### INSTRUCTORS/SPEAKERS

Dr. Alan Beckenstein – Professor of Business Administration

Darden Graduate School of Business

University of Virginia

Diana Banks – Deputy Assistant Secretary of Defense, Force Education and Training

Office of the Under Secretary of Defense for Personnel & Readiness

Kate Blakely - Research Fellow

Center for Strategic & Budgetary Assessments (CSBA)

Ryan Boone - Research Assistant

Center for Strategic and Budgetary Assessments (CSBA)

Brig Gen (S) Mark Casto - Mobilization Assistant to the Director of Current Operations

Headquarters, United States Air Force

Dr. David S. C. Chu – President

Institute for Defense Analysis (IDA)

(former Under Secretary of Defense (Personnel & Readiness)

former Assistant Secretary of Defense (Program Analysis & Evaluation))

Bryan Clark – Senior Fellow

Center for Strategic & Budgetary Assessments (CSBA)

Jacob Cohn – Senior Analyst

Center for Strategic & Budgetary Assessments (CSBA)

Geoffrey Colvin – Senior Editor at Large

*Fortune* Magazine

Hon. Janine Davidson – Under Secretary of the Navy

Navy Chief Management Officer

Department of the Navy

Hon. Lisa Disbrow – Under Secretary of the Air Force

Air Force Chief Management Officer

Department of the Air Force

Dr. Ken Eades – Professor of Business Administration

Darden Graduate School of Business

University of Virginia

**INSTRUCTORS/SPEAKERS**

Ambassador Eric Edelman – Distinguished Fellow

Center for Strategic and Budgetary Assessments (CSBA)

(former Under Secretary of Defense (Policy)

Office of the Secretary of Defense;

former Ambassador to Turkey and Finland

Mark Fox – Senior Manager, DoD Programs

Amazon Web Services

Dr. Emily Goldman - Strategic Advisor to the Commander

United States Cyber Command

Michael Gordon - National Security Correspondent

*The New York Times*

Dr. Mary Habeck – Associate Professor of Strategic Studies

[Paul H. Nitze School of Advanced International Studies](http://en.wikipedia.org/wiki/Paul_H._Nitze_School_of_Advanced_International_Studies) (SAIS)

[Johns Hopkins University](http://en.wikipedia.org/wiki/Johns_Hopkins_University)

(former Special Advisor, National Security Council (NSC))

Terry Halvorsen – Chief Information Officer

Office of the Secretary of Defense

[Todd Harrison](http://csba.createsend4.com/t/y/l/ekhuit/pthdkujlr/k/) – Director, Defense Budget Analysis and Senior Fellow

Center for Strategic & International Studies (CSIS)

Dr. Mark Haskins – Professor of Business Administration

Darden Graduate School of Business

University of Virginia

Dr. Wade Hinkle – Senior Research Analyst

Institute for Defense Analyses (IDA)

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

**INSTRUCTORS/SPEAKERS**

Karen King – Head Librarian

Darden Graduate School of Business Administration

University of Virginia

Hon. Peter Levine – Under Secretary of Defense for Personnel & Readiness (Acting)

Department of Defense

Eric Lindsey - Defense Policy Advisor

Office of Congressman Randy Forbes (R-VA) – Representative, 4th District

Chairman, Subcommittee on Seapower & Projection Forces

Dr. Thomas Mahnken – President

Center for Strategic and Budgetary Assessments (CSBA)

Robert Martinage – Senior Fellow

Center for Strategic and Budgetary Assessments (CSBA)

(former Under Secretary of the Navy)

Dr. Evan Montgomery – Senior Fellow

Center for Strategic and Budgetary Assessments (CSBA)

Hon. Patrick Murphy – Under Secretary of the Army

Army Chief Management Officer

Department of the Army

Kenneth Pollack - Senior Fellow, Center for Middile East Policy

The Brookings Institution

Eric Rishel – Senior Attorney

General Counsel, Standards of Conduct Office

Office of the Secretary of Defense

Sofio Barone – Founder

Suitability of McLean

Hon. Adam Smith (D-WA) – Representative, 9th District

United States House of Representatives

Ranking Member, House Armed Services Committee

Hon. Mac Thornberry (R-TX) – Representative, 13th District

United States House of Representatives

Chairman, House Armed Services Committee

### INSTRUCTORS/SPEAKERS

### Dr. Elliot Weiss – Ethyl Corporation Professor of Business Administration

Darden Graduate School of Business

University of Virginia

Dr. June West – Assistant Professor of Business Administration

Darden Graduate School of Business

University of Virginia

Dr. Kim Whitler – Associate Professor of Business Administartion

Darden Graduate School of Business Administration

University of Virginia

Hon. Robert Work – Deputy Secretary of Defense

Department of Defense

**AGENDA**

## 27 June

0900 Welcome Aboard CSBA Conf Room

0945 Strategy & Security Curriculum Overview CSBA Conf Room

Dr. Thomas Mahnken

The Center for Strategic & Budgetary Assessments (CSBA)

1030 Break

1100 Staff Ride Pre-brief CSBA Conf Room

Dr. Thomas Keaney

Paul H. Nitze School of Advanced International Studies (SAIS)

1130 Lunch

1300 Standards of Conduct CSBA Conf Room

Eric Rishel

Office of the General Counsel

1430 Break

1500 "Personnel and the Future Force: CSBA Conf Room

What Do We Want and How Might We Get There?" Dr. David S.C. Chu

Institute for Defense Analyses

1630 Break

1700 Orientation CSBA Conf Room

1800 Socialization Blackfin Ameripub

**28 Jun**

0830 Cannons of Management – Staff Ride Antietam National

Dr. Thomas Keaney Battlefield, MD

Paul H. Nitze School of Advanced International Studies (SAIS)

**AGENDA**

**29 Jun**

0900 Asia –Pacific Security Trends CSBA Conf Room

Dr. Evan Montgomery

Center for Strategic and Budgetary Assessments (CSBA)

1030 Break

1100 What is Strategy? CSBA Conf Room

Dr. Thomas Mahnken

Center for Strategic and Budgetary Assessments (CSBA)

1230 Lunch

1330 Middle East Security Trends CSBA Conf Room Dr. Kenneth Pollack

The Brookings Institution

1500 Break

1530 European Security Trends CSBA Conf Room

Ambassador Eric Edelman

Center for Strategic and Budgetary Assessments (CSBA)

1700 End

**30 Jun**

0900 Disruptive Technologies CSBA Conf Room

Robert Martinage

Center for Strategic and Budgetary Assessments (CSBA)

1030 Break

1100 Technology and Organizational Innovation CSBA Conf Room

Dr. Thomas Mahnken

Center for Strategic and Budgetary Assessments (CSBA)

1230 Break

**AGENDA**

1300 Professional Image Seminar CSBA Conf Room

Sofio Barone

Suitability of McLean

1500 Break

1700 End

**1 July**

0900 Radical Islam and Global Jihad CSBA Conf Room

Dr. Mary Habeck

[Paul H. Nitze School of Advanced International Studies](http://en.wikipedia.org/wiki/Paul_H._Nitze_School_of_Advanced_International_Studies) (SAIS

1030 Break

1100 Worldwide Demographics CSBA Conf Room

Dr. Nicholas Eberstadt

American Enterprise Institute

1230 Metro to Pentagon

1330 Call on Deputy Assistant Secretary of Defense Pentagon, 2E579

Force Education and Training

Diana Banks

1500 End

**4 July**

Federal Holiday

**5 July**

0900 Competitive Strategies CSBA Conf Room

Dr. Thomas Mahnken

Center for Strategic and Budgetary Assessments (CSBA)

1030 Break

**AGENDA**

1100 Defense Industrial Base CSBA Conf Room

Bryan Clark

Center for Strategic & Budgetary Assessments (CSBA)

1230 Break

1330 Lunch Conversation, Military and the Media CSBA Conf Room

Michael Gordon

*The New York Times*

1500 Break

1530 Cyber Warfare CSBA Conf Room

Dr. Emily Goldman

United States Cyber Command

1700 End

**6 July**

0900 Call on Under Secretary of Defense (P&R) Pentagon 2E579

Hon. Peter Levine

1000 Call on Under Secretary of the Air Force Pentagon, 4E853

Hon. Lisa Disbrow

1045 Lunch and Metro to Capitol Hill (Capitol South Station)

1345 Political Perspectives on Defense Policy Making 2254 Rayburn HOB

Hon. Adam Smith (D-WA)

United States House of Representatives

1500 Congressional Oversight of the Defense Enterprise HASC Conf Room 2116

Eric Lindsey

Office of Congressman Randy Forbes (R-VA)

1600 Socialization Bullfeathers

**AGENDA**

**7 July**

0900 Defense Budget Trends CSBA Conf Room

Kate Blakely

Center for Strategic & Budgetary Assessments (CSBA)

1030 Break

1100 Defense Reform CSBA Conf Room

[Todd Harrison](http://csba.createsend4.com/t/y/l/ekhuit/pthdkujlr/k/)

Center for Strategic & International Studies (CSIS)

1230 Lunch w/ SDCFP Alumni CSBA Conf Room

Brig Gen (S) Mark Casto

Headquarters, United States Air Force

1400 Defense Capabilities Portfolio CSBA Conf Room

Dr. Thomas Mahnken

Center for Strategic and Budgetary Assessments (CSBA)

1530 Metro to Capitol Hill (Capitol South Station)

1630 Political Perspectives on Defense Policy Making 2329 Rayburn HOB

Hon. Mac Thornberry (R-TX)

United States House of Representatives

1715 End

**8 July**

0930 Call on Deputy Secretary of Defense Pentagon, 3E863

Hon. Robert Work

1100 Strategic Choices Overview CSBA Conf Room

Jacob Cohn

Center for Strategic and Budgetary Assessments (CSBA)

1200 Working Lunch

**AGENDA**

1300 Strategic Choices Exercise CSBA Conf Room

1700 End

**11 July**

0900 Strategic Choices Team Outbriefs CSBA Conf Room

1200 Lunch CSBA Conf Room

1300 Strategic Choices Post Exercise Seminar CSBA Conf Room

1430 Break

1500 Mark Fox – Senior Manager CSBA Conf Room

Amazon Web Services

1630 End

**12 July**

0900 What is on the Minds of CEO’s CSBA Conf Room

Geoffrey Colvin

*Fortune* Magazine

1030 Break

1100 Darden School Pre-brief CSBA Conf Room

Dr. June West

Darden Graduate School of Business

1130 Defense Institution Building CSBA Conf Room

Dr. Wade Hinkle

Institute for Defense Analyses (IDA)

1300 Metro to Pentagon

1400 Call on DoD Chief Information Officer Pentagon, 3E1044 Terry Halvorsen

1500 End

**AGENDA**

**13 July**

1045 Call on Under Secretary of the Army Pentagon, 3D684 (Pershing) Hon. Patrick Murphy

1130 Call on Under Secretary of the Navy Pentagon, 4E720

Hon. Janine Davidson

TBD Travel to Charlottesville

1800 Welcome Aboard Reception & Dinner Darden Abbott Center

### 14 July

0800 Welcome to Darden and Program Overview Darden Classroom 270

Dr. June West

Darden Graduate School of Business

0830 The Global Economy: Measuring Performance and Darden Classroom 270

Anticipating the Future

Dr. Alan Beckenstein

Darden Graduate School of Business

1030Break

1045Financial Statement Analysis, Session I Darden Classroom 270

Dr.Mark Haskins

Darden Graduate School of Business

1200Lunch Darden Abbott Center

1300 Learning Teams Darden Classroom 270

1330 Financial Statement Analysis, Session II Darden Classroom 270

Dr. Mark Haskins

Darden Graduate School of Business

1530 Introduction to Industry Research Darden Library

Karen King Capital Markets Room

Darden Graduate School of Business

**AGENDA**

1700 UVA Tour The Grounds & Corner

Eric Briggs

##### **15 July**

0800Financial Statement Analysis, Session III Darden Classroom 270

Dr.Ken Eades

Darden Graduate School of Business

0930Break

0945 Learning Teams

1030EVA and Balanced Scorecard Darden Classroom 270

Dr.Mark Haskins

Darden Graduate School of Business

1200Lunch Darden Abbott Center

1300 The Costs of Mistakes Made in Doing Business Darden Classroom 270

Dr.June West

Darden Graduate School of Business

1430 Individual Industry and Company Analysis Darden Library

Karen King Capital Markets Room

Darden Graduate School of Business

1700 End

**18 July**

0800Financial Policies Darden Classroom 270

Dr. Ken Eades

Darden Graduate School of Business

0945 Break/Learning Teams Darden Classroom 270

1030 Leading Lean Transformations in a Global Setting Darden Classroom 270

Dr. Elliott Weiss

Darden Graduate School of Business

**AGENDA**

1200Lunch Darden Abbott Center

1300 Learning Teams Darden Classroom 270

1345  Industry Economics and Competition Darden Classroom 270

Dr. Alan Beckenstein

Darden Graduate School of Business

1515 Individual Industry and Company Analysis Darden Library

Karen King Capital Markets Room

1630 End

### 19 July

0800 The Impact of Marketing on Firm Performance Darden Classroom 270

Dr. Kim Whitler

Darden Graduate School of Business

1000Break

1030 Time Value of Money/ Capital Investment Darden Classroom 270

Dr. Ken Eades

Darden Graduate School of Business

1200Lunch Darden Abbott Center

1300 Learning Teams

1330 Corporate Mergers and Acquisitions Darden Classroom 270

Dr. Ken Eades

Darden Graduate School of Business

1500 Break

1530 Corporate Strategy: Fix It, Sell It, Close It Darden Classroom 270

Dr. June West

Darden Graduate School of Business

1630 End

**AGENDA**

### 20 July

0800Customer Relationship Management in a Darden Classroom 270

Contemporary B2B Context

Dr. Kim Whitler

Darden Graduate School of Business

1000Break

1030 Leading from an Enterprise Perspective Darden Classroom 270

Dr. Elliot Weiss

Darden Graduate School of Business

1200 Lunch Darden Abbott Center

1300 Tales from the Incubator – Starting a Small Business Darden Classroom 270

Sean Wallace & Nathan West

Mad Hatter Foods.com

1415 Break

1430 Individual Industry and Company Analysis Darden Library

Karen King Capital Markets Room

Darden Graduate School of Business

1630 End

**21 July**

0830 Analyst Reports Darden Classroom 270

Dr. Ken Eades

Darden Graduate School of Business

1030 Break

1045 Characteristics of High Performing Companies Darden Classroom 270

Transition to a Corporate Environment

Dr. June West & Eric Briggs

1200 Lunch Darden Abbott Center

**AGENDA**

1300 Corporate Fellows’ Individual Presentations Darden Classroom 270

1630 End

**22 July**

0830 Corporate Fellows’ Individual Presentations Darden Classroom 270

1200 Lunch