IPTs do work, given a clear understanding of the roles and responsibilities of all involved. The roles were assigned to be entirely complementary between organizations, which minimized conflicts and reinforced our common goals. This teaming relationship worked so well that any member of the IPT could speak for another since we all shared a common vision for the project and program.

Provide stable funding with clear expectations. In STIL's case, the team cultivated, continued, and reinforced mutual trust and respect from start-up of the original budget/SOW negotiation throughout program execution. ONR provided stable funding at all times and expected work to be completed on time and on budget. Funding and scheduling stability is often hard to achieve, but for this challenging program it has allowed performers to dedicate personnel and facilities to ensure continued success.

If agreements are made beyond the actual contract, make sure that they are met. Guarantees, if made, should be for those aspects that can be actually controlled, such as stable funding, CDRL requirements, etc. In our case, a guaranteed transition to an Acquisition program was never an option—only that we, as a team, would do everything possible to provide the opportunity to compete. If a specific commitment cannot be guaranteed, that commitment should not be offered or made under any circumstances.

It's the people, stupid! Trust and respect for each member of the program is absolutely imperative. This is perhaps one of the hardest things to quantify, measure, or implement; but without it, the program will likely not succeed. If the product is great, but the people don't trust one another, the program will likely fail. Given the right mix of personnel, success is more likely to be achieved. Supervising managers may want to consider mixing and matching people to enable development of a good rapport. This can be achieved by knowing the strengths and weaknesses of the individuals involved—both technical and personal—and determining the best mix of personalities to achieve results. In our case, the rapport between people developed spontaneously.

Let Common Sense Rule

We all know all of these things intuitively, but it is easy to overlook any one of them. And this oversight could very well lead to the failure of even the greatest of ideas. For these authors, the ability to see this project through from technology development to insertion into two active acquisition programs was a rewarding achievement, but it was only possible because we allowed our common sense to rule. Starting with a good technology that had real application, we framed the development cycle in realistic terms; instilled a focus on the issues that would arise from future transitions and tackled them early (including Fleet participation); maintained a strong common vision; understood the expectations of all concerned; and put together a team that made the most of what each had to offer. And the result? A successful program, of course.

Editor's Note: The authors welcome questions or comments on this article. Contact Jacobson at **jacobsr@onr.navy.mil**, McLean at **jmclean@aretaz.com**, Hunt at **HuntSG@navsea.navy.mil**, and Hulgan at **hulganmc@ncsc.navy.mil.**

Defense Awards Given for Competitive Research

Deputy Under Secretary of Defense for Science and Technology Delores M. Etter announced today [Feb. 16, 2000] plans for the Department of Defense (DoD) to award $24 million to 35 academic institutions in 18 states, including Puerto Rico, to perform research in science and engineering fields important to national defense. Eighty-one projects were competitively selected under the fiscal 2000 Defense Experimental Program to Stimulate Competitive Research (DEPSCoR). The DEPSCoR is designed to expand research opportunities in states that have traditionally received the least funding in federal support for university research. The average award will be approximately $296,000.

University professors in Alabama, Alaska, Arkansas, Idaho, Kansas, Kentucky, Maine, Mississippi, Montana, Nebraska, Nevada, North Dakota, Oklahoma, South Carolina, South Dakota, Vermont, West Virginia, Wyoming, and the Commonwealth of Puerto Rico were eligible to receive awards under the Defense Experimental Program to Stimulate Competitive Research competition.

The Air Force Office of Scientific Research, the Army Research Office, the Office of Naval Research, and the Ballistic Missile Defense Organization (Science and Technology Directorate) solicited proposals utilizing a Defense-wide Broad Agency Announcement (BAA). The DEPSCoR BAA was published on the Internet and accessed by the Experimental Program to Stimulate Competitive Research State Committees, which solicited and selected projects for their state's proposal. In response, 20 proposals consisting of 256 projects were submitted requesting more than $82 million.

Editor's Note: This information, published by the Office of the Assistant Secretary of Defense (Public Affairs), is in the public domain at **http://www.defenselink.mil/news** on the Internet.