



NATIONAL DEFENSE UNIVERSITY
INDUSTRIAL COLLEGE OF THE ARMED FORCES
WASHINGTON, D.C. 20319-5066

June 25, 2008

REPLY TO
ATTENTION OF:

Dear ICAF Student:

Welcome to the Class of 2009 of the Industrial College of the Armed Forces (ICAF) and to "the ICAF experience." Your selection to attend this Senior Joint Service College recognizes your potential for significant future contributions to the Nation. You will find the experience intellectually challenging, professionally rewarding, and personally satisfying.

Since the College was chartered in 1924, the enduring purpose of ICAF 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.

During your year at ICAF you will explore the political, diplomatic, social, economic, technological, and military factors which impact 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 and transformed. You, your Service, agency, company, and home country will benefit from your experience here.

In addition to the exciting and demanding professional development opportunities at ICAF, you will also enjoy social and athletic programs with your classmates. The academic rigor associated with the ICAF experience requires considerable work, but there will be ample opportunities for meaningful experiences in other areas. The keys to an enjoyable and productive year are self-discipline and balance.

Our superb faculty and staff look forward to welcoming you to ICAF. You will find your time at ICAF is 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,

A handwritten signature in blue ink, which appears to read "Garry E. Hall", is written over the typed name and title.

Garry E. Hall
Rear Admiral, U.S. Navy
Commandant