John Alderman Director of Communications

Safe Software, Inc.

Lt Col Steven Ayre Office of the Deputy Director for Special Operations

Joint Chiefs of Staff

(former SDEF Fellow at Alaska Air Group)

Sofio Barone Founder

Suitability of McLean

Frederico Bartels Policy Analyst  
 The Heritage Foundation

Dr. Alan Beckenstein Professor of Business Administration

Darden Graduate School of Business

University of Virginia

Rick Berger Research Fellow

American Enterprise Institute

Neil Bhatiya Adjunct Fellow

Energy, Economics & Security

Center for a New American Security (CNAS)

Jack Bianchi Research Fellow

Center for Strategic & Budgetary Assessments (CSBA)

Dr. Stephen Blank Senior Fellow for Russia  
 American Foreign Policy Council

Dr. Hal Brands Henry A. Kissinger Distinguished Professor

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

Eric Briggs Director

Secretary of Defense Executive Fellows (SDEF)

Josh Chang Research Assistant

Center for Strategic & Budgetary Assessments (CSBA)

Geoffrey Colvin Senior Editor at Large

*Fortune* Magazine

Thomas Constable Assistant Secretary of Defense (Readiness) (Acting)

Office of the Secretary of Defense

Regan Copple Research Assistant

Center for Strategic & Budgetary Assessments (CSBA)

Fred Drummond Deputy Assistant Secretary of Defense (Force Education & Training)

Office of the Secretary of Defense

Hon. Tammy Duckworth Democratic Senator, State of Illinois

Senate Committee on Armed Services

Dr. Morgan Dwyer Fellow

International Security Program

Center for Strategic and International Studies (CSIS)

Jonathan Epstein Counsel, Minority Staff

Senate Committee on Armed Services

Hon. Joni Ernst Republican Senator, State of Iowa

Senate Committee on Armed Services

Dr. David Fahrenkrug Adjunct Assistant Professor

Georgetown University

Director of Strategic Planning

Northrop Grumman Analysis Center

Hon. Randy Forbes Senior Distinguished Fellow

U.S. Naval War College

(former Representative (R-VA-4) and

Chairman, Subcommittee on Seapower & Projection Forces, HASC)

Michael Gordon National Security Correspondent

The Wall Street Journal

Dr. Mary Habeck CEO

Applied Grand Strategies

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

Todd Harrison Director, Defense Budget Analysis

Director, Aerospace Security Project

Center for Strategic and International Studies (CSIS)

Dr. Mark Haskins Landmark Communications Professor of Business Administration

Darden Graduate School of Business

University of Virginia

Dr. Wade Hinkle Senior Research Analyst

Institute for Defense Analyses (IDA)

Gen John Hyten Vice Chairman

Joint Chiefs of Staff

Dr. Richard Jackson President

Global Aging Institute

GEN Jack Keane Senior Managing Director and Founder

(USA, Ret) Keane Advisors, LLC

(former Acting Chief and Vice Chief of Staff, United States Army)

Dr. Thomas Keaney Senior Fellow

Philip Merrill Center for Strategic Studies

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

Johns Hopkins University

Peter Kouretsos Analyst

Center for Strategic & Budgetary Assessments (CSBA)

Dan Lamothe National Security Writer

The Washington Post

Peter Levine Senior Research Fellow

Institute for Defense Analyses (IDA)

(former Under Secretary of Defense (Personnel & Readiness) and

Deputy Chief Management Officer)

Hon. Ellen Lord Under Secretary of Defense (Acquisition & Sustainment)

Office of the Secretary of Defense

Hon. Ryan McCarthy Secretary of the Army

Department of Defense

Dr. Thomas Mahnken President

Center for Strategic and Budgetary Assessments (CSBA)

Senior Research Professor and Director of External Programs

Philip Merrill Center for Strategic Studies

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

Johns Hopkins University

Tom Marini Director, Darden Camp Library

Darden Graduate School of Business

University of Virginia

Dr. Evan Montgomery Director, Research and Studies

Center for Strategic and Budgetary Assessments (CSBA)

VADM Michael Moran Principal Military Deputy to

Assistant Secretary of the Navy (Research, Development & Acquisition)

Department of the Navy

Dr. John Paschkewitz Program Manager

Strategic Technology Office (STO)

Defense Advanced Research Projects Agency (DARPA)

Joanna Price SVP, Public Affairs & Communications

The Coca-Cola Company

Devon Sheehan Senior Attorney

Standards of Conduct Office

DoD Office of the General Counsel

Eric Snelgrove Professional Staff Member

House Armed Services Committee

Dr. Scott Snell E. Thayer Bigelow Research Professor in Business Administration

Darden Graduate School of Business

University of Virginia

Steve Soltis Executive-in-Residence

Darden Graduate School of Business

Senior Advisor

MAS Leadership Communication

University of Virginia

Frederick Stefany Principal Civilian Deputy to

Assistant Secretary of the Navy (Research, Development & Acquisition)

Department of the Navy

Dr. Doug Thomas Henry D. MoWane Professor of Business Administration

Darden Graduate School of Business

University of Virginia

RDML Richard Timme Assistant Commandant for Prevention Policy

United States Coast Guard

(former SDEF Fellow at McKinsey & Company)

Mark Valentine General Manager, National Security

Microsoft Corporation

(former SDEF Fellow at Microsoft)

Dr. Johnathan Ward Founder

Atlas Organization

Dr. June West Associate Professor of Business Administration

University of Virginia

Darden Graduate School of Business

Dr. Kim Whitler Associate Professor of Business Administration

Darden Graduate School of Business

University of Virginia

Gen Stephen Wilson Vice Chief of Staff

United States Air Force

Robert Work President

TeamWork, LLC

Distinguished Senior Fellow for Defense and National Security  
 Center for a New American Security (CNAS)

(former Deputy Secretary of Defense)

Dr. Toshi Yoshihara Senior Fellow

Center for Strategic and Budgetary Assessments (CSBA)

## 13 July

0900 Welcome, Strategy & Security Curriculum Overview CSBA North

Dr. Toshi Yoshihara and CSBA Staff

Center for Strategic & Budgetary Assessments (CSBA)

0930 Orientation CSBA North

Eric Briggs

SDEF

1010 Break

1020 Orientation CSBA North

Eric Briggs

SDEF

1130 Lunch

1300 Staff Ride Pre-Brief CSBA North

Dr. Thomas Keaney

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

1330 Break

1400 What is on the Minds of CEOs CSBA North (VTC)

Geoffrey Colvin

*Fortune* Magazine (Day may change)

1510 Break

1520 Darden School Pre-Brief CSBA North

Dr. June West

Darden Graduate School of Business

1550 Orientation CSBA North

Eric Briggs

SDEF

1700 Socialization CSBA North

**14 July**

0830 Cannons of Management – Staff Ride Antietam National

Dr. Thomas Keaney Battlefield, MD

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

1830 End

**15 July**

0900 The Pivot from GWOT to Great Power Competition CSBA North

GEN Jack Keane (USA, Ret.)

(Former Acting Chief and Vice Chief of Staff, US Army)

1010 Break

1020 National Defense Strategy CSBA North

Robert Work

Former Deputy Secretary of Defense

1140 Lunch

1245 Strategy and Geography CSBA North

Dr. Toshi Yoshihara   
 Center for Strategic and Budgetary Assessments (CSBA)

1350 Break

1400 Grand Strategy CSBA North (VTC)

Dr. Hal Brands

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

1510 Break

1520 Competitive Strategies CSBA North

Dr. Toshi Yoshihara

Center for Strategic and Budgetary Assessments (CSBA)

1630 End

**16 July**

0900 Prior Lecture Topics Discussion CSBA North

Dr. Toshi Yoshihara

Center for Strategic and Budgetary Assessments (CSBA)

1010 Break

1020 Sino-U.S. Competition CSBA North

Dr. Toshi Yoshihara

Center for Strategic & Budgetary Assessments (CSBA)

1150 Lunch

1300 European Security Trends CSBA North (VTC)

Dr. Stephen Blank

American Foreign Policy Council

1410 Break

1420 Professional Workplace Seminar CSBA North

Sofio Barone

Suitability of McLean

1630 End

**17 July**

1000 Radical Islam and Extremism CSBA North (VTC)

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)

1130 Lunch

1230 China’s Vision of Victory CSBA North

Dr. Jonathan Ward

Atlas Organization

1350 Break

1400 Demographics CSBA North

Dr. Richard Jackson

Global Aging Institute

1510 Break

1520 Technology and Innovation CSBA North

Dr. Thomas Mahnken

Center for Strategic and Budgetary Assessments (CSBA)

1630 End

**20 July**

0900 Discussion CSBA North

Dr. Toshi Yoshihara

Center for Strategic and Budgetary Assessments (CSBA)

1010 Break

1020 National Security Innovation Base CSBA North (VTC)

Dr. Morgan Dwyer

Center for Strategic and International Studies (CSIS)

1130 Lunch

1230 Cyber Warfare and Security CSBA North

Dr. David Fahrenkrug

Georgetown University

1340 Break

1350 Trends in US – China Economic Competition CSBA North (VTC)

Neil Bhatiya

Center for a New American Security (CNAS)

1500 Break

1510 Defense Budget and Resources CSBA North (VTC)

Todd Harrison

Center for Strategic and International Studies (CSIS)

1630 End

**21 July**

0900 Strategic Choices Exercise Pre-Brief CSBA North

John Bianchi

Center for Strategic & Budgetary Assessments (CSBA)

0950 Break

1000 Congressional Oversight & Defense Policymaking CSBA North (VTC)

Hon. Randy Forbes

United States Naval War College

1100 Congressional Call CSBA North (VTC)

Senator Joni Ernst (R-IA)

Senate Committee on Armed Services

1200 Lunch

1300 Congressional Call CSBA North (VTC)

Eric Snelgrove

House Armed Services Committee

1400 Congressional Call CSBA North (VTC)

Johnathan Epstein

Senate Committee on Armed Services

1500 Congressional Call CSBA North (VTC)

Senator Tammy Duckworth (D-IL)

Senate Committee on Armed Services

1600 End

**22 July**

0900 Strategic Choices Exercise CSBA North

CSBA Staff

Center for Strategic and Budgetary Assessments (CSBA)

1030 Break

1100 Strategic Choices Exercise CSBA North

CSBA Staff

Center for Strategic and Budgetary Assessments (CSBA)

1230 Break and Lunch Provided

1330 Strategic Choices Exercise CSBA North

CSBA Staff

Center for Strategic and Budgetary Assessments (CSBA)

1500 Break

1530 Strategic Choices Exercise CSBA North

CSBA Staff

Center for Strategic and Budgetary Assessments (CSBA)

1700 End

**23 July**

0900 Strategic Choices Teams Final Preparations CSBA Rooms TBD

0950 Break

1000 Strategic Choices Team Outbriefs to Panel of Experts CSBA North

Frederico Bartels  
The Heritage Foundation

Rick Berger

American Enterprise Institute (AEI)

1200 Lunch w/ SDEF Alumni CSBA North

Lt Col Steven Ayre

1400 Break

1410 The Evolving Nuclear Landscape CSBA North (VTC)

Dr. Evan Montgomery

Center for Strategic and Budgetary Assessments

1520 Break

1530 Agile Acquisition and Change Management in DoD CSBA North (VTC)

Peter Levine

Institute for Defense Analyses (IDA)

1640 End

**24 July**

1020 Media and the Military CSBA North (VTC)

Michael Gordon

The Wall Street Journal

1130 Lunch w/ SDEF Alumni CSBA North

RDML Richard Timme

1300 Central Support and Force Development CSBA North

Dr. Wade Hinkle

Institute for Defense Analyses (IDA)

1340 Break

1350 Synthesis Plenary Discussion CSBA North

Dr. Toshi Yoshihara

Center for Strategic and Budgetary Assessments (CSBA)

1500 Break

1510 The DARPA Method of Innovation CSBA North (VTC)

Dr. John Paschkewitz

Defense Advanced Research Projects Agency (DARPA)

1620 End

**27 July**

1000 Call on Vice Chairman Joint Chiefs of Staff CSBA North (VTC)

General John Hyten

1130 IT Technology Update CSBA North

Mark Valentine

Microsoft Corporation

1430 Standards of Conduct Brief CSBA North (VTC)

Devon Sheehan

1600 Call on Under Secretary of Defense (Acquisition & Sustainment) CABA North (VTC)

Hon. Ellen Lord

**28 July**

0945 Call on ASN (RD&A) CSBA North (VTC) Hon. James Geurts

Principal Military Deputy ASN (RD&A)

VADM Michael Moran

Principal Civilian Deputy ASN(RD&A)

Frederick Stefany

1030 Call on Assistant Secretary of Defense (Readiness) (Acting) CSBA North (VTC)

Thomas Constable

Deputy Assistant Secretary of Defense (FE&T)

Frederick Drummond

1300 Call on Secretary of the Army CSBA North (VTC)

Hon. Ryan McCarthy

1530 Call on Vice Chief of Staff, United States Air Force CSBA North (VTC)

Gen Stephen Wilson

**29 July**

TBD Travel to Charlottesville

1800 Welcome Aboard Reception & Dinner Darden Abbott Center

### 30 July

0800 Welcome to Darden and Program Overview Darden Classroom 240

Dr. June West

Darden Graduate School of Business

0830 The Corporation in Today’s Disruptive Environment Darden Classroom 240

Dr. June West

Darden Graduate School of Business

1030Break

1045The Global Economy: Measuring Performance and Darden Classroom 240

Anticipating the Future

Dr. Alan Beckenstein

Darden Graduate School of Business

1215Lunch

1300 Understanding Financial Statements, Part I Darden Classroom 240

Dr. Mark Haskins

Darden Graduate School of Business

1500 Walk to Darden Camp Library

1515 Introduction to Industry Research Darden Classroom 240

Tom Marini

Darden Graduate School of Business

1630 UVA Grounds Tour The Grounds

1730 Socialization The Corner

##### **31 July**

0830Strategic Implications of Disruptive Technology Darden Classroom 240

Dr. Alan Beckenstein

Darden Graduate School of Business

1015 Break

1030 Business Model Innovation Darden Classroom 240

Dr. Doug Thomas

Darden Graduate School of Business

1200Lunch Darden Classroom 240

1300 Understanding Financial Statements, Part II Darden Classroom 240

Dr. Mark Haskins

Darden Graduate School of Business

1430 Break

1445 Ratios Tell a Story Darden Classroom 240

Dr. Mark Haskins

Darden Graduate School of Business

1500 End

**3 August**

0830 Communicating in the Digital Age, Part I Darden Classroom 240

Dr. June West

Darden Graduate School of Business

1000 Break

1015 Communicating in the Digital Age, Part II Darden Classroom 290 (VTC)

Dr. June West

Darden Graduate School of Business

Steve Soltis

Darden Graduate School of Business

Joanna Price

The Coca-Cola Company

1200Lunch

1300 Why Marketing Exists in Business; Corporate Brand Strategy Darden Classroom 240

Dr. Kim Whitler

Darden Graduate School of Business

1500 Break

1515 Individual Industry and Company Analysis Darden Team Rooms

1700 End

### 4 August

0800 Identifying and Assessing Positioning Strategies Darden Classroom 240

Dr. Kim Whitler

Darden Graduate School of Business

1015 Break

1030 Developing a C-Suite Level Leadership Brand Darden Classroom 240

Dr. Kim Whitler

Darden Graduate School of Business

1200 Lunch and Learning Teams Preparation

1330 Strategic Execution Darden Classroom 240

Dr Scott Snell

Darden Graduate School of Business

1500 Break

1515 Individual Corporate Sponsor Presentations Preparation Darden Team Rooms

1630 End

### 5 August

0830 Talent Management Darden Classroom 240

Dr. Scott Snell

Darden Graduate School of Business

1000 Break

1015 Leading Strategic Change Darden Classroom 240

Dr. Scott Snell

Darden Graduate School of Business

1200Lunch

1300 Values-based Leadership in Times of Darden Classroom 240

Disruption & Transformation

Dr.June West

Darden Graduate School of Business

1415 Break

1430 Individual Corporate Sponsor Presentations Darden Classroom 240

1700 End

**6 August**

0830 Managing Growth in a Disruptive Environment Darden Classroom 240

Dr. Doug Thomas

Darden Graduate School of Business

1000 Break

1015 Building a Culture of Agility Darden Classroom 240

Dr. Scott Snell

Darden Graduate School of Business

1200 Lunch

1330 Individual Corporate Sponsor Presentations Darden Classroom 240

1630 End

**7 August**

0830 Inside the Organization Darden Classroom 240

Steve Soltis

Darden Graduate School of Business

John Alderman

Safe Software, Inc.

1130 Final Thoughts Darden Classroom 240

Dr.June West

Darden Graduate School of Business

Eric Briggs

SDEF

1200 Departure