

NATIONAL DEFENSE UNIVERSITY

The National Defense University, located at Fort Lesley J. McNair in Washington, DC, educates military and civilian leaders through teaching, research and outreach in national security strategy, national military strategy, and national resource strategy; joint and multinational operations; information strategies, operations, and resource management; acquisition; and regional security studies.

INDUSTRIAL COLLEGE of the ARMED FORCES

The Industrial College of the Armed Forces (ICAF) is part of the National Defense University. ICAF is the premier Department of Defense joint education institution for national security resource management and strategy.

The mission of ICAF is to prepare selected military and civilians for strategic leadership and success in developing our national security strategy and in evaluating, marshalling, and managing resources in the execution of that strategy. Special emphasis is placed on materiel acquisition and joint logistics, and their integration into national security strategy.

Reflecting this joint and interagency perspective, 58 % of the student body is composed of military representatives from the land, sea, and air services; 33% from the Departments of Defense and State plus ten other Federal agencies; 7 % are International Fellows; and 2 % Industry Fellows. ICAF awards its graduates a **Master of Science degree in National Resource Strategy**.

ICAF CURRICULUM

ICAF is the nation's only educational institution that emphasizes the management of national resources to support national security strategy. The ICAF curriculum provides a broad education in national security strategy and national military strategy with the major emphasis on resources management.

EXECUTIVE ASSESSMENT & DEVELOPMENT PROGRAM (EADP)

As a central part of the core course in strategic leadership, ICAF students have the opportunity to participate in an executive development program. The purpose of this program is to increase student awareness and help develop the skills needed to become effective transformational and strategic leaders.

The basis of the program is an assessment of each student's strengths, weaknesses, and individual behavioral preferences through the use of a battery of assessment instruments that include the *Personality Profiler*, the *Leadership Profile Inventory*, the *Modified Career Path Appreciation*, and the *Strategic Leader Development Inventory*, a 360-degree assessment tool developed specifically for use at ICAF.

Using an expert system to tailor feedback to individual student profiles, each student receives one-on-one developmental feedback with a trained counselor from the Leadership and Information Strategy Department.

INDUSTRY STUDIES PROGRAM

The Industry Studies program of the ICAF examines the resources component of National Security. The students are organized into 20 Industry Study seminars that analyze and evaluate defense-essential industrial sectors and assess their ability to satisfy national security requirements in peace and conflict.

This effort requires the development of a strategic perspective on the U. S. and global industrial base and its role in supporting the resource requirements of national defense. The following industries are being studied this academic year:

- ★ Agribusiness
- ★ Aircraft
- ★ Biotechnology
- ★ Education
- ★ Electronics
- ★ Energy
- ★ Environment
- ★ Financial Services
- ★ Health Care
- ★ Info & Communications Technology
- ★ Land Combat Systems
- ★ Manufacturing
- ★ News Media & Strategic Communication
- ★ Privatized Military Operations
- ★ Reconstruction & Vital Infrastructure
- ★ Shipbuilding
- ★ Space
- ★ Strategic Materials
- ★ Transportation
- ★ Weapons

INDUSTRY FELLOWS PROGRAM

This unique educational opportunity is the only formal academic program within the Department of Defense that links industry with government agencies. Industry Fellows bring industry expertise and personal insights to the College learning environment, and the College in turn sharpens their knowledge of national security issues. Furthermore, the military, civilian and industry mix helps build the social networks our Nation needs to address its integrated military, economic, and societal challenges. ICAF has been open to students from the private sector since 1994. ICAF's Industry Fellow graduates include personnel from the following companies:

BAE Systems ★ Battelle ★
Boeing ★ Colt ★ CSC ★
DaimlerChrysler ★ EADS ★
General Dynamics ★ General
Motors ★ GTE ★ Harris Corp ★
Hughes Aircraft ★ IBM ★ KPMG ★
L-3 Communications ★ LMI ★
Lockheed Martin ★ McDonnell
Douglas ★ Northrop Grumman ★
Raytheon ★ Rockwell Collins ★
SAIC ★ Sikorsky Aircraft ★ TRW

Feedback from these graduates and their sponsoring companies confirms that the educational experience is immensely valuable. Professional associations developed during the academic year and sustained among the growing number of ICAF alumni are *a strategic investment in every sponsoring company's future.*

LOCATION of ICAF

Situated in the confluence of the Washington channel and the Anacostia and Potomac Rivers, ICAF occupies



Eisenhower Hall at Fort Lesley J. McNair, the home of the National Defense University.

Fort McNair, located in downtown Southwest Washington, D.C. at the corner of 4th and P Streets, is about five miles from Washington's Reagan National Airport, four miles from the Pentagon, and three miles from Capitol Hill.



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INDUSTRY FELLOWS PROGRAM



*Educating Strategic Leaders
for Today and Tomorrow*