



Conferences, Workshops & Symposia

INCOSE 2006 INTERNATIONAL SYMPOSIUM

Mark your 2006 calendars and allocate your budgets so you can be sure to join systems engineers from around the world at the Sixteenth Annual International Council on Systems Engineering (INCOSE) International Symposium, July 9-13, 2006, in Orlando, Fla. This year's theme is *Systems Engineering: Shining Light on the Tough Issues*. Register now at <http://www.incose.org/symp2006/>.

2ND ANNUAL SYSTEM OF SYSTEMS ENGINEERING CONFERENCE

The 2nd Annual System of Systems Engineering Conference will be held July 25-26, 2006, at the Defense Acquisition University, Fort Belvoir, Va. This year's theme will be *System of Systems: Developing, Managing, and Operating*. This conference seeks to create an interactive forum to discuss the implication of System of Systems (SoS) in today's environment. Participants will discuss and exchange ideas focused in four topic areas:

- Perspectives on SoS approaches, methods, processes, and practices
- Application examples of developing, managing, and operating an SoS
- Success stories and critical considerations based on experiences
- SoS measurement and analysis, measures of performance.

To register for the conference or submit an abstract, please visit <http://www.sosece.org> or contact Gina Hudak, event coordinator, at 814-248-7692 or gina.hudak@sosece.org.

DOD DIMINISHING MANUFACTURING SOURCES AND MATERIAL SHORTAGES CONFERENCE

The DoD Diminishing Manufacturing Sources and Material Shortages (DMSMS) Conference will be held July 10-13, 2006, at the Charlotte Convention Center in Charlotte, N.C. The conference will emphasize DMSMS and will be a follow on to the DMSMS meetings.

Register now at <http://www.ndia.org/Template.cfm?Section=6640&Template=/ContentManagement/ContentDisplay.cfm&ContentID=11464>.

44TH ANNUAL AEROSPACE AND DEFENSE CONTRACTING CONFERENCE

The 44th Annual Aerospace and Defense Contracting Conference will be held July 27-28, 2006, at the Hyatt Regency Orange County, in Garden Grove, Calif. The theme of this year's event will be *Getting the Work Done: The Government-Industry Team in Transition*. Ken Dahlberg, the Chief Executive Officer of Science Applications International Corporation (SAIC) is the confirmed keynote speaker. Other topics presented during the general session will be: "Appropriate Roles of Government and Contractors"; "Business Transformation"; and "The Government-Industry Workforce: Do We Have Enough to Get the Job Done?" Register for the conference at <http://www.ncmahq.org/meetings/ADC06/default.asp>.

NINTH ANNUAL SPACE AND MISSILE DEFENSE CONFERENCE AND EXHIBITION

The Ninth Annual Space and Missile Defense Conference and Exhibition (SMDC 2006) will be held Aug. 14-17, 2006, at the Von Braun Center in Huntsville, Ala. The conference and exhibition are sponsored by the National Defense Industrial Association-Tennessee Valley Chapter, the Army Space and Missile Defense Association, and the Air Defense Artillery Association-Huntsville Chapter. The theme selected for 2006 is *Global Missions ... Meeting the Challenge*.

Special features of the 2006 conference include presentations from many internationally recognized experts in the areas of global ballistic missile defense system development and operation; and the very successful 25,000-square-foot Small Business Innovative Research exhibition pavilion. This year's conference will again provide a unique opportunity to interface with the people and businesses developing some of the leading-edge technologies that will carry the nation's missile defense into the future. Register at <http://www.smdconf.org/main.php?smdconf=1>.

2006 ARMY ACQUISITION, LOGISTICS AND TECHNOLOGY SENIOR LEADERS CONFERENCE

The 2006 Army Acquisition, Logistics and Technology Senior Leaders Conference will be held Aug. 14-17, 2006, in Norfolk, Va. The theme of



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this year's event will be: *One Force, One Vision, One Network*.

More information on the 2006 conference will be posted soon on the Army Acquisition Support Center Web site at <<http://asc.army.mil/events/conferences/2006/slc/default.cfm>>. If you have questions regarding the conference, contact Betisa Brown, (703) 805-2441, DSN 655-2441, or e-mail betisa.brown@us.army.mil.

INTERNATIONAL SOCIETY OF LOGISTICS (SOLE) CONFERENCE 2006

The International Society of Logistics (SOLE) will hold its 41st Annual International Logistics Conference and Exhibition Aug. 15-17, 2006, at the Omni Mandalay at Los Colinas in Dallas (Irving), Texas. Registration information will be posted soon to the SOLE Web site at <<http://www.sole.org/conference.asp>>.

DEPARTMENT OF DEFENSE UNIQUE IDENTIFICATION FORUM

The Office of the Under Secretary of Defense for Acquisition, Technology & Logistics, Unique Identification (UID) Program Office, has sponsored two UID Forums in 2006—Seattle, Wash., and Providence, R.I.—to provide practical guidance to military program managers and DoD contractors. These UID Forums provide practical guidance and help educate military and civilian program managers and DoD contractors, particularly small- to mid-sized contractors and all acquisition program managers, on how to achieve successful UID implementation as required by the DoD Policy Memoranda and the issuance of the Final UID DFARS Rule (dated April 22, 2005).

The third forum will be held Sept. 12-13, 2006, in Dallas, Texas. Register at <<https://www.registrationassistant.com/p/rg.asp?Event=4FFBF895C3992C504B2BE>> for help with successful UID implementation as required by DoD policy (DFARS 211.274).

INTERNATIONAL CONFERENCE ON ENTERPRISE TRANSFORMATION

The International Conference on Enterprise Transformation will be held Oct. 17-18, 2006, at the Ronald Reagan Building and International Trade Center in Washington, D.C. Sponsored by the newly established Business Transformation Agency (BTA), the theme of the 2006 conference is *Defense Business Agility*. BTA will use this event as a conduit to inform both DoD and the defense contractor community of its priorities and plans for changing how DoD does business.

Register for the conference at <http://www.afei.org/brochure/7a01/?action=add&evt_key=d1e22fb4-6106-4bfb-94fd-562656f7d9f0&Paying=Fees>.

PMI GLOBAL CONGRESS 2006

Mark your calendars now for the Project Management Institute (PMI) Global Congress 2006, to be held Oct. 21-24, in Seattle, Wash. In an era of rapid change and global trends, successful project managers must be prepared to manage projects on time and within budget, regardless of project type, scope, or location, and despite newly emerging challenges.

The PMI Global Congress 2006 is the major project management educational and networking event for North America. This three-day event gives you the chance to gather the know-how and inspiration you need to consolidate and put into practice those key project management guidelines that make the difference in terms of project success. The Global Congress is also a meeting point for experts to discuss the most challenging project management trends. Watch the PMI Web site at <<http://congresses.pmi.org>> for future information on registration.

ANNUAL SYSTEMS ENGINEERING CONFERENCE

The 9th Annual Systems Engineering Conference will be held Oct. 23-27, 2006, at the Hyatt Islandia in San Diego, Calif. Registration information will be posted as soon as it becomes available at <<http://register.ndia.org/interview/register.ndia?#May2006>>.

2006 PEO/SYSCOM COMMANDERS' CONFERENCE

The 2006 Program Executive Officer/Systems Command (PEO/SYSCOM) Commanders' Conference will be held at the Defense Acquisition University, Fort Belvoir, Va., Nov. 7-8, 2006. The PEO/SYSCOM conferences and workshops are a series of senior-level, invitation-only, non-attribution events that host approximately 400 Department of Defense and industry participants at each event. They provide senior leadership from the Department of Defense and Industry an excellent opportunity to meet and share their views and priorities. As the agenda is finalized, a Web site with information on the 2006 conference will be publicized.

25TH ARMY SCIENCE CONFERENCE

The 25th Army Science Conference will be held Nov. 27-30, 2006, at the JW Marriott Orlando, Grande Lakes, in Orlando, Fla. The 25th ASC



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marks a significant milestone for the Army science and technology community, with this year's conference theme paying tribute to 50 years of promoting and showcasing the Army's S&T program: *Transformational Army Science and Technology—Charting the Next 50 Years of Science and Technology for the Soldier*. The Army Science Conference is an annual event sponsored by the assistant secretary of the Army (acquisition, logistics and technology). Watch for details of the conference and registration information at <http://www.asc2006.com/>.

2006 NCMA GOVERNMENT CONTRACT MANAGEMENT CONFERENCE

The 2006 National Contract Management Association (NCMA) Government Contract Management Conference will be held Dec. 4-5, 2006, in Tysons Corner, Va. Watch The NCMA Web site for upcoming details of the conference and registration information <http://www.ncmahq.org/meetings/calendar.asp>.

AMERICAN FORCES PRESS SERVICE (MARCH 11, 2006) LEADERS OUTLINE FORCE STRUCTURE CHANGES

Sgt. Sara Wood, USA

TACOMA, Wash.—The U.S. faces a new enemy and must adopt a new operational approach that focuses on joint operations and irregular warfare, military leaders said here yesterday.

At the Pacific Northwest National Security Forum, leaders from the Army, Navy, Air Force, and Marine Corps explained changes being made in their forces to better meet the changing landscape of the 21st century battlefield.

All the leaders emphasized that the war on terrorism is essentially a conflict of ideas that cannot be solved with traditional operational concepts. To meet the irregular threat, each Service is changing in unique ways to become more effective.

Fundamental to the Army's transformation is the idea that a hybrid mix of forces is needed for the future, said Army Maj. Gen. David A. Fastabend, deputy director and chief of staff of the Army Capabilities Integration Center.

"The worst thing we could do right now is try to make a choice between light and heavy [forces] ... because the future is unpredictable," Fastabend said.

The Army is building a force with a mixture of brigade types to ensure there are no vulnerabilities the enemy can attack, Fastabend said. Heavy brigade combat teams, infantry brigade combat teams, Stryker brigade combat teams, and light brigades are available to be mixed together to best fight in whatever environment the Army finds itself in, he said.

The Army also is increasing its number of brigades and the mix of active-duty and reserve forces to help sustain the intense pace of deployments, Fastabend said. "We're going from the big war, big mobilization model to 'you're at war forever,' so everybody's on a cycle," he said.

The Air Force also is changing its structure to better address the global war on terror, said Air Force Maj. Gen. Ronald J. Bath, special assistant to the Air Force vice chief of staff.

The Air Force, like the Army, has to balance its reserve and National Guard forces with its active duty forces to ensure deployment cycles are balanced and resources are being used properly, Bath said.

The Defense Department has been drawing down its air forces since 1990 and by 2024 will have reduced them by 42 percent, Bath said. The force that's left, he continued, will be completely embedded in a single, more advanced weapons system.

"We're trying to get smaller while we have more capability," he said. "The capability will increase."

The Air Force is more than deployable forces, Bath said, pointing out the importance of strategic airlift, tankers, and missile and space wings. While balancing funds and priorities, these combat enablers will not be forgotten, he said.

"All of these make that stuff that goes forward combat-ready," he said.

The Navy has the expeditionary model of warfare ingrained in its culture, but it is far from perfect and is also looking at major changes in the future, said Navy Rear Adm. Peter H. Daly, commander of Carrier Strike Group 11.

More than ever, the Navy is recognizing the importance of seapower, Daly said. People tend to assume ships at sea will be unmolested by enemies, he said, but the



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amount Americans depend on the sea requires leaders to be more vigilant.

“The fact is, is that a huge proportion of U.S. trade—over 90 percent—travels by sea,” he said. “[About] 2.2 billion people in this world live 100 kilometers from the shore. Fifty thousand tankers out there carry 60 percent of our oil, and if we had to live without it, we’d be having a very, very bad day.”

Americans shouldn’t have to worry about the maritime environment, and that’s where the Navy comes in, Daly said. But the key to the Navy’s success is cooperation and help from partners inside and outside the United States, he said.

“For the first time, we’re seeing synergy with other nations that we’ve talked about having for 10 or 15 years,” he said.

The international community is coming together to deal with maritime issues like piracy, illegal drugs, human smuggling, weapons of mass destruction, and environmental issues, Daly said. It’s sometimes hard to match the capabilities of the U.S. Navy with other countries, but cooperation is important, so Navy leaders have been developing partnerships and trying to increase other nations’ capabilities, he said.

The Navy also is shifting from doing mostly sea-based operations to other areas, Daly said. In the Central Command area of operations, 10,000 Navy personnel are on the ground, performing missions such as detainee operations, air ambulance support, provincial reconstruction teams, and intelligence operations, he said. The Navy also is expanding its ability to do expeditionary operations, such as river operations, and civil affairs, he said. The Marine Corps will be partnering with the Navy to provide an important joint capability to all the Services, said Marine Col. Timothy C. Hanifen, director of the Capability Development Directorate at Marine Corps Combat Development Command.

Sea-basing is a naval and national capability that will give the United States an option to enter an area when access to air bases or ports is not available, Hanifen said. A Marine pre-positioning force will join with an amphibious force to form a sea base from which personnel and equipment can be flown to an advance base, he said. This will be an important capability to make the force even more versatile to meet the changing threats of the 21st century, he said.

The Marine Corps is making other changes to better meet future threats, Hanifen said. Training for small unit leaders will be expanded to include calling in artillery and air support, going on long-range patrols, and making tactical decisions, he said. Cultural and language training is being given to Marines now, he said, and the Marine Corps is undergoing some force structure changes, such as the addition of Marine Special Operations Command and foreign military training units.

Hanifen emphasized that as the Marine Corps and other Services change, the most important thing for leaders to remember is that everyone has to work together to win in the war on terror. “We all have a joint perspective,” he said. “We know that the nation fights and wins with joint forces.”

AMERICAN FORCES PRESS SERVICE (MARCH 12, 2006) **ARMY MUST CHANGE TO REMAIN RELEVANT, GENERAL SAYS**

Sgt. Sara Wood, USA

TACOMA, Wash.—The U.S. Army is the greatest it’s ever been, but to remain effective for the future, it must make changes, a top Army commander said here yesterday.

“As good as the Army is today, we will need a better one tomorrow,” Army Gen. Dan K. McNeill, commander of U.S. Army Forces Command, said at the Pacific Northwest National Security Forum. “We will need it because the strategic landscape in which we operate is changing; it is becoming considerably more complex.”

The United States no longer faces enemies with traditional armies as it did in the Cold War, but a network of insurgents who employ irregular tactics and have no regard for human dignity, McNeill said. The Army, along with the other Services, is changing to more effectively fight these enemies and to be prepared for unforeseeable future threats, he said. As the Army undergoes transformation, leaders keep in mind four key ideas that bring the force together, McNeill said.

First, Army leadership remains committed to producing units that are trained and ready for the challenges they will face, he said. To do this, the Army has overcome years of under-funding and has changed the way it does business to ensure resources will always be available, he said.



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Second, the Army recognizes that intellectual change precedes physical change, so the Army is changing the way it trains leaders to make them more versatile, McNeill said. The Army needs versatile, adaptive leaders that are able to operate in changing environments and make tough decisions, he said. To that end, the Army is undertaking a major review of how it trains, educates, and assigns leaders, he said.

The third idea is that soldiers' effectiveness depends on a national commitment to recruit, train, and support them properly, McNeill said. This commitment must be underwritten by consistent investment in Army equipment and programs, he said.

Lastly, as the Army transforms, leaders must remember where they started, McNeill said. At the beginning of the war in Iraq, many units were under-equipped or ill-prepared for deployments, especially Reserve and National Guard units, he said. To fill these slots, the Army pulled people from other units, which created a domino effect in readiness, he said. Army leaders learned from these mistakes and have changed the way they do business so that will not happen again, he said.

The Army is on the right road of transformation, but it still has progress to make and will need continued financial support in key areas, McNeill said. Recruiting and retention efforts, the Future Combat Systems program, the Army Force Generation Model, and Army installations are all things that will need funding to ensure the Army remains able to perform its mission, he said.

"We have to change to maintain this great Army as a relevant force tomorrow," he said. "To remain the preeminent land power on earth, it is clear to all of us who have leadership responsibilities that we have to change."

AMERICAN FORCES PRESS SERVICE (APRIL 4, 2006) **MILITARY, INDUSTRY MUST WORK TOGETHER TO WIN LONG WAR, GENERAL SAYS**

Steven Donald Smith

HAMPTON, Va.—The U.S. military and private sector defense industry must work together to win the Long War against terrorism, the general who serves as commander of U.S. Joint Forces



Gen. Lance L. Smith, USAF

Command and as NATO's supreme allied commander for transformation said here today.

"The things we're doing with you in cooperative research and development agreements are indicative of the importance we place on this relationship, so that we can build the kinds of equipment our troops need to fight and win the war we're fighting," Air Force Gen. Lance L. Smith told a defense industry audience at the 2006 JFCOM Industry Symposium.

The symposium is co-hosted by U.S. Joint Forces Command, which leads the Defense Department's effort to transform the military to meet challenges associated with the Information Age, and the National Defense Industrial Association. This is the sixth year JFCOM and NDIA have worked together on this type of event.

This year's theme, *Building Knowledge for the Warfighter*, focused on enabling technologies to support joint, coalition, and interagency operations; global perspective; knowledge fusion across multiple and critical domains; coalition battlespace awareness; modeling and simulation; and training. The purpose of the symposium is to provide a legal and ethical forum for the interchange of ideas between the military and industry to resolve industrial problems of joint concern, military officials said.

Smith said JFCOM is looking at ways to better deal with conflicts across a wide spectrum, "from humanitarian relief all the way through major combat operations," he said.

He said fielding better joint and integrated communications systems is one of his priorities and that merging operational and intelligence capabilities is critical to defeating terrorism. "One of the clear lessons that has come out of Iraq and Afghanistan is the separation of operations and intelligence has not worked in the kind of war we're fighting," he said. "Merging operations and intel is one of the critical elements of being able to fight this Long War."

Smith said the term "Long War" does not mean the United States intends to stay in Iraq and Afghanistan indefinitely. "That's not what we're trying to say. What we're trying to say is that this fight is against extremists who are not going to go away just because Iraq and Afghanistan go away," he said. "They will simply move. Our goal is to posture to fight this war as long as it takes."



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The defense industry can help win the Long War by helping the military build information and communications systems that talk to each other, Smith said. "We need a command-and-control system that is interoperable," he said. "And we need a command-and-control system that allows us to operate inside the enemy's decision loop."

At one time there were more than 300 data systems in Iraq dealing with counter-improvised explosive device information, Smith said. "You cannot set up a search engine that can go and look into all those 300 databases in order to get a coherent picture to counter IEDs," he said.

He stressed that data systems must be born and developed with joint capability and that military configuration controls must be less constrictive. "We've had this discussion, and we will try to make sure that when the data standards come out that they will be broad enough and not be so restrictive that we can operate within them," he said.

In addition, three-dimensional modeling and simulation of cities and rural areas will help special operations forces prepare for missions, he said, urging industry to tackle this area.

"If we can do all those things, then we will certainly help our folks survive in this environment, and we will gradually over time take this fight away from the enemy, and we will win this battle," Smith concluded.

ARMY NEWS SERVICE (APRIL 10, 2006) USAREUR STAFF GETS LOOK AT FUTURE OF ARMY BUSINESS

HEIDELBERG, Germany—Army leaders in U.S. Army, Europe, were introduced to the future of doing business during a Lean Six Sigma (LSS) overview April 7.

LSS is a significant part of the Army's business transformation initiative. It supports improvements across all major commands and functions, and its goals are to win the long war while sustaining the all-volunteer force, accelerate the future combat force strategy, and accelerate business transformation and process improvement.

"Everything the Army does must align with the strategic goals as defined by the Army leadership," said Joseph W. Albright, director for Enterprise Solutions for the Office of the Deputy Under Secretary of the Army for Business Transformation.

Improving the way we do business

LSS is a synergy of two concepts that will be used to improve processes and transform business.

Lean is primarily concerned with eliminating waste and improving flow in business operations, according to Elizabeth Beatty, USAREUR G-8, Office of the Comptroller. Six Sigma is a method to reduce variance in the quality and speed of services and products.

The combined process encourages people to think critically about what they do and how they do it, Albright said.

USAREUR plays key roll in LSS

Michael A. Kirby, deputy under secretary of the Army for business transformation, described LSS as a tool to help get the right people on the right problems, with the right metrics and the right leadership to bring problems to a successful conclusion.

"Lean Six Sigma is a proven business practice to solve complex problems, breaking these problems down into discrete processes and focusing on end results," Kirby said.

"We are employing this to make the Army more capable of generating the combat power the nation requires," Kirby added. "USAREUR is a key part of this roll-out."

The near-term targeted processes that LSS will address include: property management, contracting, civilian human resources, military construction, reimbursable repair funding, information technology portfolio management, personal security investigations, planning and mobilization, military recruiting, and medical capabilities.

Leaders are committed to change through LSS

The LSS system is not new, said Beatty.

"It defines, measures, analyzes, improves, and controls any process yield by following a problem-solving approach using statistical tools," she explained. "Used together, they can result in significant cost avoidance and savings for any organization," she said.

"The methodologies have proven over the last 20 years that it is possible to achieve dramatic and positive results in cost, quality, and time by focusing on process improvement," Beatty said.



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According to Albright, senior Army leadership is convinced of its worth and are hands-on involved and committed to change.

“We know the Army is effective—we win wars and get the job done,” said Jack Van Den Beldt, USAREUR LSS deployment manager.

“Effective does not always mean efficient,” Van Den Beldt said, “That is why we are introducing LSS, to become better stewards of taxpayer dollars.”

As a practical example, Van Den Beldt said, 21st Theater Support Command is evaluating the Humvee reset line at the General Support Center, Europe, to improve efficiency.

“I think the entire force needs to look at this as an opportunity for achieving efficiency in business,” said Army Lt. Col. Dave Fulton, USAREUR G-1, Office of Personnel. “It’s going to require professional development to develop a culture of continuous improvement.”

Lean was developed by Toyota based on efficiency theories of statistician Dr. W. Edwards Deming. Six Sigma was developed by Motorola to reduce variance in quality and speed, said Beatty.

For more information visit the Army Continuous Process Improvement Web site at <http://www.army.mil/aeioo/cpi/>.

AMERICAN FORCES PRESS SERVICE (APRIL 17, 2006) DEFENSE SCIENCE BOARD TO STUDY INTERNET’S IMPACT ON MILITARY OPS

Donna Miles

WASHINGTON—The Defense Science Board will conduct a summer study on a topic that would have been inconceivable when the Defense Department established the board 50 years ago this year: the military implications of Internet search engines, online journals, and blogs.

Kenneth Krieg, under secretary of defense for Acquisition, Technology and Logistics and a former Defense Science Board member himself, requested the study on “Information Management for Net-Centric Operations” to

help evaluate the implications of the information network boom. Krieg noted in a memo to the board the military’s ever-increasing reliance on these networks and the way they increase the force’s effectiveness. As information becomes more critical to military operations,

“Googling” and “blogging” are making their way into military operations at all levels ... but the full implications of this revolution are as yet unknown, and we have no clear direction and defined doctrine.

—Kenneth Krieg, USD(AT&L)

the military will need to ensure it has the information networks needed to meet future challenges, he wrote.

“Our increasing ability to leverage information and networking will be a critical enabling factor in developing better ways to work with others in the (U.S. government) and with both coalition and nontraditional partners as we, collectively, undertake the challenging missions of the 21st century,” he wrote.

That capability will be critical in stabilization and reconstruction missions. Krieg called access to information and collaboration among those who play a role in these missions “the lifeblood of military and civil-military operations.”

And as new users demand more information, they’ll want better tools for getting it and ways to ensure its security and reliability. “‘Googling’ and ‘blogging’ are making their way into military operations at all levels,” Krieg wrote. “But the full implications of this revolution are as yet unknown, and we have no clear direction and defined doctrine.”

Scientific and technical experts on the Defense Science Board will explore those implications during the summer study. The group will assess DoD’s strategy, scope, and progress toward achieving what Krieg called “a robust and adaptive net-centric DoD enterprise.”

The Defense Science Board was established in 1956 to serve as an independent advisory body to DoD on scientific and technical matters.



Acquisition & Logistics Excellence

DEFENSE CONTRACT MANAGEMENT AGENCY (JAN. 4, 2006)

During an Acquisition, Technology and Logistics (AT&L) All Hands at the Pentagon on Jan. 4, 2006, Under Secretary of Defense (AT&L) Kenneth Krieg presented a Defense Acquisition Excellence Certificate of Achievement and Defense Certificates of Recognition for Acquisition Innovation to six Defense Contract Management Agency teams:

Defense Acquisition Excellence Certificate of Achievement

Defense Contract Management Agency (DCMA) Enterprise/Northwest Florida Team. The team provided highly responsive, innovative support to Special Operations Command and multiple other programs, by cutting process cycle times by approximately six months; and from 2001 to 2004, significantly contributed to cumulative cost avoidances to the government amounting to over \$45 million.

Defense Certificate of Recognition for Acquisition Innovation

Defense Contract Management Agency (DCMA) Boeing-St. Louis Future Combat Systems Team. The team provided exemplary performance in contract management support for the Department of the Army's Future Combat System, a massive procurement to meet emerging national security threats, including analyzing a \$6.4 billion contract addition.

The Active Performance Management Pilot Implementation Team, Office of the Assistant Deputy Under Secretary of Defense for Transportation Policy. The team leveraged and integrated best business practices with commercial off-the-shelf technology into DoD systems to enable faster delivery of materiel to the combatant commands, thereby achieving best value supply chain management.

Ground-Based Midcourse Defense Technology Assessment and Planning Team, DoD Missile Defense Agency. The team found new ways to transition innovative technology from the garages of small businesses into the Ballistic Missile Defense System by leveraging Small Business Innovation Research and other funding to avoid more costly solutions, and expedited insertion of state-of-the-art technology into our nation's defense.

Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), Defense Systems, Systems Engineering Directorate. The directorate made unprecedented progress toward meeting the 2004 USD(AT&L) goal for programs to conduct "Systems Integration and Engineering for Mission Success" and drove technical discipline back into acquisition programs to reduce acquisition program risk.

Radiation Hardened Foundry Modernization Activity, BAE Systems Team, Defense Threat Reduction Agency. The team provided exemplary performance in the development of Radiation Hardened Microelectronics Technology capabilities, uniquely needed by the Department of Defense for weapons and space systems that must operate effectively in severe radiation environments, completing the project significantly under cost and schedule with cumulative savings to date exceeding \$5 million.

DEPARTMENT OF DEFENSE NEWS RELEASE (FEB. 22, 2006)

UNIVERSITIES SELECTED FOR RESEARCH FUNDING

The Department of Defense announced today plans to award 30 basic research grants to 20 universities totaling about \$13.5 million in fiscal year 2006 and about \$30.2 million per year starting in fiscal year 2007 for a total of \$150.6 million over five years.

These academic institutions will receive the grants to conduct multidisciplinary research in 26 topic areas of basic science and engineering under the DoD Multidisciplinary University Research Initiative (MURI) program. All awards are subject to the successful completion of negotiations between DoD research offices and the academic institutions.

The MURI program is designed to address large multidisciplinary topic areas representing exceptional opportunities for future DoD applications and technology options. The awards will provide long-term support for research, graduate students, and laboratory instrumentation development that supports specific science and engineering research themes vital to national defense.

The average award will be \$1 million per year over a three-year period. Two additional years of funding will be possible as options to bring the total award to five years. Out-year funding is subject to satisfactory progress