



Aerospace & Defense Business Institute

*We know the business...of
Aerospace and Defense.*



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PROVEN. RESULTS. FASTER.

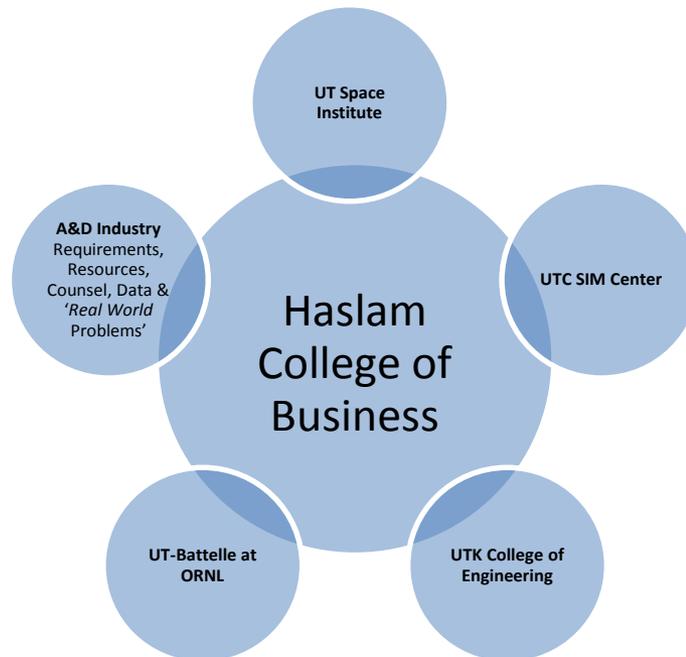


Overview

- I. ADBI Background, Vision and Capabilities
- II. Aerospace & Defense MBA
- III. Non-Degree Courses
- IV. Applied Research

I. ADBI Mission

Deliver comprehensive education, training, applied research and thought leadership to support business transformation across every sector and business function in the Aerospace & Defense enterprise.



Haslam College of Business Graduate & Executive Education

1. Five Executive MBA Programs

- ***Aerospace & Defense MBA (ADMBA)***

2. Non-degree (short courses) & certifications

- ***Aerospace & Defense Business***
- Healthcare Business
- Operations Excellence & Business Analytics
- Supply Chain Management and Logistics
- Leadership & Strategy

Industry
“Niches”

3. Applied research & Implementation Support

<http://TheCenter.utk.edu>

Uniquely Positioned for A&D

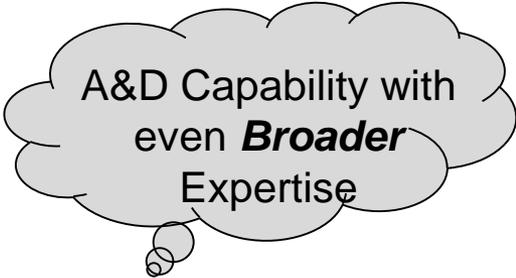
- Top-tier, public business school; Core competencies:
 - Supply Chain Management; Operations & Business Analytics
- Close ties to UT's strong engineering college
- **ONLY university offering total Life Cycle Mgmt. support**
- Long-standing strategic partnerships
 - A&D Subject Matter Experts (SMEs) & thought leaders
 - ORNL; UTSI; AEDC, USAF, Redstone Arsenal, Defense Acquisition University (DAU)...
- **Proximity** to key A&D business centers
 - Oak Ridge; Huntsville; Atlanta
 - Cincinnati; Dayton; St. Louis
 - Charleston; Savannah; Charlotte

A&D Advisory Board



MEMBER	TITLE	COMPANY / ORGANIZATION
Akins, Darrell	CEO, Akins Public Strategies and Exec. Director, TVC	Tennessee Valley Corridor
Burt, Richard K. (Rick) (SES)	Director, Safety and Mission Assurance, SLS Program	NASA, Marshall Space Flight Center
Buongiorno, Mark	VP and GM, F-135 Engine Program	Pratt & Whitney
Cope, Steve	Director of Business Development	Avion Solutions, Inc.
Cuddy, Mike	Senior Consultant	SAIC
Kohler, Jeffrey, Lt Gen, USAF (ret)	VP of Business Development; Boeing Military Aircraft Division	Boeing
Koss, William (Bill)	Asst. VP, Finance and Contracts, Acquisition & National Security	Aerospace Industries Association (AIA)
Lilly, Abby	Vice President, Supply Chain Management	Eaton Aerospace
Lodge, Tom	General Manager, Military Marketing	GE Aviation
McBride, Suzi	Vice President, Program Management and Launch Services	Iridium
Murdock, Robert	VP of Business Development; Aerospace Structures Division	ATK
Nimrick, Chad	General Manager, Piney Flats	Bell Helicopter
Park, Brent Dr.	Associate Lab Director, Global Security	Oak Ridge National Lab (DoE)
Pierre, Dan, Col, USAF (ret)	VP for Operations Technology Region	Jacobs Technology
Robinson, Fred D. (Doug), MG, USA (ret)	Account Executive	CSC (Computer Science Corporation)
Shultz, George	V.P. and GM, C-130 Global Programs	Lockheed Martin Aeronautics
Velocci, Anthony L.	A&D Industry Consultant; former Editor-in-Chief, <i>AviationWeek</i>	<i>Aviation Week & Space Technology</i> magazine
Wiedemer, Mike	Senior Consultant	Amtec
Williams, Bill	VP, Supplier Management	Gulfstream

“We know the *business*...”



A&D Capability with
even **Broader**
Expertise

- **Dr. John Bell; Supply Chain Management professor**
 - *Lt Col, USAF (ret); Acquisition/Logistics Officer; Advising with LM Aeronautics*
- **Dr. Missy Bowers; Chair, UT Management Science program**
 - *Ph.D. in Management Science from Clemson; past work with DLA, Delta Air Lines*
- **Dr. Randy Bradley, Information Management professor**
 - *Formerly with CSC, Expertise in ERP; SCM Research with Army Materiel Command*
- **Dr. Dan Flint; Marketing professor and Head of UT’s Marketing Ph.D. program**
 - *USNA grad, USN aviator, formerly Alcoa aluminum sales management*
- **Dr. Ken Gilbert; former Department Head, UT Management Science program**
 - *Research & project advising with USAF; Allied Signal, Boers, Cessna, Delta Air Lines*
- **Dr. Alex Miller; Strategy Professor; Fmr. Associate Dean, UT CBA**
 - *Founding member, CBA A&D Advisory Board*
 - *Extensive research/consulting with USAF and A&D clients in Strategy and Innovation*
- **Dr. Elaine Seat; B.S. & M.S. in ME; Ph.D. in Technical Performance**
 - *20 yrs w/ Lockheed Martin Engineering Systems; Hughes Missile Systems*
- **Dr. “Srini” Srinivasan; BSME; M.S., Machine Tool Design; Ph.D., Management**
 - *Extensive work in Lean and TOC applied in A&D sector; Countless publications*
 - *Member, Warner Robins Air Logistics Complex C-5 Edelman award team*
- **“Reachback” Support – SMEs from government and industry to complement traditional faculty**
 - *Retired general officers and SESs, thought leaders from academia and industry*

Broad & Synergistic Offerings

- The Aerospace & Defense MBA (ADMBA)
- Non-degree, short courses & certification programs
 - A&D-*Tailored* Courses -- *Custom*
 - A&D-*Relevant* Courses
- Applied Research & Change Support
 - Original field research & subsequent report
 - Course Design and Delivery, Implementation Support
 - Example: USAF IDIQ Contract; **\$58M** of work 2006-2015

Track Record of Excellence & Impact

- \$50M+ in Applied Research for A&D sponsors
 - Transformational dividends for clients & warfighter
- ADMBA: Advanced business skills for ~300 executive-track leaders from DoD & industry
- Executive Education: “A la carte,” low-cost, high-yield business skills and transformation support for thousands

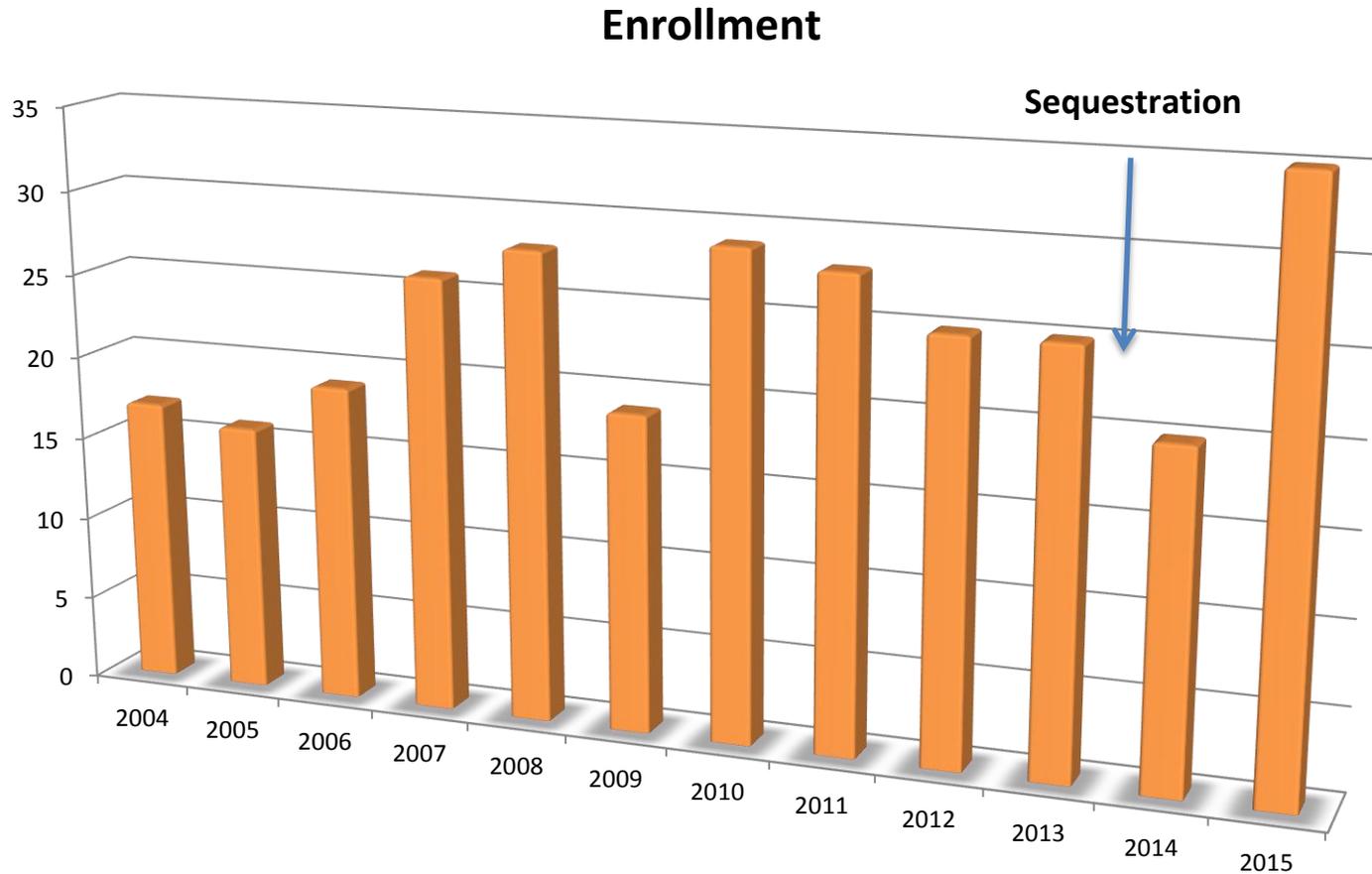
II. Aerospace & Defense MBA: Value Proposition

- Develop business skills of ‘high-potentials’
- Work high-value business problem / opportunity
- Retain and re-charge top talent
- Build strategic, close ties to executive-track leaders of key suppliers & customers
- Broaden perspective of executive-track professionals
- Broaden ties to A&D-focused college of business

The ADMBA: “One-of-a-Kind”

Program Features	Part-time “Budget” MBA	UT ADMBA	Full-Time, Top-tier MBA
MBA Accreditation	✓	✓	✓
Traditional MBA Subject Matter	✓	✓	✓
Nationally Ranked College & Programs		✓	✓
A&D Case Studies and Company Visits		✓	
Industry- & Job-based assignments		✓	
A&D-Tailored, Industry Immersion Residence Period		✓	
A&D Faculty Expertise		✓	
A&D Classmates & Networking Opportunities		✓	
\$1M+ Business Improvement Project in lieu of thesis		✓	
High Compression Learning (12 month program)		✓	
“Bonus” LeanSigma Certification		✓	
Top-tier, Institutional Prestige & Clout		✓	✓
Long Periods Away from Work (18-24 months)			✓ ☹️
Manpower “backfill” costs, program turbulence			✓ ☹️

ADMBA Enrollment Trends



ADMBA 2015 -- Sponsors & Students (35)

Diversifying
Sponsors &
Students

SAF/AQ – from across AQ community	6
Air Force Air Logistics Complexes	6
Air Force Research Lab (AFRL-sponsored)	4
Air Force Nuclear Warfare Center	1
Assistant Secretary of the Army (ALT)	2
Navy (NPS sponsoring Navy officers)	2
National Guard officers using G.I. Bill	2
Lockheed Martin Aeronautics	2
Northrop Grumman	1
Gulfstream	1
Tier 2 Defense Suppliers	4
Air Lines	1
A&D Small Business	3

III. Non-Degree Executive Education

‘Precision Strike Workforce Development’

- Skills- & competency-focused instruction
 - Heavy applied focus – dividend driven
 - Business Acumen for AQ professionals
 - ***Military-tailored programs focused on ‘Better Buying Power’ transformation***
- Delivered on campus, on site (*& online*)
 - Open enrollment or custom, tailored content
- Project-focused (JIT) or capability building
- Top tenured professors & A&D SMEs
- **Training the masses transforms the culture**

Military/Government-*Tailored*

Developed for &
Delivered to Govt.
Sponsors

- Non-Degree Courses

- Lean Applied to Acquisition Business Processes
- Better Business Deals – Industry Insights
- Air Force General Officers’ “Lean Leader” course
- 8-Step Problem Solving
- Life Cycle Affordability; “Should Cost” Workshop
- Program Integration Workshop
- USAF LeanSigma Green Belt & Black Belt Certifications
- Continuous Process Improvement
- Strategy, Alignment & Deployment

Life Cycle Management

A&D-Relevant Non-Degree

- Theory of Constraints for Project Management
- ***Lean for Maintenance, Repair and Overhaul (MRO)***
- Performance-Based Logistics
- Performance-Based Services Acquisition
- Lean Green Belts and Black Belts
- Managing in a Technical Environment

Offered “Open Enrollment” or Custom -- serving sponsors & students from every economic sector – including many from A&D!

IV. Applied Research

- Expertise to support total Life Cycle Management
- “Cradle to Grave” business issues
 - Requirements Definition
 - Laboratory/R&D programs
 - System Development, Integration, Testing
 - Systems Engineering & Program Management
 - Manufacturing & Deployment
 - Sustainment, Supply Chain Management
- Sustainable solutions to real-world problems
- Implementation Support (training, follow through...)
- Sponsors: Air Force, Army, Industry
 - USAF, Multi-Year, IDIQ Contract (2)
 - Direct contract or as a sub-contractor
- Partners: DAU, faculty from other universities...

Synergy

- Powerful mix of talent, expertise & perspective
 - Tenured & tenure track professors
 - Subject Matter Experts (SMEs) from HCB
 - “Reach-back” support from pool of 100+ government & industry thought leaders & practitioner experts
- Offer deep expertise from A&D ***as well as*** cutting edge theory & best practices from other industries
- Optimal team for research projects defined in coordination with sponsor based on study objectives

Representative Work

- Options include:
 - Releasable, sponsor controlled or entirely proprietary
- Broad Topics, Strong Dividends:
 - Lean & Theory of Constraints for USAF Maint. Depots
 - Performance-Based Logistics (with DAU as partner)
 - Tail-Up Costs for Air Force Program Offices
 - Should Cost
 - Standup of Air Force Life Cycle Management Center
 - Standup of Air Force Chief Management Office
 - **Supply Chain Management for Army Materiel Command**
 - 1. Proposed supply chain transformation**
 - 2. Supply chain metrics**



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