WELCOME TO THE GRADUATE STUDENT ACQUISITION RESEARCH PROGRAM

December 2020

Program Details: The Acquisition Research Program (ARP) seeks quality graduate student research. The following list indicates the range of potential research areas of interest; acquisition and procurement policy; contract, supply chain, cost, project, logistics or engineering management; acquisition workforce; public budgeting and finance; outsourcing; performance measurements; collaboration; small business; human systems integration; and more. **Choose a sponsor topic or create one of your own**.

With program acceptance, ARP provides the following at no cost to you;

1. **Travel funding** (if needed)
2. **Professional editing** (when you complete 3 chapters and again when all chapters are complete)
3. **Transcription** support for digital recordings (if needed)

Program Expectations:

1. **Produce publishable research** (Public Release, Unlimited Distribution)
2. **Stay of Schedule and meet ARP milestones**
3. **Set a goal** to complete your research project 2 months prior to graduation
4. **Deliverables:**
    a. Submit final WORD copy of your research report, and
    b. Submit final results poster (ARP provides the template)
5. **Present your poster** at the 17th Annual Acquisition Research Symposium, 13 May 2020 in Monterey, CA.

Milestones & Schedule:

Milestone	Due Date
Submit Topic Poster for May 2020 Symposium	24 April 2020
Submit Application	29 May 2020
Travel Complete	10 July 2020
Data Collection Complete	27 July 2020
Submit Three Consecutive Chapters to ARP for Editing	24 Aug 2020
Submit All Chapters to ARP for editing	25 Sept 2020
Submit Final Results Poster to ARP	26 Oct 2020
Submit Final Research Report (WORD) to ARP	23 Nov 2020
Graduate	18 Dec 2020

Application: Write a cover email (BLUF) and attach your program application to ARP@nps.edu. Application can be found at https://my.nps.edu/web/acqnresearch/student-program.

Acquisition Research Program: www.acquisitionresearch.net, email: arp@nps.edu

Graduate Student
Acquisition Research Program (ARP)

Karey L. Shaffer, MBA
Research Associate & Program Manager

Quality Research : ARP Covers Costs

Acceptance into ARP graduate student research program will provide the following at no cost to you;

- Travel funding (if needed)
- Professional editing (when you complete three (3) chapters and again when all chapters are complete).
- Transcription support for digital recordings.

ARP Mission

The NPS Acquisition Research Program, in collaboration with universities, think tanks, industry, and government, creates a stream of relevant information on acquisition policies and management processes, with viable recommendations for improvement.

ARP Purpose

The purpose of the program is to stimulate and support unclassified scholarly research in academic disciplines that bear on defense acquisition workforce and acquisition management, policy research and provide unclassified and non-proprietary findings suitable for publication in open scholarly literature.

ARP Goals

- Position NPS as a **recognized leader** in defense acquisition research.
- Establish NPS acquisition research as an **integral part of policy-making** for Department of Defense (DoD) officials.
- Create a **stream of relevant information** concerning the performance of DoD Acquisition policies with viable recommendations for continuous process improvement.
- **Prepare the DoD workforce** to participate in the continued evolution of the defense acquisition process.
- **Collaborate** with other universities, think tanks, industry and government in acquisition research.

Annual $4M Program Portfolio

Graduate Student Research

- Supports 60-80 graduate students each year.
- Provides: topics, travel funding, professional editing and transcription services to graduate student researchers.

Faculty Research at NPS

- Supports 30 faculty in multiple disciplines across campus engaging in 15-20 research projects annually.

Grants to Other Universities / Think Tanks

- Supports 15 grants each year.

The Future of ARP

Graduate Student involvement in research ensures that the future acquisition workforce is prepared with the intellectual skills and practical knowledge needed for success.

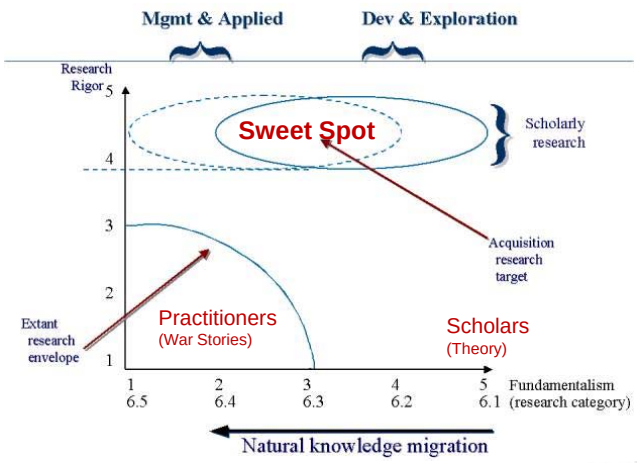
Big "A" Defined

The phrase "defense acquisition management & policy research" refers to investigations in all disciplines, fields, and domains that

1. Are involved in the acquisition of products and/or services for national defense, or;
2. Could potentially be brought to bear to improve defense acquisition.

It includes but is not limited to acquisition and procurement policy; contract, supply chain, cost, project, logistics or engineering management; acquisition workforce; public budgeting and finance; outsourcing; performance measurements; collaboration; small business; human systems integration; and more.

Acquisition Research Space



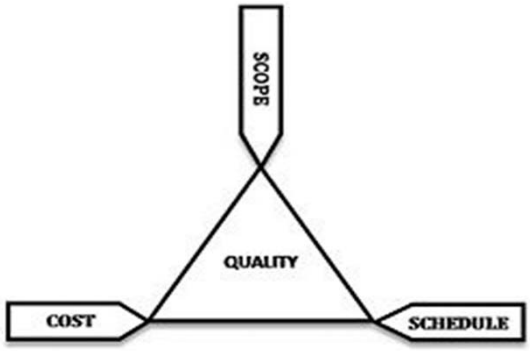
DOD Research Scale applied to hard sciences

How does the Graduate Student ARP work?

1. Select Team Members (if applicable)
2. Select Topic
3. Select Advisors
4. Prepare and submit your MBA Project / Thesis Plan and IRB checklist to Python
5. Application: (see sample)Write a cover email (BLUF) and attach your program application to ARP@nps.edu . Application can be found at https://my.nps.edu/web/acqnresearch/student-program .

Manage Research, Scope & Stakeholder Expectations

Project Management Triple Constraint



One Side Cannot Change without Affecting the Others

Program Expectations

1. Produce publishable research (Public Release, Unlimited Distribution)
2. Stay of Schedule and meet ARP milestones
3. Set a goal to complete your research project 2 months prior to graduation
4. Deliverables:
   a) Submit final WORD copy of your research report, and
   b) Submit final results poster (ARP provides the template)

ARP Timeline & Milestones

June 2020 Milestones & Schedule:

Milestone	Due Date
Submit Application	25 Nov 2019
Travel Complete	10 Jan 2020
Data Collection Complete	24 Jan 2020
Submit Three Consecutive Chapters to ARP for Editing	24 Feb 2020
Submit All Chapters to ARP for editing	30 Mar 2020
Submit Final Results Poster to ARP	24 April 2020
Submit Final Research Report (WORD) to ARP	22 May 2020
Graduate	12 Jun 2020

December 2020 Milestones & Schedule:

Milestone	Due Date
Submit Topic Poster for May 2020 Symposium	24 April 2020
Submit Application	29 May 2020
Travel Complete	10 July 2020
Data Collection Complete	27 July 2020
Submit Three Consecutive Chapters to ARP for Editing	24 Aug 2020
Submit All Chapters to ARP for editing	25 Sept 2020
Submit Final Results Poster to ARP	26 Oct 2020
Submit Final Research Report (WORD) to ARP	23 Nov 2020
Graduate	18 Dec 2020

ARP Websites

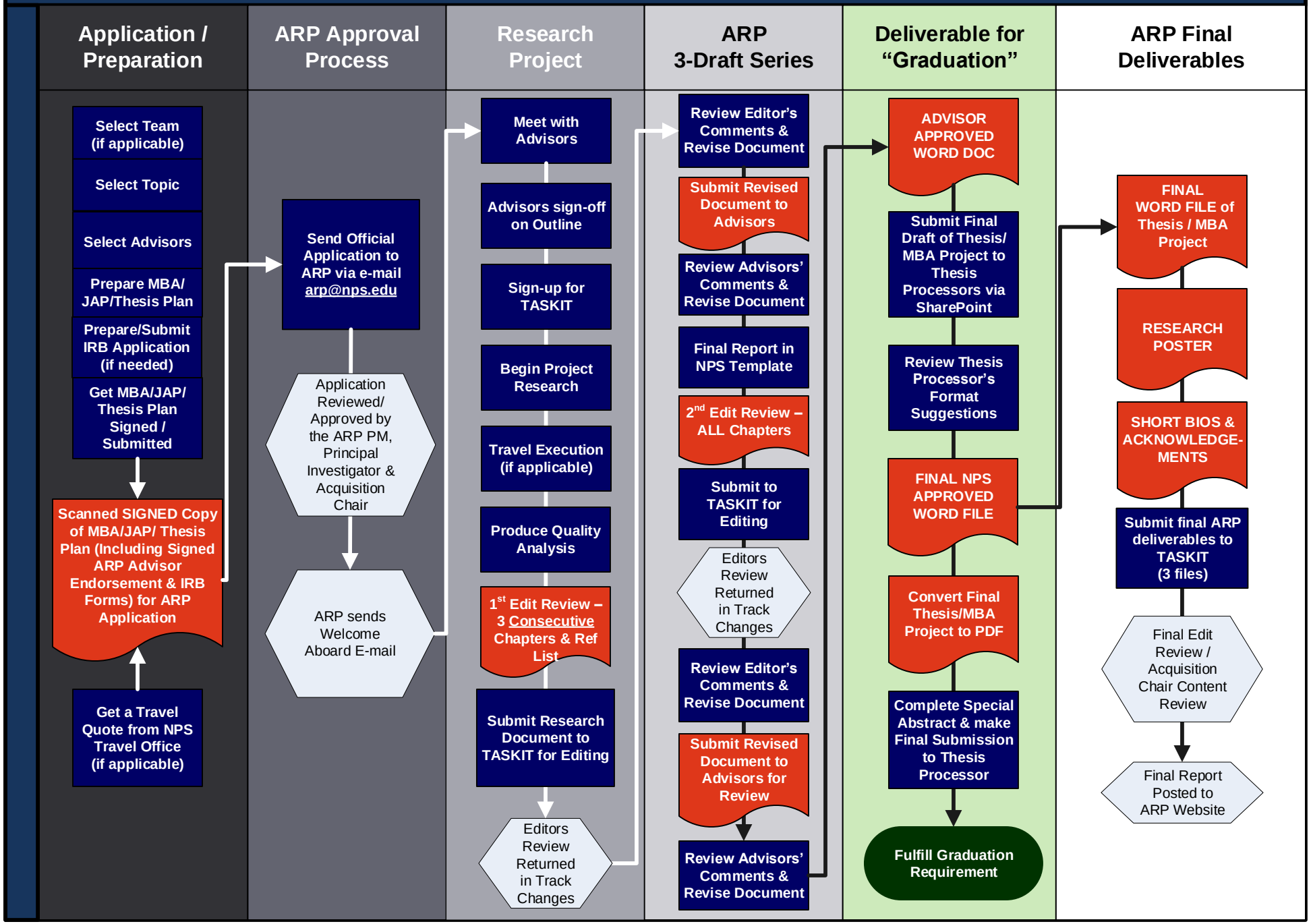
Program, Student Application
& Report Repository

www.acquisitionresearch.net

Acquisition Research Symposium

www.researchsymposium.com

Graduate Student Acquisition Research Program (ARP)_ REV 9



ACQUISITION RESEARCH PROGRAM
GRADUATE SCHOOL OF BUSINESS & PUBLIC POLICY
NAVAL POSTGRADUATE SCHOOL

Key: Student Document | Student Action | ARP Action | Final Product

Benson, Jochele Contractor, Sustainment and Restoration Services

Subject: ARP Application MAJ Zimmerman, CPT Allen - Adv. B. J. Hudgens, Dr. D. E. Brinkley - Curr 816 – Grad Dec 2020

SAMPLE – Cover email for the ARP Application sent to ARP@nps.edu. Note the Subject line. This email is an actual email; it is not part of your attachment.

From: Zimmerman, Brock (MAJ) <bzimmerman@nps.edu>
Sent: Friday, May 15, 2020 10:36 AM
To: GSBPP Acquisition Research Program <arp@nps.edu>
Cc: Allen, Ellis (CPT) <aellis@nps.edu>; Hudgens, Bryan (CIV) <bhudgens@nps.edu>; Brinkley, Douglas (CIV) <dbrinkley@nps.edu>
Subject: ARP Application MAJ Zimmerman, CPT Allen - Adv. B. J. Hudgens, Dr. D. E. Brinkley - Curr 816 (APM) - Grad Dec 2020

Dear Acquisition Research Program Office,

I'm respectfully requesting acceptance into the Acquisition Research Student Program. Attached is the signed application and travel estimates.

Title: Analysis of the Potential Impact of Additive Manufacturing on Army Logistics

Objectives:

a. Identify operations of industries that have incorporated additive manufacturing
b. Outline process before and after implementation
c. Determine the effectiveness of operations post implementation
d. Outline standard Army logistics operations
e. Model potential operations incorporating additive manufacturing
f. Identify potential advantages/disadvantages

The Project will:

- Examine additive manufacturing and describe the potential impact it could have on Army logistics.
- Identify potential benefits, costs and risks that could be realized as a result of incorporating 3D printing technology

Summary: This research will identify how 3D printing technology could affect Army logistics operations in theater. In the conclusion of this project, we will identify the pros and cons of the processes and provide recommendations for further research on other potential applications.

Students: MAJ Brock Zimmerman, CPT Ellis Allen
Graduation: Dec 2020
Curriculum: 816 Acquisition and Program Management
Advisors: Lead Advisor Bryan J. Hudgens / Co-advisor Dr. Douglas Brinkley
Support Requested: Editorial and transcription services, Funding

Total Travel Budget Requested: $6,039 (estimated)

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- Travelers: MAJ Brock Zimmerman, CPT Ellis Allen
- Estimated Travel dates/locations: 22-26 June 2020/ Fort Rucker, AL
- Purpose: We plan to conduct interviews and collect required data
- Airfare: $1,836
- Lodging: $2,286
- M&IE: $1,737
- Taxis: $180

Thank you very much for your consideration and support.

V/r,
MAJ Brock Zimmerman (USA)
Email: abzimmerman@nps.edu

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Acquisition Research Program (ARP)
Application
Graduate Student Research

Graduation Date: 18 December 2020

Research Team Members:

Name	Program	Graduation	Rank	Service	Country
Brock Zimmerman	816	Dec 2020	MAJ	USA	USA
Ellis Allen	816	Dec 2020	CPT	USA	USA

Faculty Advisors:

Name	Advisor Role
Bryan J. Hudgens	Lead Advisor
Dr. Douglas E. Brinkley	Support Advisor

I. Project Descriptive Information:

Project Title: Analysis of the Potential Impact of Additive Manufacturing on Army Logistics

Project Topic/Subject: The purpose of this research is to examine additive manufacturing and describe the potential impact it could have on Army logistics. Army standard operating procedures for logistics will be examined to identify potential benefits, costs and risks that could be realized as a result of incorporating 3D printing technology. Our methodology will include examining companies that have incorporated 3D printing into their operations and identifying any benefits realized. A comparative analysis will identify how 3D printing technology could affect Army logistics operations in theater. In the conclusion of this project we will identify the pros and cons of the processes and provide recommendations for further research on other potential applications.

Project Objectives:

a. Identify operations of industries that have incorporated additive manufacturing
b. Outline process before and after implementation
c. Determine the effectiveness of operations post implementation
d. Outline standard Army logistics operations
e. Model potential operations incorporating additive manufacturing
f. Identify potential advantages/disadvantages

Background: Additive manufacturing technology has been steadily evolving for nearly three decades. As the technology improves, and price goes down, more industries are incorporating it into their operations. In a deployed environment, the U.S. Army relies heavily on supply chain management to conduct operations. However, with rapid acquisition of equipment in recent years, users often identify problems associated with equipment post- deployment. In the event of failure of parts that are not a part of the authorized stockage list (ASL), deployed units will have to order parts

SAMPLE

and have them shipped from the United States. Additive manufacturing could provide the Army with the ability to produce or modify parts in the deployed environment.

II. Activities Expected for Project Completion

Problem Identification: For more than ten years the U.S. Army has been conducting operations in Iraq and Afghanistan. Continuous operations have taken a toll on already aging · equipment. Coupled with the fielding of equipment through rapid acquisition, there is an increasing requirement for parts. The requirement of parts from resupply points or shipped from the U.S. increases downtime and reduces readiness.

Appropriate Data: We will need to clearly describe processes utilized by different industries before and after incorporating additive manufacturing. Next, we will need to describe Army supply chain management in theater. Finally, we will apply lessons learned in industry to the Army's model and describe potential benefits additive manufacturing may provide.

Appropriate Analysis:

a. Evaluate the processes before and after additive manufacturing in industry
b. Assess advantages and disadvantages
c. Apply to Army logistics operations
d. Determine/assess the potential benefits additive manufacturing may provide

Accomplishments:

a. Summarize the state of knowledge of additive manufacturing.
b. Clearly identify the major considerations for/against incorporating additive manufacturing in the future.
c. Provide recommendation for procedural changes if implemented.
d. Provide recommendation for organizational changes to facilitate incorporation.

III. Roles of Participants:

- **Students:** Click or tap here to enter text.
- **Faculty Advisors:** Faculty advisors will provide applicable insight and guidance throughout the project, including:
    1. Review draft documents
    2. Recommend research sources and methodologies
    3. Evaluate final project

IV. Proposed Project Schedule:

The required ARP milestones are outlined below. Please add additional date or revise the date for each milestone, as needed.

- **29 May 2020** – Submit ARP Application
- **10 July 2020** – Complete Travel
- **27 July 2020** – Complete Data Collection
- **24 Aug 2020** – Submit First 3 Chapters for Edit Review to ARP through TaskIt

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- **25 Sep 2020** – Submit All Chapters for Edit Review to ARP through TaskIt
- **26 Oct 2020** – Submit Final Results Poster to ARP through TaskIt
- **23 Nov 2020** – Submit Final Research Report to ARP through TaskIt

V. Other

- **References:**
- **Report Classification and Distribution:** Approved for public release; distribution is unlimited. If this is not the case, please comment: Click or tap here to enter text.
- **Interviews/Survey:** Will you be conducting interviews or using a survey to complete your research? If yes, please comment on your plan (who, what, when, where and how). Click or tap here to enter text.
- **Transcription:** If applicable, please estimate the number of recorded hours that will need to be transcribed. Click or tap here to enter text.

Total Travel Budget Requested (all DTS estimates) *: Click or tap here to enter text.

Travel Details (who, what, when, where and how): Click or tap here to enter text.

Travel Justification (why): Click or tap here to enter text.

* *Attach All DTS estimations for all team members to this application*

Advisor Endorsements: Advisors please review, comment and sign.

1. Do you anticipate that the final research report to be as Public Release, with Unlimited Distribution? Click or tap here to enter text. If no, please comment: Click or tap here to enter text.
2. Do you think the travel funding is appropriate for the research scope and effort involved? Click or tap here to enter text. If no, please comment: Click or tap here to enter text.
3. Do you considered the travel details identified in this application to be mission critical? Click or tap here to enter text. Please comment (why). Click or tap here to enter text.

Acknowledge:

As the advisor, I believe that this project is compliant with NPS Institutional Review Board (IRB) requirements related to Protection of Human Subjects.

I know that this research project is being considered for acceptance and travel funding through the Acquisition Research Program and understand that the research team is required to stay on schedule and meet ARP milestones as outline above. I recommend this research team and project to the ARP.

SAMPLE

Advisor Signatures:

X _____

Advisor

X _____

Advisor

SAMPLE

IRB Student Research Checklist
(22 JAN 19)

Does the student plan to engage in any of the following activities? Check all that apply.

☐ Yes ☐ No Administer a questionnaire or survey.
☐ Yes ☐ No Conduct focus groups or interviews.
☐ Yes ☐ No Observe human performance behavior or activity, directly or indirectly (e.g., online, through analysis of information systems, crowd sourcing, etc.) with or without individuals' knowledge.
☐ Yes ☐ No Record human performance behavior or activity using audio, video, or digital recording methods.
☐ Yes ☐ No Use of biospecimens or information about individuals and that is not available to the general public (i.e., cannot be obtained via a Google search).
☐ Yes ☐ No Perform hardware and/or software tests that include representative users in the testing process.

If "Yes" is checked in any of the boxes above, a Human Subject Determination Request Form must be filled out, signed by the advisor, and sent to the HRPP Specialist at IRB@nps.edu. If the student and advisor are certain the proposed activity involves human subject research, they should proceed with submitting a full human subject research protocol. IRB forms are available at available at https://my.nps.edu/web/research/irb-home.

Student Statement of Assurance. Please check each box confirming you have read and agree with each statement.

☐ The answers provided above are accurate.

☐ I understand that if I have checked "Yes" to any of the activities I must submit a Human Subject Determination Request Form to the IRB and await the IRB's determination before engaging in that activity. (A full human subject research protocol may be submitted in lieu of a determination if the student and advisor are certain the proposed activity involves human subjects research).

☐ I agree that if all activities are checked "No" initially but the research evolves to include any of the above activities, I will request a new determination before engaging in that activity.

Student
Signature: _____ Date: _____

Advisor
Signature: _____ Date: _____

RESET

DEFENSE ACQUISITION MANAGEMENT INFORMATION RETRIEVAL

Sponsored by the Office of the Under Secretary of Defense for Acquisition, Technology & Logistics/ Acquisition Resources & Analysis

DAMIR Point of Contact:
Dr. Charles K. Pickar
703-589-7544
ckpickar@nps.edu

DAMIR is a DoD initiative that provides enterprise visibility to Acquisition program information. The primary goal of DAMIR is to streamline acquisition management and oversight by leveraging the capabilities of a net-centric environment. DAMIR identifies various data sources that the Acquisition community uses to manage Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS) programs, and provides a unified web-based interface through which to present that information. DAMIR enables the OSD, Military Services, Congress and other participating communities to access information relevant to their missions regardless of the agency.

DAMIR Portal: Main Navigation Screen

Program View: Lists programs by Service (default), Program Type, Group By (Service, Program Type, FCB), and Active Status. Users are able to click on a specific program and based on the users pre-defined permission able to see all data associated with that program.

DAMIR Alerts: Used to keep users informed of network outages, software updates, training information, and recently updated DAMIR information.

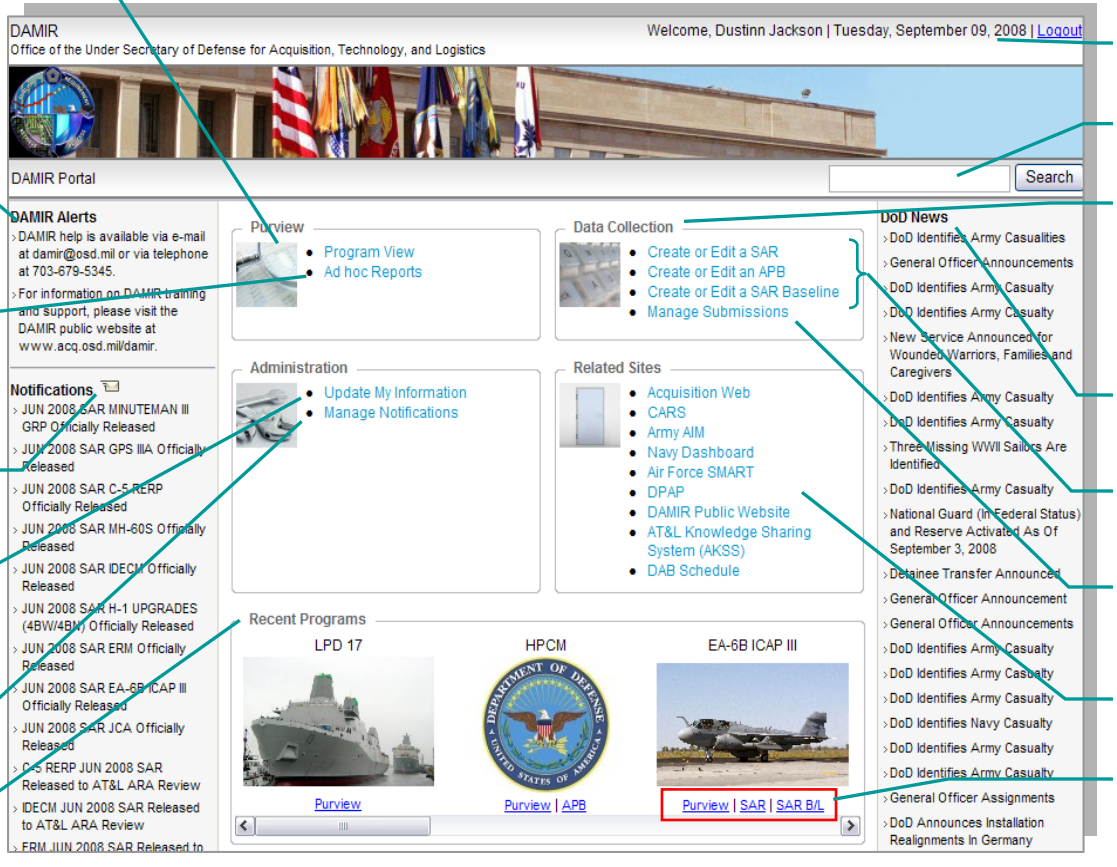
Ad hoc Reports: Users are provided with cross analysis capability in the form of Ad Hoc reports. Predefined reports are readily available; other reports can be created upon request.

Notifications: Used to inform users of the release status of their APB, SAR, and SAR Baseline.

Update My Information: Users are able to update their Contact Information and Preferences (Notification Email, Instructions, RSS Feeds).

Manage Notifications: Users are able to manage their release status notifications (Delete, Empty, Store).

Recent Programs: Stores the last ten programs viewed by the user, creating a quick link to those program modules that the user has permissions to (e.g., Purview, SAR, APB, SAR B/L).



User Greeting: Identification of current user logged into DAMIR.

Search: Enables user to search the DAMIR site using key word(s).

Data Collection: These options are defined based on users' permissions. It contains the three web-based data-entry modules contained within DAMIR for the SAR, APB, and SAR Baseline, as well as the ability to manage all draft submissions within the modules.

RSS Feeds: News feeds from selected sources. User defines these within Update My Information.

Create or Edit SAR/APB/SAR Baseline: Data-entry modules for all programs contained within DAMIR.

Manage Submissions: Enables user the ability to manage multiple draft submissions across all three data-entry modules.

Related Sites: Links to related DoD and Component Systems.

Quick Links: Click on these to get to the Data Entry/Purview detailed view of the pictured Program. The links available are determined by users' permission for the selected program.

DAMIR Point of Contact:
Dr. Charles K. Pickar
703-589-7544 / ckpickar@nps.edu

PURVIEW: Program View

Program Selection: Users are able to choose a program from the list. By clicking on a program, users will be brought to the Program Summary screen shown on the below.

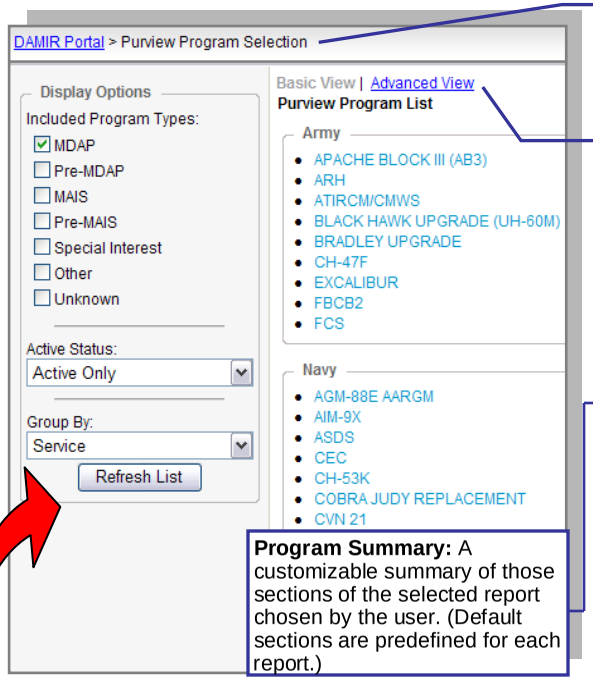
Advanced View: Users can view a more detailed program list (e.g., Name, PNO, ACAT, Service, FCB, Organization, etc.).

Search: Enables user the opportunity to search the DAMIR site using key word (s).

Breadcrumb: An alternative to the back button, this is used to assist users with DAMIR navigation.

Customize This Page: Users are able to choose what sections within the chosen Data Source they wish to see in their Program Summary View.

Print: By clicking this link a PDF version of the page the user is currently viewing will appear, allowing for easy printing and saving.



Program Summary: A customizable summary of those sections of the selected report chosen by the user. (Default sections are predefined for each report.)

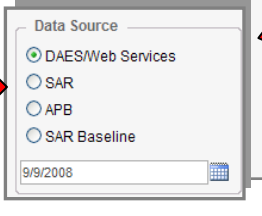
Display Options: Users are able to modify those programs listed. The default grouping is by Service. Users have the option to arrange programs by Program Types, Active Status, and Group By options (FCB, Service, Program Type).

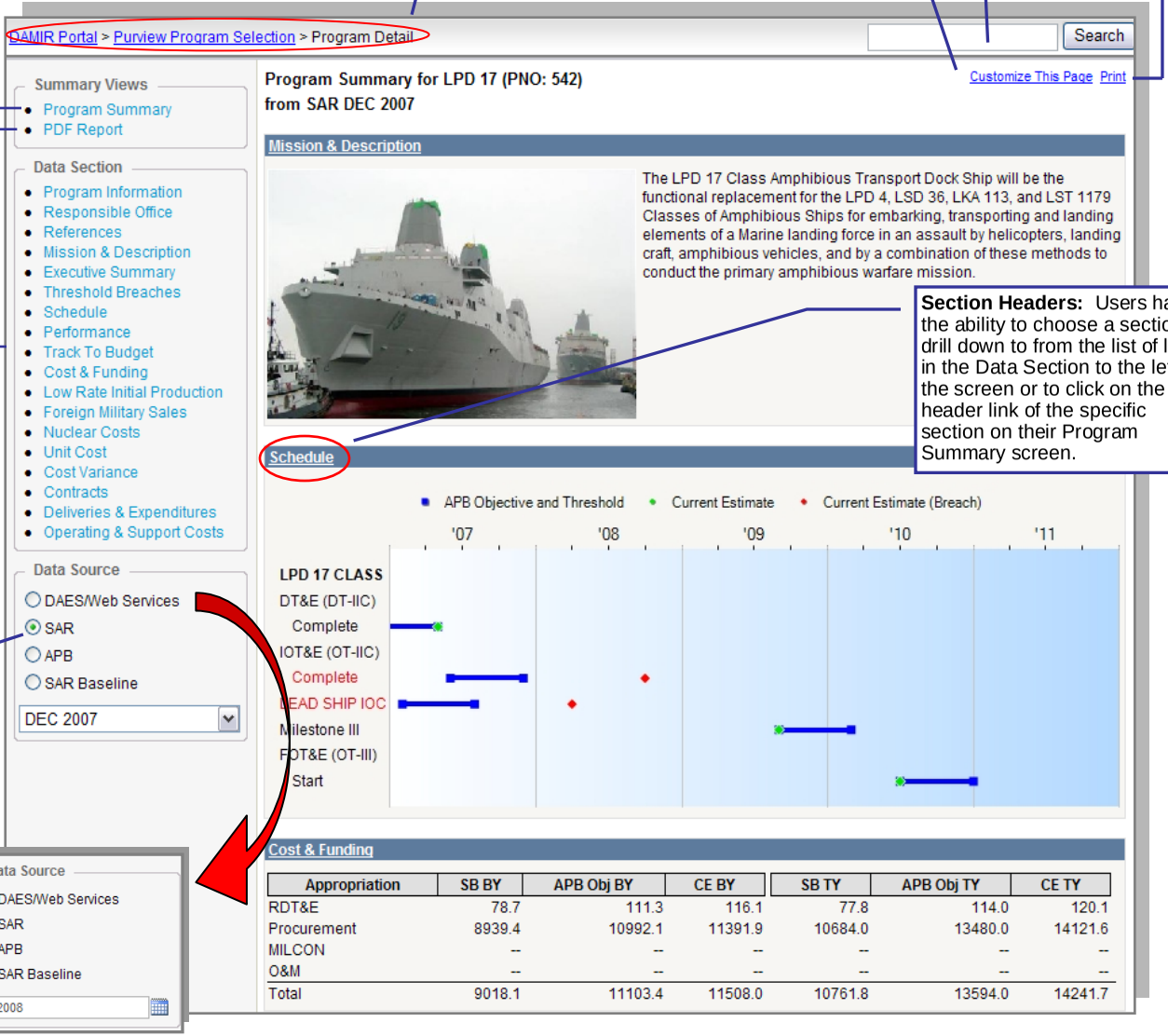
PDF Report: Opens a PDF Report of the currently viewed report for easy printing and saving.

Data Section: Lists all data sections applicable to the selected Data Source and Date. For each Data Source chosen your Data Sections will change.

Data Source: Users' permissions determine what Data Sources are available to view. Users choose the Data Source and applicable date. SAR, APB, and SAR Baseline have dates available in a the drop down in the MON YYYY format.

DAES/Web Services will display an editable text box that defaults to the current date, allowing for users to type in th specific Effective Date they are searching for.





Section Headers: Users have the ability to choose a section to drill down to from the list of links in the Data Section to the left of the screen or to click on the header link of the specific section on their Program Summary screen.

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ckpickar@nps.edu