

DSMC Commandants A Brief History

THE SCOTT YEARS (FEBRUARY 1971 – JULY 1974)

When the doors of the Defense Systems Management School (DSMS) opened on July 1, 1971, to admit the first students enrolled in the 20-week Program Management Course, Brigadier General Winfield Scott III, USA, was ready for them. His welcome was preceded by months of preparation.



With approval of the Deputy Secretary of Defense, plans were made to hold a dedication ceremony for the new School at Humphreys Hall, Fort Belvoir, Virginia. As the School's first commandant, General Scott presided at opening ceremonies. He took the opportunity to pay tribute to everyone who prepared – within six months after his selection as commandant – for the School opening. Introducing the Honorable David Packard, Deputy Secretary of Defense, General Scott referred to Secretary Packard as a friend. “And without friends,” he said, “I know that this ... could not have happened.”

As keynote speaker, Secretary Packard expressed great expectations of the School. “We want this School to become the Academy of Management for the Department [of Defense] and for all four Services,” he said. “We want it to be a School of high distinction where the best of modern management practices are taught. We want it to become a center of research for the improvement of managerial practices. We wanted it to be located in the Washington [DC] area where it could have an influence on, and be influenced by, high-level people and policies of the Department.”

Secretary Packard had no way of knowing that when he spoke those words, he was giving voice to the vision that would guide the Defense Systems Management School, and later the Defense Systems Management College, through the next 30 years.

By the close of General Scott's term as the College's first commandant, 357 students had graduated from 6 offerings of the

Program Management Course; 40 from 3 offerings of the Orientation in Systems Acquisition for general and flag officers; 208 from 11 offerings of the Executive Refresher Course in Program Management; and 204 from 28 offerings of the Cost/Schedule Control Systems Criteria courses for program and functional managers. In summary, 809 students had completed Defense Systems Management School course offerings in the three years General Scott was Commandant. In addition, a new course offering, Industry Financial Management, was being readied for presentation within a month after his departure.

With a steady increase in the number of course offerings, an expanded research program, and expansion of information services, the on-board faculty and staff had increased from 52 on July 1, 1971, to 82 by July 1, 1974.

On July 10, 1974, General Scott relinquished command of the Defense Systems Management School to Brigadier General John G. Albert, USAF.

THE ALBERT YEARS (JULY 1974 – JUNE 1977)

Brigadier General John G. Albert, USAF, was installed as the second commandant of the Defense Systems Management School on July 10, 1974. The Honorable William P. Clements, Jr., Deputy Secretary of Defense and a frequent visitor to the school after his appointment in January 1973, represented the Office of the Secretary of Defense at the Change of Command. He expressed strong support for General Albert and the School's role in conducting specialized education in systems acquisition and program management.



Promoted to the rank of major general on March 3, 1975, General Albert's years were marked by improvements in the curricula, growth in class size, an increase in the number of courses offered per year, the initiation of the West Coast executive management courses, the presentation of timely workshops, and

outreach. He encouraged meetings with alumni and interaction with the Industrial College of the Armed Forces. He realigned the School's organization, established a Library Advisory Council, fostered DSMS participation in the activities of the Acquisition Advisory Group, and initiated the *Defense Systems Management Review*.

During the three years he served as commandant, 578 students graduated from 6 offerings of the Program Management Course; 323 from 12 presentations of the Executive Refresher Course; 170 from 9 presentations of the Orientation in Systems Acquisition seminar; 815 from the 33 on-campus presentations of the Contractor Performance Measurement Course (formerly the Cost/Schedule Control Criteria course); 158 from five East Coast presentations of the Contractor Performance Course; and 585 from 21 on-campus presentations of the Industry Financial Management Course. In summary, 2,629 students completed courses at DSMS between July 1, 1974, and June 30, 1977.

In addition to the increase of students, the growth in facilities during General Albert's tour cannot go unnoticed. At the beginning of his tour in July 1974, MacArthur Hall (Building 202) represented the only facility the School had occupied; at the close of General Albert's tour, DSMS had five buildings, a separate auditorium on the Fort Belvoir campus, and the use of classrooms, on a regular basis, located on the U.S. Navy base at San Diego.

A year before the end of General Albert's tenure as commandant, he received a personal letter dated May 7, 1976, from Deputy Secretary of Defense Clements, who wrote, "...the level of instruction, the student and instructor quality, and the demonstrated excellence of DSMS graduates justify changing the name of your institution to the Defense Systems Management College. This would more appropriately recognize the scope and sophistication of the curricula, enhance the stature of the institution, and provide increased recognition of the qualifications of the graduates in both the civilian and military communities."

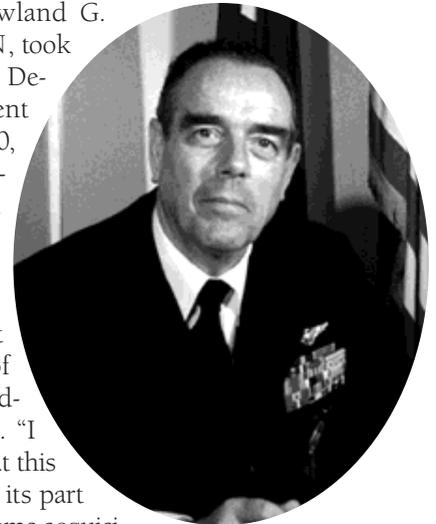
On July 26, 1976, 124 students arrived on campus with orders assigning them to 20 weeks of temporary duty at the Defense Systems Management School. By the time they departed, the name of the institution was officially changed to the Defense Systems Management *College*.

On June 30, 1977, General Albert relinquished his command of the College to Rear Admiral Rowland G. Freeman III, USN.

THE FREEMAN YEARS (JUNE 1977 – APRIL 1979)

Rear Admiral Rowland G. Freeman III, USN, took command of the De-

fense Systems Management College (DSMC) on June 30, 1977. The Honorable Gerald P. Dinneen, Assistant Secretary of Defense (Command, Control, Communications, and Intelligence), was the distinguished guest speaker at the change of command. "I welcome Admiral Freeman," he said. "I know he will ... ensure that this College continues to play its part in improving defense systems acquisition management."



Admiral Freeman's years at the College were characterized by several bold initiatives:

- Improving procedures for Program Management Course student nominations, resulting in admissions of more highly qualified candidates.
- Continuing upgrading of the Program Management Course curricula through the use of updated case studies, emphasis on the basics of defense systems acquisition management, and maintenance of a high quality of instruction.
- Upgrading and broadening interest in the *Defense Systems Management Review* and *Program Manager's Newsletter*, focusing on the pertinent issues in the field of defense systems acquisition and its management.
- Refining the role of the College in systems acquisition management education and acquisition management research.
- Re-evaluating and delineating the interface of DSMC and the Naval Postgraduate School.
- Implementing a DSMC Equal Opportunity Affirmative Action Plan.

During the almost 22 months Admiral Freeman served as DSMC's third commandant, 358 students graduated from three offerings of the Program Management Course; 501 from 17 offerings of executive-level courses; and 1,704 from 61 offerings of the short management-oriented courses. In addition, another 120 students graduated from three Federal Acquisition Institute-sponsored course offerings at the College. In summary, 2,683 students completed course offerings at the College between June 30, 1977, and April 23, 1979.



In late March 1979, the faculty and staff were surprised to learn that Admiral Freeman had been nominated by the President of the United States – Jimmy Carter – for the position of Administrator of the General Services Administration. Admiral Freeman accepted the nomination and announced his retirement from the U.S. Navy, effective April 30, 1979, after 37 years of service.

On April 23, 1979, Admiral Freeman relinquished his command to Colonel John B. Hanby, Jr., USA.

THE HANBY MONTHS (APRIL 1979 – JULY 1979)

Colonel John B. Hanby, Jr., USA, took command of the Defense Systems Management College on April 23, 1979. Unlike past commandants, Colonel Hanby's tour at the College began on Aug. 4, 1975, four years prior to the start of his term as commandant. On that day, he assumed duties as deputy commandant. Although his term as commandant of the Defense Systems Management College was short (three months), Colonel Hanby continued to increase and promote the College's academic standing.

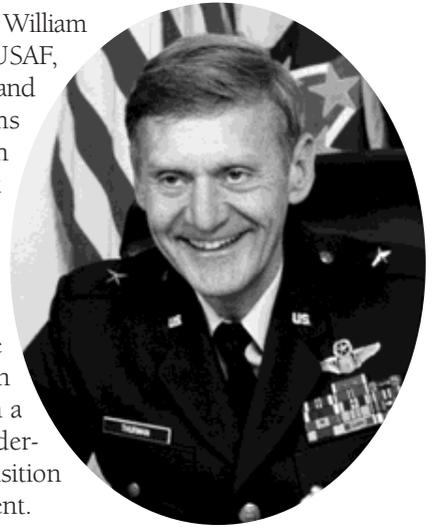


During his tenure as the College's fourth commandant, 127 students graduated from one offering of the Program Management Course, 93 from three offerings of the executive management courses, and 340 from 11 management-oriented short courses. In summary, 560 students completed course offerings at the College between April 23, 1979, and July 31, 1979.

On July 31, 1979, when Brigadier General William E. Thurman, USAF, arrived to take command, Colonel Hanby was reappointed deputy commandant and served in that capacity until retiring from the U.S. Army on Sept. 1, 1980. Thus, while Colonel Hanby's tenure as Commandant spanned only a few months, he spent five years and four months in a senior leadership position at the College.

THE THURMAN YEARS (JULY 1979 – NOVEMBER 1981)

Brigadier General William E. Thurman, USAF, assumed command of the Defense Systems Management College on July 31, 1979. Assistant Secretary of Defense (Communications, Command, Control and Intelligence) Gerald P. Dinneen was the keynote speaker. Dr. Dinneen called General Thurman a "doer," citing his considerable experience in acquisition and program management.



Building on the momentum established by his predecessors, General Thurman directed considerable effort toward keeping the faculty in touch with the acquisition management community and, in turn, ensuring College resources were available to a wider segment of that community. He initiated many efforts intended to maintain the College's forward thrust into the 1980s and 1990s.

During his tenure, the College's acquisition management research program was expanded, 10 new short courses were added, individual course offerings per annum were increased, and a two-phased program designed to increase enrollment – without the commensurate increase in temporary duty (TDY) funding – was initiated.

General Thurman conceived *DSMC 1984*, a plan to meet the College's long-range need for expanded student enrollment that would provide individualized and tailored instruction to students at the various Regional Centers. Such instruction would be keyed to new or future responsibilities of students. The scope of the regional center (off-campus instruction) grew. Each quarter, short courses were offered at regional centers located at the Service major acquisition commands in response to command needs. These were presented in the same lecture format used in the resident courses.

The Executive Institute also became part of the College's organizational structure during the Thurman years. It was designed to be a medium through which the commandant could conduct liaison and promote interaction with elements of U.S. and allied governments, and the defense industry – domestic and foreign. The original chairs in the Executive Institute were occupied by a defense industry executive and a Department of Defense official. Three Service chairs – one each for



the Army, Navy and Air Force – were under consideration when General Thurman’s tour was curtailed in 1981.

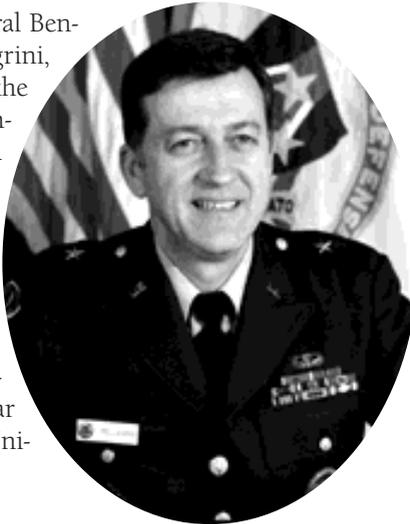
During the 25.5 months General Thurman served as DSMC’s fifth commandant, 734 students graduated from five offerings of the Program Management Course; 830 from 26 executive management courses; 3,678 from 121 management-oriented short courses; and 229 from 15 special Navy-oriented management courses. Thus, 5,471 students completed course offerings between July 31, 1979, and Nov. 15, 1981.

In the fall of 1981, General Thurman was tapped to head a major program. Although his tour at DSMC was through August 1982, he left the College in mid-November 1981 to head the B-1B program. Colonel Dirk H. Lueders, USA, the College’s deputy commandant, was designated acting commandant effective Nov. 15, 1982, and continued in that capacity until the sixth commandant – Brigadier General Benjamin J. Pellegrini, USA – took command on Jan. 8, 1982.

THE PELLEGRINI YEARS (JANUARY 1982 – JANUARY 1984)

Brigadier General Benjamin J. Pellegrini, USA, became the

College’s sixth commandant on Jan. 8, 1982. A military academy graduate, General Pellegrini’s background was somewhat of an anomaly in the acquisition community, in that he held master’s and doctoral degrees in nuclear physics from Tulane University.



The Honorable Richard D. DeLauer, Under Secretary of Defense (Research and Engineering) and Chairman of the DSMC Policy Guidance Council passed the DSMC colors to General Pellegrini.

The planned thrust of General Pellegrini’s years at DSMC was best expressed in his interpretation of the three “R’s” – Resources, Realism, and Results.

- Resources – “People are our most important resources.”
- Realism – “Confront and challenge students with real-life issues faced by managers in the field.”
- Results – “More productivity along with better quality.”

In April 1981, the Defense Acquisition Improvement Program (DAIP) became a springboard for changes to the College’s acquisition management curricula. As the sixth commandant, General Pellegrini worked to improve the quality of systems acquisition management education offered by the College. As part of that effort, he reshaped the academic curricula, packaging many of the functional courses to provide managers with an education in their specific functional specialties. In addition, he increased industry participation, conceived the alumni association, planned establishment of four regional centers, and planned for eventual automation of the College.

In addition, the research mission continued to expand during General Pellegrini’s years as commandant. Through the DAIP, the College reaped a harvest of acquisition research projects.

During the more than 24 months he served as commandant, 5,055 students completed course offerings at the College: 3,483 completed functional course modules; 100 completed the functional course packages; 772 completed the Program Management Course; 555 completed the executive management courses; and 145 completed a special Navy-developed course and symposium. Thus, there were over 2,500 students on the campus and at the regional centers annually during General Pellegrini’s years as commandant.

General Pellegrini retired from active duty and moved to the Philadelphia area in February 1984. Shortly before his retirement, Colonel Thomas V. Forburger, USA, the College’s deputy commandant, was named the seventh commandant.

THE FORBURGER MONTHS (JANUARY 1984 – APRIL 1984)

Prior to his appointment as DSMC’s seventh commandant, Colonel

Thomas V. Forburger, USA, had been serving as the deputy commandant (June 1983 to January 1984), and as the Dean, Department of Administration and Support (July 1982 to June 1983). On Jan. 31, 1984, the Honorable Richard D. DeLauer, Under Secretary of Defense for Research and Engineering and Chairman of the DSMC Policy Guidance Council, passed the DSMC colors to Colonel Forburger.



During his brief two months as commandant, Colonel Forburger maintained high visibility for the numerous programs initiated by his predecessors. He personally appeared before the subcommittees of the Senate and House Appropriations Committees to justify a new classroom facility, which also encompassed Building 226, and saved the facility from being disapproved in the final fiscal 1984 budget.

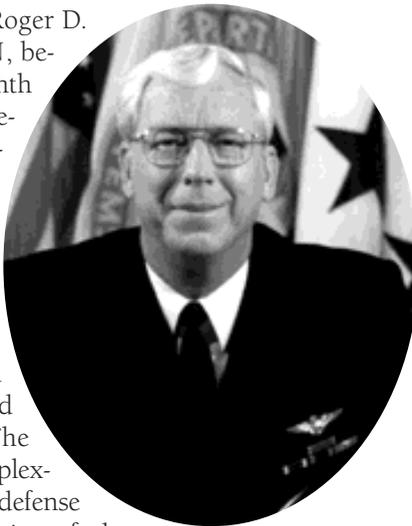
Colonel Forburger initiated the process of providing formal feedback from the field so that the College could better support all DoD components. He recognized the users' importance to College programs and instituted a procedure for coordinating changes to the curricula and the research program with the systems acquisition community. He stressed the close scrutiny and efficient utilization of scarce resources.

During Colonel Forburger's tenure as commandant, 314 students graduated from scheduled courses: 197 from the functional course modules, 62 from the Business Management Course, 21 from the Program Manager's Workshop, and 34 from the Executive Refresher Course.

On April 1, 1984, Colonel Forburger returned to his former role of deputy commandant; and on April 12, 1984, the College welcomed Rear Admiral Roger D. Johnson, USN, as DSMC's eighth commandant.

THE JOHNSON YEARS (APRIL 1984 – DECEMBER 1985)

Rear Admiral Roger D. Johnson, USN, became the eighth commandant of the Defense Systems Management College on April 12, 1984. During his years at DSMC, Admiral Johnson believed there was a greater need for the College than was first realized when the College opened its doors in 1971. The steadily increasing complexity and cost of modern defense systems, the complexity of the process used to acquire defense systems, and a rash of unfavorable publicity directed at DoD concerning overpriced spares validated his belief. Admiral Johnson believed that even if new efforts to streamline the acquisition process were successful, the challenge of meeting rigid requirements with constrained funding would make the role of the acquisition manager more demanding.



The five-month Program Management Course continued to be refined during the Johnson years. Under his leadership, the DSMC Regional Centers continued to expand: one new center was established in 1984, and two new centers were established in 1985. He also persisted in improving the attendance of Navy personnel at the College.

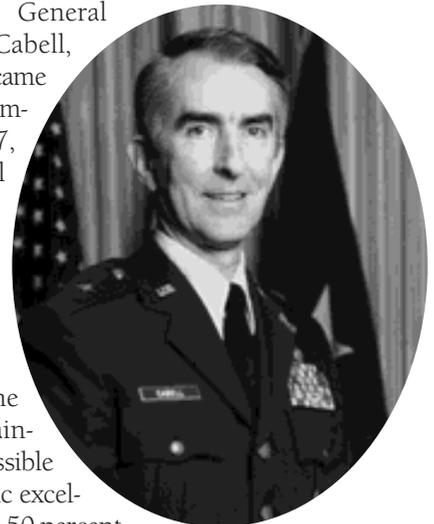
In November 1984, Admiral Johnson initiated a study to explore using computers and advanced educational technologies in the classroom. Results of the study, and opportunities available to enhance the program management educational process, led to the establishment of an automated classroom. In June 1985, the first Zenith (Z-100) computers arrived on campus. These computers were distributed throughout the College to give the staff and faculty (for the first time) a daily, on-the-job computer capability.

During Admiral Johnson's tenure at the College, 3,747 students completed 105 course offerings and workshops: 1,669 completed functional course modules, 877 completed functional package courses, 640 completed the Program Management Course, 193 participated in workshops, and 368 completed executive management courses.

On Sept. 30, 1985, Admiral Johnson officially retired from active duty. A few days earlier, on Sept. 27, 1985, he passed the DSMC colors to Brigadier General Charles P. Cabell, Jr., USAF, the College's ninth commandant.

THE CABELL YEARS (SEPTEMBER 1985 – APRIL 1988)

Brigadier General Charles P. Cabell, Jr., USAF, became the College's ninth commandant on Sept. 27, 1985. General Cabell came to the College during its fifteenth year, when registration was at an all-time high.



During his tenure, he established and maintained the highest possible standards of academic excellence, while guiding a 50 percent increase in the size of the student body. He personally directed several highly innovative efforts within the College's education process and brought the curricula ever closer to real-world situations. He modified College operations to accommodate Public Law, which required all program managers of major



systems to attend the Program Management Course prior to taking on their new duties.

During General Cabell's years at the College, 1,443 students completed the Program Management Course, and 8,075 completed short course offerings and workshops. In summary, 9,518 students completed courses at the College during the Cabell years.

On 29 April 1988, General Cabell welcomed the College's tenth commandant, Major General Lynn H. Stevens, USA.

THE STEVENS YEARS (APRIL 1988 – JULY 1991)

Major General Lynn H. Stevens, USA, became the College's tenth commandant on April 29, 1988. His tenure was characterized by an enduring commitment to continuous improvement of the acquisition process through education. Under his leadership, the quality of faculty was greatly improved and student throughput greatly increased to meet the needs of the Services. General Stevens brought renewed focus on research and consulting.



General Stevens modernized and vastly improved campus spaces and basic services during his tenure. In 1991, he negotiated and secured ownership of the buildings surrounding the campus quadrangle by acquiring Buildings 206 and 208. Both buildings were transferred to DSMC and renovated into classroom and faculty office spaces. During his tenure, the College also acquired its first "groupware" system, and began conducting group deliberations using a portable "electronic meeting system" – a system that grew into the College's current state-of-the-art Management Deliberations Center.

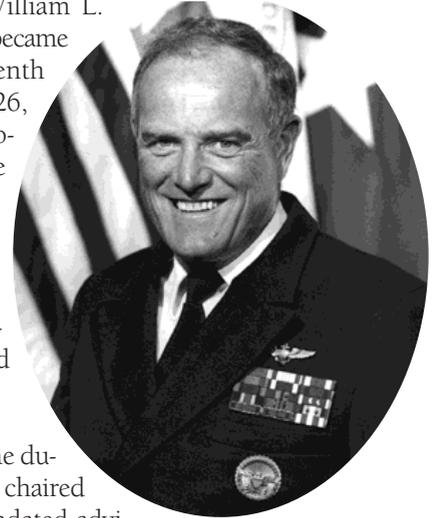
Inter-Service cooperation to accomplish the education mission was to be a lasting legacy to his time served as Commandant.

During General Stevens' command, 1,627 students graduated from the Program Management Course, and 13,056 graduated from the College's short courses, workshops, and electives. In total, 14,683 students came through the College during the Stevens' years.

On July 26, 1991, General Stevens passed command of the College to Rear Admiral William L. Vincent, USN.

THE W. VINCENT YEARS (JULY 1991 – MARCH 1993)

Rear Admiral William L. Vincent, USN, became DSMC's eleventh commandant on July 26, 1991. He was the first Program Management Course (PMC) graduate to serve as commandant. Most significant during his tenure were improved faculty quality, facility improvements, and increased student throughput.



In addition to his full-time duties as commandant, he chaired the congressionally mandated advisory panel on streamlining and codifying acquisition law. Leading a distinguished group of government and civilian senior officials, they reviewed almost 900 statutes and submitted a comprehensive 1,800-page report to Congress. The changes the panel recommended formed the basis of reform of the acquisition process in later years.

In 1993, Admiral Vincent established the DSMC Press and integrated the College's publications into the DSMC academic curricula. DSMC publications were now readily available to the acquisition community and general public. As part of that effort, he also initiated additional wide-ranging forms of disseminating information electronically.

During Admiral Vincent's tenure at the College, 1,621 students graduated from the Program Management Course, and 9,374 graduated from numerous short courses, workshops, and electives. In total, 10,995 students came through the College during his years as commandant.

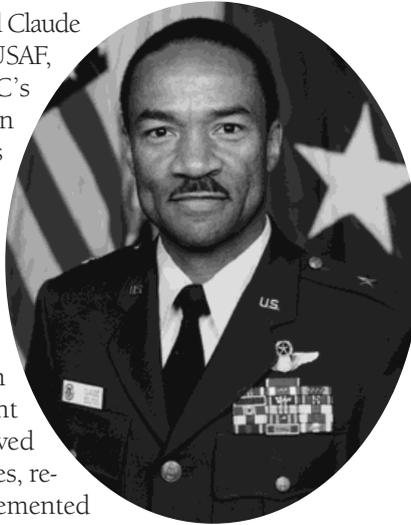
On March 26, 1993, Admiral Vincent was succeeded by DSMC's twelfth commandant, Brigadier General Claude M. Bolton, Jr., USAF.



THE BOLTON YEARS (MARCH 1993 – MARCH 1996)

Brigadier General Claude M. Bolton, Jr., USAF, became DSMC's

twelfth commandant on March 25, 1993. It was he who started the College on its "Quality Journey," aligning people, systems, and resources to reflect customer requirements. Through the application of process management metrics, DSMC improved its products and services, reduced costs, and implemented strategic planning based on outcomes.



General Bolton redirected DSMC's educational philosophy toward guided self-directed learning. He emphasized curriculum improvements, electronic teaching methodologies, and adult learning styles. His support of the "Electronic Campus" concept marked DSMC's entry into the "Information Age."

He chaired the Acquisition Management Functional Board, and led efforts to fully implement the Defense Acquisition Workforce Improvement Act (DAWIA) during the creation of the Defense Acquisition University. General Bolton personally ensured collaboration throughout the consortium and encouraged members to share their best practices.

He encouraged DSMC employees to have the confidence to contribute to improvement of the College, add value to its products, and move DSMC closer to its vision: *to be the academy of distinction promoting systems management excellence.*

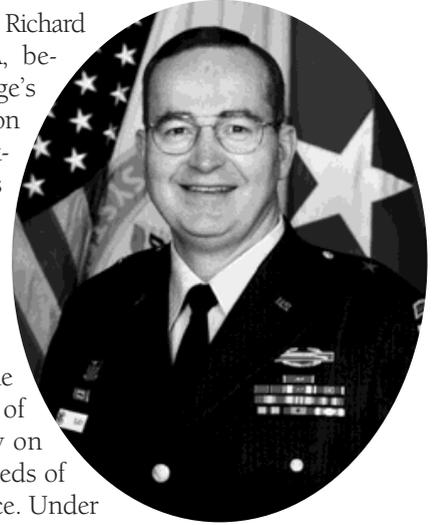
During General Bolton's three years at the College, students graduating from the Program Management Course, and later the Advanced Program Management Course numbered 2,522; the Executive Program Management Course graduates totaled 53; and 22,828 students graduated from the College's multiple short courses and electives.

In late March 1996, General Bolton was nominated for another star and reassigned to the Air Force Materiel Command. At a Change of Command ceremony conducted on March 28, 1996, Deputy Under Secretary of Defense for Acquisition Reform Colleen Preston passed the DSMC colors to Brigadier General Richard A. Black, USA.

THE BLACK YEARS (MARCH 1996 – DECEMBER 1997)

Brigadier General Richard A. Black, USA, became the College's

thirteenth commandant on March 28, 1996, accepting the DSMC colors from Deputy Under Secretary of Defense for Acquisition Reform Colleen Preston.



General Black focused the exceptional capabilities of DSMC staff and faculty on the rapidly changing needs of the acquisition workforce. Under his leadership, the College developed a set of strategic initiatives that greatly increased the quality and expanded the scope of acquisition education and training.

Anticipating the continuing need to reduce costs, he guided the College toward providing educational products and services closer to the workforce and their places of work, bringing more courses to workforce population centers. This initiative led to the opening of the DSMC Mid-Atlantic Region at Fort Monmouth, New Jersey, with state-of-the-art classrooms complemented by a Learning Resource Center.

He further challenged the College to develop a distance learning program that capitalized on off-the-shelf technology, leading to the timely implementation of video Tele-Teaching and computer-based instruction that took full advantage of DSMC's regional operations structure.

These efforts resulted in DSMC meeting the growing education and training needs of the workforce, while significantly reducing student travel costs and time away from duty stations/work sites.

During General Black's nearly two years as commandant, 1,680 students graduated from the Advanced Program Management Course, 209 students from the Executive Program Management Course, and 11,986 students from the College's multiple short courses and electives.

In November 1997, General Black announced his decision to retire after a 30-year Army career. In a ceremony conducted at the College on Dec. 30, 1997, Donna Richbourg, Acting Deputy Under Secretary of Defense for Acquisition Reform, passed the DSMC colors to Rear Admiral Leonard "Lenn" Vincent, USN.



THE L. VINCENT YEARS (DECEMBER 1997 – JULY 1999)

Rear Admiral Leonard “Lenn” Vincent, USN, became DSMC’s fourteenth commandant on Dec. 30, 1997, accepting the DSMC colors from Acting Deputy Under Secretary of Defense for Acquisition Reform Donna Richbourg.



Admiral Vincent’s legacy to the acquisition community included highly accessible, updated course materials and publications in digital form, providing the latest information on acquisition reform. This guaranteed the availability of continuous learning to members of the Acquisition Workforce throughout their careers, and ensured the global availability of DSMC’s world-class educational materials.

During his tenure, efficiencies in research, consulting, information, and education were achieved through reduced training costs and travel expenses; cooperative joint curriculum development with other members of the Defense Acquisition University; and improved methods of information technology. Admiral Vincent also encouraged consulting, research, and information dissemination by sponsoring special events, symposia, and process action teams.

Through his efforts, the College became more directly involved in the needs of the Office of the Secretary of Defense. He increased the interface of the College with the Military Services to ensure DSMC products met their needs. Also during his tenure, the College improved its computer network, automated its registration services, and converted entry-level course material to computer-based instruction. To ensure continued quality management of the College’s information products and services, he created a corporate information/knowledge office, charged with high-level oversight of information resources, to promote DSMC’s connection to the world in useful, productive ways.

Admiral Vincent truly accelerated the pace of Acquisition Reform by providing students thought-provoking education to allow them to act as Change Agents into the next millennium. He enhanced the transition of DSMC into the Defense Acquisition University consortium, and his business acumen,

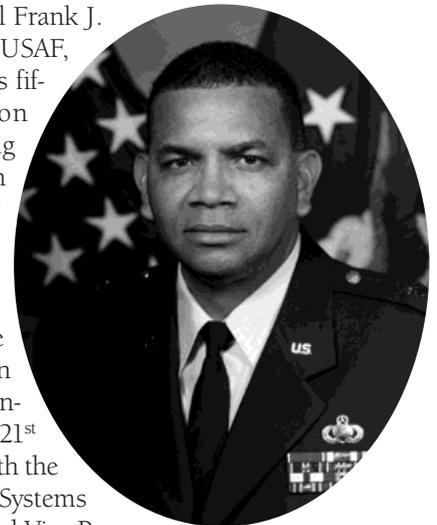
level-headed decision making, and team spirit greatly improved morale and efficiency within the College.

During Admiral Vincent’s 19 months as commandant, 1,338 students graduated from the Advanced Program Management Course, 258 students from the Executive Program Management Course, and 10,308 students from the College’s multiple short courses and electives.

On Aug. 1, 1999, Admiral Vincent retired from active duty after a 32-year career in the Navy. In a ceremony conducted at the College on July 30, 1999, Stan Z. Soloway, Deputy Under Secretary of Defense for Acquisition Reform passed the DSMC colors to Brigadier General Frank J. Anderson, Jr., USAF.

THE ANDERSON YEARS (JULY 1999 – OCTOBER 2000)

Brigadier General Frank J. Anderson, Jr., USAF, became DSMC’s fifteenth commandant on July 30, 1999, accepting the DSMC colors from Deputy Under Secretary of Defense for Acquisition Reform Stan Z. Soloway.



General Anderson was the driving force to transition the Defense Systems Management College into the 21st century. His tenure as both the Commandant, Defense Systems Management College, and Vice President, Defense Acquisition University was marked with institutional changes to meet the rapidly changing needs of the acquisition community. This was most evident in his successful efforts to capitalize on information technology capabilities to substantially reduce acquisition education and training costs.

His guidance and leadership to make more courses directly available to the workforce through technology led to dramatic increases in graduates. During the first year of distance learning availability, the Level I Fundamentals Course in Systems Acquisition grew 300 percent to more than 12,000 graduates. He was the driving force behind the entirely revamped education career ladder for the acquisition management and program management career fields.

General Anderson recognized the value of partnership as he forged numerous strategic alliances with private-sector educational institutions and defense industry. These efforts fostered a better understanding of the acquisition environment



by all participants as well as better opportunities for the DoD workforce to effectively deploy systems better, faster, and cheaper.

General Anderson also implemented internal efficiencies. He was the chief architect in consolidating the Headquarters, Defense Acquisition University at Fort Belvoir, Virginia, where collocation with DSMC provided strong working relationships between key staff managers.

During General Anderson's 15 months as commandant, 547 students graduated from the Advanced Program Management

Course, 223 students from the Executive Program Management Course, and 6,048 students from the College's multiple short courses and electives.

In September 2000, General Anderson announced his intention to retire from active duty after a 34-year Air Force career. In a joint retirement/relinquishment of command ceremony conducted at the College on Oct. 2, 2000, General Anderson passed the DSMC colors to Deputy Under Secretary of Defense for Acquisition Reform Stan Z. Soloway.

ABRAMS TANK SYSTEM PM, ARMY COL. JAMES MORAN ASSIGNED AS DSMC'S 16TH COMMANDANT

Army Col. James R. Moran reported for duty as the 16th Commandant of the Defense Systems Management College (DSMC), effective April 1, 2001. Moran comes to the College from his previous assignment as Project Manager, Abrams Tank System – a position he assumed in July 1998.

Born in Hopewell, Va., Moran graduated from the U.S. Military Academy at West Point, where he was commissioned as a second lieutenant and awarded a Bachelor of Science degree. He also holds an M.S. in Mechanical Engineering from the Air Force Institute of Technology and a second M.S. in National Resource Strategy. His military education includes completion of the Materiel Acquisition Management Course, the U.S. Army Command and General Staff College, the Defense Systems Management College Program Management Course, and the Industrial College of the Armed Forces.

Moran's past assignments include: Product Manager for both the Army Tactical Operations Center Program and the Extended Air Defense Command



and Control System; Department of the Army System Coordinator for National Missile Defense and Special Access Programs; Space Systems Engineer in the U.S. Space Command; Staff Officer in Combat Developments at the Ordnance Center and School; and as an Exchange Officer in the U.S./German Scientist and Engineer Exchange Program at Germany's IABG Armor Test Center. He has also served as a Maintenance Control Officer and Maintenance Company Commander for an Armor Heavy Brigade in the 1st Cavalry Division.

His military awards and decorations include the Legion of Merit; Meritorious Service Medal (with two oak leaf clusters); the Army Commendation Medal (with four oak leaf clusters); the U.S. and German Army Parachute Badges; the U.S. Air Force Space Badge; and the Army Staff Identification Badge.

Moran is married to the former Patricia Finley of Lockport, N.Y. They have two daughters: Colleen and Melinda.

