CONTENTS

4
Afghan First
Maj. Darren W. Rhyne, USAF
Through a program that has brought employment and stability to the Afghan population while serving the needs of the warfighter, acquisition has played a major role in counterinsurgency operations in Afghanistan.

9
Contracting as Counterinsurgency
Col. William S. Fuller, USA; Lt. Col. Thomas D. Ficklin, USAF; and Capt. Christopher T. Stein, USAF
Counterinsurgency (COIN) contracting in Afghanistan uses coordinated efforts from a broad array of stakeholders to strengthen the economy of the nation—but mentoring of the Afghan government is needed to ensure long-term success.

15
The Future of Defense Technology and the Lessons of History
IGA Robert Ranquet
From the Ming Dynasty to the Franco-Prussian war, through the wars of the 20th and 21st centuries, what does world history say about reliance on technology for military superiority?

21
Burnside's Bridge and Lessons Learned for Program Management
Joe Moschler and Jim Weitzner
A battle fought nearly 150 years ago has important lessons for today's acquisition workforce.

25
Path to Earned Value Management Acquisition Reform
Paul Solomon
In light of recent legislation intended to reform earned value management acquisition, the author argues that DoD should consider linking earned value to technical performance or quality.

29
Touch and Go: Comet Project Brings Multi-touch Technology to the Military
Claire Heininger
A new multi-touch technology developed in conjunction with Microsoft may revolutionize wargaming and other face-to-face interactions.

33
FIST at 5
Looking Back, Looking Ahead
Lt. Col. Dan Ward, USAF

Several recent real-world programs have shown the success of making simplicity, quickness, and frugality core principles in program management—an approach first presented five years ago in the pages of this publication.

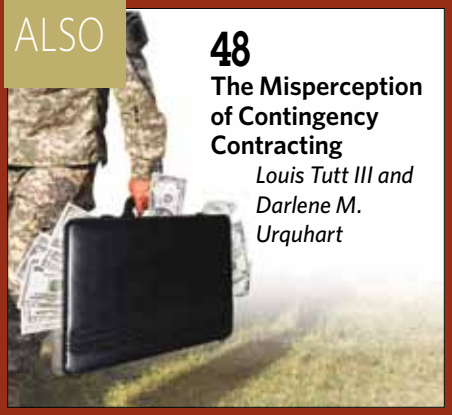
39
Blow Your Own Horn
Linda Hillmer

As demonstrated with two notable DoD programs, strategic communications can keep worthy programs alive even when it seems the writing is on the wall or the rumor mill is whispering doom and gloom.

44
NEED FINDS OPPORTUNITY
Ron Vassallo

To improve acquisition training and better link that training to on-the-job performance, the PORTiCO system promises to provide long-needed enhancements.

ALSO



48
The Misperception of Contingency Contracting
Louis Tutt III and Darlene M. Urquhart

55
Acquisition of Services: A Standard Process
Dennis J. Beers

52
Program Complexity Can We Understand It? Can We Overcome It?
Stephen Hayes, Daniel Kopunic and Roy Wood

DEPARTMENTS

2 From Our Readers

12 13 Theta

Defense AT&L

Vol XL
No. 3, DAU 220

Published by the
DEFENSE ACQUISITION UNIVERSITY

Under Secretary of Defense for Acquisition, Technology and Logistics
Dr. Ashton B. Carter

Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics
Frank Kendall

Deputy Under Secretary of Defense for Acquisition and Technology (acting)
Shay Assad

DAU President
Katharina G. McFarland

DAU Vice President
Dr. James McMichael

DAU Chief of Staff
Joseph Johnson

Director, DAU Operations Support Group
Dave Scibetta

Director, DAU Visual Arts and Press
Eduard Boyd

Defense AT&L Editorial Staff

Managing Editor
John Bell

Online Content Editor
Collie Johnson

Art Director
Harambee Dennis

Junior Art Director
Tia Gray

Editorial Support
Sydney Coelho
Debbie Gonzalez

Graphic Support
Miracle Riese
Erica Kobren

Letters to the Editor may be e-mailed to datl(at)dau(dot)mil, or mailed to the address in the next column. (Please use correct e-mail protocol. We spell out to prevent spam generated by the address in the online magazine.)

Article preparation/submission guidelines are located on the inside back cover of each issue or may be downloaded from our website at www.dau.mil/pubs/damtoc.asp. Inquiries concerning proposed articles can be made by e-mail to datl(at)dau(dot)mil or by phone to 703-805-2892 or DSN 655-2892.

Subscribe/unsubscribe/change of address: Fill out, sign, and mail the postage-free self-mailer form at the back of this issue, or download the form at <www.dau.mil/pubs/damtoc.asp>.

Privacy Act/Freedom of Information Act
If you provide us your business address, you will become part of mailing lists that are public information and may be provided to other agencies upon request. If you prefer not to be part of these lists, use your home address. Do not include your rank, grade, service, or other personal identifiers.

Defense AT&L (ISSN 1547-5476) is published bimonthly by the DAU Press and is free to all U.S. and foreign national subscribers. Periodical postage is paid at the U.S. Postal Facility, Fort Belvoir, Va., and additional U.S. postal facilities. **POSTMASTER, send address changes to:**

DEFENSE AT&L
DEFENSE ACQUISITION UNIVERSITY
ATTN DAU PRESS STE 3
9820 BELVOIR ROAD
FT BELVOIR VA 22060-5565

Disclaimer
Statements of fact or opinion appearing in *Defense AT&L* are solely those of the authors and are not necessarily endorsed by the Department of Defense, the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, or the Defense Acquisition University. Articles are in the public domain and may be reprinted or posted on the Internet. When reprinting, please credit the author and *Defense AT&L*.

Some photos appearing in this publication may be digitally enhanced.