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**New Book on Military Program Management
Highlights Naval Postgraduate School Faculty Expertise**

Honegger, Barbara

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Career Development

NEW BOOK ON MILITARY PROGRAM MANAGEMENT HIGHLIGHTS NAVAL POSTGRADUATE SCHOOL FACULTY EXPERTISE

Barbara Honegger

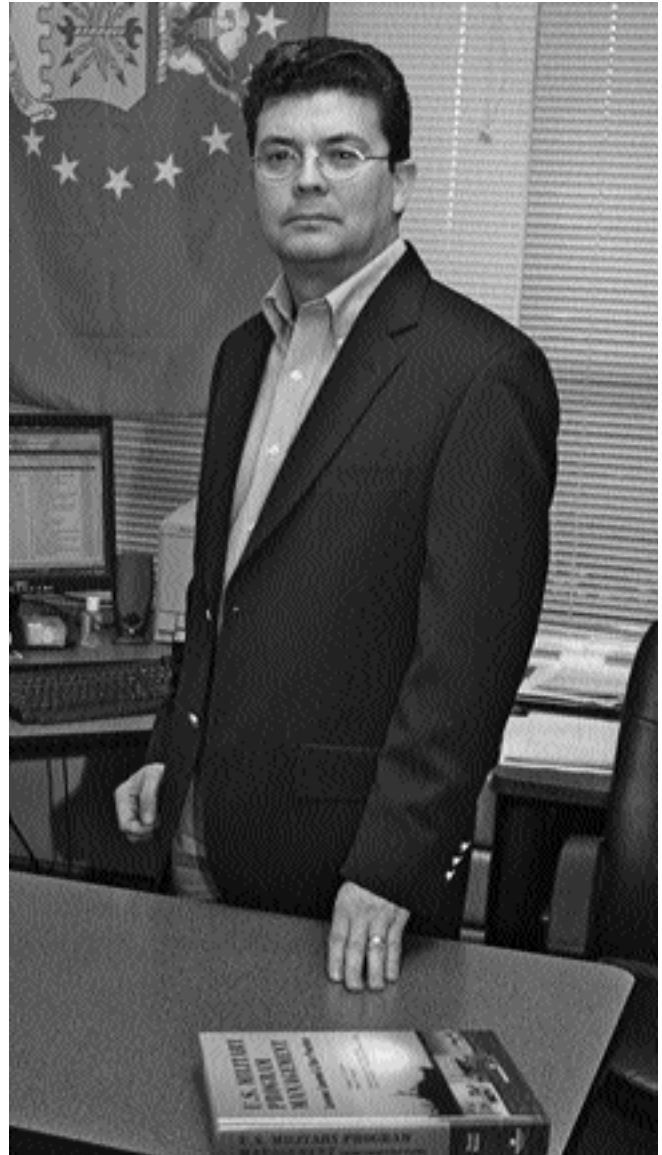
World-class Naval Postgraduate School faculty members have authored more than half the articles in the only book on best practices and lessons learned in U.S. defense program management.

U.S. Military Program Management: Lessons Learned and Best Practices, co-authored by NPS Graduate School of Business and Public Policy (GSBPP) lecturer and retired Air Force Lt. Col. Rene Rendon, covers all aspects of Army, Navy, and Air Force program management from both the government and industry contractor perspectives, including specific recommendations for future improvements. The book was published in early 2007 by Management Concepts, a private corporation that trains management professionals and publishes articles and textbooks in the field.

“The U.S. Department of Defense and related defense industries develop and operate some of the most complex and expensive systems ever created, which present unique challenges that are systematically and exhaustively addressed in the book,” said Rendon, who served for more than 22 years as an acquisitions contracting officer for the Air Force. “There is simply no other book on military program management based on acquisition research written by experienced military acquisition and contract management practitioners.

“We wanted the book to be the most current and most defense-relevant, which is why so many of the chapters are written by NPS faculty members,” Rendon explained. “Where else can you find retired military acquisition practitioners conducting defense-relevant, defense-focused acquisition research but at the Naval Postgraduate School Graduate School of Business and Public Policy?”

While in the Air Force, Rendon was an acquisitions contracting officer for such high-profile programs as the Peacekeeper ICBM, the F-22 Advanced Tactical Fighter, and the Evolved Expendable Launch Vehicle. He also conducted research for the Office of the Under Secretary of Defense (Acquisition, Technology and Logistics) and the Navy.



Lecturer and retired Air Force Col. Rene Rendon of the Naval Postgraduate School Graduate School of Business and Public Policy (GSBPP) is principal co-author of the only book on best practices and lessons learned in U.S. military program management, *U.S. Military Program Management: Lessons Learned and Best Practices*. More than half of the chapters are written by GSBPP faculty members, who are experienced military acquisition and contract management practitioners.

U.S. Navy photo by Javier Chagoya.



Several NPS faculty had a hand in this endeavor. “Our team of professors has produced a terrific book that reflects the great collaborative strength and depth of scholarship that makes the NPS Graduate School of Business and Public Policy a world leader,” said GSBPP Dean Robert Beck.

“The whole idea of the NPS Acquisition Research Program is to get the great work we’re doing out to the entire school and the world by encouraging the faculty to publish, and this book does that in a superb way,” said NPS Acquisition Chair retired Rear Adm. Jim Greene. “It captures and synthesizes a lot of the key research that’s been done at the Naval Postgraduate School over the last few years in the area of DoD acquisition management and program management and makes it available in one place. The book is an indispensable resource for everyone in the defense industry and a perfect example of the synergy that only NPS can provide.”

The other NPS faculty contributors to the book are GSBPP Wagner Professor of Public Management Lawrence Jones; Professor of Public Budgeting Jerry McCaffery; senior lecturers and retired Army Cols. John Dillard, David Matthews and Michael Boudreau; and senior lecturer and retired Army Lt. Col. Brad Naegle.

“It’s great that the outstanding research NPS acquisition and contract management faculty are doing is getting broader exposure and visibility,” Rendon said.

Rendon’s principal co-author on the book is Gregory A. Garrett, a highly decorated former Air Force officer and respected defense industry leader, who is currently senior principal at Acquisitions Solutions Inc. (ASI). At ASI, Garrett leads the consulting engagements for all U.S. federal government civilian agencies, including the U.S. Departments of State, Veterans Affairs, Commerce, Agriculture, Treasury, Energy, and NASA.

For more information about the Naval Postgraduate School Acquisition Research Program, go to <www.acquisitionresearch.org>. The program held its 4th annual Acquisition Research Symposium May 16–17 in Seaside, Calif., on the topic “Creating Synergy for Informed Change.” Keynote speakers were Delores Etter, assistant secretary of the Navy (Research, Development and Acquisition); Shay Assad, director, Defense Procurement and Acquisition Policy, Office of the Under Secretary of Defense (Acquisition, Technology and Logistics); and Dr. Jacques Gansler, former under secretary of defense (acquisition, technology and logistics). For more

information on the annual symposium, go to <www.researchsymposium.org>.

Honegger is a senior military affairs journalist at the Naval Postgraduate School.

AIR UNIVERSITY PUBLIC AFFAIRS (MARCH 30, 2007)

AIR COMMAND AND STAFF COLLEGE OFFERS ONLINE MASTER’S DEGREE

Christine Harrison

MAXWELL AIR FORCE BASE, Ala.—Air University’s Air Command and Staff College begins offering an online master’s degree program in June. For the first time ever, eligible officers will be able to enroll in an educational program that simultaneously fulfills Joint Professional Military Education and Air Force Intermediate Developmental Education requirements while allowing them to earn an accredited master’s degree online.

“This links the master’s degree to deliberate force development,” said Col. James Moschgat, vice commandant of ACSC.

This chief of staff initiative is designed to boost “intellectual throw weight” within the Air Force. Students completing the program earn a master’s degree in military operational art and science. This is the same degree now earned by students attending ACSC in-residence.

“The master’s program is a demanding one [and] will require significant investment in time and effort by the military member,” said Moschgat. “However, [it allows] the member to budget his or her time around a work and family schedule as opposed to what might be done in a master’s course in the evening.”

The online program consists of 11 eight-week courses — a total of 33 semester hours—covering topics such as contemporary Air Force operations, national security, leadership, and joint warfare challenges and opportunities.

Because of the anticipated level of work required, students beginning the program may take only one course per term; however, they may be approved to take two courses per term after they have successfully completed their first four courses.

Each course requires from 10 to 15 hours of work per week.



Career Development

A student working steadily through the program can earn his or her master's degree in less than 24 months. Students have the ability to schedule courses around deployments.

"If you complete three terms then you deploy for three months, you will roll right back into the next term," said Dr. Kessler, dean of Distance Learning at ACSC. "It is not a lock-step degree program. We provide [students] the flexibility to take the course they want, at the time they want, and to do this at a pace that supports their ops tempo."

Students will interact with faculty and fellow students in an asynchronous online seminar environment.

"There is not a set time when everyone is going to be online at the same time because we're going to be dealing with troops [and faculty] in multiple time zones," Dr. Kessler explained.

In addition to the online collaboration, students must complete written assignments, exercises, and essay exams. The program also requires students to complete a research project on a topic of concern for today's warfighters.

Admission to the program is not a competitive process, but is limited due to the number of online instructors available, Kessler said. In order to manage demand, the school employs an incremental admissions process.

Initially, the program will have a capacity of 200 to 500 students and only be open to active-duty Air Force majors and major-selects who do not currently possess a master's degree or have not yet completed intermediate developmental education.

Dr. Kessler said he anticipates the program will open to Air National Guard and Air Force Reservists beginning in August 2007. As resources allow, the program will open to Air Force civilians in major-equivalent positions, sister service majors and major-selects, as well as DoD civilians and other eligible federal agency civilians in major-equivalent positions.

Once the program opens, eligible students can enter the program during any of the six terms offered yearly. There is no tuition cost associated with the master's degree; however, students will be responsible for purchasing any books they will need. This expense is estimated to range

from \$50 to \$75 for each course. There is no active-duty service commitment associated with the program.

"This really provides our mid-career officers with options they have not had previously," Moschgat said. "Distance learning technology has matured to the point that we believe we can offer them a robust course of study—a high-fidelity degree—within the time constraints officers face in today's high-tempo operational environment."

For more information about the ACSC online master's degree program and how to apply, visit the ACSC Web site at <www.au.af.mil/au/dlmasters.asp>.

Harrison is with Air University Public Affairs.

AIR FORCE PRINT NEWS (MARCH 29, 2007) FM CENTER OF EXPERTISE CELEBRATES FIRST ANNIVERSARY

WASHINGTON—Last April, after 15 months of studies, surveys, and hard work, the Air Force Financial Management Center of Expertise, or FM CoE, opened its doors and introduced a single stopping point for cost analysis decision support for commanders and senior leaders.

"The mission of the FM CoE is to provide timely, on-demand, specialized financial analysis for decision support to commanders at the installation level and to senior leaders at major commands," said Lt. Col. Robert Bickel, center director.

"With fewer than a dozen people, we have completed a number of diverse, detailed studies on joint family housing, facility comparisons, runway closure cost modeling, disaster pre- and post-strike modeling, and cost estimates for conversion and transfer of an active base, among others," Bickel said.

Though the unit is manned at less than 25 percent of its authorized level, its work has already saved the Air Force nearly \$2 million over the past year. The savings will continue to climb, as there are more than 20 projects awaiting action.

The center was created in response to the current and proposed Air Force personnel and budget reductions. A major component of the financial management transformation effort, the CoE is essential to the transition from a transaction-based financial management career field to one of a major decision support provider.



Career Development

“The center is one example of a larger FM-wide transformation,” said Roger Bick, director, Air Force Financial Management Strategic Planning and Transformation Program Management Office. “We’re moving FM from a career field that waited on customers with pay or travel (requirements) to a career field that uses the unique skills and capabilities of financial analysis to help commanders and senior leaders make wise decisions on how to spend taxpayers’ money.”

The CoE provides a full spectrum of services, ranging from advice and training to content reviews; benchmarking and best practices; developing standard analysis tools and templates; and providing onsite consultants who can assist with data collection and validation, perform the analysis, and generate a final report.

Best of all, these services are provided at no cost to the customer.

For more information on the Center of Expertise, contact the CoE at fm.coe@buckley.af.mil or on the Web at <https://www.saffm.hq.af.mil/coe/>.

DEFENSE ACQUISITION CAREER OPPORTUNITIES

The Defense Procurement and Acquisition Policy (DPAP) Office encourages civil servants and military professionals to pursue acquisition career paths in support of federal and defense agencies. We offer opportunities for continuing education and career development in acquisition including training through the Defense Acquisition University, professional conferences and travel both domestic and abroad.

Affiliation in the Armed Services is not required—there are many civilian job opportunities (as well as military) within the Department of Defense.

Intern: New to the acquisition career field; offers rapid career advancement to Journeyman level.

Journeyman: An experienced professional in the acquisition career field.

Executive/Supervisor: Senior Executive Service (SES) and Supervisory.

Acquisition skills are needed in all career paths including:

- Auditing
- Business, Cost Estimating & Financial Management

“The [Financial Management Center of Expertise] is one example of a larger FM-wide transformation ... We’re moving FM from a career field that waited on customers with pay or travel [requirements] to a career field that uses the unique skills and capabilities of financial analysis to help commanders and senior leaders make wise decisions on how to spend taxpayers’ money.”

—Roger Bick

Air Force Financial Management

Strategic Planning and Transformation Program Management Office

- Contracting/Purchasing/Procurement (contracting 1102 job series)
- Facilities Engineering
- Industrial/Contract Property Management
- Information Technology
- Life Cycle Logistics
- Production, Quality & Manufacturing
- Program Management
- Systems Planning, Research, Development and Engineering—Science and Technology Manager
- Systems Planning, Research, Development and Engineering—Systems Engineering
- Test & Evaluation

For more information and links to Defense Acquisition University resources, visit the director, Defense Procurement and Acquisition Policy Web site at <http://www.acq.osd.mil/dpap/career/index.htm> > .



AIR FORCE PRINT NEWS
(MARCH 13, 2007)

AFIT OFFERS DISTANCE LEARNING DEGREE PROGRAM

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—The Air Force Institute of Technology recently achieved two milestones that will help the school move forward into the 21st century and serve the Air Force with greater responsiveness.

This month, AFIT began offering its first distance learning graduate degree program. AFIT has been using DL technologies to offer graduate certificate programs as well as professional continuing education for some time. But with this pilot program in Systems Engineering, it is now possible for military members, DoD civilians, and government contractors across the country to earn a master's degree from AFIT without moving to Ohio or leaving their current assignments.

"Students interested in getting a master's degree in Systems Engineering can do so in any number of ways," said Dr. David Jacques, the curriculum chair for AFIT's Systems Engineering Program. "What makes our program so unique is that it is geared toward the DoD employee. Our faculty uses its extensive military background to create a defense-centered educational experience."

"During their research, our students are encouraged to tackle real-world systems problems found in their workplace," said George Mooney, director of AFIT's Center for Systems Engineering. "That way, students can make strides toward obtaining their master's degree while helping the Air Force—more specifically, while helping the student's own organization or company."

"Students who enroll in our master's program may get transferred to another assignment, but they can still keep working on their degree," said Lt. Col. Brian Hermann, an AFIT DL instructor. "I think that's a huge benefit for the military student."

The second AFIT milestone was the recent opening of the graduate school's brand-new DL studio suite. After an interior construction and renovation project, the school installed new equipment in the studio suite to facilitate an expanding distance learning outreach.

"Our goal was to create a flexible toolbox that faculty members could use to create streamable content, as well as interact in real-time with the distance learning student," said John Reisner, director of AFIT's Office of Ex-

ension Services. Previously, the school relied on videoconferences to deliver educational content to the remote student.

"We wanted to use technologies that were more versatile and more scalable without sacrificing quality," said Dr. Marlin Thomas, dean of AFIT's Graduate School of Engineering and Management. "Our new studios have empowered the faculty to do that."

With a newly hired staff, the Graduate School's Extension Services office is poised to help the school realize its goal of becoming an increasingly important educational resource for agencies and organizations across the Air Force and DoD. In January 2007, AFIT's Center for Space Studies and Research began offering the Graduate School's second certificate program fully available online: the Graduate Space Systems Certificate. This recent growth of DL educational opportunities has meant a spike in the numbers of students taking advantage of these programs, and the school is optimistic that this is only the beginning.

Prospective students interested in learning more about DL programs offered by AFIT's Graduate School of Engineering and Management can visit AFIT's Office of Extension Services' Web site at < www.afit.edu/en/dl > .

AMERICAN FORCES PRESS SERVICE
(APRIL 27, 2007)

NEW JKO PORTAL TO OFFER JOINT ONLINE TRAINING

Donna Miles

WASHINGTON—A new system unveiled April 27 is designed to better prepare service-members to operate with other Services, government agencies, foreign militaries, and non-governmental organizations while reducing the time they spend away from home or their units for military classes.

David S.C. Chu, under secretary of defense for personnel and readiness, joined Air Force Gen. Lance L. Smith, commander of U.S. Joint Forces Command, at the general's headquarters in Suffolk, Va., to officially cut the ribbon on the new Joint Knowledge Online, or JKO, enterprise portal system.

The system will go live worldwide April 30 to deliver coursework and learning tools for people involved in integrated, joint operations, Smith said.



Career Development

Chu called JKO a major step in the Defense Department's training transformation effort to improve how it prepares its people for their missions around the world. It recognizes that operations now and in the future will be not just joint, but also integrated, meaning they include elements of other U.S. government agencies, foreign militaries, and non-governmental organizations, he said.

"For our forces to be effective in that world, they have to prepare with a joint perspective from the start," he said.

JKO's distance-learning classes will give users a chance to learn or brush up on skills they need to operate in a challenging and constantly changing environment, Chu said.

Smith said JKO's unveiling represents a big step toward, improving individual training that helps prepare troops to go to war. "It makes sure that when our soldiers and sailors and airmen and Marines are out there in the field having to fight a war, those over them, especially in the joint arena, are prepared to make the kind of decisions that need to be made so they can go do their mission, and know that they are trained to do it," Smith said. "So it fills a very important capability for us."

JKO delivers this critical training with consideration to the heavy demands already being placed on their personal time, he said. "In today's environment, where the operations tempo is so high ... this will allow soldiers, sailors, airmen, and Marines to be able to train in many areas at their own pace, in their own houses or their own workspace without having to take more time away from their family and their units," he said.

For example, one of the portal's first offerings, the Joint Individual Augmentee Module, will replace a week-long resident course that was offered in Suffolk, Va. Rather than receiving orders to attend the resident school, students will receive orders directing them to a specific Web site and telling them how to access the coursework.

Other offerings will shorten resident course time by giving students the basics online before they show up for the first day of class.

With unit rotations sometimes giving troops only a year of "dwell time" at home between deploying, "every day counts," Smith said. "And I think this will go a long way toward easing their training scheme as they prepare to go to Iraq or Afghanistan or whatever else it is that they are going to do."

"[Joint Knowledge Online] makes sure that when our soldiers and sailors and airmen and Marines are out there in the field having to fight a war, those over them, especially in the joint arena, are prepared to make the kind of decisions that need to be made so they can go do their mission and know that they are trained to do it ... so it fills a very important capability for us."

—Gen. Lance L. Smith, USAF
Commander, U.S. Forces Command

A particularly unique feature of the new portal is that it's open not just to servicemembers, but also to others who will work alongside them in integrated operations. Smith said that giving these groups the opportunity to train for missions they'll conduct together, such as running a provincial reconstruction team, will put them a step ahead when they hit the ground.

"We can make sure we show up to the PRTs or some other function we are doing together at least with the basic knowledge that we can share and talk about," he said.

Chu praised the portal's ability to bring together players in different locations and allow them to interact in virtual exercises. "It allows us to ... rehearse for missions with real incidents that literally replicate what they are going to see on the ground," Chu said.

JKO complements and provides links to Service-operated portals, including Army Knowledge Online, Navy Knowledge Online, Air Force Portal, and MarineNet. These portals will continue to provide Service-specific training.

Miles is with American Forces Press Service.