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INSTITUTE

FOR DEFENSE

& BUSINESS

2015 Annual Report

Letter from the Chairman & President

Friends of the Institute,

We are proud to report that 2015 marked a successful year for the Institute for Defense and Business (IDB) in three key ways:

Expansion into new areas through the addition of three custom-developed programs to our portfolio: the Industrial Operations Leadership Program (IOLP), the Security Assistance Trainers in Saudi Arabia (SATSA), and the Thailand Communications Program

Notable growth for existing programs through the largest ever graduating class for our Strategic Studies Fellows Program (SSFP), and the unplanned addition of a fourth offering of our Log21 program to meet high demand

Continued success of our flagship programs through the celebration of the delivery of our 100th LOGTECH course

Two programmatic challenges arose throughout the year: low enrollment led to the cancellation of both a MedLog21 and a Cooperation in Stability Operations (CSO) course.

In the end, successes far outweighed the challenges, and the IDB closed out the year with growth exceeding the 2015 financial forecast.

Guided by input from our Board of Directors, the IDB worked diligently throughout the year to develop a strategic five-year plan to establish the structure, lay the groundwork, and set direction for continued delivery of superior quality programs while achieving sustained growth for the future.

The five-year plan firmly focuses on strengthening the heart of our organization – our people, our programs, and our participants – through nine key attributes including, for example:

Fostering an entrepreneurial mindset to enable continued diversification of premium quality IDB programs

Growing new and existing mutually supportive partnerships with public and private institutions



From the left: MG Jim Hodge, USA (Ret), and Gov. James G. Martin.

Maintaining a nonprofit status and remaining fiscally responsible

Continuing to act on employee feedback to make IDB a healthy, positive place to work

Outlining a strategy to develop and nurture an active, engaged alumni base

As always, we thank those individuals and organizations who have contributed to the ongoing success of the IDB. In particular, thank you to our Board of Directors, 2014-2015 Executive Fellows, and Subject Matter Expert Board for their contributions in 2015.

We are excited about the future and remain eager to achieve sustained growth in 2016.

Sincerely,

Two handwritten signatures in black ink. The first signature is 'James G. Martin' and the second is 'James F. Hodge'.

Board of Directors

The IDB Board of Directors sets the overall direction and philosophy of the organization and provides oversight and guidance. Reflecting the Institute's global reach and perspective, these distinguished leaders in government, business, and academia bring broad vision to the IDB and its mission.



Gov. James G. Martin

Chairman and Director
Former North Carolina Governor and Member of Congress



Mr. Frank B. Holding

Vice Chairman and Director
CEO and Chairman, First Citizens BancShares, Inc., Raleigh, NC



Mr. Thomas W. Bradshaw, Jr.

Treasurer and Director
Former Statewide Logistics Coordinator and Secretary of the Department of Transportation, State of North Carolina, Raleigh, NC



Mr. Rye Barcott

Director
Co-Founder of Carolina for Kibera, Chapel Hill, North Carolina; TED Fellow; and Managing Partner at Double Time Capital, Charlotte, North Carolina



LTG Robert T. Dail, USA (Ret)

Director
Consultant, RTDAIL Enterprises
Leesburg, VA



MG Jim Hodge, USA (Ret)

Director
President, Institute for Defense and Business, Chapel Hill, NC



Mr. Seddon "Rusty" Goode, Jr.

Director
Former President, University Research Park, Inc., Charlotte, NC



Dr. John D. Kasarda

Director
Kenan Distinguished Professor, University of North Carolina at Chapel Hill's Kenan-Flagler Business School



Mrs. Debra Plousha Moore

Director
Executive Vice President and Chief Human Resources Officer, Carolinas HealthCare System, Charlotte, NC



LTG William Mortensen, USA (Ret)

Director
Chairman and CEO, Mortensen and Associates, Southport, NC



Mr. Roger L. Perry, Sr.

Director
President, East West Partners Management Company, Chapel Hill, NC, and the former Chair, Board of Trustees of the University of North Carolina at Chapel Hill (UNC-CH)



Sen. Richard Y. Stevens

Director
Of Counsel, Smith Anderson, Raleigh, NC, and former Chair, Board of Trustees UNC-CH and former NC State Senator

IDB Programs

The Institute for Defense & Business delivers custom-designed education and research programs that present stimulating ideas to diverse public and private sector participants in an academic setting to foster collaboration and achieve excellence and innovation. This principle of collaboration is fundamental to the design and success of all IDB programs. Graduates of our programs apply best practices and business principles to address problems within their organizations to arrive at innovative solutions.

New in 2015

IDB rolled out three new programs in 2015—the most new starts in IDB history. All three programs are planned to return in 2016!

Industrial Operations Leadership Program (IOLP)

The Industrial Operations Leadership Program (IOLP) is a leadership development program serving shop floor supervisors that work directly within military industrial facilities conducting manufacture, repair, and overhaul (MRO) operations. IOLP is delivered in two separate one-week residencies at the industrial facility with online continuous process improvement coursework between the residencies. The inaugural IOLP was delivered at the U.S. Coast Guard Aviation Logistics Center-Elizabeth City, NC with residencies in August and September 2015.



Security Assistance Trainers in Saudi Arabia (SATSA)

The Course for Security Assistance Trainers in Saudi Arabia (SATSA) is a two-week long cultural familiarization course on Saudi Arabia for U.S. Army Security Assistance Trainers headed to that country to provide Facility Security Force Training to members of the Saudi Arabian National Guard (SANG). The program is a deep dive into Saudi Arabia's history, regional influences, and culture and provides deploying soldiers with culture training to prepare them for tactical level interaction with their SANG counterparts. The initial offering of SATSA was delivered in October 2015 to a cohort of 20 Security Assistance Trainers.



Thailand Communications Program

In June, IDB staff and UNC faculty traveled to Bangkok, Thailand to deliver a three-day program on communications strategy to members of Thailand's National Broadcasting and Telecommunications Commission (NBTC). Thirty-one staffers from various departments within the NBTC attended a three-day workshop to learn how to better engage with audiences in the far southern provinces of Thailand—an area troubled by civil unrest.



IDB Programs (continued)



The Center of Excellence in Logistics and Technology (LOGTECH) is a unique partnership between the IDB and the University of North Carolina at Chapel Hill's Kenan-Flagler Business School. LOGTECH has delivered joint logistics education for 14 years and has served as the catalyst for the IDB's broad portfolio of innovative custom education programs.

- » IDB delivered eight LOGTECH executive education programs in 2015; seven Advanced and two Executive Programs.
- » The September Advanced Program marked the 100th LOGTECH executive education program!



The Depot and Arsenal Executive Leadership Program (DAELP) provides a specifically-designed business acumen curriculum for the commanders and senior civilian leaders of the nation's depots, arsenals, and industrial facilities. The program delivers a strategic overview of the key functional, analytical, and managerial elements required for the effective leadership of large complex organizations.

- » DAELP Cohort XII graduated in May, 2015 during its fifth and final residency. GEN Dennis L. Via, U.S. Army Materiel Command Commanding General received the participants' corporate residency out-briefs during this residency.
- » DAELP Cohort XIII began its studies in October 2015 and with a residency in Chapel Hill. In December, the group conducted a two-day Value-Stream Mapping exercise focused on four processes at Crane Army Ammunition Activity.



IDB's Center for Stabilization and Economic Reconstruction (CSER) develops and delivers innovative, custom-designed programs to facilitate cooperation and collaboration among all actors in stability operations and crises environments.

- » CSER delivered its Cooperation in Stability Operations (CSO) seminar twice in 2015 with offerings in April and August.
- » At the request of U.S. Central Command, CSER rolled out a new two-week cultural familiarization course for Security Assistance Trainers deploying to Saudi Arabia. The pilot program was held in October 2015 with follow-on cohorts planned for 2016.



Log21 is a week-long program for early-career logisticians that provides an expanded view of the potential and rewards of a career in logistics and supply chain management.

- » Log21 was offered four times in 2015: March, June, August, and September. The September cohort was added to accommodate unprecedented demand for the program!

IDB Programs (continued)



The IU-UNC LogMBA is a hybrid two-year MBA program which pairs online coursework through the Kelley School of Business at Indiana University with academic residencies at the University of North Carolina's Kenan Flager Business School, Indiana University, and overseas.

- » MBA Cohort IX graduated in 2015
- » Cohort X completed its final residency and online course work in 2015 and will graduate in early 2016
- » MBA cohort XI began its studies in 2015 with residencies in Chapel Hill and Bloomington.



LIFE CYCLE EXECUTIVE
LEADERSHIP PROGRAM

The Life Cycle Executive Leadership Program (LCELP) is designed for leaders challenged with developing, managing, and/or implementing life cycle plans and policies within their organizations and for their customers.

- » LCELP was delivered twice in 2015; in May and September.



MedLog21: Supply Chain Skills for Medical Logisticians in the 21st Century was designed in partnership with the Veterans Health Administration to address the education needs of its logistics workforce and other medical logistics professionals.

- » MedLog21 programs were offered in April and July 2015.



The Strategic Studies Fellows Program (SSFP) is a four-week residential graduate-level program on strategic national security studies for senior non-commissioned officers, company grade officers, junior civil service, and their private sector counterparts.

- » In 2015 the SSFP class size grew for the fourth consecutive year; 50 students attended the summer program.
- » U.S. Army Vice Chief of Staff GEN Daniel B. Allyn spent a morning with SSFP students during the 2015 cohort.
- » U.S. Army GEN David Perkins, Commanding General of the U.S. Army Training and Doctrine Command, served as the graduation speakers for the class.

2015 Highlights

Tuttle Award Presented to 2015 Recipient



General William G.T. Tuttle, Jr., USA (Ret) (holding trophy), presents the 2015 Tuttle Award to Col (Ret) Emily Buckman (l) and team members (l-r) Dr. Stephen Dubernas and Lt Col (Ret) Adam Silverman.

The General William G.T. Tuttle, Jr., USA (Ret) Award for Business Acumen in Defense and Government was presented at the Executive Fellows Induction ceremony in Washington, DC on September 30, 2015. The Tuttle Award was established in 2010 at the Center of Excellence in Logistics & Technology (LOGTECH) to recognize the most outstanding implementation of business principles by a LOGTECH Advanced student. The award has since expanded to encompass all IDB programs.

This year's recipient is Colonel (Ret) Emily A. Buckman, and her team members: CDR Mark Rice, Terri Ryder, Dr. Stephen Dubernas, and Lt Col (Ret) Adam Silverman. This team created the Defense Logistics Agency-USTRANSCOM Support Division which strengthens the partnership and integration between DLA and USTRANSCOM. The team's efforts transformed the supply chain in support of Combined Joint Operating Area-Afghanistan and made improvements at the enterprise level concerning air transport eligibility of materiel. Col Buckman and her team not only garnered tremendous cost savings but ensured the uninterrupted flow of supplies and materiel despite fluctuations in weather, speed, cost, and political environment encountered in transiting participating countries. Adding to the significance of the accolade, General Tuttle personally presented the award to Col Buckman and members of her team.

2015-2016 Fellows Inducted



2015-2016 Fellows left to right: LTG Mason, Mr. Love, RADM Rabago, RADM Dussault, and Gen McNabb.

IDB welcomed its 2015-2016 class of IDB Executive Fellows at a mid-day induction ceremony at the Reserve Officers Association in Washington, DC on September 30. Governor James Martin and the IDB Board of Directors hosted the ceremony and United States Congressman David Price (D-NC) provided opening remarks to the attendees from the DoD, the military, the civilian agencies of the government, non-governmental organizations, academia, and the private sector. Glenn Edelschein, Director of Strategic Initiatives at SAS Federal, also addressed the group.

The 2015-2016 class of IDB Executive Fellows includes: General Duncan J. McNabb, USAF (Ret); Lieutenant General Raymond V. Mason, USA (Ret); Rear Admiral Kathleen M. Dussault, USN (Ret); Rear Admiral Ronald J. Rábago, USCG (Ret); and Mr. Robert E. Love, OSD, SES (Ret).

The Executive Fellows Program is a unique opportunity for selected retired senior leaders from the Department of Defense, the Department of Homeland Security, and the military services to share their knowledge and experience with participants in the IDB's educational programs. For the eleventh consecutive year, analytics software provider SAS sponsored the program.

2015 Highlights

IDB Celebrates 100th LOGTECH Course



LOGTECH Advanced Program Director Van Noah celebrates the successful completion of the 100th week-long LOGTECH courses with a sabrage as the IDB staff looks on.

IDB and LOGTECH reached a notable milestone in 2015: 100 LOGTECH Executive Education courses delivered! The Advanced course which began on 30 August 2016 was the 63rd offering of that program. Combined with the 37 Executive Programs completed to that point, the 100th LOGTECH executive education program reached a successful conclusion on Friday afternoon, September 4th. This milestone is a testament to the enduring partnership between the IDB and UNC's Kenan-Flagler Business School and 15 years of providing world-class education to the U.S Army Materiel Command and the larger logistics community.

SSFP Enrollment Reaches 50; GEN Allyn Visits



U.S. Army Vice Chief of Staff GEN Daniel Allyn with SSFP Cohort Four.

For the fourth straight year since its inception enrollment increased in the Strategic Studies Fellows Program (SSFP); the 2015 cohort was 50 students strong! Also, for the second year in a row, SSFP was treated to a visit from the office of the Chief of Staff of the Army. In July, General Daniel Allyn, U.S. Army Vice Chief of Staff spent a day with the fourth cohort of SSFP. GEN Allyn spoke to the class about the importance of soldiers continuing their education throughout their careers—especially as the Army draws down, more will be expected from every leader.

IDB Team Celebrates Founders Day



The IDB group on a MOTSU train engine conducted by IDB President MG Jim Hodge, USA (Ret)



Old Baldy—Bald Head Island's iconic lighthouse

IDB elevated its annual Founders Day celebration to new heights in 2015 with a two-day offsite trip to Southport, North Carolina! Featuring both educational and recreational elements, the trip included a rare tour of the inner workings of the U.S. Army's Military Ocean Terminal Sunny Point (MOTSU), and a visit to historic Bald Head Island.