



## 2025 SPONSORED RESEARCH TOPICS

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The Acquisition Research Program (ARP) of the Department of Defense Management at the Naval Postgraduate School accepts research topics from potential sponsors. These topics have been compiled to assist graduate students in locating topics for their research projects.

Topic #	Sponsored Topic
T25-037	<p><b>Topic: Using Data Analytics Tools to Analyze User Submitted Contract Data from AMS To Facilitate Visualizations, Analytic Reports, Requisition Lifecycle Monitoring, and Workflow Management.</b></p> <p><b>Overview:</b> The Marine Corps is utilizing a lot of archaic tools to manage contract data that are fed from numerous systems. Starting in FY 25, I&amp;L has directed that we will no longer utilize physical contract files, everything will be digitally uploaded into Acquisition Management System (AMS). AMS is the mandatory electronic contract file (ECF) that the Marine Corps has been implementing over the past year. This digitization process is an opportunity to automatically and systematically capture milestone events throughout a requirements' lifecycle. This new system allows for the raw data to be extracted and run through data analytics software already available on the software center like PowerBI. If harnessed correctly and optimized through internal policy, AMS and PowerBI will assist all the RCOs into providing a better product to the customer while simultaneously providing visibility to I&amp;L.</p> <p>Request a group of future 3006s (or anyone who is interested) to do a research project on examining the use of data analytics tools both internal to AMS and external, specifically PowerBI, to analyze user submitted contract data from AMS. End state for the research project will be the development of data analysis tools that integrate data from existing various systems (DAI, AMS, CPARs, SAMs, etc.) that facilitates the internal creation visualizations, analytic reports, requisition lifecycle monitoring, and workflow management.</p> <p><b>Research Questions:</b> TBD</p> <p><b>NPS POC:</b> Dr. Rene G. Rendon <a href="mailto:rgrendon@nps.edu">rgrendon@nps.edu</a></p> <p><b>Sponsor POC:</b> Major Scott F. Taggart Director, Regional Contracting Office Marine Corps Installations East - MCIEAST Marine Corps Base Camp Lejeune, NC</p>



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T25-036	<p><b>Topic: Army Contracting Command Workload Analysis.</b></p> <p><b>Main Research Question:</b></p> <p>ACC needs to understand the best practices, data/automation tools, and strategies for effective workload analysis as it pertains to Government Contracting.</p> <p><b>NPS POC:</b> Dr. Rene G. Rendon <a href="mailto:rgrendon@nps.edu">rgrendon@nps.edu</a></p> <p><b>ACC POC:</b> Robert E. Teutsch, Jr.  Chief Counsel  US Army Contracting Command  4505 Martin Road  Redstone Arsenal, AL 35898  E-mail: <a href="mailto:Robert.E.Teutsch.civ@army.mil">Robert.E.Teutsch.civ@army.mil</a>  Tel: (256) 955-7910  Cell: (256) 513-2381</p>
T25-035	<p><b>Topic: Creating a Data Automation Marketing Strategy and Organizational Culture.</b></p> <p><b>Main Research Question:</b></p> <p>ACC needs to understand how to change the culture to embrace and leverage contracting data tools in support of making optimized business decisions, and how to build an effective marketing strategy plan that weaves the role of people, processes, and technology to make the tools developed a reality.</p> <p><b>NPS POC:</b> Dr. Rene G. Rendon <a href="mailto:rgrendon@nps.edu">rgrendon@nps.edu</a></p> <p><b>ACC POC:</b> Robert E. Teutsch, Jr.  Chief Counsel  US Army Contracting Command  4505 Martin Road  Redstone Arsenal, AL 35898  E-mail: <a href="mailto:Robert.E.Teutsch.civ@army.mil">Robert.E.Teutsch.civ@army.mil</a>  Tel: (256) 955-7910  Cell: (256) 513-2381</p>
T25-034	<p><b>Topic: Ensuring Accurate Determination of Acquisition-Coded Billets in a Post-B2B Environment.</b></p> <p><b>Overview:</b> At this time, the Department of Defense Instruction (DODI) and USC Title 5 have vague references to actions that constitute acquisition acts. The challenge is the Civilian Human Resource Agency (CHRA) determines what positions are, or are not, acquisition based on limited guidance as provided by these regulations partnered with the Defense Acquisition University Position Description Category Descriptions (PCD). (located at: <a href="https://icatalog.dau.edu/onlinecatalog/pcd.aspx">https://icatalog.dau.edu/onlinecatalog/pcd.aspx</a>)</p> <p>Complicating the designation of the positions is the Back to Basics (B2B) restructure of the Defense Acquisition Workforce Improvement Act (DAWIA) training construct which removed</p>



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	<p>several occupational series and acquisition certification categories from the training and development matrix. The PCDs provide some guidance but are not always clear on the actions, scope or complexity of the duties to clearly identify a position as “acquisition”. Under B2B some occupations fell out of acquisition, some remained, and some are not clearly aligned. This improves hiring, effectiveness of selections of candidates and ensures the DoD, Army and the acquisition workforce are correctly classified, coded and held accountable to training and development requirements.</p> <p><b>Main Research Questions:</b></p> <p>Research and offer answers to what constitutes an acquisition act, the complexity and scope of acts as they relate to coding a position as acquisition and create clear guidance that enables civilian personnel to make educated decisions when classifying positions. Other questions that can be addressed include:</p> <ul style="list-style-type: none"> <li>• What can DoD do to increase employee belief in their contribution to the mission?</li> <li>• What metrics should DoD use to measure the importance of supervisory certification, development, and continuous learning?</li> <li>• How can the DoD increase their branding to the general population for employment?</li> </ul> <p><b>NPS POC:</b> Dr. Rene G. Rendon <a href="mailto:rgrendon@nps.edu">rgrendon@nps.edu</a></p> <p><b>ACC POC:</b> Robert E. Teutsch, Jr.  Chief Counsel  US Army Contracting Command  4505 Martin Road  Redstone Arsenal, AL 35898  E-mail: <a href="mailto:Robert.E.Teutsch.civ@army.mil">Robert.E.Teutsch.civ@army.mil</a>  Tel: (256) 955-7910  Cell: (256) 513-2381</p>
T25-033	<p><b>Topic: Leveraging the Army Acquisition NCO Corps in a Technology-Enabled and Resource Constrained Environment.</b></p> <p><b>Overview:</b> With more focus on technology in a fast-paced and resource constrained environment, are we properly leveraging the knowledge, skills, and behaviors we need while providing training opportunities, maximizing efficiencies with our NCOs Corps within acquisitions or are there areas where we should look into?</p> <p><b>Main Research Question:</b></p> <p>Conduct a case study on the proper utilization of NCOs Staff Sergeants through Sergeants Major at echelon within ACC.</p> <p><b>NPS POC:</b> Dr. Rene G. Rendon <a href="mailto:rgrendon@nps.edu">rgrendon@nps.edu</a></p> <p><b>ACC POC:</b> Robert E. Teutsch, Jr.  Chief Counsel  US Army Contracting Command  4505 Martin Road  Redstone Arsenal, AL 35898  E-mail: <a href="mailto:Robert.E.Teutsch.civ@army.mil">Robert.E.Teutsch.civ@army.mil</a></p>



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<p><b>T25-032</b></p>	<p><b>Topic: Assessment of the INDOPACOM AOR Commercial Support Environment to Support Warfighting Capabilities.</b></p> <p><b>Overview:</b> United States Indo-Pacific Command (USINDOPACOM) is one of six geographic combatant commands defined by the Department of Defense's Unified Command Plan (UCP). As a geographic combatant command, USINDOPACOM uses and integrates United States Army, Navy, Air Force, and Marine Corps forces within the USINDOPACOM area of responsibility (AOR) to achieve U.S. national security objectives while protecting national interests. The region is a vital driver of the global economy and includes the world's busiest international sea lanes and nine of the ten largest ports. The Asia-Pacific is also a heavily militarized region, with seven of the world's ten largest standing militaries and five of the world's declared nuclear nations. Given these conditions, the strategic complexity facing the region is unique.</p> <p>USINDOPACOM faces a range of challenges, including an increasingly belligerent North Korea that is sharing its increasingly capable missile technology with Iran, a growing China that is challenging international rules and norms, and a revanchist Russia that is increasingly active in the Pacific with a provocative military posture. However, USINDOPACOM is well-equipped to address these challenges, ensuring the safety and security of the Indo-Pacific region.</p> <p>While territorial disputes, maritime tensions, strategic competition, regional stability, and a delicate balance of power are some of the geopolitical security concerns, non-traditional threats like disaster management (most recently, COVID-19), climate change, pollution, and natural resource depletion compromise the commercial market.</p> <p><b>Main Research Question:</b></p> <p>What are the best indicators/measures to determine the strength of the commercial support environment, by warfighting function, in the INDOPACOM AOR. In your research, utilize the Federal Procurement Data System Next Generation (FPDS-NG) to gather spending data to determine theater estimates of known capacity and access through SAM.gov or USAspending.gov.</p> <p><b>NPS POC:</b> Dr. Rene G. Rendon <a href="mailto:rgrendon@nps.edu">rgrendon@nps.edu</a></p> <p><b>ACC POC:</b> Robert E. Teutsch, Jr. Chief Counsel US Army Contracting Command 4505 Martin Road Redstone Arsenal, AL 35898</p>



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T25-031	<p><b>Topic: Improve the USG Position for Cost, Schedule, and Performance on Tactical Aviation Missiles.</b></p> <p><b>Overview:</b> A little about my product office, Air-to-Ground Missile Systems is an amalgamation of a few different product offices that now manages HELLFIRE, Longbow HELLFIRE, and Joint Air-to-Ground Missile (JAGM). HELLFIRE is the most combat used missile in the world with over 40 years in service to joint and international forces. The Army and Navy have recently pivoted from HELLFIRE to JAGM, which is HELLFIRE's named successor. While this transition is a marked shift in capability, we are seeing some significant growing pains in cost, schedule, and performance. Some will improve; we may have to live with others in the near term. Working on this program will be most valuable to Army students, but HELLFIRE is in all services, JAGM is a Joint item of interest, and we have HELLFIRE sales in 29 countries; JAGM has one so far but four more in the pipeline for approval. So HELLFIRE and/or JAGM research may appeal to and be applicable to an audience that is greater than your Army students.</p> <p><b>Main Research Questions:</b></p> <ol style="list-style-type: none"> <li>1. Considering the increased cost of JAGM over HELLFIRE, what combat scenarios differentiate JAGM as a more valuable tactical missile, equivalent value tactical missile, or less valuable tactical missile? What qualitative and quantitative feedback supports this?</li> <li>2. How does JAGM affordability and acceptance as a combat asset compare to HELLFIRE in similar stages of its acquisition lifecycle? What macro market conditions determined cost? What macro military actions guided senior leader and other stakeholder acceptance or resistance?</li> <li>3. How can the Department of Defense use the concept of <a href="#">retail warehousing</a>* to reduce inventory needs while maintaining combat power of JAGM? (The concept revolves around uncertainty of appropriate supply levels. However, by using other location's supply, one retail location can offset risk through another retail location that is responsive, and ideally results in lower inventory requirements. Think about a Wal-Mart that doesn't have an item in stock but can have the item for in-store pickup in 2 hours. The reason they can do this is because another nearby location does have the item and has means to transport the item to satisfy demand, when there is insufficient demand to stock the item at two separate locations.)</li> </ol> <p><b>POC:</b>            LTC Steven R. Cusack            Product Manager, Air-to-Ground Missile Systems            PM TAGM, PEO Missiles and Space            Gov Cell: (256)701-2494</p>



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<b>T25-030</b>	<p><b>Topic: Predicting the Accuracy of Cost, Schedule, and Performance Projections</b></p> <p><b>Overview:</b> The purpose of this research project is to outline a plan for predicting the accuracy of cost, schedule, and performance projections for acquisition programs. The proposed approach involves combining acquisition, requirements, and budget documents to develop a comprehensive understanding of the project and its expected outcomes. The application of various machine learning techniques to the extracted data will be considered to identify patterns and relationships that can predict the accuracy of the projections.</p> <p><b>Main Research Question:</b> How can machine learning techniques be applied to acquisition, requirements, and budget documents to identify patterns and relationships for predicting the accuracy of the projections?</p> <p><b>Secondary Questions:</b> TBD</p> <p><b>POC:</b> Dr. Rene G. Rendon, Acquisition Sciences Group, <a href="mailto:rgrendon@nps.edu">rgrendon@nps.edu</a>.</p>
<b>T25-029</b>	<p><b>Topic: Rapid De-obligation Thresholds for Unliquidated Obligations to Return Buying Power</b></p> <p><b>Background:</b> NAVSEA Comptroller (SEA 01), is engaged in analysis of unliquidated contract obligations. Unliquidated obligations occur when contractors billed costs are less than the amount of money obligated on a contract. SEA 01 has identified unliquidated obligations (ULOs) on general fund NAVSEA headquarters contracts greater than 365 days without billing, totaling \$20.4B. These funds could be repurposed for other NAVSEA priorities if the funding can be de-obligated before funds expire. Although a significant amount of ULOs exists, the funds are spread over 26,751 contract actions.</p> <p>Existing processes to remove available funds from contracts require extensive work and time from multiple NAVSEA directorates, including contract modification. The time, manpower costs, and opportunity costs associated with program financial manager, comptroller personnel, contracting specialists, and contracting officers exceeds the value of returned funds.</p> <p>ASN (FM&amp;C) and DASN(P) authorized comptrollers and contracting officers to utilize an accelerated de-obligation process whereby funds are removed from an obligated status in Navy Enterprise Resource Planning (NERP) without an associated contract modification. In order to execute this process SEA 01 and SEA 02 (contracts) needs greater fidelity on the risks associated with establishing a dormant billing time and dollar value threshold for implementing the accelerated de-obligation process.</p> <p>SEA 01 has access to all billing information associated with the Navy financial system of</p>



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	<p>record, NERP, but lacks bandwidth and personnel with the skillsets to analyze the data and develop the criteria for application of the accelerated de-obligation processes. The overall intent is to automate the process after sufficient risk evaluation, acceptance, or mitigation.</p> <p><b>Primary Research Questions:</b></p> <ul style="list-style-type: none"> <li>• What is the correct time period, without billing, before an ULO account is considered available for accelerated de-obligation? SEA 01 assumes 365 days. Does the time period change based on the appropriation used?</li> <li>• What dollar value can SEA 01 de-obligate with a 95% confidence factor that no additional billing will occur? How does the dollar value change as confidence factor changes? Are the confidence intervals different across appropriations?</li> <li>• Can a repeatable process be established where SEA 01 personnel can populate an analytical tool, on an annual basis, to re-assess the time period and dollar value for accelerated de-obligation?</li> </ul> <p><b>Topic Sponsor:</b> NAVSEA</p> <p><b>Keywords:</b> unliquidated; obligations; buying power; rapid de-obligation</p> <p><b>Resources:</b> NERP unliquidated obligation data and access to the SEA 01 data analytics team.</p> <p><b>POC:</b> NAVSEA Deputy Comptroller, CDR Chris Kading, 202-944-0819, or <a href="mailto:christopher.r.kading.mil@us.navy.mil">christopher.r.kading.mil@us.navy.mil</a> will assist in refining problem scope and access required personnel and resources.</p>
T25-028	<p><b>Topic: Reduce burden of dormant account processing through the Navy DAR-Q and CERMC process.</b></p> <p><b>Background:</b> The Department of the Navy (DON) Dormant Account Review Quarterly (DAR-Q) replaced the Triannual Review in August 2019. DAR-Q serves as a quality control mechanism, improves the Department's ability to execute available appropriations before expiration (improve buying power), and ensures open obligations are valid and support accurate financial and budgetary reporting. At the same time, DON established the Commanders Enterprise Resource Management Council (CERMC), which includes dormant accounts and expiring appropriations similar to DAR-Q.</p> <p><b>Primary Research Questions:</b></p> <p>Research questions may be broken up into multiple projects.</p> <ul style="list-style-type: none"> <li>• Do process inefficiencies exist within the Navy DAR-Q and CERMC process which can be modified, eliminated, or risk accepted in order to streamline DAR-Q and CERMC, reduce stakeholder workload and achieve better results?</li> <li>• If process inefficiencies exist what can NAVSEA and Navy do to improve the process and achieve better results?</li> <li>• Are there innovative funding strategies which may reduce open obligations, preventing them from contributing to DAR-Q and CERMC process reviews?</li> </ul>



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	<p><b>Suggested Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Complete end to end DAR-Q and CERMC process map, indicating which stakeholders and systems are involved in the process.</li> <li>• Recommendations for NAVSEA internal process changes to align DAR-Q and CERMC.</li> <li>• Recommendations for external FMB process changes to align DAR-Q and CERMC.</li> </ul> <p><b>Topic Sponsor:</b> NAVSEA</p> <p><b>Keywords:</b> DAR-Q, dormant, CERMC, unobligated balances, better buying power, better results</p> <p><b>Resources:</b> NAVSEA Comptroller and financial management staff, relevant instructions, guidance, and existing processes, associated data, and most other information required during project execution. NAVSEA is willing to fund student travel if required.</p> <p><b>POC:</b> NAVSEA Deputy Comptroller, CDR Chris Kading, 202-944-0819, or <a href="mailto:christopher.r.kading.mil@us.navy.mil">christopher.r.kading.mil@us.navy.mil</a> will assist in refining problem scope and access required personnel and resources.</p>
T25-027	<p><b>Topic: Develop FRC Enterprise Acquisition and Procurement Strategy using Industry Best Practices and Best Practices Identified at the Individual FRCs</b></p> <p><b>Issue:</b> Historically and currently the FRCs have been managed as separate entities with broad overarching guidance provided via NAVAIR &amp; COMFRC in regards to requirements generation and fulfillment for non-repair part items.</p> <p><b>Background:</b> The development of the COMFRC business plan and recent changes within COMFRC Supply, Acquisition and Procurement groups have set the environment to achieve standardization across the enterprise. The FRCs use a myriad purchasing vehicles as an enterprise and as autonomous entities. There is potential for realizing cost avoidance resulting in lower rates and improved Fleet buying power by increasing standardization and creating/identifying FRC enterprise purchasing vehicles. The consolidating requirements and the utilization of Enterprise vehicles should reduce mark-ups and improve pricing while improving speed to need.</p> <p><b>Action items:</b> Identify Industry best practices and those currently being used by the FRCs to determine areas ripe for standardization that will help the FRCs to lower rates and improved Fleet buying power.</p> <ul style="list-style-type: none"> <li>• Evaluate and break down FRCs current procurement practices by commodity spend and list of vehicles currently being used by each site to fill current requirements.</li> <li>• Visit FRCSW, SE and East and evaluate purchasing vehicle usage, practices and budgetary alignment.</li> <li>• Call out areas to COMFRC Leadership that need immediate evaluation if identified as areas for potential waste or fraud.</li> <li>• Identify and benchmark industry best practices in regard to centralized contract actions, standardized requirement generation and fulfillment.</li> </ul>





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	<ul style="list-style-type: none"> <li>Recommendations should improve contract actions to time of need and improve flexibility, agility and reduce cost.</li> </ul> <p><b>COMFRC Supply Group POCs:</b></p> <p>CAPT Dale Haney, <a href="mailto:dale.a.haney.mil@us.navy.mil">dale.a.haney.mil@us.navy.mil</a> (301) 342-1440  Mr. Jack Prpich, <a href="mailto:jack.prpich.civ@us.navy.mil">jack.prpich.civ@us.navy.mil</a> (301) 757-3055</p>
T25-026	<p><b>Topic: Fuel Logistics Requirements to Support Expeditionary Advanced Base Ops in INDOPACOM AOR</b></p> <p><b>Overview:</b> The study will highlight what capabilities are needed to support naval surface combatants and expeditionary marine forces under the new Expeditionary Advanced Base Ops (EABO) structure. This study will model and examine the current state of USN and MSC logistics capabilities in relation to their projected capability to support the EABO paradigm to assess whether current logistics capabilities are sufficient to support combat operations in the INDOPACOM AOR. This effort will use demand and logistics modeling to identify any capability gaps and produce preliminary systems level requirements for additional logistics assets needed to support EABO and surface combatants. For example, it is anticipated that there is an unmet need for bulk ship-to-shore fuel transfer. This study will build upon prior work examining the benefits of switching to a single fuel operating concept in NAVEUR AOR and will further explore the benefits of single fuel (JP-5) in INDOPACOM.</p> <p><b>Topic Sponsor: OPNAV N4</b></p> <p><b>Keywords:</b> fuel supply chain, contested environment, JP-5, F-76, single fuel concept, expeditionary advanced base operations, EABO</p> <p><b>POC:</b> Prof. Geraldo Ferrer, 831-656-3290 <a href="mailto:gferrer@nps.edu">gferrer@nps.edu</a></p>
T25-025	<p><b>Topic: Analysis of DoD Ammunition Manufacturing Industry and Supply Chain</b></p> <p><b>Overview:</b> The U.S. Army is the lead agent for ammunition production for the Department of Defense (DOD). It accomplishes this through seven plants (1 mothballed) that are Government Owned / Contractor Operated (GOCO) facilities. They are single/sole source plants meaning that each plant is run by one contractor and produces one category within the broader ammunition supply chain (Explosives vs. Casings etc).</p> <p>This industrial policy has made the ammunition supply chain highly rigid, vulnerable to disruption and with a stagnating workforce operating in “state of the art as of 1952” plants in need of modernization. This challenge is compounded by the U.S. Army leveraging ammunition Procurement accounts for other platforms (OMFV, Chinook, etc) as well as O&amp;M requirements to include travel. The net effect is the DOD receives ~70% of the ammunition requirement that Congress appropriates every year.</p> <p>The U.S. Army would benefit from student research on this challenge in general and specific problems that arise from maintaining ammunition plant resilience that aligns</p>



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	<p>with the NSS and NDS objectives as well as DOD industrial policy.</p> <p><b>Main Research Question: TBD</b></p> <p><b>Secondary Questions: TBD</b></p> <p><b>POC:</b> Dr. Rene G. Rendon <a href="mailto:rgrendon@nps.edu">rgrendon@nps.edu</a></p>
T25-024	<p><b>Topic: Internal Audit Capability and Requirements.</b></p> <p><b>Overview:</b> DCMA/DCAA/Price Fighters takes 84 days on average to complete an audit with widely varied degree of quality. Long lead and low-quality audit reports greatly slow speed to award as audit re-work, additional analysis, and cross-talk of contended contract elements prolong negotiations/settlement.</p> <p><b>Main Research Question:</b> What are the resources needed to complete audits traditionally tasked to DCMA/DCAA/Price Fighters?</p> <p><b>Secondary Questions:</b></p> <ul style="list-style-type: none"> <li>• What kind of internal audits are the best fit (dollar threshold/renewals)?</li> <li>• Can internal audits save time?</li> <li>• What kind of training/experience is need for audit personnel?</li> </ul> <p><b>POC:</b> Dr. Rene Rendon <a href="mailto:rgrendon@nps.edu">rgrendon@nps.edu</a></p>
T25-023	<p><b>Topic: ALT/PALT Metric Analysis.</b></p> <p><b>Overview:</b> Acquisition Lead Time (ALT) measures the amount of time from PR creation to requirement delivery. Procurement Acquisition Lead Time (PALT) is a subset of ALT and measures the amount of time from completed PR package receipt in Contracts to requirement contract award. These times can be difficult to measure and more difficult to track/use as a management tool in a system of record.</p> <p><b>Main Research Question:</b> Are ALT and PALT being measured correctly?</p> <p><b>Secondary Questions:</b></p> <ul style="list-style-type: none"> <li>• What is the start/stop milestones for ALT/PALT?</li> <li>• How can WSS measure, tracking, and maintain ALT/PALT without existing software?</li> </ul> <p><b>POC:</b> Dr. Rene Rendon <a href="mailto:rgrendon@nps.edu">rgrendon@nps.edu</a></p>



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T25-022	<p><b>Topic: Bundling Part Number Buys.</b></p> <p><b>Overview:</b> Part Number requirements are a challenge because they are low demand and low quantity. Pricing history and piece part support take vendors much longer than average to determine, but the urgency for parts identified by part number only can be as critical to the Fleet as NSN requirements.</p> <p><b>Main Research Question:</b> Is there a contractual means to bundle part number-supported requirements by vendor, determine a price range, and negotiate price/delivery (ex. 50ea P/N's valued at \$50k, rather than 50ea proposals/negotiations- execute one award at one bundled price premium = 1 year delivery at \$75k total [to achieve savings realized in gov't labor hours and delivery lead time])?</p> <p><b>POC:</b> Dr. Rene Rendon <a href="mailto:rgrendon@nps.edu">rgrendon@nps.edu</a></p>
T25-021	<p><b>Topic: Forecast Reliability Improvement.</b></p> <p><b>Overview:</b> In FY19, the forecast reliability for WSS was between 55-60% accurate. This requires additional contract actions to respond to realized demands vs forecasted demands. This also requires additional post award actions such as modifications to reduce qtys and funding accordingly. Often vendors are concerned that they are not compensated fairly for fixed costs which are spread across the forecasted amount of units to be repaired. This causes additional rounds of negotiations and re-work in N7.</p> <p><b>Main Research Question:</b> Forecasted demand is currently based off of the last 8 quarters of demand, is this the correct amount of data to be used to forecast forward?</p> <p><b>Secondary Questions:</b></p> <ul style="list-style-type: none"> <li>• What data could be used to improve forecasted demand?</li> </ul> <p><b>POC:</b> Dr. Rene Rendon <a href="mailto:rgrendon@nps.edu">rgrendon@nps.edu</a></p>
T25-020	<p><b>Topic: Sole Source Environment</b></p> <p><b>Overview:</b> Over 80% of NAVSUP contracts are sole source which presents challenges to Contracting Officers. Contractors know they are the only company capable of meeting the Government's requirement and often drive the award schedule to the very end to force the Government's hand in both price and terms and conditions. Additionally, contractors will often no-bid due to capacity or unwillingness to deal with low profits which leaves the Government with no options. At NAVSUP WSS, it takes about 2 years to qualify a contractor as a repair source, if the Government owns the technical data.</p> <p><b>Main Research Question:</b> What can be done to increase competition at NAVSUP WSS?</p> <p><b>Secondary Questions:</b></p> <ul style="list-style-type: none"> <li>• Is it economical for the Government to by data rights to increase the number of repair sources?</li> </ul> <p><b>POC:</b> Dr. Rene Rendon <a href="mailto:rgrendon@nps.edu">rgrendon@nps.edu</a></p>



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T25-019	<p><b>Topic: Evaluate Far 12 for PBL and Complex Repairs.</b></p> <p><b>Overview:</b> NAVSUP WSS contracting officers are experiencing recurring commerciality determination and price reasonableness problems with several large contractors who are only willing to do FAR 12 contracts. Challenges include a refusal to provide the data necessary to determine price reasonableness or commerciality and redacting key elements of sales data on invoices claiming their rights under FAR 12 thus making the data insufficient. Conversely, can the use of FAR 12 be expanded on repairs of items where the commercial aviation process of repair is similar to that of a military aircraft (i.e. aircraft propellers, landing gear, etc)?</p> <p><b>Main Research Question:</b> FAR 12 is useful for truly commercial supplies procurements, but is the Government getting value using FAR 12 on more complex PBL and/or repair contracts where the contractor is unwilling to provide OTCCPD required to adequately support a F&amp;R price justification?</p> <p><b>POC:</b> Dr. Rene Rendon <a href="mailto:rgrendon@nps.edu">rgrendon@nps.edu</a></p>
T25-018	<p><b>Topic: Portfolio Management and Coordinated Acquisition Decision Making</b></p> <p><b>Overview:</b> In the current environment, a Major Defense Acquisition Program (MDAP) navigates three insufficiently (or poorly) coordinated systems to develop requirements, secure funding, and plan acquisition. Each of these three major DoD decision systems have processes with separate decision makers and timelines, that make it difficult to deliver the right capabilities in time to meet needs and within budget constraints. The same basic process is also applied to defense business systems (DBSs), which are burdened with additional oversight and approval processes such as business process re-engineering, enterprise architecture, and an Investment Review Board. Within the private sector, portfolio management has long been standard practice to consolidate decision making and deliver better capabilities faster, whether for hardware or software.</p> <p><b>Research Objective:</b> DoD is beginning to modernize business processes to reflect concepts of portfolio management, but is it moving in the right direction? Research may focus on MDAPs, DBSs, or the intersection between the two. Topic should be directed by student's area of expertise.</p> <p><b>Main Research Question:</b> How can portfolio management integrate and improve DoD's decision making across the budget, requirements, and acquisition processes?</p> <p><b>Secondary Questions:</b></p> <ul style="list-style-type: none"> <li>• What is the status of implementing Portfolio Management in DoD USD A&amp;S? Does it sufficiently integrate the budget, requirements generation, and acquisition processes?</li> <li>• How do commercial companies use Portfolio Management?</li> <li>• The Air Force's Kessel Run is managing software development with a focus on coordinating capabilities at the enterprise level, not just managing individual programs. Does it provide a model for the rest of DoD?</li> <li>• Can program managers or program executive officers begin applying aspects of portfolio management today, or are changes necessary to existing policy, laws, or regulations?</li> </ul> <p><b>Data Sources:</b></p> <ul style="list-style-type: none"> <li>• Section 809 Panel Recommendation #36, including implementation language (Volume 3, Section 2, p. 53)</li> </ul> <p><a href="https://discover.dtic.mil/wp-content/uploads/809-Panel-">https://discover.dtic.mil/wp-content/uploads/809-Panel-</a></p>



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	<p><a href="#">2019/Volume3/Recommendation_36.pdf</a></p> <ul style="list-style-type: none"> <li>Section 809 Panel Recommendation #37, including implementation language (Volume 3, Section 2, p. 64) <a href="https://discover.dtic.mil/wp-content/uploads/809-Panel-2019/Volume3/Recommendation_37.pdf">https://discover.dtic.mil/wp-content/uploads/809-Panel-2019/Volume3/Recommendation_37.pdf</a></li> <li>Section 809 Panel Recommendation #16, including implementation language (Volume 1, Section 3, p. 111) <a href="https://discover.dtic.mil/wp-content/uploads/809-Panel-2019/Volume1/Recommendation_16.pdf">https://discover.dtic.mil/wp-content/uploads/809-Panel-2019/Volume1/Recommendation_16.pdf</a></li> <li>GAO Report, “WEAPON SYSTEM ACQUISITIONS: Opportunities Exist to Improve the Department of Defense’s Portfolio Management” <a href="https://www.gao.gov/assets/680/672205.pdf">https://www.gao.gov/assets/680/672205.pdf</a></li> <li>Article: “809 Panel Calls for Managing ‘Capabilities,’ Not Weapons” <a href="https://breakingdefense.com/2019/07/809-panel-calls-for-managing-capabilities-not-weapons/">https://breakingdefense.com/2019/07/809-panel-calls-for-managing-capabilities-not-weapons/</a></li> <li>Article: “Smarter acquisition of defense business systems prioritizes results over reviews” <a href="https://www.federaltimes.com/opinions/2018/04/04/smarter-acquisition-of-defense-business-systems-prioritizes-results-over-reviews/">https://www.federaltimes.com/opinions/2018/04/04/smarter-acquisition-of-defense-business-systems-prioritizes-results-over-reviews/</a></li> </ul> <p>POC: Nick Tsiopanas, <a href="mailto:nicolas.tsiopanas.ctr@health.mil">nicolas.tsiopanas.ctr@health.mil</a></p>
T25-017	<p><b>Topic: Augmenting the Acquisition Decision Processes with Data Analytics</b></p> <p><b>Scope:</b> This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>
T25-016	<p><b>Topic: Applying Model Based Systems Engineering to Defense Acquisition</b></p> <p><b>Scope:</b> This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>
T25-015	<p><b>Topic: The Role of Innovation in Improving Defense Acquisition Outcomes</b></p> <p><b>Scope:</b> This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>



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T25-014	<p><b>Topic: New Dimensions in Managing Systems of Systems</b></p> <p><b>Scope:</b> This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>
T25-013	<p><b>Topic: Effects of Risk Tolerant/Averse Behavior on Cost, Schedule, and Performance</b></p> <p><b>Scope:</b> This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>
T25-012	<p><b>Topic: Rapid Acquisition</b></p> <p>Scope: This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>
T25-011	<p><b>Topic: Cybersecurity</b></p> <p>Scope: This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>
T25-010	<p><b>Topic: Breaking down silos, enterprise management</b></p> <p>Scope: This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>



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T25-009	<p><b>Topic: Incentivizing the workforce</b></p> <p><b>Scope:</b> This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>
T25-008	<p><b>Topic: Leadership Development and Talent Management</b></p> <p><b>Scope:</b> This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>
T25-007	<p><b>Topic: Innovative Contracting Strategies - contracting at the speed of relevance</b></p> <p><b>Scope:</b> This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>
T25-006	<p><b>Topic: Industry Best Practices and Barriers to applying them to DoN Acquisition</b></p> <p><b>Scope:</b> This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>
T25-005	<p><b>Topic: Invigorating and Understanding the Industrial Base</b></p> <p><b>Scope:</b> This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>



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T25-004	<p><b>Topic: Workforce Bench Strength - now and planning for the future</b></p> <p><b>Scope:</b> This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>
T25-003	<p><b>Topic: Innovative Defense Acquisition Concepts</b></p> <p><b>Strategic Communication (STRATCOM) Plans for Defense Acquisition Programs</b></p> <p>This project would look at the importance of a STRATCOM plan in the success or failure of defense acquisition programs. A Stratcom plan is more than a public affairs guidance, and it serves as a program synchronization tool for the PM to get an entire Service “on the same sheet of music” for a particular program. This project would investigate the existence of Stratcom plans for particular programs and examine possible correlation with program success. This project would also look into the best techniques to develop and get a plan approved that is actually useful to Senior leaders.</p> <p><b>POC:</b> Dr. Robert F. Mortlock, COL (Ret), U.S. Army, 831-656-2672, <a href="mailto:rfmortlo@nps.edu">rfmortlo@nps.edu</a></p>
T25-002	<p><b>Topic: Organic and Commercial Industrial Base: How to maintain the viability of each in a time of declining resources.</b></p> <p><b>Scope:</b> This is a broad topic. The sponsor is interested in all research within this topic area. Develop your own research project within this topic area.</p> <p>Student researchers should exercise judgment and original thought toward attaining the goals of the study within broad parameters of the selected research area of interest. Researchers are encouraged to be creative in the selection of the technical and management processes; approaches; and consider the greatest and broadest impact possible.</p>
T25-001	<p><b>Topic: Case Studies of Defense Acquisition Programs</b></p> <p>The development of research historical case study and/or teaching case study based on past acquisition programs provides unique insights into the challenges within the Defense Acquisition institution. These case studies can then be used to enhance the course content and keep the courses relevant with current issues facing program managers. Case studies can focus on critical thinking, decision-making, stakeholder management, cost benefit analysis, ambiguous test results, quality challenges, and other areas pertinent to project management. Case study development involves the creation of new and innovative ways to relay information. Potential topics could include specific acquisition programs like shipbuilding, aircraft, combat vehicles, missile, and/or other weapon/information systems programs. Alternately, the case studies could focus on the application of relevant technologies like 3D printing/additive manufacturing, artificial intelligence, autonomy/unmanned systems, ISO 9001 quality standards, behavioral acquisition, process mapping, test &amp; evaluation, and/or other emerging technologies.</p> <p><b>Research Question:</b> Can we use a deep-dive analysis of past defense acquisition programs to document lessons learned, inform acquisition reform initiatives and enhance critical thinking among acquisition professionals?</p> <p><b>POC:</b> Dr. Robert F. Mortlock, COL (Ret), U.S. Army, 831-656-2672, <a href="mailto:rfmortlo@nps.edu">rfmortlo@nps.edu</a></p>

