



## Steven C. Grundman

Steven Grundman is the Principal of Grundman Advisory, a professional services company that helps executives in public, private, and not-for-profit enterprises make good strategic choices. He is also the Lund Fellow for Emerging Defense Challenges at the Atlantic Council, where he leads an initiative addressing the strategic health of defense ministries and industries.

Before founding Grundman Advisory, Steve was a Vice President at Charles River Associates, a global business consultancy, where he was Director of Aerospace & Defense Consulting and of Transportation Consulting. Steve had general management responsibility for building the company's multi-million dollar line of business with aerospace and defense companies and for sustaining its world-class brand in travel demand forecasting. During his ten years at CRA, Steve supervised over 170 engagements with dozens of companies in North America and Europe. The work contributed to clients' regulatory strategies, corporate and business development initiatives, mergers and acquisitions, and investment choices. His tenure at CRA also was distinguished by a campaign of thought-leadership about the strategic challenges facing the A&D industry.

In the 1990s, Steve served in a succession of appointments at the U.S. Department of Defense that culminated in his assignment as Deputy Under Secretary for Industrial Affairs and Installations. Steve monitored critical industrial capabilities, evaluated corporate mergers and acquisitions, and served on the Defense Acquisition Board. He spearheaded the Department's initiative to better integrate the industrial bases of the U.S. and Europe, and coordinated the priority allocation of industrial resources in support of NATO's operations in Kosovo. Steve also led Department-wide reforms aimed at competing commercial activities, eliminating inadequate military housing, and implementing the realignment and closure of military bases.

Earlier in his tenure at the DoD, Steve served as Special Assistant to William J. Lynn, the Director of Program Analysis & Evaluation. Steve coordinated the political and legislative aspects of the Directorate's work and prepared its formal communications about the Future Years Defense Program to the Defense Resource Board, the public, Congress, and the White House. He also was a principal architect of the Quadrennial Defense Review and Defense Reform Initiative.

Prior to government service, Steve worked as Special Assistant to Robert J. Murray, the President and CEO of the CNA Corporation, a Washington research institution, where he led a series of initiatives to transform the post-cold-war relevance of the company. On the research staff of its Center for Naval Analyses division, he led an engagement for the Deputy Chief of Naval Operations (N-8) that produced the monograph, *Navy Resource Allocation Planning: Design and Management*.

Steve served in the U.S. Foreign Service at Ottawa, where he performed a variety of consular and diplomatic duties. He also was an officer in the U.S. Army's 1st Armored Division at Ansbach, West Germany, where he led a surveillance platoon and served as battalion adjutant.

Steve is a Phi Beta Kappa graduate of the Walsh School of Foreign Service at Georgetown University and holds a Masters in Public Policy from the Kennedy School of Government at Harvard University.