDU’s International Community the opportunity for social interaction with each other as well as American Citizens in a supportive, non-threatening environment. The purpose of the group is to learn a little bit about one another, make friends, and have fun.

Beginning: September 2015

SpICE meets on Thursday mornings (10 am – 12:30) in Marshall Hall in Room 154, the Chilcoat International Student Center. Meetings are held in an informal and relaxed manner, and dress is casual. Advance notice will be given for special on- and off-site activities.

MAKE FRIENDS! HAVE FUN!

ALL ARE WELCOME! – Participation is strictly on a voluntary basis and is open to family members of NDU’s International Community, as well as volunteers recruited from NDU Spouses’ Clubs, Faculty, and Staff.

REQUIREMENTS: – A desire to get involved, make friends, and have fun.

INTERACTIVE AGENDA: – The program offers people from very diverse backgrounds, cultures, and life experiences the opportunity to learn from and about one another through various team-building exercises, general conversation, and other types of cultural exchange. Participants have the opportunity to learn about each other’s families, countries, customs, dress, foods, holiday traditions, and so forth. This two-way street of open communication is based on mutual respect, honesty, trust, camaraderie, and friendship. For additional information, please contact:

Greta Bolton (310) 850-4052
gretabolton@gmail.com

SUBJECT: Enrollment Instructions

1. Welcome to the National Defense University (NDU) and the Dwight D. Eisenhower School for National Security and Resource Strategy Class of 2016. There are two phases of enrollment at the Eisenhower School (ES) – pre-enrollment and in-processing. Each of these phases has several steps and both are essential to ensuring your “Eisenhower Experience” is focused on academics and not on administrivia.

**Phase I: Pre-enrollment - Training must be completed prior to reporting to ES/NDU**

   a. **Training:** You will need to complete the following online training courses prior to arrival, bring your completed certificates with you to in-processing. The training courses can be accessed by going to the link below on ES website under Pre-Registration Document Preparation. Your training expiration date must extend beyond 1 July 2016 or you will have to recomplete the training. Additional information on how to access the training can be found on our website: [http://es.ndu.edu/People/NewStudentInformation.aspx](http://es.ndu.edu/People/NewStudentInformation.aspx)

   (1) Information Assurance/Cyber Awareness Challenge
   (2) Survival Evasion Resistance and Escape 100 Code of Conduct (SERE 100 CoC) Training
   (3) Anti-Terrorism/Force Protection (AT/FP) Training
   (4) Human Rights Awareness Education Course
   (5) Isolated Personnel Report

   b. **Security Clearance:** Verification of all Army, Navy and Air Force student clearances will be done through JPAS. This verification process will begin 1 July 2015. SCI is not a requirement to attend, NDU will not initiate Transfers in status (TIS) requests. All DOD civilian students must utilize JPAS to pass clearances. The SMO code to send collateral clearances (Secret or Top Secret) is W37WAA6. The SMO code to send SCI access is W37WAA2. You must place ES in the POC section on your visit request or it will not be picked up properly by Security. Non-DOD students (i.e. USCG, State Department, NSA, etc.) must have their agency submit a visit request by fax on command or company letterhead to (202) 685-3765. Please note
that non-DOD students who have both Top Secret and SCI must pass their collateral clearance information and SCI separately by fax. Those students who do not have a security clearance and are attending based on a National Agency Check with Inquiries (NACI) are required to pass NACI confirmation with dates on command or company letterhead by fax. All security clearance information must be submitted to NDU by 23 July 2015. Security POCs are Shereda Alexander, (202) 685-2131, Montez Winters, (202) 685-2134 and Larry Morales (202) 685-2160.

c. **Passports:** You will need to obtain a valid official passport prior to arrival for in-processing. Bring your valid official passport when you report for in-processing. *This requirement must be completed prior to any international travel with the School, as part of the curriculum requirement.* Passport applications can be found on the ES website under Pre-Registration Document: [http://es.ndu.edu/People/NewStudentInformation.aspx](http://es.ndu.edu/People/NewStudentInformation.aspx)

d. **NATO Awareness Briefings:** All incoming NDU students are required to complete a NATO Awareness Briefing Certificate. **The NATO Awareness Briefing is not a NATO Read-On.** Students will complete and return the NATO Awareness Briefing Certificate- NDU Students, Section A and B, according to the instructions listed at the bottom of the certificate. This form will be turned into NDU Security during NDU New Student In-processing in August 2015. Each student will keep the North Atlantic Treaty Organization (NATO) paperwork handout. Signing Section B of the Briefing Certificate indicates the student has read and understands procedures for handling NATO Material. Questions concerning the NATO Awareness requirements can be addressed to John X. Rach, rachj@ndu.edu, (202) 685-2605. The NATO Awareness Briefing Handout and Certificate are included in the welcome packet instructions at [www.ndu.edu](http://www.ndu.edu).

e. **Immunizations:** For Military students, prior to departing your current organization, ensure that you have a current copy of your immunization records. For our civilian students, please work with your healthcare provider for your records. You will present these to the medical team at in-processing.

f. **Government Travel Card (GTC):** With the exception of Industry and International Fellows, all students must have a DoD GTC to travel. Non-DoD travel cards cannot be used while at ES. If you already have a DoD GTC, work with your admin staff to transfer your account from your losing organization prior to departing. You will need to provide a POC name and contact information in case the transfer does not go through. If you do not have a DoD GTC yet, you will need to complete the application attached to this packet and bring your signed application with you to in-processing.

g. **Defense Travel System (DTS):** All students will use DTS to manage their travels. If you have a DTS profile, have your outgoing organization transfer you to the Eisenhower School prior to departure. **All DOD students must ensure your traveler profile is released in DTS prior to departure from your last/parent organization.** Once again, have the DTS manager’s name and contact information from your previous organization readily available in case the transfer does not occur. If you do not have a DTS profile, you will need to complete the profile attached to this packet and bring this with you to your in-processing session.

h. **Biography:** You will need to provide a short biography when you arrive. These
biographies are shared with the faculty and your classmates, but are also shared with the various firms and agencies that participate in our industry studies. Complete the biography attachment and bring it with you to in-processing.

i. **Family and contact information:** The final attachment is for you to provide us some information about your family and a way to reach you/them in case of emergency or a change to the School’s schedule. Complete this form and bring it with you to your in-processing as well.

j. **Computer Requirements:** Students are required to have a computing device that has access to the internet. There is no requirement to have this device on campus but should a student desire, the academic experience will be significantly enhanced by accessing the Eisenhower School wireless network with a wireless device of the student’s choosing which will allow complete access to all curriculum materials as well as access to seminar printers.

(1) **Device standard.** Wireless computing devices must be able to connect to a wireless network using the 802.11g/n protocol, the WPA2 wireless security protocol and have active antivirus protection.

(2) **Features.** Whichever internet access devices the student chooses, it must have the following features:
   (a) Web browser capable of connecting to and displaying Gmail and Blackboard websites correctly.
   (b) Ability to create, open, edit, and save files that are compatible with Office 2013.
   (c) Ability to open Adobe Acrobat 9 (or newer PDF files) and have the ability to highlight text and annotate PDF files.

k. **Medical:** Tricare North Region handles all military in this region. For information please call (877) 874-2273, or visit their website at [http://www.healthnetfederalservices.com](http://www.healthnetfederalservices.com).

l. **Housing:** The Housing Management Office at Joint Base Anacostia-Bolling (JBAB) provides assistance to NDU military students who are looking for off base accommodations or on base housing at JBAB only. They can be reached at (202) 404-6828. However, if you are looking for on base housing at any other installation, you must contact one of the following privatized housing centers for support (NOTE: All officer housing at Ft. Myer and NSA Bethesda are reserved for Key and Essential Personnel):

   **Fort Myer, VA:** (703) 696-3557/3558/3559--- DSN 426-3557/3558/3559  

   **Fort Belvoir, VA:** (703) 805-3018/3019---DSN 655-3018/3019  

   **Joint Base Anacostia-Bolling, DC:** (202) 562-2631  

   **Joint Base Andrews, MD**
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Community Housing: (301) 981-5518---DSN 858-5518
Privatized Housing: (301) 736-8082---DSN 858-8082
http://andrewsfamilyhousing.com/

NNMC Bethesda, MD: (301) 295-1138---DSN 295-1138
http://walterreedhousing.com/

Phase II: In-processing

a. **Sign-In:** Military members will report in Class B uniform to NDU, Marshall Hall, Bldg 62, Fort McNair for in-brief and sign-in with your respective service representative. Upon reporting, bring a copy of your assignment orders and leave form (including local moves). As a reminder, all military members must meet their Services' weight and/or fitness standards. Prior to in-processing, please ensure your Medical Readiness is up-to-date, to include annual PHA (Periodic Health Assessment), annual Dental Exam, and biannual HIV. Report no earlier than 21 July 2015 and no later than 31 July 15.

Sign-in and briefing times are as follows:

<table>
<thead>
<tr>
<th>Days</th>
<th>Location</th>
<th>Times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday, 23 July 2015</td>
<td>Marshall Hall, Bldg 62, Hopper Auditorium</td>
<td>1000 or 1400</td>
</tr>
<tr>
<td>Tuesday, 28 July 2015</td>
<td>Marshall Hall, Bldg 62, Hopper Auditorium</td>
<td>1000 or 1400</td>
</tr>
<tr>
<td>Wednesday, 29 July 2015</td>
<td>Marshall Hall, Bldg 62, Hopper Auditorium</td>
<td>1000 or 1400</td>
</tr>
<tr>
<td>Thursday, 30 July 2015</td>
<td>Marshall Hall, Bldg 62, Hopper Auditorium</td>
<td>1000 or 1400</td>
</tr>
</tbody>
</table>

Note: Members returning from overseas assignments may be approved to report early. The Dean of Students will approve requests on a case-by-case basis. If approved, check-in with MILPER upon arrival. Thereafter, report to your college daily until the first day of class. Otherwise, if you arrive to the local area before the report date, you will remain in a leave status.

If you have any service related questions between now and your arrival please contact your respective representative is listed below if you have any questions or concerns:

**Army:** SSG Ivan Marjanovic (202) 685-2140 or DSN 325-2140
Email: Ivan.Marjanovic.mil@ndu.edu

**Air Force:** MSgt Lorinda McDaniel (202) 685-2138 or DSN 325-2138
Email: Lorinda.McDaniel@ndu.edu

**Sea Services:** PS1 (SW) Sade Smith (202) 685-4006 or DSN 325-4006
(USN/USCG/USMC) Email: Sade.Smith.mil@ndu.edu
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Civilians: Mr. Larry Johnson  (202) 685-2128 or DSN 325-2128
(DOD/Non-DOD/Industry)  Email: johnsonl@ndu.edu

Army: Contact the Eisenhower School Army Service Chair, COL Mike Oubre (202) 685-4439 or email him at Michael.Oubre@ndu.edu prior to signing out of your losing command. Army students will meet with COL Oubre during the first week of the academic year; schedule TBD. In-process NDU IAW Phase II a. Uniform for in-processing is Class B (Greens or Blues).

Air Force (both military and civilian): Report to Bldg 61, National War College, Roosevelt Hall, in the front entrance Rotunda, for an Air Force Intro, 0730, Friday, 31 July 2015. Uniform is short sleeve blue shirt for military, coat and tie or equivalent for civilians. Coffee and a light breakfast will be provided, and the event will conclude by 1500 in Bldg 59, Eisenhower Hall School, Baruch Auditorium. The Eisenhower School CSAF Chair is Col Tony Krawietz, (202) 685-4477, Anthony.Krawietz@ndu.edu. In-process NDU IAW Phase II a.

Navy: Report to Bldg 59, Eisenhower School, in Room 314 for a Navy Intro, 0730, Friday, 31 July 2015. Working Khaki uniform is appropriate for check-in. Coffee and a light breakfast will be provided and the event will conclude by 1500. The Eisenhower School Navy Service Chair is CAPT Richard Davis, (202) 685-4428, richard.davis@ndu.edu. In-process NDU IAW Phase II a.

Coast Guard: Coast Guard students will meet with the Coast Guard Service Chair the first day of classes. The Coast Guard Service chair will also be your Primary Faculty Advisor (PFA). Schedule TBD. Tropical Blue uniform is appropriate for check-in and in-processing. Initial sign-in as indicated in para d. above. Coast Guard students should contact the, Coast Guard Service Chair, Captain Matthew Callan, (202) 685-4478, matthew.callan@ndu.edu and provide a valid email address to allow connectivity during travel/PCS to the Eisenhower School. In-process NDU IAW Phase II a.

Marines: Report NLT 24 July 2015 to CONAD, HQ Bn (Henderson Hall), check in between 0730-1630. The uniform for 24 July 2015 will be Service “C”. Phone contact for CONAD is (703) 614-7171/7172, Fax (703)-693-7576. Initial Marine Eisenhower School administrative check-in session will be at 0800 on 27 July 2015 in Room 400, Eisenhower Hall, Bldg 59, Ft McNair. The uniform for 27 July 2015 will be Service “C”.

HQMC TLS Brief is scheduled for 29 July 2015, at 0730 in the Henderson Hall Theater. The uniform for the HQMC TLS brief is forecasted to be utilities. Both the HQMC TLS Brief date and the NDU check-in dates are subject to change but likelihood of change is minimal. Contact ES USMC Chair, Col Richard Jackson at (202) 685-0813 (office #1), (202) 685-4202 (office #2), or via email at richard.jackson@ndu.edu. In-process at NDU per Phase II a.

Civilians:
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**DOD Civilians:** Are not required to sign-in until in-processing day 3 August 2015. Dress code during in-processing is coat and tie for male civilians and equivalent dress for female civilians. **(Air Force DOD Civilians refer to instructions in above paragraph titled Air Force (both military and civilian).)** Please send/provide a copy of your immunization record to Lt Col Tricia Garcia Tricia.Garcia@ndu.edu or Mr. Don Myers MyersD5@ndu.edu prior to in-processing.

Common Access Card Instructions: **DOD Students:** CAC processing will be available prior to the first day of school. It is highly recommended that you complete this process prior to the first day of class. Getting your CAC ahead of time will ensure that in-processing and base access goes smoothly. **CAC reissuance for DOD Civilians/Military is available as needed.** DOD personnel requesting CAC re-issue will need appointments through the Rapids Appointment Scheduler, available through the following site:

https://rapids-appointments.dmdc.osd.mil/appointment/

**Non-DOD Civilians:** Non-DOD Civilians will be required to attend a one day orientation session 30 July 2015. Additional information concerning the Non-DOD orientation will be sent at a later date.

Common Access Card Instructions: **NON-DOD Students:** CAC processing will be available prior to the first day of the school year. It is highly recommended that you complete this process prior to the first day of class. Getting your CAC ahead of time will ensure that in-processing and base access proceeds smoothly.

The following procedures apply to the issuance of Non-DOD CAC’S: The NDU CAC process requires all Non-DOD personnel to obtain an appointment for CAC through the RAPIDS Appointment Scheduler at the following site:

https://rapids-appointments.dmdc.osd.mil/appointment/

Non-DOD personnel will need to process an electronic application through the Trusted Associate Sponsorship System (TASS), prior to showing for their RAPIDS appointment. Non-DOD personnel will need to electronically process their CAC application through an NDU Trusted Agent (TA), prior to their appointment. It is suggested Non-DOD personnel complete the TASS portion of the CAC requirement NLT 1 hour prior to their appointment. We recommend you call again the day of your appointment to verify the serviceability of TASS (Contact Trusted Agent provided number).

Please ensure you bring two forms of valid government identification to your appointment. We recommend you call again the day of your appointment to verify the serviceability of the CAC systems. You must check in at the Marshall Hall, building 62, guard desk for the CAC office location. Dress code for this appointment is coat and tie for male civilians and equivalent dress for female civilians.
DOD AND NON-DOD PERSONNEL ARE REQUIRED TO OBTAIN AN APPOINTMENT THROUGH THE RAPIDS APPOINTMENT SCHEDULER FOR CAC CREATION.

ALL NON-DOD PERSONNEL MUST COMPLETE THE TASS APPLICATION PROCESS. COMPLETION OF THE TASS APPLICATION PROCESS IS REQUIRED BEFORE THE NDU RAPIDS OPERATOR CAN CREATE A CAC FOR NON-DOD PERSONNEL.

Contact the following TASS NDU Trusted Agents to complete an electronic CAC Application:
John X. Rach at (202) 685-2605, rachi@ndu.edu
NWC- Dave Pearson at (202) 685-4344, pearsondb@ndu.edu
ES- Cynthia King at (202) 685-4338, cynthia.king@ndu.edu
CISA- Nadine Plater-Jones at (202) 685-2290, platern@ndu.edu
Ed Roman at (202) 685-2171, romane@ndu.edu

NDU Trusted Agents will be available from 6-31 July 2015 to process your electronic application into TASS. CAC's cannot be issued to any new student whose security clearance has not been passed to the NDU Security office by their command/company security office. Remember to confirm your clearance information has been completed when you call the CAC (RAPIDS) office to make your appointment. Validation of security clearance information can be made by contacting Larry Morales at (202) 685-2160, moralesl@ndu.edu or Montez Winters at (202) 685-2134, wintersm@ndu.edu.

b. Academic/In-processing: Eisenhower School students report to room 107, Eisenhower Hall, Bldg 59, between 0700 and 0825 hours, 3 August 2015, for seminar room and Primary Faculty Adviser (PFA) assignments. Please be seated in Baruch Auditorium, on the second floor of Eisenhower Hall, not later than 1240 hours, 3 August, 2015. At this time, the Eisenhower School leadership team will address the Class of 2016. The Commandant’s welcome will begin at 1245 hours in Baruch Auditorium.

The following is a summary of the schedule for 3 August 2015:

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>0700 - 0825</td>
<td>Seminar &amp; PFA Assignments</td>
<td>Eisenhower Hall Room 107</td>
</tr>
<tr>
<td>0800 - 1030</td>
<td>In-processing alphabetically</td>
<td>Marshall Hall</td>
</tr>
<tr>
<td>1130 - 1200</td>
<td>Commandant's Welcome</td>
<td>Baruch Auditorium</td>
</tr>
<tr>
<td>1200 - 1215</td>
<td>AMB's Welcome</td>
<td>Baruch Auditorium</td>
</tr>
<tr>
<td>1215 - 1245</td>
<td>Dean of Faculty</td>
<td>Baruch Auditorium</td>
</tr>
<tr>
<td>1300 - 1345</td>
<td>Dean of Administration</td>
<td>Baruch Auditorium</td>
</tr>
<tr>
<td>1400 - 1530</td>
<td>Meet with PFAs</td>
<td>PFA Offices</td>
</tr>
</tbody>
</table>

In-processing is scheduled for the morning of 3 August 2015, in the atrium of Bldg 62, Marshall Hall, Fort McNair. You will in-process in alphabetical order by the first letter of your last name according to the below schedule. If you have not provided your administrative
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documents to your Service Chair, you must provide them to the ES admin staff during in-processing.

1. 

<table>
<thead>
<tr>
<th>Last Name</th>
<th>In-processing begins</th>
</tr>
</thead>
<tbody>
<tr>
<td>A thru E</td>
<td>0800</td>
</tr>
<tr>
<td>F thru J</td>
<td>0830</td>
</tr>
<tr>
<td>K thru O</td>
<td>0900</td>
</tr>
<tr>
<td>P thru S</td>
<td>0930</td>
</tr>
<tr>
<td>T thru Z</td>
<td>1000</td>
</tr>
</tbody>
</table>

2. The morning is also a good opportunity to locate your seminar room and meet many of your classmates and faculty on an individual basis. For planning purposes you should expect to be in session from 0830-1630 each day, Monday – Thursday of your first week at the School.

3. I know that your year with us will be exciting and I hope to help you make an easy transition to the National Defense University and Fort McNair. If you need additional assistance, please contact your respective service representative (listed 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 Eisenhower School website periodically for possible updates or postings of new information at http://es.ndu.edu/People/NewStudentInformation.aspx

Encls

LGHTIA L. BRYANT
LTC, AG
Chief of Military Personnel

cc:
Chief, MPD, Ft Myer
Chief, MDW Defense Finance Office
Chief, MPS, JBAB
OIC, PSD, Anacostia
Director, Health & Fitness
Director, RMD
NDU Foundation

Dean of Students, ES
Dean of Students, NWC
Director, Academic Affairs
Director, Chief Information Office
Director, Events
Director, Security