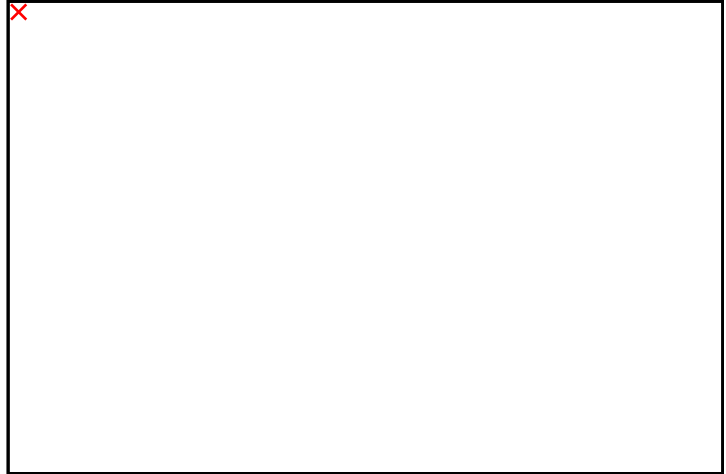


Industry Day focuses on relationships

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Industry Day provides insight into military-industry relationship

Dennis Muilenburg, Boeing Company executive vice president, was the keynote speaker for the 2010 Industry Day at the Army War College. Almost 30 leaders of industry came to here to discuss issues and challenges facing technology research, development, and



acquisition with USAWC students and faculty. Photo by Megan Clugh.

Feb. 19, 2010 – Technology affects almost every aspect of our lives, whether it's using a cell phone to call home to say you're running late, watching from your computer in New York as a nephew graduates at Stanford or posting a photo of your newborn daughter to Facebook within minutes. Technology has had a tremendous impact and changed lives in the military.

As those changes and advancements will keep coming, almost 30 leaders of industry came to the Army War College Feb. 18 to discuss issues and challenges facing technology research, development, and acquisition as part of the 2010 Industry Day.

Industry Day provides Army War College students 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 "balancing warfighter support in an era of persistent conflict."

Dennis Muilenburg, Boeing Company executive vice president, headed the day's events. He spoke of current projects that Boeing is working on with the military and how important relationships and the opportunities for open and honest dialogue are.

"These types of events are so vital because you are our customer and we need to know what it is you want and need," he said. "It's fundamentally important that we have strong and mutually beneficial relationships and these kinds of events help foster that."

Student **Lt. Col. Mark Towne** had a similar view, from the military perspective.

"I know that the subject of working with our industry partners is uncomfortable for some because they are unsure of how 'close' they can get and they're worried about crossing that ethical line," he said. "While I agree that it's important to keep that in mind, these partnerships with industry are vital to our success. Neither the military or industry can be successful without the other."

Towne said that it's also important to remember that building these relationships take time and that these types of venues help foster them.

"Muilenburg reminded us that the most successful partnerships are formed over decades," he said. "It takes time; you can't just flip it on and off. That's why the opportunity to meet our partners face-to-face and discuss the issues facing us both is so important."

Muilenburg also spoke about how the ending of Future Combat Systems has affected the industry and how their work on the new AH-64D Apache has lead to longer-range weapons accuracy and all-weather/night fighting capabilities.

Industry Day guests joined USAWC seminars and discussed the issues facing both the military and the civilian sector. Here Dennis Muilenburg, Boeing Company executive vice president, answers a question while sitting in with Seminar 2. Photo by Megan Clugh. Panel of experts discuss technology, acquisition challenges



Students also learned from a panel of industry and government panel members that included Helen Greiner, CEO of CyPhy Works, Inc., Brig. Gen. R. Mark Brown, deputy acquisition and systems management for the Assistant Secretary of the Army

for Acquisition, Logistics and Technology. The students and panel members discussed a range of issues ranging from the export of U.S developed technologies, and government investment in technology to the challenge of competition in the global marketplace.

Grenier discussed the advances in unmanned technology and pointed out examples where it saved lives and where technology is evolving with disruptive technologies. She said that the future of warfighting may depend more on these technologies that accomplish the desired objective with minimal possibilities of human danger and at a fraction of the cost.

Brown discussed the intricacies of the Army acquisition process and how the force structure factors into it.

After the morning sessions, panel members and guests joined the students in their seminars for more frank and direct discussions on the issues and challenges facing research, development, and acquisition.

Muilenburg sat in with Seminar 2 and discussed topics ranging from cyber threats to budget issues, government investment in math and science, import/export control and global competition for resources.


The opportunity to speak directly with leaders of industry about a wide-range of issues was helpful, according to two members of Seminar 2.

“The seminar discussion was very diverse, topics ranged from military contracts to opportunities in green energy, solar-wind, was very interesting,” said student **Lt. Col. Shawn O’Brien**. “Dennis was very candid when he addressed corporate ethics regarding issues from the past and the need to provide the best equipment for the warfighter and US tax payer.”

“I thought that small group discussions were particularly interesting,” said student **Col. Robert Byrd**. “I definitely appreciated being able to better understand how a company such as Boeing manages the many different aspects of their business while striving to be as efficient as possible. It was really a great insight. There are certain aspects of how private industry runs that can and should applied to DoD.”

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An Army War College student asks a question during the Industry Day panel discussion with Dennis Muilenburg, Boeing Company executive



vice president, Helen Greiner, CEO of CyPhy Works, Inc., Brig. Gen. R. Mark Brown, deputy acquisition and systems management for the Assistant Secretary of the Army for Acquisition, Logistics and Technology. Prof. Bill Lord

moderated the panel. Photo by Megan Clugh.

O'Brien said that the event was another great aspect of the USAWC program.

"Industry day was a success in my view and regard it as another critical learning event at the resident Army War College experience," said O'Brien. "The take-aways from today will assist me in my future roles & responsibilities that I will encounter as I move forward in my military and civilian career."

Muilenburg said that Industry Day at the Army War College reminded him that industry can learn from the military.

"You produce great leaders here and industry could learn a lot from you," he said. "We need to learn how to invest in our people and their ideas."

"It is a privilege to serve you and we work hard