

Industrial College of the Armed Forces (ICAF) Industry Fellows Program AY 2012-2013

Previous Company Participants:

BAE Systems	GTE Government Systems	Mitsubishi
Battelle	Harris Corporation	Northrop Grumman
Bell Helicopter	Humana	Pratt & Whitney (UTC)
Boeing	IBM	Raytheon
Booz Allen Hamilton	KPMG	Rockwell Collins
Colt	L-3 Communications	SAIC
Computer Sciences Corp	LMI Government Consulting	Sikorsky Aircraft
EADS	Lockheed Martin	United Launch Alliance
General Dynamics	Rheinmetall MAN Military	
General Motors	Vehicles GmbH	

Degree Granted: Master of Science degree in National Resource Strategy

ICAF Student Profile:

- The ICAF class of approximately 320 students is divided into 21 seminars with 15-16 military and civilian students in each seminar. Most students have approximately 20 years of experience and hold a master's degree.
- Senior military officers from U.S. Army, Navy, Air Force, Marines and Coast Guard, rank of Commander or Lieutenant Colonel, and above
- Civilian executives from Department of Defense, Department of State, Department of Homeland Security, US Agency for International Development, Central Intelligence Agency, National Security Agency, Defense Logistics Agency, and others; pay grade of GS-14 equivalent and above
- Military officers from 21 nations; these students are known as *International Fellows*. Civilians from private industry; these students are known as *Industry Fellows*.
- All have extensive experience in defense operations, acquisition, program management, contracting, logistics, supply chain management, and other related areas

Typical student previous assignments:

Lt Col	U.S. Air Force	Staff Judge Advocate	Cheyenne, WY
GS-15	Unit Chief	FBI National Threat Center	Washington, DC
LtCol	U.S. Marine Corps	Chief Embedded Battle Staff	Baghdad
Civilian	Boeing	Program Manager	Ridley Park, PA
CAPT	U.S. Navy	Assistant Chief of Staff, Naval Air Forces	San Diego, CA
Civilian	CSC	Operations Director	El Segundo, CA

Curriculum:

- National Security Strategy, including economics
- National Planning Systems and Processes, including acquisition
- National Military Strategy and Organization, including ethics
- Theater Strategy and Campaigning
- Joint Strategic Leader Development

Industry Studies:

Twenty-one industries are targeted for intense concentration and analysis. Each student selects one industry for concentration. The study includes domestic and international travel to visit leading companies within each sector listed. This six-credit course culminates in an individual industry review paper, a group paper authored by the entire industry seminar, and a presentation to both a senior military general/flag-level officer and a distinguished industry executive. Industries being examined in AY 2011-2012 include:

Agribusiness	Manufacturing
Aircraft	News Media
Biotechnology	Privatize Sector Support to Operations
Education	Reconstruction & Nation Building
Electronics	Robotics & Automomous Systems
Energy	Shipbuilding
Environment	Space
Financial Services	Strategic Materials
Healthcare	Transportation
Information & Communications Technology	Weapons
Land Combat Systems	

Faculty/Student Ratio: 1:3.5, unprecedented in postgraduate education.

Selection Process: Admission of private sector students is based on a merit selection process.

Tuition: TBD for AY 2012-2013 (approximately \$85,000 per academic year). This cost includes all textbooks and other materials, plus extensive domestic and international travel -- totaling approximately 30 days.

Additional information:

Available at <http://www.ndu.edu/icaf/programs/supplement/fellows/>