

NATIONAL DEFENSE UNIVERSITY
INTERNATIONAL FELLOWS
CLASS OF 2010
INFORMATION BOOKLET



FORT LESLEY J. MCNAIR
WASHINGTON, DC 20319

To the International Fellows of the National Defense University:

This booklet is designed to assist you in preparing for the 2009-2010 International Fellows Program academic year. The program will be conducted at the National Defense University, Fort Lesley J. McNair, Washington, D.C. from 15 June 2008 to 10 June 2009.

Should you have any questions concerning the information contained in the booklet, please email ismo@ndu.edu or contact the U.S. Defense Attaché or Security Assistance Officer in your country.

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PART I THE INTERNATIONAL FELLOWS PROGRAM (IFP)

1. OVERVIEW: National Defense University offers one year fellowships to select senior officers and civilians from 52 different nations, all personally invited by the Chairman of the Joint Chiefs of Staff. The fellowships provide an opportunity to study and conduct research in either the Industrial College of the Armed Forces (ICAF) or the National War College (NWC). The program includes extensive travel within the United States to military, cultural, and industrial locations. International Fellows (IFs) are assigned to different ICAF seminars or NWC committees, allowing every U.S. student to interact with at least one IF. Fellows are encouraged to correspond with former and current International Fellows and their U.S. classmates throughout their careers, thereby enhancing relationships made during their study in the United States.

2. MISSION AND OBJECTIVES: Our Mission Statement is to "Build, foster, and integrate a community of select international officers and civilians; provide these officers and civilians a balanced experience and understanding of U.S. society, institutions, and ideals; and enrich the educational environment of the National Defense University."

The objectives of the International Fellows Program are to:

A. Provide an understanding of factors and considerations that shape United States security policy and strategy.

B. Develop the International Fellows' firsthand knowledge of the social, political, cultural and economic factors that shape U.S. institutions and the way in which all of these elements of American democracy reflect the U.S. commitment to the basic principles of internationally recognized human rights.

C. Provide an understanding of factors and considerations affecting decision-making, mobilization planning, resource management, and systems acquisition for national security.

D. Further develop the professional qualifications of the International Fellow.

3. STATUS OF INTERNATIONAL FELLOW: The status of "fellow" as opposed to "student" makes individual initiative an essential part of this intensive program and recognizes the special expertise that the international officer brings to the university. As an International Fellow participating in the selected core and elective portions of the curriculum, you are expected to participate as a student member and openly exchange views with U.S. students and other International Fellows. On occasion, you will provide academic advice and be asked to

make special presentations in his area of expertise or on the country or region of the world that you represent.

4. SELECTION: Country participation in the National Defense University's International Fellows Program is at the personal invitation of the Chairman, Joint Chiefs of Staff. Selection of the individual participant is the responsibility of the invited country, in cooperation with the U.S. Embassy, Defense Attaché and Security Assistance Offices.

5. PREREQUISITES: Personnel selected to participate in the International Fellows Program are normally expected to meet the minimum prerequisites of U.S. students attending the Industrial College of the Armed Forces and the National War College.

Specifically, the selectee should satisfy the following prerequisites:

A. Be an active duty military officer of any service or a civilian working in the Defense bureaucracy.

B. Currently serving in a rank equivalent to an U.S. Colonel or Navy Captain, or one star flag officer.

C. Have completed an U.S. staff college or an equivalent staff college.

D. Have completed 15 years of military service.

E. Have attained a baccalaureate degree or equivalent.

F. Have both high levels command and staff experience.

G. Have achieved a score of 80 or higher on the English Comprehension Level (ECL) test in those cases in which English is not the native language. Refresher training in the United States does not substitute for an ECL of 80.

H. Fellows who wish to earn a Master's degree must petition the University and be accepted into the degree program. Degree prerequisites for the International Fellow's Master's degree program should be met prior to 1 September, and consist of:

- (1) Independent verification of academic achievement equivalent to an U.S. Bachelor's Degree by a qualified agency. Include a copy of all your undergraduate academic transcripts (in English), and all other academic credentials, degrees, and certificates along with the forms included in this welcome packet and return them to the International Student Management Office at NDU as soon as possible. Be sure to keep a copy of these for

yourself and bring them with you when you report in June. Qualified assessors will review your academic transcripts to verify that you have successfully graduated from a U.S.-equivalent baccalaureate program.

- (2) A minimum score of 560 (paper based), 220 (computer based), or 83 (internet based) on the Test of English as a Foreign Language (TOEFL). Take the Test of English as a Foreign Language (TOEFL) as soon as possible and send a valid copy of your TOEFL result to the International Student Management Office. The TOEFL institution code for NDU is 7026. You also have the opportunity to take the TOEFL exam in the late summer in Washington DC. Candidates with TOEFL scores below the minimums who meet the academic requirement may be accepted conditionally. Based on their performance during the fall semester, final determination will be made after the fall semester in accordance with the NDU handbook.

6. DESCRIPTION: International Fellows are assigned to the National Defense University's International Student Management Office while participating in this program. The International Student Management Office is responsible for providing transition and non-academic support. The International Fellows Program has three main components. The first component is an eight-week summer academic orientation program. The second component is the Field Study program, and the final component is the academic program.

A. Summer Academic Orientation Program: The summer program begins on 16 June with optional early in-processing, and the first full day of class is 18 June. The course ends on 8 August. The main goal of this program is to transition you and your family into American life and prepare you for the upcoming academic year. During the first few days of the program, you will in-process into the university and receive introductory briefings which will help you settle into the Washington DC area. Later you will receive orientation briefings from many NDU organizations and US government agencies, attend several days of computer training, and participate in an Introduction to Graduate Writing and Research course. During the summer, there are several tours of the local area, as well as picnics and other social gatherings. Families are included in these events and you are encouraged to bring them with you. Families may also participate in a short basic English class in the July/August timeframe.

B. Field Study Program: The NDU Field Studies Program consists of several field trips to various locations in the United States throughout your entire year at NDU. The trips are in addition to the NWC/ICAF academic curricula, but those who participate in the Field Studies Program may receive academic credit. The objective of the program is to assist Fellows in acquiring a balanced understanding of American society, culture, economics, institutions, military, and goals. Studies include visits to private homes, industry, cultural exhibits, farms, universities, historical points of interest, and civic activities. The program is conducted with frank explanation and free discussions of the following elements:

U.S. Government structure

U.S. judicial system

U.S. political party system

Role of a free press and other communication media

History of ethnic groups in the U.S.

Purpose and scope of labor unions

U.S. economic system

U.S. educational institutions

The American family and community life including religious institutions

Environmental protection

Public and social welfare

International Peace and Security

The history of Human Rights

Participation in most field trips is optional, but highly recommended and academic credit may be obtained by participating in the Field Study Program. **The Montana Field Study, from 10 - 16 July 2009, and Western Field Study in May are Mandatory trips.** Normal travel on field trips is via military air transportation. Spouses may participate in the New England, Chicago, California and Western U.S. field trips. However, spouses may not travel on government flights, so they must travel at their own expense. There is no charge for spouses to stay at hotels with the group, and spouses may be included in selected itinerary events during the field trips at their own cost. The trips to Norfolk, Charlottesville, New York City, and Philadelphia are for the entire family.

Tentative Field Study Schedule for 2009-2010

10 (Fri) – 16 (Thur) Jul	Montana/Yellowstone
22 (Wed) – 26 (Sun) Jul	New England
5 (Wed) – 9 (Sun) Aug	Norfolk, VA
2 (Wed) – 6 (Sun) Sep	Memphis/Ripley, TN
16 (Wed) – 19 (Sun) Sep	Minneapolis
26 (Sat) Sep	Naval Academy
8 (Thur) – 13 (Tues) Oct	Chicago/Peoria, IL
24 (Sat) – 25(Sun) Oct	Charlottesville, VA
19 (Sat) – 22 (Tue) Dec	New York City, NY
13 (Wed) – 17 (Sun) Jan	Texas
2 (Tues) – 7 (Sun) Feb	San Francisco, CA
13 (Sat) – 15 (Mon) Feb	Philadelphia, PA
9 (Tues) – 13 (Sat) Mar	Colorado/St. Louis, MO
14 (Wed) – 17 (Sat) Apr	Detroit, MI
5 (Wed) – 19 (Wed) May	Western U.S.
10 (Thursday) June	GRADUATION

C. Academic Program: Academic classes begin on 10 August. You will attend either the National War College or the Industrial College of the Armed Forces. Within your college, you will be assigned to a specific seminar or committee with approximately 15 U.S. students. Each seminar/committee has its own room to be used for study and general personal administrative purposes. With the exception of attending a few classified lectures and electives, you will participate in the full curriculum and be treated exactly the same as every other student at NDU. The academic program allows the International Fellow to:

- (1) Participate in the core curriculum of either the Industrial College of the Armed Forces or the National War College. There are extensive reading and writing requirements in the core curriculum of each college program.

- (2) Participate in selected elective courses offered by the Industrial College of the Armed Forces, the National War College, and the Information Resources Management College at the National Defense University.
- (3) Participate in the Introduction to Graduate Writing and Research Course. This accredited course is given to those Fellows specified as non-native speakers of English. This course is not remedial language training to upgrade your overall entry qualifications. Instead, the course is designed to strengthen English academic skills in reading and writing in preparation for coursework in core and elective studies. Classes commence within the second week of the report date and continue through 7 weeks of instruction. Attendees who complete all required coursework receive one-graduate credit hour of study.
- (4) Participate in and conduct seminars and panels with U.S. civilian and military leaders.
- (5) Receive a brand new IBM compatible (Dell model) computer to use for library, internet and access to email throughout the academic year. Please note that laptops are for official business only and usage must comply with Department of Defense network standards. Your ability to download and install software (i.e. digital cameras, Skype, etc.) will be extremely limited. If you have a personal computer you would like to use for such purposes, you may want to consider bringing it.
- (6) Attend presentations by guest speakers, seminar leaders, and panelists, including renowned public officials and scholars. This speaker program constitutes an important part of the curricula of the National Defense University. To encourage guests, faculty, and staff of the University to speak candidly, the University offers its assurance that their presentations at ICAF, NWC, and other University-sponsored audiences will be held in strict confidence. This assurance is based on a *policy of non-attribution*, which is morally binding on all attendees. Nothing the speaker says may be attributed to him directly or indirectly in the presence of anyone who was not authorized to attend the lecture. This policy is not intended to preclude reference by students and faculty within the academic environment to opinions and views expressed by speakers. However, the non-attribution policy precludes citing

attributed views and opinions of one speaker while questioning subsequent speakers. Specifically, the non-attribution policy provides that unclassified information gained during lectures, briefings, panels, and discussion seminars may be used freely within the academic environment. However, neither the speaker nor the University or the colleges may be identified as the originator of the information without the speaker's permission.

D. The following is a list of readings that will be used in the NWC/ICAF curriculum. You will be issued these books at no cost when classes begin, however you are welcome to purchase them in your own language if you believe you will benefit from it. If you want to read or buy only one book over the summer, we recommend On War by Clausewitz. Concentrate any additional reading over the summer on areas of international affairs and current events.

The Classics:

Art of War -- Sun Tzu

On War -- Clausewitz

Art of War -- Antoine Henri Jomini

Strategy -- B.H. Liddell Hart

The Prince -- Niccolo Machiavelli

The Influence of Sea Power Upon History -- Alfred T. Mahan

The Command of the Air -- Giulio Douhet

More recent but world renowned texts:

Makers of Modern Strategy from Machiavelli to the Nuclear Age -- Edited by Peter Paret

The Patterns of War since the Eighteenth Century -- Larry Addington

Other types of books you might find helpful:

A good book on western military history covering the period from Napoleon to present

A good book on International Relations

A good book on how the U.S. government works

A good book on Western "Just War Theory" and/or International Law and norms for war

7. FAMILY INVOLVEMENT: International Fellows are encouraged to have their families accompany them. The entire family will find themselves immersed in a new

environment and culture together. Several events, functions, and trips throughout the year are specifically designed to involve families. We have found that Fellows who bring their family with them have a much richer experience as this wonderful year together will be a lifelong memory. Please strongly consider bringing your family for the entire year. When you arrange your family's airline tickets, it is best if they travel on a U.S. flag carrier. Though U.S. flag carriers may cost more than other airlines, it is essential that they fly U.S. if you wish to fly home with them. All International students will return to country via U.S. carrier.

8. SPONSOR PROGRAM: There are four different aspects of the NDU sponsor program. The ISMO staff will provide you with information and advice to help settle you in the Washington D.C. greater metropolitan area soon after you arrive in the United States. They will work with you to satisfy many of your transition details, including helping procure temporary and permanent housing, banking services, transportation needs, school registration, etc.

A. NDU Social Sponsor: A NDU faculty or staff member will assist with your transition to NDU and the Washington DC area. He or she can help you become familiar with the university and its policies, capabilities, procedures, as well as all other aspects of the university. He or she may also help with your transition details and supplement the civilian sponsor.

B. Civilian Sponsor: Civilian sponsors are families who live in the local metropolitan area and are interested in hosting International Fellows. Civilian sponsors may help you settle into your new surroundings and assist you with some of the peculiarities associated with living in Washington, D.C. Most activities with your civilian sponsors will be social, as they have no relationship with NDU or the U.S. Military. Activities may include visits to their homes, shared meals, outings to local points of interests, etc. A majority of our civilian sponsors have sponsored international students for many years through an organization called People to People International. People to People International is an organization founded by former US President Dwight Eisenhower designed to enhance international understanding and friendship among distinguished US citizens.

C. Student sponsors: When academics commence in August, you will also be assigned a student sponsor from your academic seminar or committee. This sponsor will aid your academic transition as well as assist you in all phases of student activities.

D. Personal Faculty Advisor: A member of the faculty of the college you attend while at NDU will be assigned as your personal faculty advisor (PFA). This person will be your primary

point of contact during the year for academic issues. He or she will assist you in many different ways and help answer any questions you may have about the United States in general, or the university in particular.

9. COUNTRY PRESENTATION: Please arrive prepared to present a 15 - 20 minute oral briefing on your country. Your presentation should address: (a) Your country's security interest and challenges; (b) The economic, social, and political dynamics of your country; (c) The mission and organization of your country's armed forces; (d) An outline of your country's defense policy; and (e) The manner in which your country's chief executive exercises control over the armed forces. You may wish to bring some demographic data and visual aids pertaining to your country. You will present this briefing to your International Fellow classmates during the summer, and may be asked to make similar presentations at each of the colleges, during field study trips, and possibly to other influential audiences during your time here at NDU. This is not a travelogue, but should be a substantive presentation. We use the software package Microsoft PowerPoint to make the presentations. Be prepared to give your country brief during the first weeks of the summer program.

10. REPORTING DATE: International Fellows should report in military uniform with coat and tie (Class A) to the National Defense University, Room 124, Eisenhower Hall (Bldg. 59), Fort Lesley J. McNair, Washington, DC, on **17 June 2008 at 0800**. THIS MEANS THAT YOU MUST ARRIVE IN WASHINGTON, D.C. NO LATER THAN 15 JUNE 2008. If you are not receiving a TLA, you may wish to arrive a week earlier to arrange housing, which will make in-processing easier. Adequate time has been scheduled to allow for administrative and personal in-processing and area orientation, but little time to procure living accommodations. Please call or email us with your arrival information so that you can be met at the airport by your sponsor or staff from our office.

11. ENDING DATE: The graduation date is **10 June 2010**. Your departure date should be no earlier than **11 June 2010**.

12. UNIVERSITY POINT OF CONTACT:
International Fellows Program

International Student Management Office
National Defense University
408 4th Avenue, Bldg 59, Rm 124
Fort Lesley J. McNair
Washington, DC 20319-5962
Electronic Mail: ismo@ndu.edu

PART II TRAVEL TO THE UNITED STATES

1. ARRIVAL NOTIFICATION: You should notify the International Fellows Program Specialist, Matt Waldrip, (waldripm@ndu.edu) of the time, date, flight number, and airline on which you will be arriving in Washington, DC. In the notification, include your name, country, and the number of family members traveling with you. This information should be provided as early as possible, but not later than 96 hours prior to your actual arrival date. If you do not provide your arrival information to us, you may not be met at the airport when you arrive. For further details, please see page 19.

2. PASSPORTS: You and your family should be in possession of a valid official passport. Diplomatic passports are not acceptable. If your passport was issued less than one year ago, please bring your old passport also.

3. VISAS: Visas are required for travel to the United States. The required visa can be obtained from the visa section of the American Embassy or Consulate in your country. Required documents for obtaining a visa are a valid passport for yourself and your family and copies of the Invitational Travel Order (ITO) authorizing your participation in the International Fellows Program. You should be given an **"A-2" Visa valid at least through 30 June 2010.**

4. CUSTOMS: United States Customs Service regulations require that you declare all reportable items imported into the United States at the port of entry. All baggage is subject to inspection by U.S. Customs Service officials.

5. ARRIVAL-DEPARTURE RECORD: At the port of entry into the United States, you will be furnished an I-94 form by the U.S. Immigration Service entitled "Arrival-Departure

Record." This form should be kept with your passport during your stay in the United States. When leaving the U.S., this form must be returned to an U.S. Immigration Service Official at the port of departure.

6. TEMPORARY HOUSING: Please see page 19.

7. BAGGAGE: If baggage is to be shipped directly to Washington, DC by either your government or through personal arrangement, be sure to keep a copy of the bill or shipping invoice that shows the complete name of the carrier and its U.S. representative. Shipments require approximately 7-10 weeks to reach Washington, DC if shipped by surface means. To facilitate customs clearance, prepare and retain a list of contents of each box or crate.

PART III FORT MCNAIR FACILITIES AND SERVICES

1. MEDICAL AND DENTAL TREATMENT:

A. Fellows and their eligible family members may seek health care at any military medical facility. Medical and dental treatment for active duty military personnel is available at the Fort McNair Dispensary located at the front of post. The dispensary holds "military sick call" Monday through Friday. Medical and dental records are required for all visits except emergencies. Routine visits are by appointment only. Emergency medical and dental treatment is available at other military medical facilities during non-duty hours. Dependents are not eligible for dental care at military clinics during their stay in the U.S.

B. Medical care in the United States can be very expensive. Make sure that you understand who is responsible to pay for any medical care you need, especially if your family comes with you. Many Fellows are shocked to learn that they must pay medical expenses out of their own pocket. **Eligibility for care at a military facility does not mean the care is free for your family.** The U.S. Government has reciprocal agreements with other governments that address medical coverage. Each of these agreements is unique. You should ensure that you understand exactly what your Invitational Travel Orders (ITO) stipulates in this regard. Your ITO should specify which dependents are authorized to accompany you (Block 12A) and who is responsible for paying medical bills (Block 12B). Discuss medical coverage with the Security

Assistance Officer at the U.S. Embassy in your country, and also with your appropriate government and military agencies before you depart. **You may be required to purchase international health insurance to cover you and your dependents while you are in the U.S.** You will be required to provide proof of health insurance to the SAO and the manager of the International Fellows Program upon arrival.

2. PHYSICAL FITNESS:

A. You have an excellent opportunity to participate in a physical fitness program at NDU. The University has an outstanding Senior Executive Health/Fitness Program that will help you understand, plan, and implement a sound program of health, exercise, and nutrition. If you smoke or are overweight, NDU has excellent programs to improve your lifestyle.

B. The Senior Executive Health Assessment Program at the University allows each Fellow to voluntarily obtain an unofficial and strictly confidential, individualized health assessment. It includes a suggested dietary and exercise program that is based upon your individual test data. The program consists of a blood chemistry work up, a treadmill stress test, a lecture on health maintenance, and a one-on-one consultation with the a University Health Fitness expert.

3. RELIGIOUS SERVICES: The Fort McNair Post Chapel is located in Building 47. A prayer room is also available on the fourth floor of the US Coast Guard Headquarters located next door to NDU.

4. COMMISSARY: Although Fort McNair has no commissary, the other military installations in the area do and they stock a complete line of groceries, meats, fruits, vegetables, household items, and health and beauty aids. Admittance to the Commissary is by military identification card only and is limited to the International Fellow, spouse, and eligible children.

5. OFFICERS' OPEN MESS: The Fort McNair Officers' Club provides dining and bar facilities for officers, their families, and guests. Lunch and dinner are served on most days. Check cashing service is offered to members. International Fellows are invited to become members of the club. Dues are \$16.50-18.50 per month depending on grade.

6. POST EXCHANGE: The Post Exchange (PX) offers several services. Admittance to PX facilities is by military identification card only and is limited to the International Fellow, his/her spouse, and eligible children. The PX operates the following facilities for military personnel at Fort McNair:

- A. Barbershop (Building 41& 59)
- B. Shoppette and Gas Station (Building 43)
- C. Cleaners and Tailor (Building 41)
- D. Beauty Shop (Building 41)

7. POST OFFICE: A Branch Post Office is located in Building 29 just inside the main gate. The Post Office is open Monday through Friday, but is closed Saturday and Sunday.

8. HOUSING: International Fellows are not eligible for military housing in the Washington, DC area. Additionally, BOQ housing is not available even on a temporary basis. However, there is an abundant supply of adequate non-military housing in the District of Columbia, Maryland, or Virginia. The ISMO staff will begin working on your housing needs after receipt of your housing form. Please send this form to Matt Waldrip (waldripm@ndu.edu). An average of one to three weeks after reporting is required to finalize individual housing. Email ISMO to indicate your temporary and permanent housing needs in Washington DC.

9. RECREATIONAL FACILITIES: The following Fort McNair facilities are provided by the Military District of Washington Recreation Service Office: Tennis, Softball, and Volleyball.

PART IV IN-PROCESSING AND ADMINISTRATIVE INFORMATION

1. OVERVIEW: This section is a guide on activities from pre-arrival, in-processing, and information about what administrative services to expect during the first few weeks after arrival.

2. PRE-ARRIVAL PREPARATION:

- A. Forward all forms enclosed with this booklet and the information requested in paragraphs 3 and 7 to ISMO without delay.
- B. Fellows must bring these items from their home country (in English):

- (1) SCHOOL RECORDS (Originals for you and your dependents)
- (2) MEDICAL RECORDS (Originals for you and your dependents)
- (3) IMMUNIZATION RECORDS (Originals if possible for you and your dependents)
- (4) DRIVER'S LICENSE (Valid home country drivers license and an International driver's license if possible)
- (5) CREDIT CARDS (VISA, MasterCard, or American Express)
- (6) BIRTH CERTIFICATES (Originals for you and your dependents)
- (7) PROOF OF HEALTH INSURANCE (For you and dependents not covered by military agreement)

3. ARRIVAL INFORMATION: ISMO will arrange and pay for your transportation from the airport to the hotel. Details of the sedan service that will meet you and take you to the hotel will be provided upon receipt of your flight details. Alternatively, you may prefer to be met by a representative from your Embassy, in which case you should make arrangements directly with Embassy personnel and notify the ISMO office.

It is vital that you email your arrival details to ISMO as soon as possible so we can arrange transportation to pick you up at the airport. Please email Matt Waldrip, waldripm@ndu.edu, with the following information:

Airport of arrival
Date and time of arrival
Airline and flight number
Origin of the flight
Number of persons in the party

4. TEMPORARY LODGING:

A. IMET/CT Officers authorized TLA (Travel and Living Allowance) will stay at a hotel temporarily until their housing is available. You will be provided with funding to cover the cost of hotel accommodations within the first week of arriving at NDU. For details on whether or not your living expenses will be paid by the US Government, consult your ITO paragraph 12 section F. After we receive your arrival information, ISMO will reserve a hotel room for you. All IMET/CT Fellows will stay in corporate housing arranged by ISMO.

B. If you are a Non-IMET Officer and would like ISMO to arrange for you to stay at the hotel, please email Matt Waldrip, waldripm@ndu.edu, with your details (above). A reservation

will be made and a confirmation number returned to you. Please note that the cost of the hotel room is approximately \$209 per night (US Government per diem rate) and includes breakfast (daily) and a buffet-style evening meal 4-nights per week (Monday-Thursday). Your Embassy may also assist you with finding adequate housing.

5. TEMPORARY MAILING ADDRESS: The following temporary mailing address may be used until such time as you have obtained housing and a permanent mailing address:

YOUR NAME AND RANK
International Fellows Program
P.O. Box 44805
Washington, DC 20026-4805

6. IN-PROCESSING:

A. Administrative in-processing for International Fellows will officially take place on the Wednesday, 17 June 2009 from 0800 to 1600 hours. An optional early bird in-processing is available by appointment on 15 and 16 June 2009. Please report in military uniform with coat and tie (Class A). Also, bring 10 copies of your Invitational Travel Orders. You will have pictures taken for the NDU Bio-book, NDU ID cards, and U.S. military ID cards. If you are unable to in-process on the report date, please notify the Senior Director, International Student Management Office prior to this time.

B. On the first day of class, the ISMO staff will:

- (1) Provide a welcome packet containing maps and other relevant information on the Washington area.
- (2) Arrange for issuance of Military and NDU ID cards.

C. During the next few days, the ISMO staff will provide a briefing on:

- (1) Available housing and schools.
- (2) Available shopping resources.
- (3) Obtaining driver's license & banking accounts.

7. MILITARY ID CARDS:

A. Military personnel and their family members with valid U.S. military identification cards may use certain military facilities. Cards will be issued to all International Fellows and their eligible family members who are listed on the ITO and are valid for the period of time that they are assigned to the National Defense University. Eligible family members are spouses and

children under the age of 21 (or under the age of 23 if they are full-time students). Military identification cards are not required for children under the age of 10, although these children are authorized use of the same military facilities as their parents when accompanied by the parents or other family member possessing a military identification card. Other personnel who may reside in the household, such as parents, brothers/sisters, brother/sister-in-law, aunts, nephews, and servants will not be issued military identification cards and are not authorized use of military facilities. International Fellows and their dependents should carry their identification cards with them at all times.

B. The International Student Management Office staff will help you to obtain your US Military ID Card. Please complete the form from the Welcome Packet entitled 'ISMO Questionnaire for Military ID' and return it in the envelope provided or email it to Matt Waldrip, waldripm@ndu.edu, or fax it to ISMO at (202) 685-3722 without delay.

C. You will be able to obtain Military ID Cards for your dependents after completing your initial in-processing. ISMO will provide the necessary paperwork, but you must accompany your dependents to the ID Card Section and the process may take several hours to complete. **Your dependents must have medical coverage prior to obtaining an ID card.**

8. BANKING: You need to have a US bank account in order to conduct business in the U.S.A. A bank that has branches close to where you live will make things easier for you. PNC Bank is a local bank with many branches available in the Washington DC area. Although you are not obligated to choose PNC bank, a representative from PNC bank will be available at NDU to open accounts for you during your in-processing. You will need to obtain the following services from whichever bank you select:

A. Savings/Checking Accounts: A U.S. Checking Account will be necessary for your stay in the United States. It allows you to pay your bills easily. Many banks require a minimum balance for a checking account and this minimum is calculated as the combined total of your checking and savings accounts, so you may also wish to open a savings account.

B. Debit/Check Card: This card allows you to deposit and withdraw money at your bank anytime day or night, or to pay for goods and services in shops and stores. This service is free from your bank; however you are also able to withdraw money from any ATM anywhere in the U.S. for a small charge (usually \$2.00-\$4.00). This facility is extremely helpful when we travel. You don't have to carry lots of cash; you can get it when you need it.

9. PERMANENT LODGING:

A. IMET/CT sponsored officers who are authorized a travel and living allowance will be provided with funding to cover the cost of permanent housing for the duration of the Program. You will be provided with a Corporate-style apartment that is fully furnished and all utilities will be included.

B. For officers not receiving TLA, please contact your Embassy for help in finding a permanent residence. Officers who are NOT part of the IMET Program will be responsible for the cost of all living expenses. You will need to budget for renting furniture and paying all utilities.

C. The ISMO staff will assist you in locating a suitable home. Please email Matt Waldrip at waldripm@ndu.edu to inform him of your housing plans.

10. DRIVER'S LICENSE:

A. Mass transportation is inadequate outside the Washington DC area. Except for corporate housing arranged by ISMO, most housing is located many miles from Fort McNair and shopping centers and malls can also be far from housing areas so most International Fellows find it necessary to buy a car while at NDU. If you plan on driving a car this year, you should obtain an international driver's license before you depart your country. Bring your valid home country license as well.

B. If you decide to live in Maryland you may drive for up to one year with your international and valid home country license. If you live in Virginia you may drive with your international and your valid home country license for up to one year from the DATE OF ISSUE of the International license. If you live in Washington DC you may drive for up to one year with your international and valid home country license.

C. Although you may legally drive with an International License, the cost of car insurance may be reduced if you obtain a US drivers license. If you do not hold a valid international driver's license when you arrive, you MUST get a license in Virginia, Maryland, or the District of Columbia (depending on where you live) within 30-60 days of establishing residency.

11. SCHOOLS: Most schools in the area have the same Entrance Requirements. Each child must have the following:

A. Immunization Record: An immunization record in English.

B. Physical Examination: The form to be filled out by the examining Doctor is available from the school your child will attend. You must call one of the military hospitals or civilian clinics to make an appointment for the children's school physical. This takes time and it is vital that you bring all records as set out in paragraph 2 (above).

C. Proof of Residence: A document that confirms your current address. Usually your apartment or house Lease, a utility bill or bank statement.

D. Proof of Birth: Passport or birth certificate.

E. School Records: Latest report card or school records in English. The school may require tests for grade placement. These tests are given by the school and are free.

NOTE: U.S. High Schools require completion of specific classes prior to graduation (four years of English, U.S. and/or state history, etc.). Rarely do international students qualify for an U.S. high school diploma. Attendance at summer school may be necessary to fulfill these requirements, so your child should be prepared to start summer school by 1 July 2008 if they anticipate graduating from high school.

12. ENGLISH AS A SECOND LANGUAGE:

A. Each summer ISMO arranges a two-week 'survival English' course which is designed for dependents of the International Fellows above the age of five years. Classes are held in the mornings and age-appropriate activities are scheduled in the afternoon. Three different classes are available: Adult women, teenagers and young children. Additionally, a spouse's social group, the Spouses International Cultural Exchange club (SPICE), meets each Thursday during the academic year.

B. ISMO will offer an English as a Second Language (ESL) course for spouses during the Spring semester. The course is targeted towards spouses with beginning or intermediate English skills.

C. Most counties in the area offer ESL classes for its residents - these classes usually start in September and go two semesters through June. To find out specific dates for placement tests, class location and times, the cost of classes, and document requirements (such as passports,

medical immunizations, and proof of U.S. residency) look for your local community newsletter or contact the ISMO staff.

13. UNIFORM AND DRESS POLICY:

A. The military uniform is the designated attire for International Fellows during the summer program. Beginning in early September the wearing of the military uniform is optional except on specified occasions. When not wearing the military uniform, the appropriate attire is coat and tie.

B. Fellows should bring a dress uniform (Class A) and appropriate summer and winter duty uniforms plus one field uniform. You may bring the formal evening “Mess Dress” uniform, but it is not required at NDU.

C. The Class A uniform is required on the following occasions:

- (1) During visits by a four-star flag or general officer, or the civilian equivalent within the Department of Defense.
- (2) At the NDU opening ceremony, graduation and NDU President receptions, and when personally receiving or escorting distinguished visitors, including allied and other foreign visitors.
- (3) When participating in platform presentations as a speaker, introducer, or moderator.
- (4) When a Distinguished Lecture Program is scheduled.
- (5) When directed in the weekly schedule or by separate memorandum by the President, National Defense University, the College Commandants, or the Senior Director, International Student Management Office.

14. EMERGENCY LEAVE: Request for emergency leave should be made directly to the Senior Director, International Student Management Office, and your appropriate College Faculty Advisor/Deans.

15. BIOGRAPHY BOOK: This book is an official University publication furnished at no cost to the individual, and is accessible via the NDU Intranet for incoming students, Fellows, and faculty members. It contains photographs of officers and a short biographical sketch of each

officer assigned to the University. Our office will compile this information from returned Documents included in this packet.

PART VI HELPFUL INFORMATION

1. MONEY: If your country has monetary exchange limitations, arrange for "exchange permission" for converting your currency to U.S. dollars prior to your departure. You should have \$3,000-\$4,000 when you arrive to pay for temporary lodging and make deposits for permanent housing. However, you should avoid carrying large amounts of money on your person or keeping it in your home. Money lost or stolen is seldom recovered. The local community has several well-established banks, which offer a complete range of banking services. The ISMO staff will help you set up a bank account shortly after your arrival.

A. **CURRENCY:** The U.S. currency is the dollar or in slang "a buck," or \$.

The breakdown is as follows:

100 pennies (1 cent each) = \$1	4 quarters (25 cents each) = \$1
20 nickels (5 cents each) = \$1	2 half dollars (50 cents each) = \$1
10 dimes (10 cents each) = \$1	

B. **SALES TAX:** All states have a sales tax. This is a tax added to your purchases at the time of the sale, usually about 5%. The price indicated on any item does not include this tax. The state, county, or city government uses the money from this tax to pay for operational expenses.

C. **TIPPING:** Tipping is customary in the United States. Listed below are normal tips. Remember that you never have to tip for poor service.

Hotel bell boys, airport porters, etc -- \$1 per bag

Restaurants: Waiters when ordering off the menu -- 15-20%

Waiters when ordering the buffet meal -- 10-15%

Taxi cab drivers -- 10-15%

Commissary bag boys -- 25-50 cents per bag

2. EMPLOYMENT: Neither you nor your dependents are authorized to work in the United States while here on an A-2 Visa.

3. LOCATION, TIME AND CLIMATE:

A. Location: The National Defense University is located on Fort Lesley J. McNair, 4th and P Streets, SW (Southwest portion) Washington, District of Columbia, the Capitol of the United States of America. It is in the Mid-Atlantic section of the U.S., between the states of Maryland and Virginia.

B. Time: NDU is located in the Eastern Time Zone (-5 GMT/UTC)

C. Climate: Weather is a prime factor in deciding what clothes you will need.

Washington has many lovely autumn and spring days, with an average temperature of about 70 degrees F. (21 degrees C.) when clothing of light material is very comfortable. Summers (June, July, & August) are hot (80 degrees to 100 degrees F, 26 degrees to 38 degrees C.) and humid. Winter (December, January, & February) days are cold, but the temperature rarely falls below 0 degrees F. (-18 degrees C.). You will need warm clothing for this time of year. The rainfall is moderate and relatively evenly distributed throughout the year. From November to March some snowfall is possible.

4. HOLIDAYS:

A. U.S. Holidays: The National Defense University will observe the following United States national holidays during the academic year:

New Years Day – 1 January

Martin Luther King Day – 3rd Monday of January

President’s Day – 3rd Monday of February

Memorial Day – Last Monday of May

Independence Day – 4 July

Labor Day – 1st Monday of September

Columbus Day – 2nd Monday of October

Veteran’s Day – 11 November

Thanksgiving – 4th Thursday of November

Christmas Day – 25 December

B. Additional Holidays for IFs: In September 1988, the Defense Security Cooperation Agency (DSCA), in coordination with the Military Departments of the Army, Navy and Air Force, issued policy guidance that restricts religious and national holidays for International Military Students (IMS) in training in the U.S. to no more than two days per calendar year for

each country involved. NDU will allow you to take two days as a holiday with your personal faculty advisor's approval. The IFP Program Manager has a list for your individual country. Before missing any classes or other duties you must coordinate with the International Fellows Program Manager and the Dean of Students or personal faculty advisor, of either ICAF or NWC as appropriate.

5. HISTORY OF THE NATIONAL DEFENSE UNIVERSITY

American scholarship in the profession of arms matured in each of our military forces more or less independently. Requirements for advanced studies for leaders of America's land, sea, and air defense were met as they arose, and with distinction, by postgraduate colleges set up by and for the respective Services.

But twentieth-century technology's acceleration imposed a growing need for interdependence; for closer ties among the Western allies, between America's own armed Services and the industrial plant that arms them, and particularly among the military centers of higher learning and research.

This prompted the Joint Chiefs of Staff in 1976 to inaugurate the National Defense University (NDU), a historic pooling of the defense community's intellectual resources. At first, made up of The National War College (NWC) and the Industrial College of the Armed Forces (ICAF), the University was joined in 1981 by the Armed Forces Staff College (AFSC), and a year later by the Department of Defense Computer Institute (DODCI), known now as the Information Resource Management College (IRMC). The NDU charter provides that a Foreign Service officer of ambassadorial rank be Vice President of the University.

The National War College brought to this union more than three decades of experience in training Army and Navy officers. The Industrial College of the Armed Forces brought 35 years of training officers of all Services for joint and combined staff duties. The colleges' support facilities were organized into four University directorates. Consolidation pooled resources, enabling the University to enroll more students without additional cost. The University has doubled its elective courses, upgraded its faculty's credentials, added an Executive Development office, and expanded its research programs. As part of its expanding mission, the University has also created the Capstone Program, responsible for the training of U.S. general and flag officers,

and the Institute for National Strategic Studies, responsible for both external and internal research programs.

The University's most venerable precursor, the Army War College, was founded in 1903. Although it had exchanged a few student officers with the Navy War College, founded in 1884, it was not until World War II that a true multi-Service institution emerged. The Army-Navy Staff College (ANSCOL) began to "train officers of the arms in duties in unified and coordinated Army and Navy Commands" in 1943. The National War College, an ANSCOL institutional successor, was founded in 1946. (The Army War College moved to Carlisle Barracks, PA.) Then as now, NWC students pursued their year's work at Fort McNair in the splendid domed brick Theodore Roosevelt Hall. Now designated a national historical landmark, it was first occupied in 1907 by the Army War College. Its neighbor to the northeast is Dwight D. Eisenhower Hall, home of the Industrial College.

The lessons of World War I led to steps in 1920 to train military officers in the intricacies of industry's mobilization for modern war. With guidance from statesman - industrialist Bernard M. Baruch, the Army's Industrial College opened its doors in 1924. Thereafter, its curriculum kept pace with technology's expansion and prepared the Nation's military-industrial partnership for the supreme tests of World War II.

Class work was suspended during the war, and was resumed in January 1946 as the Industrial College of the Armed Forces, with sharper inter-Service focus. When the Industrial College moved from temporary quarters to Fort McNair in 1960, President Dwight D. Eisenhower, a graduate of the Class of 1933, dedicated its new home on 6 September. Since that time, the college has added pioneering studies in emergency preparedness planning to its instruction in mobilization resource management.

Like The National War College, Armed Forces Staff College also claims the Army-Navy Staff College as its predecessor. World War II demonstrated that mastery of joint and combined operations is a must of present-day warfare, and thus the Joint Chiefs of Staff established the Armed Forces Staff College on 24 June 1946 with this training mission. Under the Chief of Naval Operations, it set to work in its present location in Norfolk, Virginia, on 13 August of the same year. The staff, faculty, and students are assigned by each Service to provide a joint atmosphere. With the construction of Normandy Hall in 1962, the college completed its transition from a temporary to a permanent institution and joined the National Defense University on 12 August 1981. The Armed Forces Staff College, now known as the Joint Forces

Staff College, changed from an intermediate joint professional military education school to a TDY institution where Phase II of the Chairman's Program for Joint Education is taught in the summer of 1990.

The International Fellows Program started with the Class of 1985. Since then, NDU has graduated 537 International Fellows from 91 nations.

6. HISTORY OF FORT LESLEY J. MCNAIR

Fort Lesley J. McNair, in the southwestern tip of the District of Columbia, is one of the oldest active military posts in the United States. Now the home of Headquarters, U.S. Army Military District of Washington, this historic post also houses the National Defense University, a senior Service educational institution sponsored by the Joint Chiefs of Staff, which includes the Industrial College of the Armed Forces and The National War College. The Inter-American Defense College, which is under the auspices of the Inter-American Defense Board, is also located on Fort McNair.

The post has undergone many changes since establishment in 1791. Notley Young, a local proprietor, donated the original 28 1/2-acre, "Duddington Manor" on Turkey Buzzard Point. It was an integral part of Major Pierre L'Enfant's Planned City. The "Fort at Turkey Buzzard," located at the strategic junction of the Anacostia and Potomac Rivers, was set aside as the primary defense installation of the new Federal City on 2 March 1797 by President Washington.

Although a place was marked out for a battery at the point in 1796, it was not until 1803 that George Radfield, former architect of the Capitol, designated a building for the arsenal. During the War of 1812, the arsenal was completely destroyed by an accidental explosion while under British occupation. The explosion decimated the British forces and allowed the U.S. to regain the arsenal. It was rebuilt following the war and as the "Washington Arsenal" served as a distribution center for guns from nearby manufacturers until 1881.

In 1826, the Government purchased a parcel of land 400 feet wide, immediately north of the original reservation. The first Federal Penitentiary was completed on this land in 1837. Military activities so increased during the Civil War that President Lincoln closed the penitentiary in 1862. However, in 1865, the eight accused conspirators in the Lincoln assassination were imprisoned here and a somewhat speedy trial was held on the third floor of

the eastern wing of the penitentiary. Four of the conspirators, including the first woman to be executed by Federal Order, were executed on gallows located on what is now the eastern end of the post tennis courts.

The first landfill succeeded in reclaiming land, which was previously covered by marshes of shallow water in 1851. Then in 1857 the land from the penitentiary boundary to P Street was bought to form the present northern boundary of the post. All that remains of the penitentiary is the eastern extension, now Quarters 20, which was then the home of the assistant warden.

In 1893, a young doctor, Major Walter Reed, reported for duty at the general hospital at "Washington Barracks," as Fort McNair was then known. During the Spanish-American War in 1898, American casualties from typhoid, yellow fever, and malaria had taken their toll. These diseases also were prevalent at "Washington Barracks," where soldiers had been using a gate in a wall as an entrance and exit to their barracks. On the opposite side of the wall was the James Creek Canal, now a parking lot, which served as a drainage ditch for all southwest Washington. Major Reed's research at the small hospital, the precursor of Walter Reed Army Hospital, proved that the germs were indeed airborne, and the ever-present mosquitoes were the culprits. Within months, "Washington Barracks" and Fort Myer were forever purged of the dreaded diseases. The Post Dispensary and the Inter-American Defense College bachelor officers' quarters now occupy the former hospital buildings.

In 1902, plans for the renovation of the post were approved to include a building for an Army War College--first proposed by Secretary of War Elihu Root in 1899. On 21 February 1903, President Theodore Roosevelt and Secretary Root laid the cornerstone to the Army War College near the old Arsenal quadrangle on the point. This building, Roosevelt Hall, was dedicated a National Historic Landmark in 1974.

The period from 1903 to 1908 marked the remodeling of the entire post by Captain Sewell of the Corps of Engineers. Work included rearranging the roads, erecting ninety percent of the present buildings, and completing the land fill which, along with the 1847 land purchases, gave the fort its present configuration of 89 1/2 acres. The entire Generals' Row was constructed at that time, along with the Officers Open Mess. Although originally designed for majors and captains, Generals' Row now houses general and flag officers.

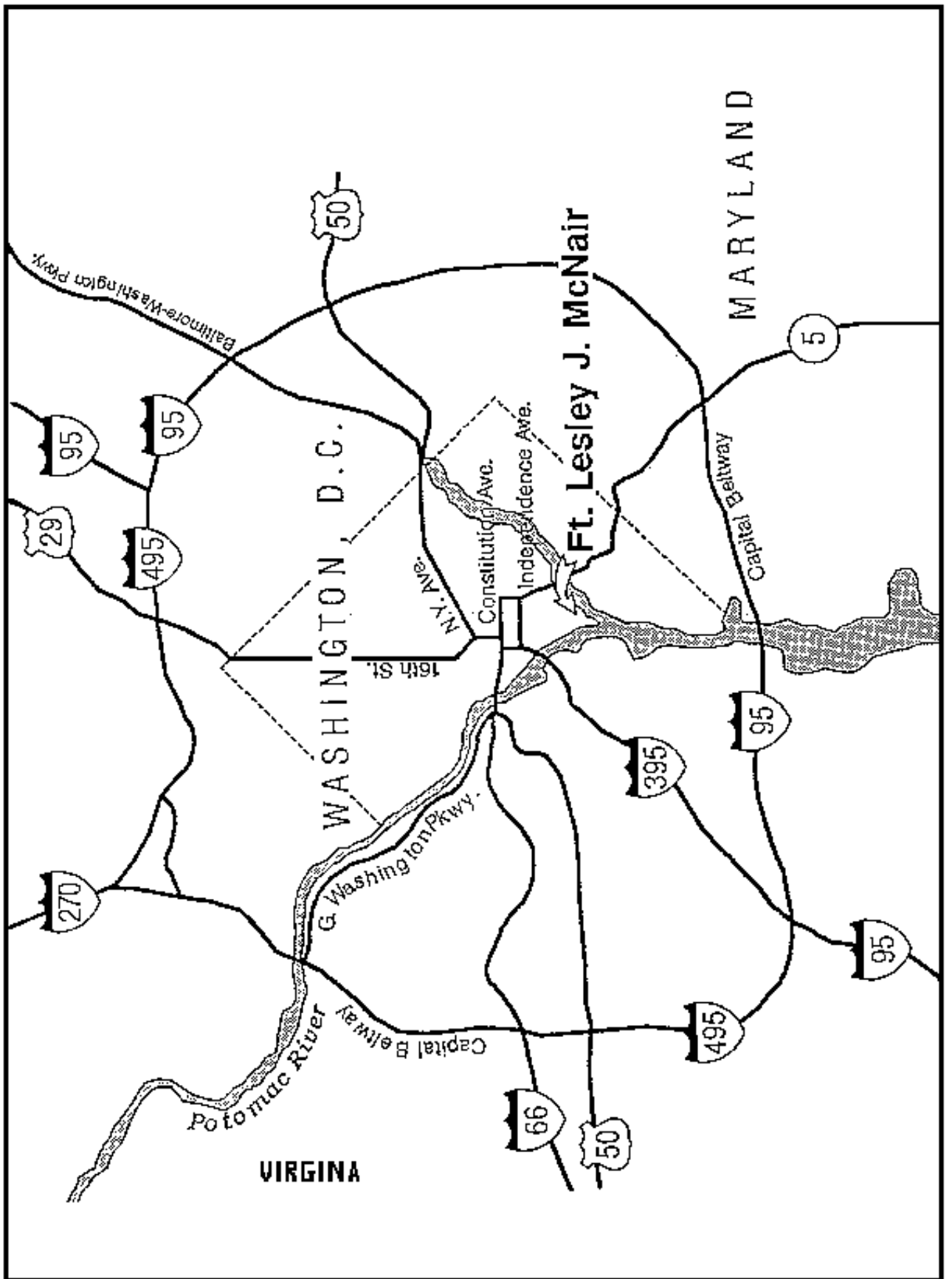
Classes at the Army War College were suspended during World War I and II. The Headquarters, Army Ground Forces, under Lieutenant General Lesley J. McNair, was the principal tenant of what was then the Army War College during World War II. In 1944,

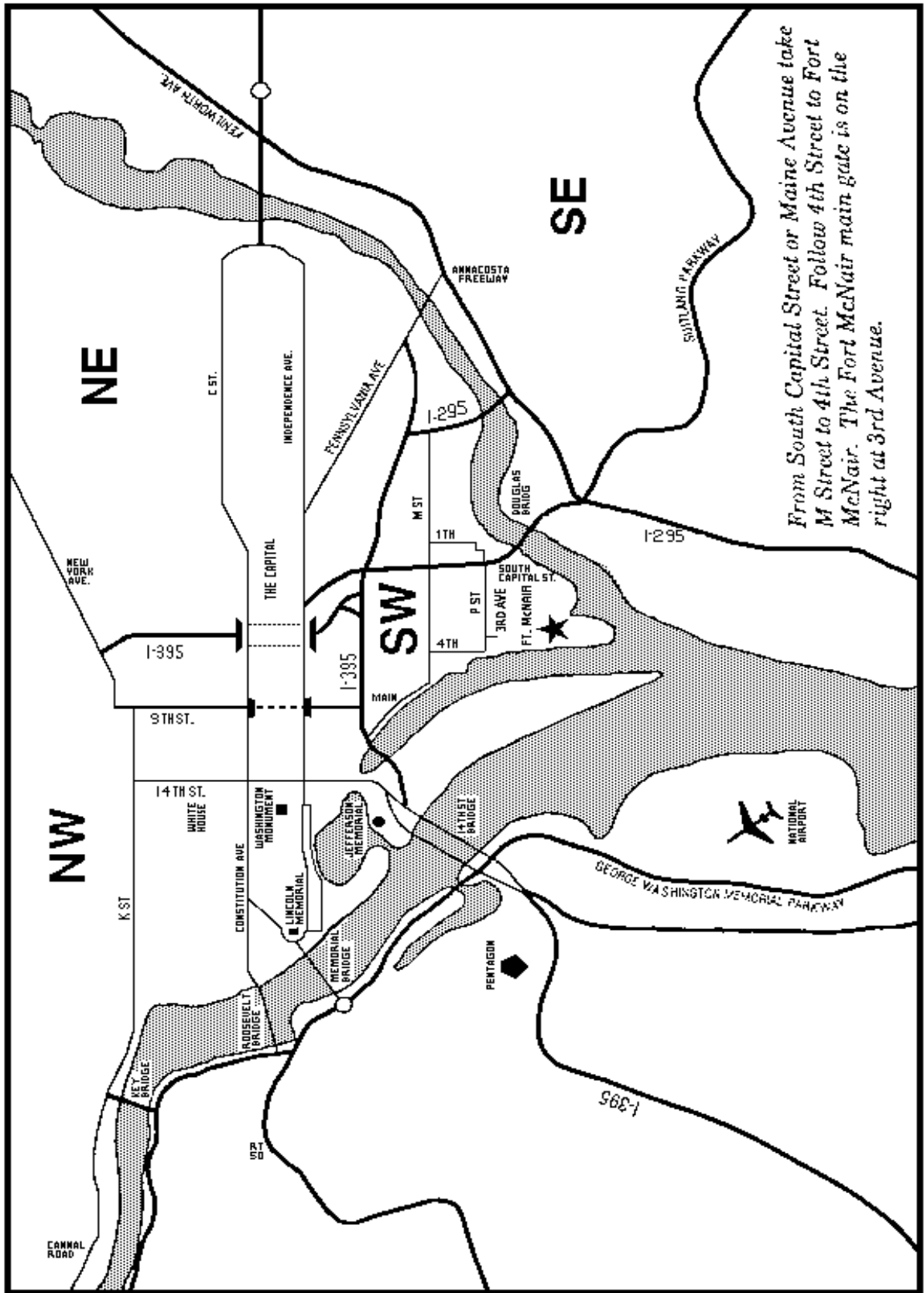
Lieutenant General Lesley J. McNair was killed in action in Normandy while observing the troops whose training he had directed. The post was renamed Fort Lesley J. McNair on 12 January 1948 in honor of General McNair, who was posthumously awarded a fourth star.

In 1946, The National War College was established in Roosevelt Hall, the building that had previously been occupied by the Army War College. The Army Industrial College, established under the guidance of Bernard Baruch in 1924, was also moved to Fort McNair in 1946 and renamed the Industrial College of the Armed Forces. President Eisenhower, a graduate of both the Army Industrial College and the Army War College, dedicated the new Industrial College of the Armed Forces building, Eisenhower Hall, in 1960. The Inter-American Defense College opened in October 1962 as a multinational institution of higher military studies under the Inter-American Defense Board. Its primary mission is to prepare military personnel and civilian officials of the American States for the defense of the hemisphere through the study of the Inter-American System and the political, social, economic, and military factors that constitute essential elements.

On 16 January 1976, the Department of Defense formally established the National Defense University, bringing together under a university concept the Industrial College of the Armed Forces and The National War College. President Gerald Ford dedicated the University on 18 January 1977.

The evolution of "Duddington Manor," a small acreage on an irregular finger of land at the mouth of the Anacostia River, into the beautifully landscaped home of the nation's most prestigious military university and the Headquarters of the U.S. Army Military District of Washington is a colorful and historic story.





From South Capital Street or Maine Avenue take M Street to 4th Street. Follow 4th Street to Fort McNair. The Fort McNair main gate is on the right at 3rd Avenue.

