

Lockheed Martin Space Systems Company  
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Littleton, CO 80125  
(303) 977-2720



**Dennis O. Little**  
Vice President, Production

January 21, 2015

Capital Development Committee  
Colorado State Capitol  
200 East Colfax Ave.  
Denver, CO 80203

Dear Honorable Ladies and Gentlemen,

On behalf of Lockheed Martin Space Systems Company (LMSSC), I am writing in support of the Metropolitan State University of Denver's request for continued funding of its Aerospace and Engineering Sciences Building.

Since my last letter to this committee on December 3<sup>rd</sup>, 2013, we were asked to review the proposed curriculum for the Mechanical Engineering Technology program. I am impressed with the requirements and especially pleased with the Manufacturing content and emphasis. The course descriptions give me confidence that graduates will have the advanced manufacturing experience required to help Lockheed Martin leverage the Digital Tapestry – the 3D digital information woven throughout every stage of our process – in the development, design, manufacturing, assembly and test of our new generation of satellites.

My confidence was bolstered in October 2014, when we hosted MSU students and faculty for National Manufacturing Day. I witnessed intensity and excitement in the student's eyes when they toured our manufacturing facilities and learned of the new industry tools we use to create and sustain a culture that supports a model-based systems architecture. They are eager to apply their new education and skills at a company like Lockheed Martin.

At Lockheed Martin, we have established a "three-legged stool" strategy around equipment, process and workforce. First, we have invested significant capital dollars in new advanced manufacturing machines that increase automation and affordability. Second, we are qualifying new processes and products using these machines that allow us to take advantage of what innovation is providing to us. And thirdly, we need a skilled workforce with desire, knowledge and intention that we can draw on to continue to innovate new ways of working. Bringing all three of these together within our organization will advance manufacturing for decades to come.

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I remain confident that Metropolitan State University Denver is poised to educate and graduate precisely the manufacturing workforce that Lockheed Martin needs now and for the future!

Sincerely,

A handwritten signature in black ink, appearing to read "Dennis O. Little". The signature is fluid and cursive, with a large initial "D".

Dennis O. Little  
Vice President, Production