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A STRATEGY FOR DEFENSE ACQUISITION RESEARCH

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by

Dr. Jacques Gansler

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The Foundation for Innovation**

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NPS Acquisition Research Program
Attn: James B. Greene, RADM, USN, (Ret)
Acquisition Chair
Graduate School of Business and Public Policy
Naval Postgraduate School
555 Dyer Road, Room 332
Monterey, CA 93943-5103
Tel: (831) 656-2092
Fax: (831) 656-2253
E-mail: jbgreene@nps.edu

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Proceedings of the Annual Acquisition Research Program

The following article is taken as an excerpt from the proceedings of the annual Acquisition Research Program. This annual event showcases the research projects funded through the Acquisition Research Program at the Graduate School of Business and Public Policy at the Naval Postgraduate School. Featuring keynote speakers, plenary panels, multiple panel sessions, a student research poster show and social events, the Annual Acquisition Research Symposium offers a candid environment where high-ranking Department of Defense (DoD) officials, industry officials, accomplished faculty and military students are encouraged to collaborate on finding applicable solutions to the challenges facing acquisition policies and processes within the DoD today. By jointly and publicly questioning the norms of industry and academia, the resulting research benefits from myriad perspectives and collaborations which can identify better solutions and practices in acquisition, contract, financial, logistics and program management.

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A Strategy for Defense Acquisition Research

Presenter: The Honorable Jacques S. Gansler, former Under Secretary of Defense for Acquisition, Technology, and Logistics, is the University of Maryland's Vice President for Research and the Roger C. Lipitz Chair in Public Policy and Private Enterprise. As the third-ranking civilian at the Pentagon from 1997 to 2001, Professor Gansler was responsible for all research and development, acquisition reform, logistics, advance technology, environmental security, defense industry, and numerous other security programs. Before joining the Clinton Administration, Dr. Gansler held a variety of positions in government and the private sector, including Deputy Assistant Secretary of Defense (Materiel Acquisition), assistant director of defense research and engineering (electronics), executive vice president at TASC, vice president of ITT, and engineering and management positions with Singer and Raytheon Corporations. Throughout his career, Dr. Gansler has written, published, and taught on subjects related to his work. He is a Member of the National Academy of Engineering and a Fellow of the National Academy of Public Administration. Additionally, he is the Glenn L. Martin Institute Fellow of Engineering at the A. James Clarke School of Engineering, an Affiliate Faculty member at the Robert H. Smith School of Business and a Senior Fellow at the James MacGregor Burns Academy of Leadership (all three at the University of Maryland). During 2003–2004, he served as Interim Dean of the School of Public Policy at that institution.

Abstract

Creating a more efficient acquisition system is a top priority for the Department of Defense (DoD). High-quality research in the area of acquisitions is necessary to catalyze positive and lasting changes to improve the performance of the acquisition process, reduce acquisition cycle times, and reduce the costs of DoD acquisitions—even as it must confront rapidly changing external and internal environments.

Earlier attempts at acquisition reform have made some progress, but there is still much room for improvement. Multiple (and sometimes competing) pressures stress the resources of the Department of Defense, the acquisition process, and acquisition workforce; these pressures include: budget constraints, a changing threat environment, technological innovations, force transformation, human-capital management, a shrinking industrial base, and the high ethical standards required of government employees.

Change is often resisted out of fear of the unknown; however, if the DoD does not make substantial changes to meet budgetary pressures and other external drivers, the department will find it increasingly difficult to modernize and transform its forces to face the evolving global threats.

Small investments in acquisition research (out of the total annual expenditures of over \$200 Billion on R&D, production and support) have the potential to yield significant benefits. This paper examines broad trends that impact the DoD's acquisition system and presents a detailed research agenda to guide future projects; such projects will ultimately improve performance, reduce costs, speed up delivery time, and position the Department of Defense to meet the challenges of the 21st century.

Acquisition research objectives have been categorized into 11 major areas; each objective targets one or more of the overarching goals of improving performance, reducing cycle time, and reducing costs. Research questions and a matrix were designed to: 1) focus attention on key areas positioned to have the most immediate impact on the acquisition community, 2)



illustrate the interconnected nature of these subjects, and 3) recommend areas that would benefit from well-designed, systematic research.

The paper also outlines a model for research-program governance structure to promote and oversee the proposed research agenda. This proposed framework would encourage exploration that leverages DoD resources—in conjunction with those of the broader academic community—to evaluate existing policies, processes, and procedures and to suggest ways to improve warfighting capabilities and acquisition processes overall.



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- Portfolio Optimization via KVA + RO
- MOSA Contracting Implications
- Strategy for Defense Acquisition Research
- Spiral Development
- BCA: Contractor vs. Organic Growth

Contract Management

- USAF IT Commodity Council
- Contractors in 21st Century Combat Zone
- Joint Contingency Contracting
- Navy Contract Writing Guide
- Commodity Sourcing Strategies
- Past Performance in Source Selection
- USMC Contingency Contracting
- Transforming DoD Contract Closeout
- Model for Optimizing Contingency Contracting Planning and Execution

Financial Management

- PPPs and Government Financing
- Energy Saving Contracts/DoD Mobile Assets
- Capital Budgeting for DoD
- Financing DoD Budget via PPPs
- ROI of Information Warfare Systems
- Acquisitions via leasing: MPS case
- Special Termination Liability in MDAPs

Logistics Management

- R-TOC Aegis Microwave Power Tubes



- Privatization-NOSL/NAWCI
- Army LOG MOD
- PBL (4)
- Contractors Supporting Military Operations
- RFID (4)
- Strategic Sourcing
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- Analysis of LAV Depot Maintenance
- Diffusion/Variability on Vendor Performance Evaluation
- Optimizing CIWS Life Cycle Support (LCS)

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- Building Collaborative Capacity
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