The Eisenhower School for National Security and Resource Strategy (TES)

(formerly The Industrial College of the Armed Forces)
Non-Acquisition Concentrations
National Defense University (NDU)

Eligible Grades   GS-14, GS-15, and Senior Executive Service

Program Length   10 months

Location   National Defense University, Ft. McNair, D.C.

Funding   Travel and per diem associated with attending TES is the responsibility of the nominating organization. No tuition fee.

Course Dates   August 2013 through June 2014

Course Description   **TES Overview:** The Eisenhower School's mission is to prepare military and civilians students for strategic leadership and success in developing national security strategy and in evaluating, marshalling, and managing resources in the execution of that strategy.

Reflecting this joint and interagency perspective, 58 percent of the student body is composed of military representatives from the land, sea and air Services, 32 percent from the Departments of Defense (DoD) and State and 10 other federal agencies, 8 percent international military officers, and 2 percent from the private sector and other memoranda of understanding (MOU). TES awards its graduates a Master of Science degree in National Resource Strategy. In addition, at the direction of the Under Secretary of Defense for Acquisition, Technology and Logistics [USD (AT&L)], TES serves as the course provider for the Senior Acquisition Course directed by the Defense Acquisition Workforce Improvement Act. In this capacity, TES acts as a consortium college of the Defense Acquisition University (DAU). Both the USD (AT&L) and DAU provide oversight of the Senior Acquisition Course to ensure its relevance to acquisition personnel as the highest level acquisition course in the DoD.

The TES faculty is composed of military officers from all five Services and civilian academics who are experts in their fields. Military faculty normally holds the rank of colonel/captain and are highly qualified subject matter experts with specialized experience. Civilian faculty, who typically hold doctorates or the equivalent, include full-time academicians, state department representatives, and visiting professors from selected federal agencies.

Core Curriculum: The core curriculum covers National Strategy and Resources Management for National Security. In the fall, students study Military Strategy and Logistics, Strategic Leadership, National and International Economic Policy, and National Security Studies. In the spring, students study Acquisition, Economics of Industry, and Industry Studies. Regional Security Studies (RSS) and Electives supplement the core courses.

Non-Acquisition Concentration Programs
These programs are available for students to focus their interests in a certain

concentration area. Programs consist of the complete TES curriculum, plus an additional 2-3 electives in the concentrations area. Electives are conducted in both the Fall and Spring Semesters. An additional certificate is awarded upon completion.

1) Supply Chain Management Program (SCMP)
Supply Chain Management is a driving force behind America's economic growth and prosperity and Defense Logistics. It is important to understand the critical role supply chains play in supporting American industry and national security. Supply Chain Management is an integrating function with primary responsibility for linking major business functions and business processes within and across companies into a cohesive and high-performing business model. It includes all of the Logistics Management activities noted above, as well as manufacturing operations, and it drives coordination of processes and activities with and across marketing, sales, product design, and finance and information technology. TES's SCMP develops a broader understanding of integrated logistics systems, and prepares students to take Supply Chain Management concepts and practices and apply them in DoD's Logistics Transformation. SCMP encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all Logistics Management activities. It also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In essence, Supply Chain Management integrates supply and demand management within and across companies. SCMP description.

2) Information Operations Concentration Program (IOCP)
The IOCP, offered by the Information Resources Management College (IRMC), complements the core curriculum of TES by integrating a wide range of elective courses and activities. The "strategic intent" of the Information Operation Concentration is not to teach just the different "information" concepts that are evolving within the DOD today, but to examine the broader strategic implications of the information revolution and that revolution's impact on national security. It starts with the assumption that because of the synergistic developments in information technology and changes in global society, information is both an element of national power and a strategic environment of increasing criticality to the economist, political leader, military planner and national security strategist. This component of power is at work every day, during peace and war, and is used both by and against the United States in the global interplay of nations and non-state actors. The IO Concentration is not a technical "how to" program for the management and use of information technology, but rather a strategic level exploration of the impact of the information age on national security. Its mission is to prepare future strategic leaders to effectively integrate and employ the information component of national power in the formulation and execution of national military and security strategy.   All of the IO Concentration courses are considered electives within the NDU course structure. Students are required to take two courses. In the fall, all students take the foundation course, National Security in the Information Age (Course 6207 in the NDU catalogue), which introduces key concepts and issues surrounding the impact of the information age on national security. In the spring, students have a <u>choice</u> of <u>one of three</u> different "track" courses, each of which is drawn from one of the three key themes of course 6207: Information Assurance and Critical Infrastructure Protection; Information, Warfare, and Military Strategy; and Information Engagement and Strategic Communication. IOCP description.

3) Long-Term Strategy Concentration

There is growing agreement among national security professionals about the need for enhanced strategic foresight to help address increasingly complex and rapidly changing security challenges. Numerous efforts have also been undertaken within the U.S. government to look at evolving trends, plausible futures, and anticipatory capacity building. Against this background, the Long-Term Strategy electives concentration focuses on providing methods for evaluating and understanding trends in global affairs to support national defense, security planning and national level decision-making. The Long-Term Strategy program provides opportunities and systems to examine the interaction of political and military trends against the backdrop of other social, historical and economic trends to provide "strategic foresight" -- structured efforts to think about potential defense and security challenges from several-to-many years in the future as well as the implications of such developments for defense and national security resource allocation paradigms. Special emphasis will be placed on long-range defense planning as a form of strategic planning -- one that, at its best, prepares well for an uncertain world while operating within an economic framework. Taking this perspective over the next few years will be helpful as the United States rethinks national security strategy generally and long-term defense plans.

4) Weapons of Mass Destruction (WMD) Concentration

The goal of the WMD Concentration Program is to educate senior leaders on the spectrum of WMD issues and allow in-depth learning with in WMD sub-fields of their choice. Course offerings extend across the National Defense University.

5) Cyber Concentration Program

The Cyber Concentration Program is offered by the Information Resource Management College (IRMC) and consists of a foundational course, plus two track courses. The course examines the elements necessary for military commanders and senior government officials to establish cyberspace dominance as 'operational art' for the 21st century. Students will look at the "synergistic capacities of information, technology, command & control processes, and transnational policies to define, use, and defend the cyberspace domain." (Top Secret Clearance required).

Additional Information

- **Experience Requirement:** Nominees must have had substantial policy making and broad organizational management responsibilities
- **Educational Requirement:** Baccalaureate degree is the minimum educational credential accepted—a graduate degree is recommended
- **Security Clearance Requirement:** Secret is required
  - Top Secret (TS) is not required for most electives
    - ➢ If you chose to participate in an elective that requires a TS, you must wait until you have been formally accepted into TES (around May) before contacting DLA Personnel Security to request a TS background investigation.
    - ➢ TS electives require a Single Scope Background Investigation (SSBI) within the past 5 years, and you must meet eligibility requirements for Sensitive Compartmented Information (SCI).
- **Graduate Credit or Degree Earned:** Upon successful completion of the College's requirements, students earn a Master of Science degree in National

Resource Strategy. TES's academic program consists of two major components--core curriculum and electives/research.
- As part of the selection process, the DLA Executive Resources Board may interview nominees
- DoD-level Continued Service Agreement (CSA) is required for three times the length of the course—30 months

Nomination Process

Please refer to guidance on the EDP home page. In addition to DLA nomination and executive sponsorship endorsement documents, the following items must be included in your nomination package to receive consideration. Please arrange in the following order:

1) DLA Nomination Coversheet
2) NDU Checklist
3) NDU Student Nomination Form
4) One-page biography or résumé—include education and career history
5) Two letters of recommendation
6) NDU World-Wide Travel Statement
7) Statement of career aspirations, goals, and suitability for the program (2-page limit)
8) NDU Privacy Act Statement
9) NDU Education Release Form
10) Photocopy of unofficial transcript (highest degree earned)
    a. NOTE: If selected for TES, official transcripts (highest degree earned) must be provided upon selection notification.
11) Security clearance verification
12) Copy of most recent Standard Form 50, Notification of Personnel Action
13) Statement of Planned Follow-On Assignment: A follow-on assignment is required for TES graduates. Graduates are expected to return to the Agency in a different capacity, not return to the same position. The assignment must enable the graduate to demonstrate leadership knowledge and skills developed at TES in a challenging position.
14) SF 182, Authorization, Agreement, and Certification of Training). This training form must accompany the nomination package but will only be processed if the nominee is selected to attend the course.

Selection Decision

The DLA Executive Resources Board (ERB) reviews nominations and makes selections at the DLA level. Nomination packages are then forwarded to NDU for acceptance.

Web Site

If you are interested in being nominated for TES, it is strongly recommended that you review information on the NDU web page at http://www.ndu.edu/.