



REPLY TO  
ATTENTION OF:

**DEPARTMENT OF DEFENSE  
DWIGHT D. EISENHOWER SCHOOL FOR  
NATIONAL SECURITY AND RESOURCE STRATEGY  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON DC 20319-5066**

Members of the Class of 2022,

Congratulations on your selection to the Class of 2021 at the Dwight D. Eisenhower School for National Security and Resource Strategy, historically named the Industrial College of the Armed Forces (ICAF). The Eisenhower School is the nation's premier educational institution emphasizing resourcing and mobilization to support the national security strategy. For Academic Year 2021-2022, your class will be comprised of some 300 professionals who, like you, have distinguished records and outstanding leadership potential. Your classmates include U.S. and international military officers, U.S. civilians from defense and non-defense agencies, and Private Sector Fellows from various corporations.

The upcoming academic year provides the opportunity to test and strengthen your intellect, develop your confidence, improve your ability to think strategically and prepare you for positions of increased responsibility. The curriculum provides a broad background in national security and military strategy but more significantly, it focuses on resource 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 conditions for designation as a Joint Specialty Officer. Upon graduation, you will earn a Master of Science degree in National Resource Strategy.

We also offer a program rich in personal development opportunities. 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 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 provides you the time to read, write, and reflect, but this will not be a "year off" as there will be many competing demands on your time. Managing your time wisely will enhance your success and personal satisfaction. As with most challenges, the time and effort you invest now will pay big dividends, personally and professionally, in the future. To begin, please carefully review the information on the NDU Incoming Student Website at <https://www.ndu.edu/Students/Incoming-Students/> and the Eisenhower New Student Website located at <http://es.ndu.edu/newstudents/>. Information will be populated as it becomes available.

Welcome to the Eisenhower School!

A handwritten signature in black ink, reading "Dan M. Zerby", is positioned above the printed name.

DANIEL M. ZERBY  
COL, USA  
Dean of Students

**"BUILDING STRATEGIC LEADERS FOR THE FUTURE"**