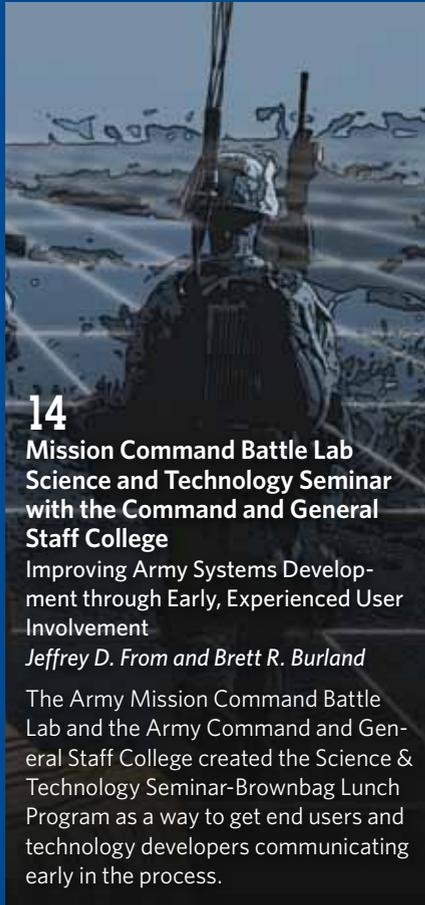


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## IN PERSON Assistant Secretary of Defense (L&MR) Alan F. Estevez

The top DoD official for logistics and materiel readiness discusses a wide range of topics, from how we sustain the force amid budget constraints, to supporting the troops still in Afghanistan even as we draw down forces there, to how we can best prepare the next generation of acquisition professionals.



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### Mission Command Battle Lab Science and Technology Seminar with the Command and General Staff College

Improving Army Systems Development through Early, Experienced User Involvement

*Jeffrey D. From and Brett R. Burland*

The Army Mission Command Battle Lab and the Army Command and General Staff College created the Science & Technology Seminar-Brownbag Lunch Program as a way to get end users and technology developers communicating early in the process.



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### The Fallacy of Quantifying Risk

*David E. Frick, Ph.D.*

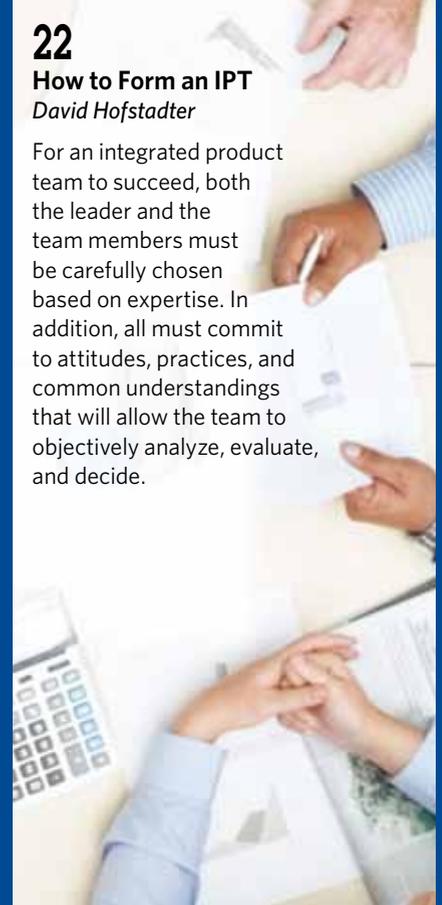
In crafting a risk analysis for presentation to a Milestone Decision Authority, be aware of the role organizational culture can have in influencing how risks are presented. Affixing labels of low, medium, and high to risks fails to account for the unexpected. A full description of the known risks, along with acknowledgement of those that lie hidden, is crucial to an accurate analysis.

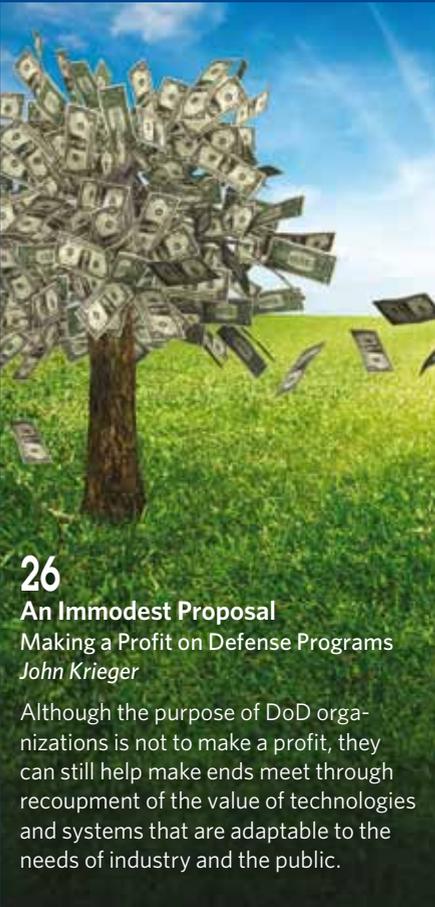
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### How to Form an IPT

*David Hofstadter*

For an integrated product team to succeed, both the leader and the team members must be carefully chosen based on expertise. In addition, all must commit to attitudes, practices, and common understandings that will allow the team to objectively analyze, evaluate, and decide.



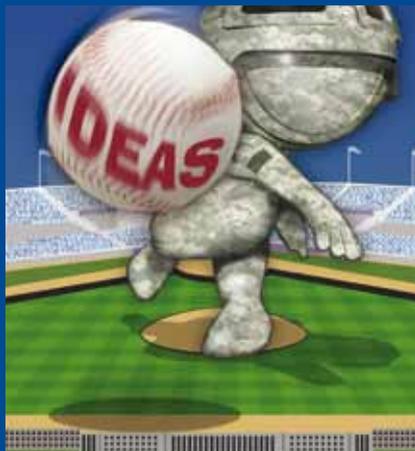


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### An Immodest Proposal

Making a Profit on Defense Programs  
*John Krieger*

Although the purpose of DoD organizations is not to make a profit, they can still help make ends meet through recoupment of the value of technologies and systems that are adaptable to the needs of industry and the public.



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### Cost Warrior Moneyball

*Denise A. Little*

The author explains that accurately projecting sustainment costs is hard—mostly because of the difficulties, as a certain former New York Yankee (and Navy veteran) might say.

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MDAP/MAIS Program  
Manager Changes

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### Design of Experiments for Information Technology Systems

What Program Managers Should Know About the Plan and Design Phases  
*Rachel T. Silvestrini, Ph.D.; Maj. William J. Parker III; and Ginger Sammito*

Scientific-based test design can help develop rigorous test and evaluation experiments, particularly in the Plan and Design phases of the Design of Experiments approach.



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