



## STEVEN C. GRUNDMAN

### SUMMARY

Steve Grundman is an accomplished manager, business consultant, and public policy analyst. The range of his experience in national security affairs encompasses military and diplomatic service, appointments of senior leadership in the Office of the Secretary of Defense, and a fellowship at a prominent foreign and defense policy think tank. He has a record of managerial accomplishments in government, where he supervised a broad portfolio of policy and operations, and in business, where he launched a new enterprise that grew ten-fold over seven years. He advises major corporations, law firms, private equity investors, and entrepreneurs on decisions affecting multi-billion dollar mergers, investments in technology and new products, and their relationships with government. He has written and supervised economic analyses prepared for litigation. He also has written original analyses of corporate strategy and national security, delivered more than 60 presentations since 1998, and is frequently cited in trade and national press.

### EXPERIENCE

#### The Atlantic Council

2012– *M.A. and George Lund Fellow for Emerging Defense Challenges*

- Leads a practice addressing the strategic health of defense ministries and industries
- Orchestrates the Council's relationships with aerospace and defense companies
- Originated a project to engage artists in the work of understanding the future of warfare

#### Grundman Advisory

2011– *Founder and Principal*

- Helps public, private, and not-for-profit enterprises make good strategic choices
- Applies expert knowledge of aerospace & defense, national security, and public policy
- Employs know-how to do enterprise strategy, financial planning, organizational design

#### Charles River Associates

Boston, Massachusetts

2000–2011 *Vice President and Director of Aerospace & Defense Consulting*

- Launched a multi-million line of business with aerospace and defense companies
- Supervised 150+ engagements with dozens of clients in the North American and Europe
- Presented at more than three dozen industry conferences
- Edited a campaign of thought-leadership to shape the evolution of the A&D industry

**2005–2009** *Vice President and Director of Transportation Consulting*

- Sustained company's brand and analytic capabilities for travel demand forecasting
- Initiated diversification into privatization of transportation infrastructure and logistics

**U.S. Department of Defense/Office of the Secretary of Defense**

Washington, D.C.

**1998–2000** *Deputy- and Assistant Deputy-Under Secretary (Industrial Affairs)*

- Led the Secretary's stewardship of defense-industrial resources
- Spearheaded an initiative to integrate defense-industrial bases of U.S. and allies
- Supervised antitrust and foreign investment reviews of over 60 mergers/acquisitions
- Participated in Defense Acquisition Board oversight of investments in weapon systems
- Supervised DoD authority to prioritize resources under the Defense Production Act
- Supervised staff of 30 engineers and financial analysts, \$3 million in support contracts

**1998–1999** *Deputy- and Assistant Deputy-Under Secretary (Installations)*

- Led the Secretary's oversight of installation management and a \$30 billion budget
- Spearheaded Defense Management Council initiatives to—
  - Close excess military bases
  - Outsource commercial functions
  - Privatize housing/utilities
- Organized the Y2K-readiness program for all installations and facilities of the DoD
- Oversaw economic redevelopment and adjustment at base-closure communities
- Represented DoD industrial affairs portfolio to White House, Congress, and press/public
- Supervised 60 program/budget analysts, military officers, and \$3 million contracts

**1994–1998** *Special Assistant (Comptroller/Program Analysis & Evaluation)*

- Prepared plans, analyses, and communications for the DoD's head of financial planning
- Co-author and architect of Quadrennial Defense Review and Defense Reform Initiative
- Coordinated Defense Resources Board review of six-year, \$1.5 trillion program budget
- Co-led initiative to share U.S. defense doctrine/planning process with Russian MoD
- Organized information technologies to streamline administration and improve analyses
- Directed administrative operations and provided adjunct supervision over staff of 140
- Received special commendation from Secretary of Defense William J. Perry

**The CNA Corporation/Center for Naval Analyses**

Alexandria, Virginia

**1993–1994** *Management Consultant*

- Directed \$500K engagement to reengineer U.S. Navy's program planning process

**1990–1993** *Special Assistant to President and Assistant Corporate Secretary*

- Oversaw CEO's agenda to transform a \$50MM, 450-employee professional services firm
- Directed initiative to improve internal communications and outreach to stakeholders
- Organized initiatives to diversify clients, reorganize staff, and improve managerial skills
- Administered Board of Trustees and engineered the Board's succession strategy
- Directed \$400K conferences on defense strategy and reform of defense infrastructure
- Launched and directed philanthropic fund to promote community service and outreach

**U.S. Department of State**

Ottawa, Canada

**1989–1990** *Foreign Service Officer*

- Commissioned foreign diplomatic and consular agent of the United States
- Represented the U.S. on the legal committee of the Ottawa Open Skies negotiation
- Led an initiative to combat immigration fraud
- Wrote the State Department's guide to Canadian legal system

**U.S. Army**

Ansbach, West Germany

**1983–1987** *Adjutant and Surveillance Platoon Leader*

- Directed personnel/administration for combat support battalion in 1st Armored Division
- Commanded 22 soldiers performing covert surveillance of Warsaw Pact armies
- Earned Parachutist Badge and was awarded the Army Commendation Medal

**EDUCATION****Harvard University, Kennedy School of Government**

Cambridge, Massachusetts

**1987–1989** *Masters in Public Policy*

- Prepared thesis on program-budgeting for U.S. Special Operations Forces
- Taught public management as assistant to Professor Steven J. Kelman
- Taught assessment of foreign governments as assistant to Professor Richard E. Neustadt

- Research assistant to director of executive programs for national security managers
- Elected to Dean's Curriculum Advisory Committee
- Awarded Thomas E. Upham Scholarship

### **Georgetown University, Walsh School of Foreign Service**

Washington, D.C.

1979–1983 *B.S. Foreign Service*

- Magna Cum Laude, Phi Beta Kappa, Pi Sigma Alpha, Phi Alpha Theta
- Concentrated in political development and European socialism
- Elected to Dean's Academic Council

### **OTHER AFFILIATIONS**

2014– Advisory Board to 8tree®, a 3D surface inspection systems company

2009– Top Performing Companies Council of Advisors, *Aviation Week & Space Technology*

1999–2012 Councillor, The Atlantic Council of the United States

2002–2004 Elected representative of School Committee, Sandwich, Massachusetts

1999–2001 American Institute of Aeronautics and Astronautics

1997–1998 Managing Director, Theatre on a Hill LLC

1987–1996 U.S. Army Reserve

1992–1994 American Society of Corporate Secretaries

1989 Defense Group Incorporated

1981 Army Staff, Office of Security Assistance Policy

**PUBLICATIONS ADDENDUM**

- "How M&A is Remaking Aerospace". *Aviation Week and Space Technology*, 25 June 2015.
- "Pentagon's Offset Strategy Needs a Big Idea". *Aviation Week and Space Technology*, 16 April 2015.
- "Rethinking Innovation". *Aviation Week and Space Technology*, 5 February 2015.
- "Bellwethers of the Post-Afghanistan Defense-Industrial Base". *Breaking Defense*, 15 July 2014.
- "The Defense Industry in the Age of Austerity: New Scenarios and New Customer Expectations Within the Current International Context". *Finmeccanica Magazine*, July 2014.
- "A Defense Industry for the Age of Austerity". *Defense News*, 21 April 2014.
- "Innovation: Heed Lessons of Others". *Aviation Week and Space Technology*, 3/10 September 2012.
- "Euro Crisis Threatens Global Security" (with A.J. Wilson). *The National Interest.org*, 28 June 2012. <http://nationalinterest.org/commentary/euro-crisis-threatens-global-security-7134>.
- "What's in a Name? Not the Essence of Strategy". Online posting on [grundmanadvisory.com](http://grundmanadvisory.com). Grundman Advisory LLC, 6 September 2011. <http://grundmanadvisory.com/commentary/whats-in-a-name/>.
- "The Monopsonist's Dilemma: Implications for the Defense Industry of *Better Buying Power* at the Pentagon". *CRA Insights: Aerospace & Defense*. Charles River Associates, October 2010.
- "Security and the Commons: A Segmentation of Assets by Function" (with Ben Doeckel). *CRA Closer Look: Aerospace & Defense*. Charles River Associates, July 2010.
- "Defense-21': Drivers of Change in the 21<sup>st</sup> Century" (with Jeff Roncka *et al.*). *CRA Closer Look: Aerospace & Defense*. Charles River Associates, May 2010.
- "What to Do with the Cash: Of Gates, Tracks, and Signals" (with Charles Armitage). *CRA Insights: Aerospace & Defense*. Charles River Associates, March 2010.
- "Innovation in Aerospace & Defense" (with Ben Doeckel *et al.*). *CRA White Paper*. Charles River Associates, October 2009.
- "Putting Hard Times in Perspective". *CRA Closer Look: Aerospace & Defense*. Charles River Associates, September 2009.
- "Obama and National Security: The First 100 Days" (with Ryan Peoples and Thierry Casiez). *CRA Presentation*. Charles River Associates, May 2009.
- "Dear Mr. President-elect: The *Other* U.S. Defense Crises". *Aviation Week & Space Technology*, 15 December 2008.
- "Six Watchwords for 2009". *CRA Note*. Charles River Associates, December 2008.

“A Retrospective on Consolidation in Aerospace & Defense since 1994”. Unpublished White Paper for the editors of *Aviation Week & Space Technology*, March 2001.

“Navy Resource Allocation Planning: New Ways to Think About Its Design and Management”. CNA Research Memorandum 95-114. Center for Naval Analyses, September 1995.

**PRESENTATIONS ADDENDUM**

“Innovation—CEO’s Imperative in this Time of Transition” (with Reginald Brothers, Tom Guthrie, Annette Mason, and Rebecca Taylor). Capstone Panel at Wharton Aero & Tech West 2012. San Francisco, 27 September 2012.

“Better Buying Power” (with Brett Lambert, Stan Soloway, and Frank Cappuccio). Community of Practice panel at the ninth annual Wharton Aerospace Conference. Philadelphia, 16 March 2012.

“US Defense Strategy: Analysts Evaluate What it Means” (with Joe Anselmo, Pierre Chao, and Byron Callan). Panel Discussion at *Aviation Week and Space Technology*, conference on *Defense Technology, Affordability, and Requirements*. Washington, 16 February 2012.

“Domestic Implications of a Defense Drawdown” (with David Berteau and Todd Harrison). Panel Discussion at Center for Strategic and International Studies, conference on *Defense in an Age of Austerity*. Washington, 29 September 2011.

“Adapting to Changing Times” (with Steve Cortese and Stan Szemborski). Panel Discussion at *Aviation Week & Space Technology*, conference on *Defense Technology & Requirements: Affordably Building Capabilities that Address Future Threats*. Washington, 17 February 2011.

“Defense Budget Downturn? Areas of Greater and Lesser Exposure” (with Michael O’Hanlon). Panel Discussion at Cowen and Company, *32<sup>nd</sup> Annual Aerospace/Defense Conference*. New York, 10 February 2011.

“Improving Affordability and Productivity in Weapons Systems Development and Procurement”. Webinar presentation, *Aviation Week & Space Technology*. 11 January 2011.

“Better Buying Power: Implications for A&D Programs” (with Ryan Peoples). Presentation and Panel Discussion at *Aviation Week & Space Technology, A&D Programs Conference*. Scottsdale, 1 November 2010.

“The Defense Industry’s Posture Toward 2011 and Beyond” (with Steve Cortese, Stephen Mundt, and Stan Szemborski). Panel Discussion at *Aviation Week & Space Technology*, conference on *Defense Technology & Requirements*. Washington, 18 February 2010.

“2010 Defense Spending Roundtable Discussion”. Panel discussion broadcast on WUSA, *This Week in Defense News with Vago Muradian*. Washington, 3 January 2010.

“Top Aerospace & Defense Programs”. Presentation at *Aviation Week & Space Technology, A&D Programs Conference*. Scottsdale, 2 November 2009.

“The Transatlantic Defence Industrial Base: Continuity and Change” (with Charles Armitage and Jacob Markish). Presentation introducing a Panel Discussion at the North Atlantic Treaty Organization and Royal United Services Institute, conference on *Challenges and Opportunities in Transatlantic Defence Industrial Co-operation*. Brussels, 16 October 2009.

“Defense Spending Roundtable Discussion”. Panel discussion broadcast on WUSA, *This Week in Defense News with Vago Muradian*. Washington, 12 April 2009.

“Top Aerospace & Defense Programs” (with Ryan Peoples). Presentation at Aviation Week & Space Technology, *A&D Programs Conference*. Scottsdale, 13 November 2008.

“Financing Transatlantic Defence Initiatives”. Presentation to SMi Group, *Defence Finance Conference*. London, 29 September 2008.

“The Implications of Inflection Point Change for the Business of Defense”. Speech at SpeedNews, *Aerospace & Defense Industry Suppliers Conference*. Los Angeles, 7 May 2008.

“Ten Bellwethers for 2008: Leading Indicators of Change in Aerospace & Defense”. Presentation at ALM Strategic Research Institute, *8<sup>th</sup> Annual Defense & Aerospace Investor & Corporate Development Conference*. Reston, 19 March 2008.

“Globalization and the Regulation of Foreign Direct Investment”. Presentation to SMi Group, *Defence Exports Conference*. Brussels, 9 October 2007.

“Ten Bellwethers for 2007: Leading Indicators of Change in Aerospace & Defense”. Presentation at Strategic Research Institute, *Aerospace & Defense Investors Conference*. Redondo Beach, 18 September 2007.

“Protectionism & Globalization in Defense: The Iceberg Half-Full”. Presentation at IDEEA and British-American Business Council, *US/UK Business Leadership Conference*. Los Angeles, 22 May 2007.

“Export Control and Technology Transfer—Issues and Impact on Bilateral Industrial Cooperation” (with Greg Suchan *et al.*). Panel Discussion at National Defense Industrial Association and Canadian Association of Defence and Security Industries, conference on *Collaborative Defence and Shared Security*. Ottawa, 30 November 2006.

“Passenger Rail and Airports: Notes on the Impetus for Private Investment in Key Asset Classes of Public Transportation Infrastructure” (with Mark Dayton *et al.*). Panel Discussion at Strategic Research Institute, *Infrastructure: A Growing Asset Class Conference*. New York, 27 October 2006.

“Paths of Indifference: The Challenge of Capitalizing Growth in Entrepreneurial Aerospace & Defense Companies” (with Ryan Peoples). Presentation at Strategic Research Institute, *8<sup>th</sup> Annual Defense & Aerospace Investor & Corporate Development Conference*. San Diego, 19 September 2006.

“M&A Strategy for Aerospace & Defense: A Workshop Exploration of the Strategic, Market, and Enterprise Drivers of Acquisition Planning” (with Ryan Peoples). Presentation at Strategic Research Institute, *8<sup>th</sup> Annual Defense & Aerospace Investor & Corporate Development Conference*. San Diego, 19 September 2006.

“Bellwethers for 2006: Leading Indicators of Change in the Business of Aerospace & Defense”. Presentation at SpeedNews, *Aerospace & Defense Industry Suppliers Conference*. Los Angeles, 9 May 2006.

“Shock, Awe, and EBITDA: Networked Warfare, Network Economics, and the Effect on Industrial Strategy” (with James Hasik). Presentation at Strategic Research Institute, *6th Annual Defense & Aerospace and Federal IT Investor & Corporate Development Conference*. Reston, 8 March 2006.



“Organizational Conflicts of Interest: How an Arcane Provision of the FAR is Shaking Up Corporate and Business Development among Federal Contractors”. Presentation at Strategic Research Institute, *6th Annual Defense & Aerospace and Federal IT Investor & Corporate Development Conference*. Reston, 8 March 2006.

“M&A Strategy Workshop” (with Jacob Markish). Presentation at Strategic Research Institute, *7th Annual Defense & Aerospace Investor & Corporate Development Conference*. San Diego, 16 October 2005.

“Sector Focus: Government Professional Services” (with Brad King *et al.*). Presentation and Panel Discussion at Strategic Research Institute, *7th Annual Defense & Aerospace Investor & Corporate Development Conference*. San Diego, 16 October 2005.

“Technology Strategy for Information Age Aerospace & Defense Companies”. Presentation at SpeedNews, *3rd Annual Aerospace & Defense Suppliers Conference*. Los Angeles, 10 May 2005.

“Assessing and Mitigating Organizational Conflicts of Interest” (with Doug Larsen and Irv Yoskowitz). Presentation and Panel Discussion at Charles River Associates, Dinner-Seminar at the Ritz Carleton Hotel. Washington, 16 March 2005.

“The Hunt for Red Hot Technologies: How Defense Contractors are Using Acquisitions to Capture Discriminating Technologies” (with James Hasik). Presentation at Strategic Research Institute, *5th Annual Defense & Aerospace Investor and Corporate Development Conference*. Reston, 8 March 2005.

“Sector Outlook for Defence: New Growth Opportunities, New Challenges”. Presentation to Aerospace Industries Association of Canada, *Annual General Meeting and Conference*. Ottawa, 20 September 2004.

“Implications of War and its Aftermath for Defense Contractors: Towards the ‘Next’ Defense-Industrial Base”. Presentation to SpeedNews, *2nd Annual Aerospace & Defense Suppliers Conference*. Los Angeles, 4 May 2004.

“Implications of War in Iraq for Defense Contractors: Towards a ‘Transformed’ Defense-Industrial Base”. Presentation at Strategic Research Institute, *5th Annual Defense & Aerospace Investor, Customer & Supplier Conference--West*. San Diego, 22 September 2003.

“Implications of War in Iraq for Defense Contractors: Towards a ‘Transformed’ Defense-Industrial Base”. Presentation at SpeedNews, *Aerospace & Defense Suppliers Conference*. Los Angeles, 29 July 2003.

“Chairman’s Welcome & Conference Overview”. Presentation at Strategic Research Institute *4th Annual Defense and Aerospace Investor, Supplier and Customer Conference—East*. Reston, 11 March 2003.

“Aerospace & Defense Industry in 2002: Chairman’s Welcome”. Presentation at Strategic Research Institute, *4th Annual Defense & Aerospace Investor, Supplier & Customer Summit--West*. San Diego, 30 September 2002.

"Aerospace & Defense Industry Restructuring: Explaining M&A Trends Past, Forecasting the Future". Presentation at Strategic Research Institute, *4<sup>th</sup> Annual Defense & Aerospace Investor, Supplier & Customer Summit--West*. San Diego, 30 September 2002.

"Aerospace and Defense Industry in 2002: The Strategic Planning Context". Presentation supporting a Panel Discussion at Strategic Research Institute, *4<sup>th</sup> Annual Defense & Aerospace Investor, Supplier and Customer Summit--East*. Reston, 12 March 2002.

"Aerospace Industry: The Consolidation Story" (with John Gallo). Presentation to the Commission on the Future of the US Aerospace Industry. Washington, 12 December 2001.

"Antitrust and National Security Considerations in Trans-Atlantic M&A". Presentation at Strategic Research Institute, *3<sup>rd</sup> Annual Defense & Aerospace Investor, Supplier & Customer Summit--West*. San Diego, 12 September 2001.

"Antitrust for Rocket Scientists: A Retrospective on Merger Review in Aerospace & Defense since 1994". Presentation at Charles River Associates, Dinner-Seminar. Washington, 22 May 2001.

"The Pentagon's Industrial-Strategic Outlook". Presentation at Strategic Research Institute, *Defense and Aerospace Consolidation Conference*, San Diego, 25 September 2000.

"Defense-Industrial Stewardship". Presentation at Naval Postgraduate School. Monterey, 17 August 2000.

"Prospects for the Defense-Industrial Sector". Presentation at Fulcrum Information Services, *3<sup>rd</sup> Aerospace and Defense Supply Industry Mergers and Acquisitions Institute*. Chicago, 18 May 2000.

"A Research Agenda on Defense-Industrial Organization". Address at the U.S. Naval Academy, Department of Economics and Political Science. Annapolis, 20 April 2000.

"Trans-Atlantic Defense-Industrial Integration." Keynote address at Strategic Research Institute, *Defense and Aerospace Consolidation Conference*, Scottsdale, September 1999.

"Globalization of the Defense Industrial Base". Address at the Western Economic Association International, *7th Annual Conference*. San Diego, July 1999.

"Prospects for Defense Industries". Address at the Government Electronics and Information Technology Association, *Board of Directors' Roundtable*. Irvington, June 1999.

"Towards a North Atlantic Defense Industry". Address at Forum Europe, *4<sup>th</sup> European Defense Industries' Conference*. Brussels, May 1999.

"The Imperative of Trans-Atlantic Industrial Integration". Address at the United States Embassy and American Chamber of Commerce. London, May 1999.

"The Trinities of Globalization". Address at American Institute for Aeronautics and Astronautics, *Global Air and Space Conference*. Arlington, 4 May 1999.

“The Role of DoD in International Commerce and Dual Use Technologies” Address at The Brookings Institution, *Inside Washington Program*. Washington, 30 April 1999.

“Can the Pentagon Be Run Like a Business?” Address at the Council on Foreign Relations, Study Group on *Arms Trade and Defense Industry*. New York, 29 April 1999.

“A Pentagon Perspective on Defense Industries”. Address to joint seminar of the Council on Foreign Relations and Institute Francais des Relations Internationale. Paris, 20 April 1999.

“The DoD Agenda for Competitive Sourcing and Privatization”. Keynote address at George Mason University, Defense Conversion Assistance Program, conference on *The Future of Federal Outsourcing and Privatization*. Fairfax, 13 October 1998.

“DoD Installations—An Agenda for Change”. Address at the Association of Consulting Engineers. Washington, July 1998.

“Taking Stock of Defense-Industrial Capabilities”. Keynote address at U.S. Army Materiel Command, *DoD Industrial Capabilities Conference*, College Park, 21 May 1998.

“Prospects for Defense Reform in Russian”. Address at the George C. Marshall European Center for Security Studies. Garmisch, July 1997.

“The U.S. Program Planning Process”. Delivered at the Institute for the USA and Canada, *Seminar on Defense Doctrine and Planning: the American Experience*. Moscow, July 1997.

“An Overview of the 1997–2001 Defense Program”. Address at U.S. European Command, *Commander-in-Chief’s Annual Quality of Life Offsite*. Stuttgart, April 1996.