



READINESS AND FORCE  
MANAGEMENT

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

SEP 26 2012

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (INTELLIGENCE)  
ASSISTANT SECRETARY OF THE ARMY  
(MANPOWER AND RESERVE AFFAIRS)  
ASSISTANT SECRETARY OF THE NAVY  
(MANPOWER AND RESERVE AFFAIRS)  
ASSISTANT SECRETARY OF THE AIR FORCE  
(MANPOWER AND RESERVE AFFAIRS)  
DIRECTOR, ADMINISTRATION AND MANAGEMENT

SUBJECT: Department of Defense Executive Management Training Center

REFERENCE: (a) Under Secretary of Defense for Personnel & Readiness memorandum dated February 29, 2012, subj: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) Conference Guidance in Support of the President's Campaign to Cut Waste

The Department of Defense (DoD) is fully committed to cutting waste and reducing spending for all support services. Reference (a) requires that "we must seize every opportunity to improve Government management and pursue efficiencies so that we save money and deliver the highest quality of service." With regard to conferences, reference (a) states that Government facilities shall be utilized to the extent possible.

I am pleased to offer the DoD Executive Management Training Center (EMTC), located in Southbridge, Massachusetts, as a resource-efficient solution for hosting your conference and training events. The EMTC is a state-of-the-art residential conference facility leased by the DoD through 2021. Located one hour from three major airports (Boston, MA; Hartford, CT; and Providence, RI) the EMTC is available free of charge by DoD Components. Lodging is also free for DoD participants; the only charge is for breakfast and lunch meals and the amount of that charge reasonably corresponds to per diem rates for those meals. A brochure detailing EMTC features is attached, and additional information is available on the Defense Civilian Personnel Advisory Service website at [www.cpms.osd.mil/lpdd/southbridge/emtc\\_homepage.aspx](http://www.cpms.osd.mil/lpdd/southbridge/emtc_homepage.aspx).

If you have any questions, please contact Mr. Ron Dubie, EMTC Program Manager, who you may reach at (508) 765-6333 or via e-mail at [emtc@cpms.osd.mil](mailto:emtc@cpms.osd.mil).

Paige Hinkle-Bowles  
Deputy Assistant Secretary  
(Civilian Personnel Policy)

Attachments:  
As stated

Department of Defense

# EMTC Executive Management Training Center

Southbridge, Massachusetts

## Free for DoD Agencies for Official Functions

- No lodging or room rental fees
- Free group shuttle between EMTC and Airport
- Chef prepared buffet breakfast and lunch daily

## Residential Conference Center

- 65,000 square feet of meeting space
- 250-seat tiered auditorium
- 4,508 square foot Grand Ballroom
- 216-seat separate dining room
- 195 deluxe guest rooms
- Free parking
- Fitness Center with pool, racquetball, and gym

## Private Location

- Peaceful New England town where attendees can focus on learning
- One hour from Boston, Massachusetts or Hartford, Connecticut

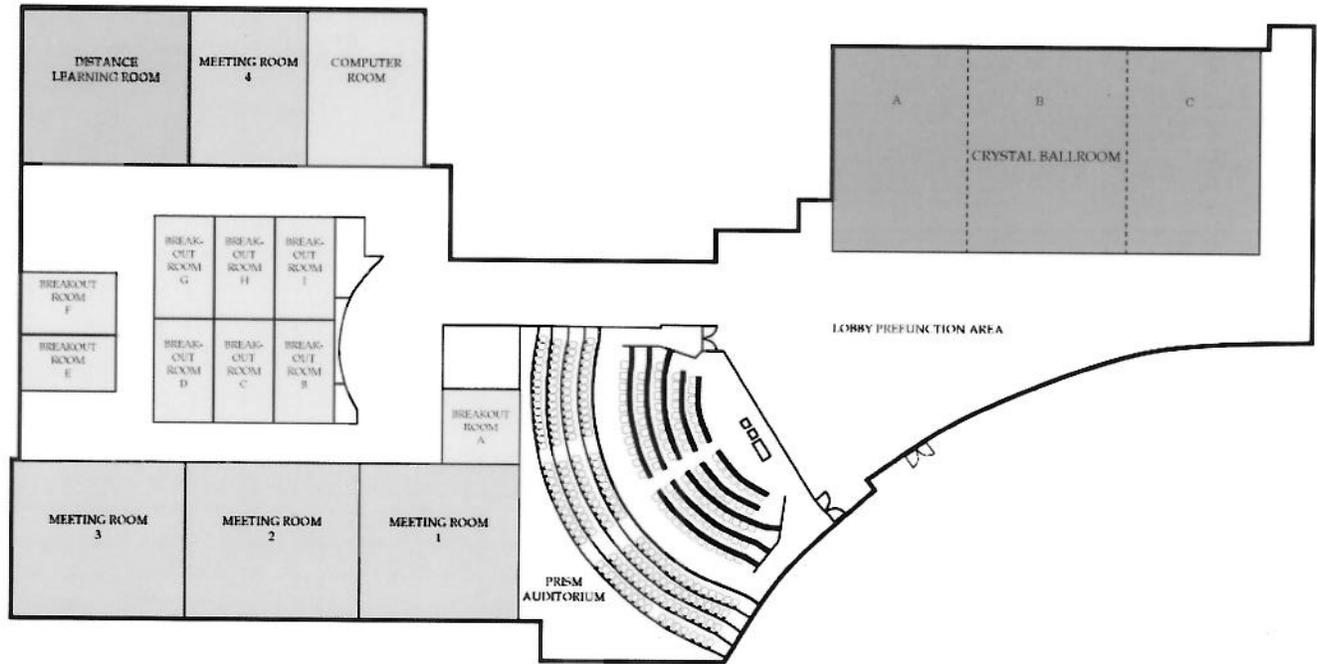
## State of the Art Technology

- Complimentary internet in all meeting and guest rooms
- Smart boards in most rooms
- VTC capability
- LCD projectors
- Wireless microphones



Professional Setting. Exceptional Value.

## First Floor Conference Space



## Second Floor Conference Space



Department of Defense  
**EMTC**  
 Southbridge, Massachusetts

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