

# Advanced Defense Management Program follows the money

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Imagine you are a U.S. Army War College graduate, and received orders to a Pentagon staff for which Senate hearings, boardroom meetings and budget talks loom in your immediate future. You'll be expected to have mastery of the complex topics. Will you be prepared?



With a faculty-driven initiative, the School identified a way forward for students who will need a deep understanding about the processes and systems of the Defense Department.

**Chief of Staff of the Army Mark Milley and Acting Secretary Patrick Murphy testify to the U.S. Senate Committee on Armed Services on the posture of the Department of the Army at Capitol Hill in Washington, D.C., April 7, 2016. (Photo Credit: Staff Sgt. Chuck Burden )**

The Advanced Defense Management Program is a linked series of electives that enables interested students to develop a richer grasp of the processes by which our nation's military operates. It is an in-depth extension of the core Defense Management Course that every student takes.

"The Advanced Defense Management Program is a tailored elective track that allows students who are interested in getting more information and more knowledge about defense management and force management issues to do so in a program that is tailored for them," said Doug Waters, who directs the Advanced Defense Management Program.

Waters is a retired Navy officer who has extensive experience working strategic issues and processes within the Pentagon in both Joint and Service staff positions.

The program fulfills three of the four elective requirements for students selected for the program, while allowing a fourth free elective to suit their individual needs or interests. The three program electives are

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- Defense Resource Management
- Research, Development and Acquisition Management
- Choice: Force Management (for Army personnel) or, Joint Issues and Processes (for joint involvement).

The program includes engagements at the Pentagon, meeting with the Army Budget Office. On Capitol Hill, they'll meet with Senate and House Appropriations Committee members and professional staff. Additional engagements will take place at places like BAE Systems in York, PA, and Letterkenny Army Depot in Chambersburg, PA.

The program will enroll 12 students this year. Students interested in furthering their knowledge, beyond what is already built into the core curriculum here at the Army War College, must apply for the Advanced Defense Management Program, and will be selected by the program's staff based on need and previous experience with Department of Defense systems.

"We don't just look at people's records and try to go for the strongest students," said Waters. "We look at those who say, 'I don't know anything about this, and I'm about to go to the Army Staff at the G8. Please help.'

"That's a perfect student we want to bring in," he said. "But we also want to have some students who have some knowledge and experience in these systems as well, so it's a blend and we have a pretty good balance."

