

**SECRETARY OF DEFENSE CORPORATE FELLOWS PROGRAM  
2012 ORIENTATION & TRAINING**

**INSTRUCTORS/SPEAKERS**

Sofio Barone – Clothing Designer  
SOFIO Custom Clothing

Dr. Alan Beckenstein – Professor of Business Administration  
Darden Graduate School of Business  
University of Virginia

Daniel Blumenthal – Director of Asian Studies  
American Enterprise Institute for Public Policy Research (AEI)

Maj Gen Joseph Brown IV, USAF – Commandant  
Eisenhower School for National Security & Resource Strategy

COL Joe Buche – Senior Army Officer, Directors Office  
Defense Advanced Research Projects Agency (DARPA)

Hon. Daniel Coats (R-IN) – Senator  
United States Senate

Dr. Elliott Cohen – Robert E. Osgood Professor of Strategic Studies  
Paul H. Nitze School of Advanced International Studies (SAIS)  
Johns Hopkins University  
(former Counselor of the Department of State)

Geoffrey Colvin – Senior Editor at Large  
*Fortune Magazine*

Dr. Robert Colwell – Deputy Director, Microsystems Technology Office  
Defense Advanced Research Projects Agency (DARPA)

Robert Daugherty – Dean, Capital and Northeast Region  
Defense Acquisition University

Dr. Harry Dorsey – Dean of Faculty  
Eisenhower School for National Security & Resource Strategy

Dr. Ken Eades – Professor of Business Administration  
Darden Graduate School of Business  
University of Virginia

Nicholas Eberstadt – Henry Wendt Chair in Political Economy  
American Enterprise Institute for Public Policy Research (AEI)  
Senior Advisor, National Bureau of Asian Research

Ambassador Eric Edelman – Distinguished Fellow  
The Center for Strategic and Budgetary Assessments (CSBA)  
(former Under Secretary of Defense (Policy)  
Office of the Secretary of Defense;  
former Ambassador to Turkey)

Dr. James Ellenbogen – Chief Scientist, Emerging Technologies and Nanosystems Group  
The MITRE Corporation

Mark Foulon – Professor, Industry and Business  
Eisenhower School for National Security & Resource Strategy

Ms. Christine Fox – Director, Cost Analysis and Program Evaluation  
Office of the Secretary of Defense

CAPT Brent George, USN – SDCFP Fellow at CACI International

COL James Glackin, USA – SDCFP Fellow at Google, Inc.

LtCol Douglas Glasgow, USMC – SDCFP Fellow at 3M Company

LTG William Grisoli, USA – Director, Army Office of Business Transformation

Dr. Mary Habeck – Associate Professor of Strategic Studies  
Paul H. Nitze School of Advanced International Studies (SAIS)  
Johns Hopkins University  
(former Special Advisor, National Security Council (NSC))

Todd Harrison – Senior Fellow for Defense Budget Studies  
The Center for Strategic and Budgetary Assessments (CSBA)

Dr. Mark Haskins – Professor of Business Administration  
Darden Graduate School of Business  
University of Virginia

William Inglee – Republican Staff Director  
Committee on Appropriations  
United States House of Representatives

GEN Jack Keane (USA, Ret) – Senior Managing Director and Founder, Keane Advisors, LLC  
(former Acting Chief and Vice Chief of Staff, United States  
Army)

Dr. Thomas Keaney – Associate Director of Strategic Studies  
Paul H. Nitze School of Advanced International Studies (SAIS)  
Johns Hopkins University

Dr. Robert Kohout – Vice President of Research  
iRobot Corporation

Dr. Andrew Krepinevich – President  
Center for Strategic and Budgetary Assessments (CSBA)

Rob Kurz – Principal  
Booz Allen Hamilton

LTG Susan Lawrence, USA – Chief Information Officer G6  
United States Army

Mark Lewis – Deputy Chief Management Officer  
Department of the Army

Herbert Lin – Chief Scientist  
Computer Science and Telecommunications Board  
Research Council of the National Academies

Joseph Logue – Executive Vice President  
Booz Allen Hamilton

Mary Beth Long – CEO and Founder  
Metis Solutions  
(former Assistant Secretary of Defense for International Security Affairs)

Hon. Beth McGrath – Deputy Chief Management Officer  
Office of the Secretary of Defense

Lt Gen Trey Obering (USAF, Ret) – Senior Vice President  
Booz Allen Hamilton  
(former Director, Missile Defense Agency)

Lee Ramseur – Vice President  
Booz Allen Hamilton

Eric Rishel – Senior Attorney, Standards of Conduct Office  
Office of the Secretary of Defense

Harold Rhode – Senior Fellow  
Gatestone Institute

Thom Shanker – Pentagon and National Security Correspondent  
The New York Times

Hon. Adam Smith (D-WA) – Representative, 9<sup>th</sup> District  
United States House of Representatives  
(Ranking Member, House Armed Services Committee)

Mr. David Tillotson - Under Secretary of the Air Force (acting)  
Air Force Deputy Chief Management Officer

Hon. Mac Thornberry (R-TX) – Representative, 13<sup>th</sup> District  
United States House of Representatives  
(Chair, House Armed Services Subcommittee on  
Emerging Threats)

Barry Watts – Senior Fellow  
The Center for Strategic and Budgetary Assessments (CSBA)  
(former Director, Program Analysis and Evaluation  
Office of the Secretary of Defense)

David Wennergren – Assistant Deputy Chief Management Officer  
Office of the Secretary of Defense

Dr. Elliot Weiss – Ethyl Corporation Professor of Business Administration  
Darden Graduate School of Business  
University of Virginia

Col Michael Wermuth (USAF, Ret) – Advisor  
Combined, Joint, and Inter-Agency Task Force (CJIATF)  
(former Director, Geospatial Technologies Center)

Dr. June West – Assistant Professor of Business Administration  
Darden Graduate School of Business  
University of Virginia

Brig Gen Burke Wilson, USAF – Director  
Air Component Coordination Element  
United States Cyber Command  
(and SDCFP Fellow at Cisco Systems)

James Woolsey – Chairman  
Foundation for the Defense Democracies  
(former Director of Central Intelligence)

Hon. Robert Work – Under Secretary of the Navy  
Department of the Navy

Ms. Gerry Yemen – Senior Researcher  
Darden Graduate School of Business  
University of Virginia

Dr. Dov Zakheim – Senior Advisor  
Center for Strategic and International Studies (CSIS)  
(former Under Secretary of Defense (Comptroller) and  
Chief Financial Officer  
Office of the Secretary of Defense)

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**AGENDA**

**25 June**

0900	Welcome Aboard Natalya Anfilofyeva The Center for Strategic and Budgetary Assessments (CSBA)	CSBA Conf Room
0915	Orientation	CSBA Conf Room
1000	Darden School Pre-brief Dr. June West Darden Graduate School of Business	CSBA Conf Room
1030	Break	
1045	Orientation	CSBA Conf Room
1215	Lunch	
1330	Orientation <i>The Business of Paradigms</i>	CSBA Conf Room
1445	Break	
1500	Staff Ride Pre-brief Dr. Thomas Keaney Paul H. Nitze School of Advanced International Studies (SAIS)	CSBA Conf Room
1530	Break	
1545	Orientation	CSBA Conf Room
1645	End	

**26 June**

0830	Cannons of Management – Staff Ride Dr. Thomas Keaney Paul H. Nitze School of Advanced International Studies (SAIS)	Antietam National Battlefield, MD
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**27 June**

1030	The War in Afghanistan and Beyond GEN Jack Kean (USA, Ret) Kean Advisors LLC	CSBA Conf Room
1215	Brown Bag Lunch with Alumni CAPT Brent George, USN SDCFP Fellow at CACI International	CSBA Conf Room
1330	Defense Industrial Base Barry Watts The Center for Strategic and Budgetary Assessments (CSBA)	CSBA Conf Room
1500	End	

**28 June**

0900	Call on Director, Cost Analysis and Program Evaluation Ms. Christine Fox	Pentagon 3E134
0945	Travel	
1045	Cyber Warfare Herbert Lin Research Council of the National Assessments	CSBA Conf Room
1215	Lunch/Travel	
1430	Call on Under Secretary of the Air Force (acting) Mr. David Tillotson	Pentagon 4E1045
1500	Travel	
1545	Grand Strategy Dr. Eliot Cohen Paul H. Nitze School of Advanced International Studies (SAIS)	CSBA Conf Room
1715	End	

**29 June**

0900	Defense Strategy Dr. Andrew Krepinevich The Center for Strategic and Budgetary Assessments (CSBA)	CSBA Conf Room
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1030	Break	
1045	Robotics for the Warfighter Dr. Robert Kohout iRobot Corporation	CSBA Conf Room
1215	Brown Bag Lunch with SDCFP Alumni COL James Glackin, USA SDCFP Fellow at Google, Inc.	CSBA Conf Room
1330	Defense Budget Analysis Todd Harrison The Center for Strategic and Budgetary Assessments (CSBA)	CSBA Conf Room
1500	Break	
1515	Professional Image Seminar Sofio Barone SOFIO Custom Clothing	CSBA Conf Room
1645	End	

**2 July**

0900	Arab Spring; American Fall? Mary Beth Long Metis Solutions	CSBA Conf Room
1030	Break	
1045	Reshaping US Alliances for the Long Haul Ambassador Eric Edelman The Center for Strategic and Budgetary Assessments (CSBA)	CSBA Conf Room
1215	Lunch	
1330	AirSea Battle Dr. Andrew Krepinevich The Center for Strategic and Budgetary Assessments (CSBA)	CSBA Conf Room
1500	Break	
1515	Commodities and Energy James Woolsey Foundation for the Defense of Democracies	CSBA Conf Room

1645 End

**3 July**

1045 Standards of Conduct Pentagon, 3D684  
Eric Rishel (Pershing)  
Office of the General Counsel

1215 Lunch

1300 Defense Travel System Pentagon, 3E155  
Eric Briggs  
SDCFP

1430 Break

1530 Call on Army Deputy Chief Management Officer Pentagon, 5D556  
Mark Lewis  
Director, Army Office of Business Transformation  
LTG William Grisoli

1630 End

**4 July**

Federal Holiday

**5 July**

Personal Business

**6 July**

0800 Eisenhower School Overview and Coordination EH, Rm 126  
Maj Gen Joseph Brown IV, USAF  
Dr. Harry Dorsey  
Eisenhower School for National Security & Resource Strategy

0830 Industry Analytics EH, Rm 126  
Mark Foulon  
Eisenhower School for National Security & Resource Strategy

0930 Travel

1045	International Demographic Trends Nicholas Eberstadt American Enterprise Institute for Public Policy Research (AEI)	CSBA Conf Room
1215	Lunch/Travel	
1300	Call on Under Secretary of the Navy Hon. Robert Work	Pentagon, 4D723
1345	Break	
1500	Acquisition 101 Robert Daugherty Defense Acquisition University	Pentagon, 3E155
1645	End	

**9 July**

0900	Nanotechnology Applications and Implications Dr. James Ellenbogen The MITRE Corporation	CSBA Conf Room
1030	Break	
1045	Nuclear Proliferation: Iran and Pakistan Ambassador Eric Edelman The Center for Strategic and Budgetary Assessments (CSBA)	CSBA Conf Room
1215	Brown Bag Lunch with SDCFP Alumni LtCol Douglas Glasgow, USMC SDCFP Fellow at 3M Company	CSBA Conf Room
1330	Military and the Media Thom Shanker The New York Times	CSBA Conf Room
1500	Travel	
1545	Call on Army Chief Information Officer G6 LTG Susan Lawrence, USA	Pentagon 3E609
1615	Break	

1630 Call on DoD Deputy Chief Management Officer Pentagon, 3C155  
Hon. Beth McGrath  
David Wennergren

1715 End

**10 July**

0900 Characteristics of High Performing Organizations CSBA Conf Room  
Dr. June West  
Darden Graduate School of Business

1030 Travel

1130 Political Perspectives on Defense Policy Making 493 Russell SOB  
Hon. Daniel Coats (R-IN)  
United States Senate

1215 Travel

1300 Political Perspectives on Defense Policy Making 2216 Rayburn HOB  
Hon. Mac Thornberry (R-TX)  
United States House of Representatives

1345 Lunch/Lunch

1500 Political Perspectives on Defense Policy Making 2402 Rayburn HOB  
Hon. Adam Smith (D-WA)  
United States House of Representatives

1545 Break

1600 Politics of the Budget 2359 Rayburn HOB  
William Inglee  
United States House of Representatives

1645 End

**11 July**

0900 Finding Best Practices: A Peek in the Window CSBA Conf Room  
Col Michael Wermuth (USAF, Ret)  
Combined, Joint, and Inter-Agency Task Force (CJIATF)

1030 Break

1045	China's Rise Daniel Blumenthal American Enterprise Institute for Public Policy Research (AEI)	CSBA Conf Room
1215	Brown Bag Lunch with SDCFP Alumni Brig Gen Burke Wilson, USAF United States Cyber Command	CSBA Conf Room
1330	Understanding Islamic Religion and Sects Harold Rhode Gatestone Institute	CSBA Conf Room
1500	Break	
1515	Radical Islam and Global Jihad Dr. Mary Habeck Paul H. Nitze School of Advanced International Studies (SAIS)	CSBA Conf Room
1645	End	

**12 July**

0900	Operating in an All-Digital Geospatial Environment Lee Ramsuer Booz Allen Hamilton	BAH Conf Room
1000	Future of Information Technology Joseph Logue Booz Allen Hamilton	BAH Conf Room
1130	<b>Lunch</b>	
1245	What is on the Minds of CEO's Geoffrey Colvin <i>Fortune Magazine</i>	BAH Conf Room
1415	Break	
1430	Historical Perspective on DOD Budgetary Challenges Dov Zakheim	BAH Conf Room
1600	End	

**13 July**

0900	Computing at the End of Moore's Law Dr. Robert Colwell Defense Advanced Research Projects Agency (DARPA)	BAH Conf Room
1030	Break	
1045	Wargaming for Leaders Rob Kurz Booz Allen Hamilton	BAH Conf Room
1215	Lunch	
1330	Acquisition Principles for Success Lt Gen Trey Obering (USAF, Ret) Booz Allen Hamilton	BAH Conf Room
1500	Break	
1515	Shiny Objects – Ideas and Solutions COL Joe Buche Defense Advanced Research Projects Agency (DARPA)	BAH Conf Room
1645	End	

**15 July**

1830	Welcome Aboard Reception & Dinner	Darden Abbott Center
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**16 July**

0800	Challenges of the Great Recession Dr. Alan Beckenstein	Darden Classroom 20
1000	Break	
1015	Lean Thinking: Analyzing Manufacturing Process and Design Choices Dr. Elliott Weiss	Darden Classroom 20
1200	Lunch	Darden Abbott Center

1300	Foundations of Strategic Analysis Gerry Yemen	Darden Classroom 20
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1500	Tour Gerry Yemen	UVA Grounds
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**17 July**

0800	Financial Policies Dr. Ken Eades	Darden Classroom 20
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0930	Break	
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1000	Individual Industry and Company Analysis	Darden Library Capital Markets Room
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1200	Lunch	Darden Abbott Center
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1300	Learning Teams	Darden Classroom TBD
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1345	Time Value of Money/Capital Investment Dr. Ken Eades	Darden Classroom 20
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1515	Individual Industry and Company Analysis Gerry Yemen	Darden Library Capital Markets Room
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1700	End	
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**18 July**

0800	Financial Statement Analysis, Session I Dr. Mark Haskins	Darden Classroom 20
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0945	Break/Learning Teams	Darden Classroom TBD
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1030	Financial Statement Analysis, Session II Dr. Ken Eades	Darden Classroom 20
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1200	Lunch	Darden Abbott Center
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1300	Financial Statement Analysis, Session III Dr. Mark Haskins	Darden Classroom 20
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1430	Break	
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1445 Individual Industry and Company Analysis  
Gerry Yemen Darden Library  
Capital Markets Room

1630 End

**19 July**

0800 EVA and the Balanced Scorecard  
Dr. Ken Eades Darden Classroom 20

0930 Break

0945 Learning Teams Darden Classroom TBD

1015 Corporate Mergers and Acquisitions  
Dr. Ken Eades Darden Classroom 20

1200 Brown Bag Lunch  
Managing the Transition to the Corporate Suite  
Dr. June West, Eric Briggs Darden Classroom 20

1300 Break

1315 The Costs of Mistakes in Doing Business  
Dr. June West Darden Classroom 20

1430 Individual Industry and Company Analysis  
Darden Library  
Capital Markets Room

1630 End

**20 July**

0800 Equity Analyst Reports  
Dr. Ken Eades Classroom Room 20

0930 Break

1000 Individual Corporate Briefings Darden Classroom 20

1130 Lunch Darden Abbott Center

1230 Individual Corporate Briefings Darden Classroom 20

1400 Individual Corporate Briefings

Darden Classroom 20

1500 End