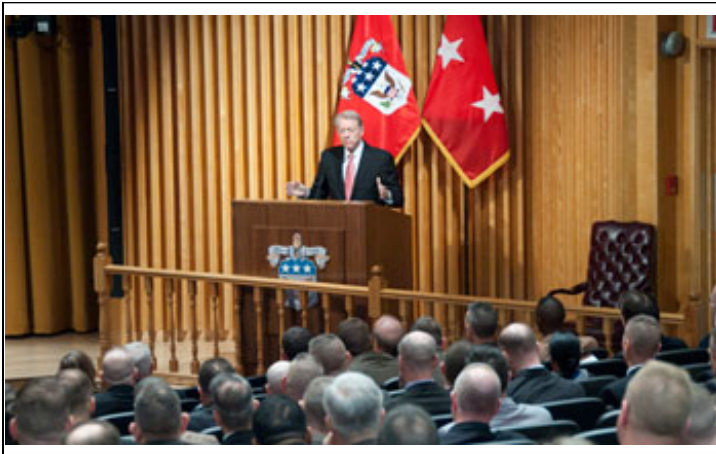


Students tackle Defense Enterprise Management

Thomas Zimmerman, Army War College Public Affairs Office

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Retired Lt. Gen. David Heebner, executive vice president of General Dynamics, spoke as part of Industry Day at the Army War College Feb. 15. Industry Day was part of the Defense Enterprise Management course, which helps students become familiar with the processes and systems that drive the development of forces and capabilities for

the Combatant Commanders. Photos by Megan Clugh.

Feb. 22, 2012 -- Once the 368 members of the Army War College Class of 2012 graduate, many of them will find themselves in a new world—one dominated with decisions about how to use the existing military and civilian systems and processes to respond to the new strategic environment.

The Defense Enterprise Management course helps prepare the students for the roles many of them will fill once they graduate.

“Successful warfighting and other military operations do not occur without well- trained, properly equipped, and doctrinally sound forces,” said **Col. Michael McCrea**, the course director. “The serious-minded military professional invests the time to understand how the services develop, train, resource, equip, and sustain those forces.”

Through a combination of readings, lectures, exercises, and seminar dialogue, students become familiar with the processes and systems that drive the development of forces and capabilities for the Combatant Commanders.

McCrea said that the course serves as a capstone for the students, and it incorporates the lessons and concepts from the previous five courses.

“The 14-lesson course takes the students out of the tactical and operational force and introduces them to the institutional force, which is where many of them will work once they leave here,” he said. “Students are exposed to and are able to learn more about the relationship between various defense management systems and processes, their functions and purposes, and their interdependencies. This course attempts to provide a foundation for professional education on DOD, Joint, and Army systems and processes.”

The goal, McCrea said, is to provide a learning environment that encourages reflection, reinforces critical thinking, and requires the exercise of strategic decision-making skills. A new exercise this year challenged students to rank their priorities in two different geographic areas using just-issued guidance from the Secretary of Defense and President.

“We wanted to bring in these real-world polices and allow the students to be exploring how to apply them,” he said.

Lt. Gen. William Grisoli, director of the office of business transformation, served as the keynote speaker for the course.

“As you become more senior, you will see that more of what you do will be focused on transformation of the institutional force,” he said. “You will be the ones entrusted for setting the conditions for success. You have to understand what the priorities are and what the implications of those decisions might be.”

Grisoli provided the students with an overview of Army Enterprise Management and what is being done to sustain the long-term success of the Army.

“We have to transform our institutional Army to align it with the operational force,” he said. “It’s all about how well you take care of the force, which will dictate what kind of Army we will have in 2020.”

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Industry Day highlights DEM course



Another major component of the course is an “Industry Day” event that was held Feb. 15 and provides a forum for students to gain a better understanding of the military-industrial



relationship, the Army requirements and capabilities development process, and acquisition processes. The theme for this year’s event was “defense industrial base for the 21st century.”

“As strategic leaders we have learned about the profession of arms and leading and managing the force,” said aid **Maj. Gen. Gregg Martin**, USAWC commandant, when speaking at the kick off of the event. “You have to be able to work with business and industry to get the best equipment at the right cost into the hands of our servicemen and women.”

Guest speakers **Helen Greiner**, CEO of CyPhy Works, Inc. and retired **Lt. Gen. David Heebner**, executive vice president of General Dynamics provided the industry perspective during the event.

Heebner spoke about managing risk, how changes in the military defense base affects industry, the changing nature of the defense-government relationship and the importance of open and honest relationships.

Greiner spoke about the different methods of technology adoption, using her experience as a founder of iRobot. She also discussed the challenges of constant advancements in technology and provided a small business perspective on the military-private industry relationship.

“It was really beneficial to see two different perspectives, one from a large business and one from a small business,” said student **Kelly Gibson** who previously handled life cycle management at Quantico, Va. “The course and Industry Day both helped open my lens to the whole picture of procurement environment, not just the small portion to which I have been exposed.”

After the Bliss Hall discussions, students and the nearly 50 guest returned to seminar to confer on the issues and challenges facing both sides.

“This event has been the highlight of DEM for me,” said **Col. Louis Wilham**, student. “Not only have the guest speakers provided a wealth of great knowledge by the ability to take to members of the military industrial complex one-on-one has been very helpful.”

“This course has allowed me to get a glimpse of this process that I wouldn’t have had an opportunity to otherwise,” he said, referring to his career as an officer in the National Guard. “I’ve appreciated the opportunity to talk to both retired military and non-military people who work in this field to see how their perspectives differ.

McCrea said that the true value of the event lies in the discussions that occur back in seminar.

“The new fiscal reality that we find ourselves in will call for a greater importance of relationship and coordination between the military and the defense industrial base,” he said. “It’s valuable to start forming those relationships here.”

The Association of the United States Army co-sponsors the event with the Army War College.

Panel discussion features Assistant Secretary of the Army for Manpower and Reserve Affairs

Assistant Secretary of the Army for Manpower and Reserve Affairs **Thomas R. Lamont** led an all-star panel discussion Feb. 23 as part of the Defense Enterprise Management Course, one of the final courses of the 10-month academic program.

Lamont spoke about the issues and challenges facing the Army, including manning and equipping the force and sustainability and readiness for the all-volunteer force.

“Supporting and managing our people, -- our most valuable resource -- is crucial to a sustainable force,” he said. His office serves as the Army's lead for civilian and military manpower policy, human resources, the review of soldier records, reserve/active component force structure policy, the Army-wide Equal Employment Opportunity Program and other critical matters as part of the Army leadership.

The other panelists were **John Newman** director, Training, Readiness, and Mobilization, **Larry Stubblefield**, DASA for Diversity and Leadership, **Gwendolyn R. DeFilippi**, director, Civilian Senior Leader Management Office, **Samuel B. Retherford**, DASA for Military Personnel, and **Jay D. Aronowitz**, DASA for Force Management, Manpower and Resources.

“I think that in a world of fiscal austerity, we more than at any other time have to understand DEM in order to make informed decisions and recommendations to our senior leaders,” said **Aubrey Butts**, student.

“They talked a lot about what we have to do to make sure that our Army have the necessary resources, both people and equipment, to perform the missions we are asked to do This is probably one of the most important block of instruction we have here at the Army War College.”

NORTHCOM deputy commander closes out course

Lt. Gen. Frank Grass, deputy commander, US Northern Command, closed out the course by speaking to the class via VTC on Feb. 24. Grass discussed the roles and responsibilities for NORTHCOM, how it integrates Guard and Reserve forces and the partnership with Canada and Mexico.

NORTHCOM is responsible for includes air, land and sea approaches and encompasses the continental United States, Alaska, Canada, Mexico and the surrounding water out to approximately 500 nautical miles. It also includes the Gulf of Mexico, the Straits of Florida, portions of the Caribbean region to include The Bahamas, Puerto Rico, and the U.S. Virgin Islands. The commander of NORTHCOM is responsible for theater security cooperation with Canada, Mexico, and The Bahamas.

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