



STEVEN GRUNDMAN

SUMMARY

Steve Grundman is an accomplished general manager, business consultant, and public policy analyst. His consulting business advises major corporations, law firms, private equity investors, and entrepreneurs on strategic choices affecting multi-billion dollar mergers, investments in technology and new products, and litigation and regulatory proceedings. His public policy work has earned him a reputation for bringing analytic, creative perspectives to defense-industrial policy as well as defense planning, programming, and budgeting. Steve's managerial accomplishments in business include the launch of a new enterprise that grew ten-fold over seven years; in government they include supervision of a demanding portfolio of acquisition policies and defense-reform initiatives. Distinguishing Steve's work is a substantial record of thought-leadership on corporate strategy and national security affairs that is published in leading journals and magazines, cited in trade and national media, and promoted through frequent public appearances and presentations.

EXPERIENCE

Grundman Advisory

2011– *Founder and Principal*

- Advises senior executives of complex enterprises on business strategy and execution
- Applies expert knowledge of aerospace & defense, national security, and public policy
- Sells and supervises engagements spanning—
 - Strategy (e.g., for a public engineering services company, prepared an action-plan to build a new operating group founded on an innovative business model enabling access to an adjacent market).
 - Operations (e.g., for a private equity investment firm, assessed the feasibility of a pharmaceutical company achieving product-development, regulatory, and sales milestones that would position it for an initial public offering).
 - Organization (e.g., for a private information technology company, designed an incentive compensation program to retain key staff and enhance enterprise value ahead of an initiative to buy out the owner's equity).

The Atlantic Council

2012– *Senior Fellow and former Director, Emerging Defense Challenges Initiative*

- Stewards the Council's relationships with aerospace and defense companies
- Leads a practice addressing the relationship of defense ministries to industries
- Leads an initiative employing creativity and arts to shape thinking about future conflict

Syracuse University, Maxwell School of Citizenship and Public Affairs**2020–** Program Manager, *National Security Studies*

- Conceived and delivers an executive education course in National Security Management
- Plans and develops the curriculum of National Security Studies
- Builds relationships for the Maxwell School with the defense establishment

Charles River Associates

Boston, Massachusetts

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

- Launched a multi-million-dollar 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, *Transportation Consulting*

- Promoted the company's brand and analytic capabilities for travel demand forecasting
- Launched offerings addressing privatization of transportation infrastructure and logistics
- Orchestrated divestiture of the business to a London-based transport consultancy

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 of Defense'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
- Represented DoD industrial affairs portfolio to White House, Congress, and press/public
- 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 of Defense's oversight of military installations with \$30 billion budgets
- Spearheaded Defense Management Council initiatives to—
 - Close excess military bases
 - Outsource commercial functions
 - Privatize housing and utilities
- Oversaw the Y2K-readiness program for all DoD installations and facilities
- Oversaw economic redevelopment and adjustment at base-closure communities
- 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
- Directed administrative operations and provided adjunct supervision over staff of 140

The CNA Corporation/Center for Naval Analyses

Alexandria, Virginia

1993–1994 *Management Consultant*

- Directed engagement to reengineer U.S. Navy's program and financial planning process

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

- Advanced CEO's transformation of a \$50 million, 450-person professional services firm
- Directed initiative to improve internal communications and outreach to stakeholders
- Administered Board of Trustees and engineered the Board's succession plans
- Directed public conferences on defense strategy and reform of defense infrastructure

U.S. Department of State

Ottawa, Canada

1989–1990 *Foreign Service Officer*

- Represented the U.S. as a commissioned foreign diplomatic and consular agent
- Served on the legal committee of the Ottawa Open Skies negotiation
- Wrote the State Department's guide to the Canadian legal system

U.S. Army

Ansbach, West Germany

1983–1987 *Battalion 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 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

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
- Concentration in political development and European socialism
- Elected to Dean's Academic Council

OTHER AFFILIATIONS

2021	Executive Producer, <i>War Words</i> Project, a six-city theatrical celebration of veterans
2021	Executive Producer, <i>Source Code</i> , a short film about artificial intelligence and war
2020	Executive Producer, <i>VETERANS DAY 2020</i> , a short film honoring veterans
2019–	Executive-in-Residence, Renaissance Strategic Advisors
2014–2019	President, The Adlai Condominium Association, Washington, D.C.
2014–2018	Advisory Board to 8tree®, a 3D surface inspection systems company
2009–2015	Top Performing Companies Council of Advisors, <i>Aviation Week & Space Technology</i>
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

"Passing Grade: The US Defense Industrial Base is More Fit than Frail", *Aviation Week & Space Technology*, 24 January 2022.

"Guideposts of Defense Industry Change", *Aviation Week & Space Technology*, 13 September 2021.

"New Strategic Imperatives for the Defense Industry", *Aviation Week & Space Technology*, 14 May 2021.

"Why the Future Will Not Be Virtual", *Aviation Week & Space Technology*, 3 February 2021.

"Efficiencies Alone Cannot Solve U.S. Defense Budget Crunch", *Aviation Week & Space Technology*, 23 October 2020.

"The Outlook for Defense Spending: Can the Pentagon Spend More Smartly", *Aviation Week & Space Technology*, 10 August 2020.

"Helping Citizens Better Grasp the Warfighter Experience", *Aviation Week & Space Technology*, 29 November 2019.

"Allies Matter", *Aviation Week & Space Technology*, 16 September 2019.

"Back to the Future", *Aviation Week & Space Technology*, 1 July 2019.

"Heed the Marshall Maxim", *Aviation Week & Space Technology*, 10 April 2019.

"The Next Manhattan Project", *Aviation Week & Space Technology*, 31 January 2019.

"The Trillion Dollar Defense Strategy", *Aviation Week & Space Technology*, 30 November 2018.

"Why US Defense Spending Has Reached Its Peak", *Aviation Week & Space Technology*, 12 October 2018.

"Does the US Meet NATO's Defense Spending Guideline?" *Aviation Week & Space Technology*, 15 August 2018.

"Secrets of the 'Big-Small' Aerospace Companies", *Aviation Week & Space Technology*, 20 June 2018.

"Trump's Unremarkable Defense Playbook". *Aviation Week & Space Technology*, 12 January 2018.

"What Could Go Wrong for Aerospace Industry?". *Aviation Week & Space Technology*, 23 October 2017.

"Lessons from a Korean War-Era National Security Exercise". *Aviation Week & Space Technology*, 3 August 2017.

"Mapping Aerospace Mergers and Acquisitions". *Aviation Week & Space Technology*, 6 April 2017.

"Under 'High-Beta' Trump Presidency, Anything Could Happen". *Aviation Week & Space Technology*, 19 January 2017.

"Innovation Before Scale: A Better Business Model for Transnational Armaments Cooperation", with James Hasik. *The RUSI Journal*, October – November 2016.

"Defense Advice for the Next US President: Breaking the Deadlock on Defense Spending". *Aviation Week & Space Technology*, 10 November 2016.

"Fixing Military Acquisition: Defense Innovation Requires the Impulse of Investors Not Consumers". *Aviation Week & Space Technology*, 29 August 2016.

"Playing the Long Game: Can Aerospace Avoid U.S. Automakers' Mistakes?" *Aviation Week & Space Technology*, 20 June 2016.

"Why Defense Bulls May Be Disappointed". *Aviation Week & Space Technology*, 7 April 2016.

"Economies of Scale Ain't What They Used to Be". *Aviation Week & Space Technology*, 2 February 2016.

"Tomorrow's Wars: A Peak at a World for which the Pentagon is Preparing". *Aviation Week & Space Technology*, 16 November 2015.

"Apply 'Bazaar' Approach to Procurement: Savvy Shopping for Suits and Satellites". *Aviation Week & Space Technology*, 2 September 2015.

"How M&A is Remaking Aerospace". *Aviation Week & Space Technology*, 25 June 2015.

"Pentagon's Offset Strategy Needs a Big Idea". *Aviation Week & Space Technology*, 16 April 2015.

"Rethinking Innovation". *Aviation Week & 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.

"Re: 'The Force'", a letter to the editor in response to Jill Lepore's article. *The New Yorker*, 18 March 2013.

"Innovation: Heed Lessons of Others". *Aviation Week & 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. 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 21st 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.