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**NATIONAL DEFENSE UNIVERSITY'S CENTER FOR TECHNOLOGY AND
NATIONAL SECURITY POLICY RELEASES
*DEFENSE BUSINESS TRANSFORMATION***

Study Suggests Ways to Improve DoD Business Systems

The Center for Technology and National Security Policy (CTNSP) at the National Defense University announces the release of *Defense Business Transformation*, a joint publication with the Center for Public Policy and Private Enterprise (CPPPE) at the University of Maryland's School of Public Policy. This seminal work addresses some of the shortfalls and inefficiencies that burden the Department of Defense's (DoD) business systems. The report is available at: <http://www.ndu.edu/ctnsp/>

Leaders in the field of technology and defense policy, Jacques Gansler and William Lucyshyn provide a fresh look at and novel solutions to what has become one of the DoD's most vexing problem. Drawing lessons from past efforts at reform, the work provides recommendations for the improvement of systems development, management, senior leadership, and governance. This work was guided and reviewed by a senior advisory group of former government and industry leaders.

According to the study, the DoD can streamline its burdensome Enterprise Resource Planning (ERP) system, avoiding the lure of overly complex "silver bullet" solutions and reducing unnecessary expansion or specialization in its systems development. Defense business management can be improved through facilitated hiring of Highly-Qualified Experts (HQE), better articulation of performance measures, and the development of organic DoD ERP capabilities. The study also cites the need for the DoD to develop a way to phase out unnecessary legacy data and systems.

To be successful, these efforts will require senior leadership buy-in, as well as quantifiable metrics and measures of accountability. Similarly, the paper suggests that governance must also change by removing organizational barriers and strengthening the Business Transformation Agency's managerial role.

These findings are derived from a series of eight case studies, which are presented following the analytical portion of the publication. Exemplifying thoughtful analysis and lucid writing, *Defense Business Transformation* is a must read for anybody interested in improving the way DoD conducts business.

The Center for Technology and National Security Policy seeks to combine scientific and technical assessments with analyses of current strategic national security and defense policy issues.

The Center for Public Policy and Private Enterprise provides the strategic linkage between the public and private sector to develop and improve solutions to increasingly complex problems associated with the delivery of public services—a responsibility increasingly shared by both sectors. Operating at the nexus of public and private interests, the Center researches, develops, and promotes best practices; develops policy recommendations; and strives to influence senior decision-makers toward improved government and industry results.

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