

CURRICULUM VITAE

Rene G. Rendon

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EDUCATION

- D.B.A. Argosy University, Orange County California Campus, 2003
Dissertation: *A Systematic Approach to Assessing Organizational Contract Management Maturity*
- M.B.A. University of North Dakota, Minot, North Dakota, 1985 (USAF Sponsored)
Thesis: *Computer Simulation of Credit Union Teller Operations*
- B.B.A. Angelo State University, San Angelo, Texas, 1981

PUBLICATIONS

Peer-Reviewed Journal Articles

1. Rendon, R. G. (2005). Commodity Sourcing Strategies: Processes, Best Practices, and Defense Initiatives. *Journal of Contract Management*, 3(1), 7-20.
2. Rendon, J. M., & Rendon, R. G. (2006). Federal Tax Compliance: Implications for Contractor Responsibility Determinations. *Journal of Contract Management*, 4(1), 7-15.
3. Rendon, R. G. (2008). Procurement Process Maturity: Key to Performance Measurement. *Journal of Public Procurement*, 8(2), 200-214.
4. Snider, K. F., & Rendon, R. G., (2008). Public Procurement Policy: Implications for Theory and Practice. *Journal of Public Procurement*, 8(3), 285-308.
5. Apte, A., & Rendon, R. G. (2009). A Diagnostic Approach to Weapon System Lifecycle Support: The Phalanx Close-in Weapon System. *International Journal of Defense Acquisition Management*, 2(4), 1-16.

Peer-Reviewed Journal Articles (Continued)

6. Rendon, J. M. & Rendon, R. G. (2009). Contracting and Tax Accountability: Ensuring a Level Playing Field. *Journal of Contract Management*, 7(1), 9-15.
7. Rendon, R. G. & Snider, K. F. (2010). Supply Management in American Public Administration: Towards an Academic Discipline? *Journal of Purchasing & Supply Management*, 16(2), 99-108.
8. Apte, A., Apte, U. M., & Rendon, R. G. (2010). Contracting for Services in the U.S. Army: Empirical Study of the Current Management Practices, *Journal of Contract Management*, 8(1), 9-21.
9. Apte, A., Apte U., & Rendon, R. G. (2011). Services Supply Chain in the United States Navy: An Empirical Study of Current Management Practices, *Journal of Public Procurement*, 11(4), 538-562.
10. Apte, A., Rendon, R. G., & Salmeron, J., (2011). An Optimization Approach to Strategic Sourcing: A Case Study of the United States Air Force, *Journal of Purchasing & Supply Management*, 17(4), 222-230.
11. Rendon, R. G. (2011). Assurance of Learning in Contract Management Education, *Journal of Contract Management*, 9(1), 9-15.
12. Rendon, R. G., Apte, U. M., & Apte, A. (2012). Services Contracting in the DoD: A Comparison of Management Practices in the Army, Navy, and Air Force, *Defense Acquisition Research Journal*, 19(1), 3-32.
13. Snider, K. F., & Rendon, R. G. (2012). Public Procurement: A Public Administration and Public Service Perspective, *Journal of Public Affairs Education*, 18(2), 327-348.
14. Rendon, R. G., Huynh, T. V., & Osmundson, J. S. (2012). Contracting Processes and Structures for Systems-of-Systems Acquisition, *Systems Engineering*, 15(4), 471-482.
15. Snider, K. F., Halpern, B. H., Rendon, R. G., & Kidalov, M. V. (2013). Corporate Social Responsibility and Public Procurement: How Supplying Government Affects Managerial Orientations. *Journal of Purchasing & Supply Management*, 19(2), 63-72.
16. Snider, K. F., Kidalov, M. V., & Rendon, R. G. (2013). Diversity Governance by Convenience? Federal Contracting for Minority-Owned Small Businesses. *Public Administration Quarterly*, 37(3), 393-432.
17. Hawkins, T. G., Nissen, M. E., & Rendon, R. G. (2014). Leveraging Strategic Sourcing and Knowledge Management to Improve the Acquisition of Knowledge-Based Services. *Journal of Public Procurement*, 14(2), 215-251.

Peer-Reviewed Journal Articles (Continued)

18. Rendon, R.G. & Rendon, J.M. (2015). Auditability in public procurement: An analysis of internal controls and fraud vulnerability, *International Journal of Procurement Management*, 8(6), 710-730.
19. Rendon, R.G. (2015). Benchmarking contract management process maturity: A case study of the U.S. Navy, *Benchmarking: An International Journal*, 22(7), 1481-1508.
20. Rendon, J.M. & Rendon, R.G. (2016). Procurement Fraud in the U.S. Department of Defense: Implications for Contracting Processes and Internal Controls, *Managerial Auditing Journal*, Vol. 31 (6/7), 748-767.
21. Landale, K.F., Rendon, R.G., Hawkins, T.G. (2017). Examining the Effects of Source Selection Method on Procurement Outcomes. *The Journal of Defense Analytics and Logistics* Vol.1, (1), 47-68.
22. Landale, K.F., Apte, A., Rendon, R.G., Salmeron, J. (2017). Using Analytics to Inform Category Management & Strategic Sourcing. *The Journal of Defense Analytics and Logistics* Vol 1, (2), 151-171.
23. Rendon, J.M., & Rendon, R.G. (2022). Analyzing procurement fraud in the US Navy. *Journal of Financial Crime*, Vol 29, (4), 1297-1317.
24. Abutabenjeh, S. & Rendon, R.G. (2023). Procurement and contract management deficiencies: analysis of state audit reports, *Int. J. Public Sector Performance Management*. Vol. 11, (1), 81-107.
25. Cleven, J., Rendon, R., & Wilkinson, J. (2024). Professional association impact on training, academia, and professional development: The case for contract management. *Journal of Contract Management*. Vol. 18, 39-63.
26. Rich, J., Wahidi, R., & Rendon, R.G. (2024). Noise Analysis: Variability in contract manager decision-making. *Journal of Contract Management*. Vol. 18, 64-73.
27. Washburn, E.W., Colavito, M.B, Yoder, C.E., & Rendon, R.G. (2025). Commercial Solutions Opening: An Innovative, Competitive Process to Solve Slow Government Procurement. *Defense Acquisition Research Journal*, 32(1), 2–29.
28. Cameron, A. & Rendon, R.G., Effective Practices in the Use of Partnership Intermediary Agreements: A Case Study of the U.S. Air Force, *Journal of Contract Management*, accepted.

Professional Articles

1. Rendon, R. G. (1991, February). The Pre-Award Survey. *Contract Management*, 31(2), 23-25.
2. Rendon, R. G., & Templin, C. R. (1992, July). Corporate Procurement Strategy: An Analysis of Supply Line Management. *Contract Management*, 32(7), 18-25.
3. Heberling, M. E., Wagner, C. F., & Rendon, R. G. (1993). The F-22 Advanced Tactical Fighter: The Air Force Model Acquisition Program. *PM Network*, September, 7(9), 12-19.
4. Rendon, R. G. (1998, February). The Changing Face of Operational Contracting. *Contract Management*, 38(2), 18-21.
5. Floyd, M. R., Wellman, G. L., & Rendon, R. G. (1999, February). Emergency Contracting: Responding to Natural Disaster. *Contract Management*, 39(2), 8-11.
6. Rendon, R. G. (2001, January-February). Outsourcing Base Operations Support Functions. *Program Manager*, 30(1), 16-20.
7. Rendon, R. G., & Stevens, B. S. (2005, June). Graduate Education and Research: Key to Procurement Transformation. *Contract Management*, 45(6), 38-44.
8. Garrett, G. A., & Rendon, R. G. (2005, September). Managing Contracts in Turbulent Times. *Contract Management*, 45(9), 48-57.
9. Rendon, R.G. (2008, August). A Knowledge-Intensive Profession. *Supply in Demand*, a supplement to *Inside Supply Management*, 14-15.
10. Hawkins, T. G., & Rendon, R. G. (2010, March). A Test of Contracting Skill: Don't Jam a Square Peg in a Round Hole. *Contract Management*, 50(3), 22-35.
11. Garrett, G. A., & Rendon, R. G. (2010, March). Contract Administration: Managing Contract Changes. *Contract Management*, 50(3), 49-59.
12. Garrett, G. A., & Rendon, R. G. (2012, October). The Contract Changes Management Process: Managing and Controlling Contract Changes, *Contract Management*, 52(10), 54-64.
13. Rendon, R.G. (2013). The Current State of Defense Contracting. PA TIMES Online. Public Administration Times.
14. Rendon, J. M., & Rendon, R. G. (2014, January-February). Fighting Procurement Fraud, *Inside Supply Management*, 25(1), 38-40.
15. Garrett, G. A., & Rendon, R. G. (2015, June). Contract Management Process Maturity: The Key for Organizational Survival. *Contract Management*, 55(6), 78-87.

16. Rendon, R. G. (2016, February). Ethics Advocacy Requires Knowledge of Internal Controls. *Contract Management*, 56(2), 10-11.
17. Rendon, R. G. & Wilkinson, J. W. (2016, July). Ethics in the Workplace: A Comparison between the Contract Management and General Business Workforces. *Contract Management*, 56(7), 49-58.
18. Rendon, R.G. (2016, November). The Contract Management Standard: Foundation for Assessing Process Maturity. *Contract Management*, 56(11), 12-14.
19. Rendon, R.G. & Garcia, H.F. (November/December 2016) The Demands of Dual Disciplines. *Inside Supply Management* 27(9), 10-11.
20. Rendon, R.G. (2017, May). Contract Management Competence. *Contract Management*, 57(5), 10-11.
21. Rendon, R.G., Winn, T. (2017, December). Competency in Contract Management: A Comparison of DOD and CMBOK Competency Models. *Contract Management*, 57(12), 66-81.
22. Rendon, R.G. (2018, April). The CMBOK/CMS Competency Framework—Enabling Improved Communication and Process Improvement Identification. *Contract Management*, 58(4), 14.
23. Commodore, S., Cox, C., & Rendon R.G. (2021, September). Key Professional Development Tips for Contract Management Professionals, *Pricing*, pp. 24-25.
24. Rendon, R.G., (2025, February). Theories, Principles, and Applications: Framework for Contract Management Education, *Contract Management*, 64 (2), 32-40.

Book Reviews

1. Rendon, R. G. (2002). Book review of *World Class Contracting: How Winning Companies Build Successful Partnerships in the e-Business Age*. *Project Management Journal*, 33(3), 66-67.
2. Rendon, R.G. (2003, June). Book review of *Federal Acquisition and Contract Management*. *Contract Management*, 43(6), 68-70.

Books

1. Garrett, G. A., & Rendon, R. G. (2005). *Contract Management: Organizational Assessment Tools*. National Contract Management Association, McLean, Virginia.
2. Garrett, G. A., & Rendon, R.G. (Eds.). (2007). *U.S. Military Program Management: Lessons Learned and Best Practices*. Management Concepts, Vienna, Virginia.

Chapters Authored

Rendon, R. G. *Commodity Sourcing Strategies: Processes, Best Practices, and Defense Initiatives*, 233-249.

Rendon, R. G. *The Contract Management Maturity Model*, 293-309.

Rendon, R. G. *CMMM© A Case Study Application*, 311-333.

Rendon, R. G. *Contracting for Open Systems-Based Defense Programs*, 357-385.

3. Rendon, R. G., & Snider, K. F. (Eds.). (2008). *Management of Defense Acquisition Projects*. American Institute of Aeronautics and Astronautics, Reston, Virginia.

Chapters Authored

Rendon, R. G. & Snider, K. F. *Project Management Concept*.

Rendon, R. G. *Risk Management*.

Rendon, R. G. *Contract Management*.

Rendon, R. G. *Defense Acquisition Workforce*.

Books (Continued)

4. Rendon, R. G., & Snider, K. F. (Eds.). (2019). *Management of Defense Acquisition Projects*. American Institute of Aeronautics and Astronautics, Reston, Virginia.

Chapters Authored

Rendon, R. G. & Snider, K. F. *Project Management Concepts*.

Rendon, R. G. *Risk Management*.

Rendon, R. G. *Contract Management*.

Snider, K. F. & Rendon, R. G. *Organizing for Defense Acquisition Project Management*.

Rendon, R. G. *Defense Acquisition Workforce*.

Book Chapters

1. Rendon, R. G. (2008). *Cost Analysis: Tools and Techniques*. In G. A. Garrett, *Cost Estimating and Contract Pricing: Tools, Techniques, and Best Practices* (pp. 63 – 78). CCH, Chicago.
2. Apte, U., Ferrer, G., Lewis, I., & Rendon, R. G. (2008). *Managing the service supply chain in the US Department of Defense: Opportunities and Challenges*. In B. Hefley and W. Murphy, *Service Science, Management and Engineering: Education for the 21st Century* (pp. 235-244). Springer, New York.
3. Rendon, R. G. (2009). *DoD's Major Weapon Systems Risk Management Process*. In G. A. Garrett, *Risk Management for Complex U.S. Government Contracts and Projects* (pp. 157-174). National Contract Management Association, Ashburn, Virginia.
4. Rendon, R. G. (2009). *Contract Changes Management*. In G. A. Garrett, *Contract Administration: Tools, Techniques, and Best Practices* (pp. 69 – 87). CCH, Chicago.
5. Apte, U., Ferrer, G., Lewis, I., & Rendon, R. G. (2011). *Managing Service Contracts in the Department of Defense: Opportunities and Challenges*, Chapter 9. In G. A. Garrett, ed., *U. S. Government Services Contracting: Tools, Techniques, and Best Practices*, Wolters Kluwer, Riverwoods, IL (pp. 197-239).
6. Rendon, R. G. (2012). *Defense Procurement: An Empirical Analysis of Critical Success Factors*, Chapter 7. In G. L. Albano, K. F. Snider; K. V. Thai, (Eds), *Charting a Course in Public Procurement Innovation and Knowledge Sharing*, PrAdemics Press, Boca Raton FL (pp 174-208).

Book Chapters (Continued)

7. Maddox, J. L., Rendon, R. G., Snider, K. F. (2014). *PBL in the United States Defense Sector: Progress and Prospects*, Chapter 13. In M. Eßig & A. Glas (Eds), *Performance Based Logistics*, Springer Gabler, Wiesbaden, (pp 281-301).
8. Rendon, R.G., Snider, K. F. (2014). Retrieving What's Already There: Archival Data for Research in Defense Acquisition, Chapter 8. In Soeters, J., Shields, P. M., & Rietjens, S. (Eds.). (2014). *Routledge Handbook of Research Methods in Military Studies*. Routledge, (pp 78-91).
9. Rendon, R.G. (2016). Defense Contract Management and Policy. In *Encyclopedia of Public Administration and Public Policy*, Taylor & Francis.
10. Rendon, R.G., Defense Contract Management, in D. Viera, A. Bravo, & G. Feerer (Eds.) *The Handbook of Defense Project Management*, Location: Bentham Science Publishers LTD. In press.
11. Abutabenjeh, S. & Rendon, R.G., Efficiency in Public Procurement, in A. Dimand, B. Brunjes, & A. Patrucco (Eds.) *Teaching Public Procurement: Bridging Theory and Practice*, Location: Routledge. In press.

Other Book Contributions

1. Rendon, R. G. (2008). *Foundations of Supply Management*, CPSM Study Guide, Institute for Supply Management, Tempe, Arizona.
2. Rendon, R. G. (2008). *Effective Supply Management Performance*, CPSM Study Guide, Institute for Supply Management, Tempe, Arizona.
3. Rendon, Rene G. (2016). Best Practice in Project Management - The Project Life Cycle. In *Purchasing and Supply Chain Management*, (Monczka, Handfield, Giunipero, Patterson) pp 490-492.

Sponsored Research Reports

1. Rendon, R. G. (2005, January). *Commodity Sourcing Strategies: Supply Management in Action*. Naval Postgraduate School, NPS-CM-05-003.
2. Lucyshyn, W., Rendon, R. G., & Novello, S. (2005). *Improving Readiness with a Public-Private Partnership: NAVAIR's Auxiliary Power Unit Total Logistics Support Program*. Center for Public Policy and Private Enterprise, School of Public Affairs, University of Maryland.
3. Rendon, R. G. (2006, January). *Using a Modular Open Systems Approach in Defense Acquisition: Implications for the Contracting Process*. Naval Postgraduate School, NPS-AM-06-10.
4. Rendon, R. G. & Mutty, J. E. (2006, September). *DoD Contract Termination Liability: An Analysis of the Special Termination Cost Clause*. Naval Postgraduate School, NPS-CM-06-042.
5. Apte, U. M., Ferrer, G., Lewis, I., & Rendon, R. G., (2006, December). *Managing the Service Supply Chain in the Department of Defense: Opportunities and Challenges*. Naval Postgraduate School, NPS-AM-06-032.
6. Thomas, G. F., Jansen, E., Hocevar, S. P., & Rendon, R. G. (2007, September). *Field Validation of Collaborative Capacity Audit*. Naval Postgraduate School, NPS-AM-07-123.
7. Apte, U. M., & Rendon, R. G., (2007, November). *Managing the Service Supply Chain in the Department of Defense: Implications for the Program Management Infrastructure*. Naval Postgraduate School, NPS-PM-07-126.
8. Rendon, R. G. (2008, March). *Analysis of Modular Open Systems Approach (MOSA): Implementation in Navy Acquisition Programs*. Naval Postgraduate School, NPS-AM-08-017.
9. Apte, A. U., Apte, U. M., & Rendon, R. G. (2008, October). *Managing the Services Supply Chain in the Department of Defense: An Empirical Study of Current Management Practices*, Naval Postgraduate School, NPS-AM-08-137.
10. Jansen, E., Hocevar, S. P., Rendon, R. G., & Thomas, G. F. (2008, November). *Interorganizational Collaborative Capacity: Development of a Database to Refine Instrumentation and Explore Patterns*, Naval Postgraduate School, NPS-AM-08-148.
11. Rendon, R. G. (2009, August). *Contract Management Process Maturity: Empirical Analysis of Organizational Assessments*, Naval Postgraduate School, NPS-CM-09-124.
12. Apte, A., Rendon, R. G., & Salmeron, J. (2009, September). *Sourcing in the Air Force: An Optimization Approach*, Naval Postgraduate School, NPS-LM-09-131.

Sponsored Research Reports (continued)

13. Apte, A., Apte, U., & Rendon, R. G. (2009, September). *Managing the Services Supply Chain in the Department of Defense: Empirical Study of the Current Management Practices in the Army*, Naval Postgraduate School, NPS-CM-09-136.
14. Apte, A., Apte, U., & Rendon, R. G. (2010, May). *Services Supply Chain in the Department of Defense: Comparison of Acquisition Management Practices in Army, Navy, and Air Force*, Naval Postgraduate School, NPS-CM-10-161.
15. Rendon, R. G. (2010, June). *Assessment of Army Contracting Command's Contract Management Processes*, Naval Postgraduate School, NPS-CM-10-154.
16. Huynh, T. V., Rendon, R. G., & Osmundson, J. S. (2010, September). *Research on Systems-of-Systems Acquisition*, Naval Postgraduate School, NPS-AM-10-170.
17. Rendon, R. G. (2011, April). *Assessment of Army Contracting Command's Contract Management Processes (TACOM and RDECOM)*, Naval Postgraduate School, NPS-CM-11-019.
18. Huynh, T. V., Osmundson, J. S., & Rendon, R. G. (2011, November). *System-of-Systems Acquisition: Alignment and Collaboration*, Naval Postgraduate School, NPS-AM-11-194.
19. Apte, U., & Rendon R. G., (2012, February). *Services Supply Chain in the Department of Defense: Drivers of Acquisition Management Practices in the Army*, Naval Postgraduate School, NPS-CM-12-007.
20. Apte, U., & Rendon R. G., (2013, January). *Services Supply Chain in the Department of Defense: Defining and Measuring Success of Services Contracts in the U.S. Navy*, Naval Postgraduate School, NPS-CM-13-007.
21. Nissen, M. E., & Rendon R. G. (2013, October). *Measuring Acquisition Workforce Quality Through Dynamic Knowledge and Performance: An Exploratory Investigation to Interrelate Acquisition Knowledge with Process Maturity*, Naval Postgraduate School, NPS-CM-13-116.
22. Rendon R. G., Apte, U., & Dixon, M. (2014, February). *Services Supply Chain in the Department of Defense: Drivers of Success in Services Acquisition*, Naval Postgraduate School, NPS-CM-14-001.
23. Eger, R.J., Rendon, J.M., & Rendon, R.G. (2014, November). *DON Online Fraud Protection Riding on an Integrated Business Intelligence Foundation*, Naval Postgraduate School.

Sponsored Research Reports (continued)

24. Rendon, R.G., Apte, U., & Dixon, M. (2015, March). Services Acquisition in the Department of Defense: Analysis of Operational and Performance Data to Identify Drivers of Success, Naval Postgraduate School, NPS-CM-14-190.
25. Rendon, J.M, & Rendon, R.G. (2015, March). Defense Procurement: An Analysis of Contract Management Internal Controls, Naval Postgraduate School, NPS-CM-15-003.
26. Dixon, M., Apte, U., & Rendon, R.G., (2015, September). Big Data Analysis of Contractor Performance Information for Services Acquisition in DoD: A Proof of Concept, Naval Postgraduate School, NPS-CM-15-127.
27. Wang, C. & Rendon, R.G., (2016, January). An Economic Analysis of the Truth in Negotiations Act, Naval Postgraduate School, NPS-CM-16-014.
28. Rendon, R. G. (2016, February). Assessment of Navy Contract Management Processes, Naval Postgraduate School, NPS-CM-16-015.
29. Landale, K. A.F. & Rendon, R.G. (2016, November). Analyzing the Effects of Source Selection Method, Acquisition Type, and Service Component on Acquisition Outcomes, Naval Postgraduate School, NPS-CM-17-008.
30. Apte, A., Landale, K.A.F., Rendon, R.G., Salmerón, J. (2016, November). Exploring Drivers of Better Strategic Sourcing in the Air Force Using Analytics, Naval Postgraduate School, NPS-CM-17-017.
31. Rendon, R.G., & Powley, E. H. (2017, December). Navy Contracting Organizational Climate Assessment, Naval Postgraduate School, NPS-CM-18-030.
32. Hartmann, L., Landale, K., Rendon, R.G. (2018, November). In Pursuit of Best Value: Comparing Air Force Contract Prices with those of Local Governments, Naval Postgraduate School, NPS-CM-19-011.
33. Gill, D., Muir, W., Rendon, R.G. (2019, April). Predicting Federal Contractor Performance Issues Using Data Analytics. Naval Postgraduate School, NPS-SYM-AM-19-061.
34. Rendon, R.G. (2019, August). Enhancing Professional and Technical Excellence: Analysis of Contract Management Competency Models. Naval Postgraduate School, NPS-CM-19-195.
35. Cissell, J., Hartmann, L., & Rendon, R.G. (2020, October). Contracting in Noncompetitive Environments: Experiences of Contracting Officers. Naval Postgraduate School, NPS-CM-20-164.

Sponsored Research Reports (continued)

36. Rendon, R.G., Schwartz, B. M. (2021, February). An Innovative Approach to Assessing DoD Contracting Workforce Competency. Naval Postgraduate School, NPS-CM-21-036.
37. Rendon, R.G. (2022, February). A CMS-Based Competency Assessment of the DoD Contracting Workforce. Naval Postgraduate School, NPS-CM-22-023.
38. Tick, S.L., Nissen, M.E., Rendon, R.G., & Mortlock, R. (2022). Preparing Engineering Duty Officers for Major Command Assignments. Naval Postgraduate School, NPS-IS-22-01.
39. Kamel, M., Rendon, R.G., Kinsley, A., and Rucker, S. (2025). Investigating Cost Variance in Defense Acquisition Projects: A Data Analytics Approach. Naval Postgraduate School, NPS-IS-25-003.

Peer Reviewed Technical Reports

1. National Research Council of the National Academies. (2007). *Improving the Efficiency of Engines for Large Non-Fighter Aircraft*. Committee on Analysis of Air Force Engine Efficiency Improvement Options for Large Non-fighter Aircraft, Air Force Studies Board, Division on Engineering and Physical Sciences. The National Academies Press, Washington D.C. (ISBN: 13-978-0-309-10399-2)

Other NPS Reports

1. Snider, K. F., & Rendon, R. G. (2007, February 1). *Acquisition Education for International Students*. Naval Postgraduate School, NPS-GSBPP-07-005IR.

Other Publications

1. Rendon, R. G. (2007). *Government Contracting Basics*. Federal Acquisition Action Pack. Management Concepts, Vienna, Virginia.
2. Rendon, R.G. (2013, March). *The Current State of Defense Contracting*, PA Times Online.

Competitive Research Awards

2005

NPS Acquisition Research Program: Commodity Sourcing Strategies

NPS Acquisition Research Program: Public-Private Partnerships

2006

NPS Acquisition Research Program: Modular Contracting

NPS Acquisition Research Program: Contract Termination Liability

NPS Acquisition Research Program: Services Contracting

2007

NPS Acquisition Research Program: Interorganizational Collaboration

NPS Acquisition Research Program: Services Contracting Program Management

2008

NPS Acquisition Research Program: Modular Contracting in U.S. Navy

NPS Acquisition Research Program: Services Contracting Management Practices

NPS Acquisition Research Program: Interorganizational Collaboration

2009

NPS Acquisition Research Program: Contract Management Process Capability

NPS Acquisition Research Program: Air Force Strategic Sourcing

NPS Acquisition Research Program: Services Contracting Management Practices in Army

2010

NPS Acquisition Research Program: Services Contracting Practices in the Army, Air Force, and Navy

NPS Acquisition Research Program: Army Contract Management Process Capability

NPS Acquisition Research Program: Systems-of-Systems Acquisition

2011

NPS Acquisition Research Program: Army Contract Management Process Capability

NPS Acquisition Research Program: Systems-of-Systems Acquisition

NPS Acquisition Research Program: Drivers of Services Acquisition Management Practices

2012

NPS Acquisition Research Program: Defining and Measuring Success of Services Contracts

2013

NPS Acquisition Research Program: Measuring Acquisition Workforce Quality

NPS Acquisition Research Program: Drivers of Success in Services Acquisition

Competitive Research Awards (Continued)

2014

NPS Acquisition Research Program: Procurement Internal Controls

NPS Acquisition Research Program: Contractor Past Performance in Services Contracts

NPS Research/Studies and Analysis (Sponsor: ASN(FM&C) DASN (EBS)): Data Analytics and Procurement Fraud Detection

2015

NPS Acquisition Research Program: Contract Management Process Maturity: A Department of the Navy Analysis

NPS Acquisition Research Program: An Economic Analysis of the Truth in Negotiations Act (TINA)

NPS Acquisition Research Program: Big Data Analysis of Contractor Performance Information for Services Acquisition in DoD

2016

NPS Acquisition Research Program: Using Analytics to Optimize Strategic Sourcing in the Department of Defense

NPS Acquisition Research Program: Analysis of Best Value Contract Award Strategy and Acquisition Outcomes

2017

NPS Acquisition Research Program: Navy DACM Climate Assessment

2018

NPS Acquisition Research Program: Analysis of Contract Prices: Comparing Department of Defense with Local Governments

2019

NPS Acquisition Research Program: Enhancing Professional and Technical Excellence: Analysis of Navy Contract Management Competence

2020

NPS Acquisition Research Program: Non-Competitive Contracting: Lessons from Contracting Personnel.

NPS Acquisition Research Program: An Innovative Approach to Assessing DoD Contracting Workforce Competency.

2021

NPS Acquisition Research Program: A CMS-Based Competency Assessment of the DoD Contracting Workforce.

2022

Naval Research Program: Preparing Engineering Duty Officers for Major Command Assignments.

Competitive Research Awards (Continued)

2025

Naval Research Program: How to Sustain a Healthy, Competitive, and Resilient U.S. Defense Industrial Base (DIB) in a Great Power Competition World.

CONFERENCE PRESENTATIONS

Conferences with Peer-Reviewed Proceedings

1. Rendon, R. G. (2008)
2008 3rd International Public Procurement Conference (IPPC)
Aug 28-30, 2008, Amsterdam, The Netherlands.
Organizational Assessment of Procurement Management Processes
2. Snider, K. F., & Rendon, R. G. (2008)
2008 3rd International Public Procurement Conference (IPPC)
Aug 28-30, 2008, Amsterdam, The Netherlands.
Public Procurement Policy: Implications for Theory and Practice
3. Rendon, R. G., Huynh, T. V., & Osmundson, J. S. (2010)
2010 International Council on Systems Engineering (INCOSE) International Symposium
12-15 July, 2010, Chicago, Illinois
Toward Efficient and Effective Contracting Structures and Processes for Systems-of-Systems Acquisition
4. Rendon, R. G. (2010)
2010 4th International Public Procurement Conference (IPPC)
26-28 August, 2010, Seoul, Korea.
Professionalization of the U.S. Defense Acquisition Workforce: Progress, Problems, and Future Directions
5. Apte, A., Apte, U. M., Rendon, R. G., & Hegde, G. G. (2010)
17th International Annual EurOMA Conference
6-9 June 2010, Porto, Portugal.
Managing the Services Supply Chain in the U.S. Department of Defense: Empirical Study of the Current Management Practices in the Army.
6. Rendon, R.G., (2010)
4th International Public Procurement Conference (IPPC)
26-28 August, 2010, Seoul, Korea.
Critical Success Factors in Government Contract Management.

Conferences with Peer-Reviewed Proceedings (Continued)

7. Snider, K. F., Kidalov, M. V., & Rendon, R. G. (2011)
20th International Purchasing and Supply Education and Research Association (IPSERA) Conference
April 10-13, Maastricht, The Netherlands, pp. 1364-1373.
Public Procurement and Corporate Social Responsibility
8. Rendon, R. G., Apte, A., & Apte, U. (2012)
Project Management Institute (PMI) Research and Education Conference
July 15-18, Limerick, Ireland.
Management of Service Projects in the United States Air Force: An Empirical Study of Current Practices.
9. Pratt, A. J., Rendon, R. G., & Snider, K. F., (2012).
5th International Public Procurement Conference (IPPC)
17-19 August, 2012, Seattle, Washington.
Public Procurement and Corporate Social Responsibility: A Comparison of Private Firms and U.S. Defense Contractors
10. Rendon, R. G. (2014)
Project Management Institute (PMI) Research and Education Conference
July 26-29, Portland, Oregon.
Benchmarking Contract Management Process Maturity: A Case Study of the U.S. Army.

Conferences with Proceedings

1. 2005 2nd Annual Acquisition Research Symposium, Naval Postgraduate School
19 May, 2005, Monterey, California.
Commodity Sourcing Strategies: Supply Management in Action
2. 2006 3rd Annual NPS Acquisition Research Symposium, Naval Postgraduate School
17-18 May, 2006, Monterey, California.
Managing the Service Supply Chain in the Department of Defense: Opportunities and Challenges
3. 2006 3rd Annual NPS Acquisition Research Symposium, Naval Postgraduate School
17-18 May, 2006, Monterey, California.
Using a Modular Open Systems Approach in Defense Acquisition: Implications for the Contracting Process
4. 2007 4th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
16-17 May, 2007, Monterey, California.
DoD Contract Termination Liability: An Analysis of the Special Contract Termination Cost Clause
5. 2007 4th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
16-17 May, 2007, Monterey, California.
Managing the Service Supply Chain in the Department of Defense: Implications for a Program Management Infrastructure
6. 2007 4th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
16-17 May, 2007, Monterey, California.
Analysis of MOSA Implementation in Navy Acquisition Programs
7. 2008 5th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
14-15 May, 2008, Monterey, California.
Managing the Service Supply Chain in the Department of Defense: An Empirical Study of Current Management Practices
8. 2009 6th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
13-14 May, 2009, Monterey, California.
The Theory and Measurement of Interorganizational Collaborative Capacity in the Acquisition and Contracting Context (with E. Jansen)
9. 2009 6th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
13-14 May, 2009, Monterey, California.
Managing the Services Supply Chain in the Department of Defense: An Empirical Study of Current Management Practices (with U. Apte)

Conferences with Proceedings (Continued)

10. 2009 6th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
13-14 May, 2009, Monterey, California.
Contract Management Process Maturity: Analysis of Recent Organizational Assessments
11. 2010 7th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
12-13 May, 2010, Monterey, California.
Services Supply Chain in the Department of Defense: Comparison of Acquisition Management Practices in Army, Navy, and Air Force
(with U. Apte)
12. 2010 7th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
12-13 May, 2010, Monterey, California.
Systems of Systems Acquisition: System-of-Systems Systems Engineering and Contracting Processes and Structures
(with J. Osmundson)
13. 2011 8th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
10-12 May, 2011, Monterey, California.
Systems of Systems Acquisition: Alignment and Collaboration
(Presented by J. Osmundson)
14. 2012 9th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
16-17 May, 2012, Monterey, California.
Services Supply Chain in the Department of Defense: Drivers of Acquisition Management Practices in the Army.
15. 2014 11th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
14-15 May, 2014, Monterey, California.
Measuring Acquisition Workforce Quality Through Dynamic Knowledge Performance (presented by M. Nissen).
16. 2014 11th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
14-15 May, 2014, Monterey, California.
Services Supply Chain in the Department of Defense: Drivers of Success in Services Acquisition.
17. 2015 12th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
13-14 May, 2015, Monterey, California.
Services Acquisition in the Department of Defense: Analysis of Operational and Performance Data to Identify Drivers of Success.

Conferences with Proceedings (Continued)

18. 2015 12th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
13-14 May, 2015, Monterey, California.
Defense Procurement: An Analysis of Contract Management Internal Controls (with J. Rendon)
19. 2016 13th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
4-5 May, 2016, Monterey, California.
Assessment of Navy Contract Management Processes
20. 2016 13th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
4-5 May, 2016, Monterey, California.
Big Data Analysis of Contractor Performance Information for Services Acquisition in DoD: A Proof of Concept (with Uday Apte)
21. 2016 13th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
4-5 May, 2016, Monterey, California.
An Economic Analysis of the Truth in Negotiations Act (TINA) (Presented by C. Wang)
22. 2017 14th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
26-27 April, 2017, Monterey, California.
Exploring Drivers of Better Strategic Sourcing in the Air Force Using Analytics
(with K. Landale)
23. 2017 14th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
26-27 April, 2017, Monterey, California.
Army Contracting Organizational Climate Assessment (with N. Powley).
24. 2017 14th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
26-27 April, 2017, Monterey, California.
Analyzing the Effects of Source Selection Method, Acquisition Type, and Service Component on Acquisition Outcomes (with K. Landale).
25. 2018 15th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
9-10 May, 2018, Monterey, California.
Analysis of Contract Prices: Comparing Department of Defense with Local Governments (with Hartmann, Landale, Rendon)
26. 2018 15th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
9-10 May, 2018, Monterey, California.
Analysis of Procurement Ethics in the Workplace

Conferences with Proceedings (Continued)

27. 2019 16th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
8-9 May, 2019, Monterey, California.
Enhancing Professional and Technical Excellence: Analysis of Contract Management Competency Models
28. 2019 16th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
8-9 May, 2019, Monterey, California.
Predicting Federal Contractor Performance Issues Using Data Analytics
(David Gill; William A. Muir; Rene G. Rendon)
29. 2020 17th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
Monterey, California.
Noncompetitive Contracting: Lessons from Contracting Personnel
(Latika Hartmann; Josh Cissel; Rene G. Rendon)
30. 2021 18th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
11-13 May, 2021 Monterey, California.
An Innovative Approach to Assessing DoD Contracting Workforce Competency
(Rene G. Rendon; Brett Schwartz)
31. 2022 19th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
11-12 May, 2022, Monterey, California.
A CMS-Based Competency Assessment of the DoD Contracting Workforce
32. 2023 20th Annual NPS Acquisition Research Symposium, Naval Postgraduate School
10-11 May, 2023, Monterey, California.
Analyzing Noise in Contracting Officer Decision-Making (Rich, Wahidi, Rendon).
SYM-AM-23-073
33. 2024 21st Annual NPS Acquisition Research Symposium, Naval Postgraduate School
8-9 May, 2024, Monterey, California.
Partnership Intermediary Agreements: Analysis of Effective Practices in the Air Force Global Strike Command. (Cameron, Rendon) SYM-AM-24-061.
34. 2025 22nd Annual NPS Acquisition Research Symposium, Naval Postgraduate School
7-8 May, 2025, Monterey, California.
Computer Simulation in the Acquisition Life Cycle using the WRENCH Simulation Model (Aros, Rendon, Treece), SYM-AM-25-371.
35. 2025 22nd Annual NPS Acquisition Research Symposium, Naval Postgraduate School
7-8 May, 2025, Monterey, California.
Contract Management Competency in the United States Marine Corps: An Assessment of MCSC, ECPs, and LOGCOM. SYM-AM-25-318.

Invited Conference Presentations

1. 2001 NAPM Federal Acquisition and Subcontract Management Conference
17 February, 2001, Dallas, Texas.
Necessary Tools for Purchasing and Contracting Success
2. 2002 NCMA National Education Seminar
21 May, 2002, Los Angeles, California.
Financial Analysis: Contract Management Applications
3. 2002 NAPM 56th Southwest Purchasing Conference
11 October, 2002, Dallas, Texas.
Current Trends in Government Contracting
4. 2003 NCMA Southwest Regional Conference
2 September, 2003, Port Hueneme, California.
Procurement Transformation
5. 2003 NCMA National Education Seminar
20 November, 2003, Los Angeles, California.
Back to Basics: The Procurement Process
6. 2004 NCMA National Education Seminar
30 March, 2004, Tucson, Arizona.
Contracting Best Practices
7. 2004 International Public Procurement Conference
23 October, 2004, Fort Lauderdale, Florida.
Chair, *Contract Bundling* Discussion Panel.
8. 2005 90th Annual International Supply Management Conference
9 May, 2005, San Antonio, Texas.
An Overview of Project Management for the Supply Professional
9. 2005 90th Annual International Supply Management Conference
9 May, 2005, San Antonio, Texas.
Applications of Project Management for the Supply Professional
10. 2005 NCMA Rio Grande Contracts Symposium
12 October, 2005, Albuquerque, New Mexico.
Measuring Contract Management Maturity
11. 2005 NAPM Twin Cities Regional Education Conference
17 October, 2005, Minneapolis, Minnesota.
Project Management for the Supply Professional

Invited Conference Presentations (Continued)

12. 2005 NAPM New Mexico Annual Educational Conference
20 October, 2005, Albuquerque, New Mexico.
Project Management for the Supply Professional
13. 2005 ISM Federal Acquisition and Subcontract Management Group
Teleconference Seminar
28 October, 2005, (Web-based)
Current Trends in Defense Acquisition
14. 2006 NAPM Western Washington Educational Conference
14 March, 2006, Seattle, Washington.
Project Management for Purchasing/Supply Managers
15. 2006 NCMA World Congress
9-12 April, 2006, Atlanta, Georgia.
Managing Business Risk in Complex Projects (Panel Chair)
16. 2006 91st Annual International Supply Management Conference
7-10 May, 2006, Minneapolis, Minnesota.
Measuring Contract Management Process Maturity: A Tool for Enhancing the Value Chain
17. 2006 91st Annual International Supply Management Conference
7-10 May, 2006, Minneapolis, Minnesota.
An Overview of Project Management for the Supply Professional (presented twice)
18. 2006 91st Annual International Supply Management Conference
7-10 May, 2006, Minneapolis, Minnesota.
Applications of Project Management for the Supply Professional (presented twice)
19. 2006 NCMA Audio Seminar
16 April, 2006, (Web-based)
The Contract Management Maturity Model (CMMM) and Assessment Tools
20. 2006 NCMA National Education Seminar
23 May 2006, San Jose, California.
Best Contracting Practices
21. 2006 Production and Operations Management Society - College of Service Operations
2-3 June, 2006, Monterey, California.
Managing the Service Supply Chain in the Department of Defense: Opportunities and Challenges.

Invited Conference Presentations (Continued)

22. 2006 Production and Operations Management Society - College of Service Operations
2-3 June, 2006, Monterey, California.
Services Acquisition in the Department of Defense: Current Trends and Issues.
23. 2006 ISM Federal Acquisition and Subcontract Management Group
Teleconference Seminar
7 September, 2006, (Web-based)
Current Issues in Federal Acquisition and Subcontract Management
24. 2006 60th NAPM Southwest Purchasing Educational Conference
4-5 October, 2006, Albuquerque, New Mexico.
Project Management for the Supply Professional
25. 2007 NAPM Western Washington Educational Conference
12 January, 2007, Seattle, Washington.
Risk Management for the Supply Professional
26. 2007 Project Management Institute (PMI) Monterey California Chapter
28 March, 2007, Monterey, California.
Project Management Concepts
27. 2007 92nd Annual International Supply Management Conference
6-9 May, 2007, Las Vegas, Nevada.
An Overview of Project Management for the Supply Professional
28. 2007 92nd Annual International Supply Management Conference
6-9 May, 2007, Las Vegas, Nevada.
Applications of Project Management for the Supply Professional
29. 2007 Institute for Supply Management (ISM) Dallas Chapter
14 September, 2007, Dallas, Texas.
Project Management for the Supply Professional (Full Day Seminar)
30. 2007 NAPM Arizona Chapter
21 September, 2007, Phoenix, Arizona.
Project Management for the Supply Professional (Full Day Seminar)
31. 2008 US Special Operations Command (USSOCOM) Procurement Conference
11 March, 2008, Orlando, Florida.
Filling the Knowing-Doing Gap: Implications for the Contracting Workforce
32. 2008 University of San Francisco MBA Seminar
27 March, 2008, San Francisco, California.
The Contract Management Profession

Invited Conference Presentations (Continued)

33. 2008 NCMA Tucson Chapter
4 April, 2008, Tucson, Arizona.
Project Management for the Contracts Professional (Full Day Seminar).
34. 2008 NAPM San Fernando Valley
10 April, 2008, Burbank, California.
Project Management for the Supply Professional (Full Day Seminar)
35. 2008 93rd Annual International Supply Management Conference
4-7 May, 2008, St. Louis, Missouri.
An Overview of Project Management for the Supply Professional
(presented twice)
36. 2008 93rd Annual International Supply Management Conference
4-7 May, 2008, St. Louis, Missouri.
Applications of Project Management for the Supply Professional
(presented twice)
37. 2008 Institute for Supply Management 2nd Annual Hispanic Executive Supply
Management Summit
7-8 August, 2008, Washington D.C.
Practical Application for Managing Supply Projects
38. 2008 Institute for Supply Management 2nd Annual Hispanic Executive Supply
Management Summit
7-8 August, 2008, Washington D.C.
An Overview of Project Management for the Supply Professional
39. 2008 NCMA National Education Seminar
14 October, 2008, Columbus, Ohio
Solicitations, Bids, Proposals, and Source Selection.
40. 2009 94th Annual International Supply Management Conference
3-6 May, 2009, Charlotte, North Carolina.
An Overview of Project Management for the Supply Professional
(presented twice)
41. 2009 94th Annual International Supply Management Conference
3-6 May, 2009, Charlotte, North Carolina.
Applications of Project Management for the Supply Professional
(presented twice)

Invited Conference Presentations (Continued)

42. 2009 International Defense Acquisition Resource Management (IDARM) Program Contracting & Logistics Conference
16 September, 2009, Ljubljana, Slovenia.
Contracting for Capability
43. 2009 NAPM New Mexico Annual Educational Conference
15 October, 2009, Albuquerque, New Mexico.
Project Management for the Supply Chain Professional
44. 2010 NAPM Quad Cities Chapter Dinner Meeting Presentation
10 February, 2010, Davenport, Iowa.
Best Practices in Contract Management
45. 2010 NAPM Quad Cities Education Seminar
11 February, 2010, Davenport, Iowa.
Project Management for the Supply Professional
46. 2010 NCMA National Education Seminar
16 March, 2010, Dayton, Ohio.
Risk Management for Complex U.S. Government Projects and Contracts
47. 2010 NCMA Performance-Based Service Acquisition Virtual Conference
31 March 2010, (Web-based).
Project Management of Performance-Based Service Acquisition
48. 2010 95th Annual International Supply Management Conference
26-27 April, 2010, San Diego, California.
An Overview of Project Management for the Supply Professional
(presented twice)
49. 2010 95th Annual International Supply Management Conference
26-27 April, 2010, San Diego, California.
Applications of Project Management for the Supply Professional
(presented twice)
50. 2011 NATO Building Integrity Conference
23 February, 2011, Monterey, California.
Assessment of DoD Contract Management Processes
51. 2011 NATO Building Integrity Conference
23 February, 2011, Monterey, California.
CMMM Assessment Results and Education/Training

Invited Conference Presentations (Continued)

52. 2011 ISM Federal Acquisition and Subcontract Management Webinar
24 February, 2011, (Web-based).
A Process Approach to Understanding the Federal Acquisition Regulation
53. 2011 NCMA National Education Seminar
16 March, 2011, San Fernando Valley, California.
Contract Types
54. 2011 Institute for Supply Management
San Antonio Affiliate Dinner Meeting
24 March, 2011, San Antonio, Texas.
Filling the Knowledge Gap in Purchasing and Supply
55. 2011 NCMA Virtual Seminar
31 March, 2011, (Web-based).
Performance-Based Acquisition: Training Needs
56. 2011 NAPM Arizona Affiliate Dinner Meeting
28 April, 2011, Tucson, Arizona.
Project Management for the Supply Professional
57. 2011 NAPM Arizona Affiliate Seminar
29 April, 2011, Tucson, Arizona.
Project Management for the Supply Professional
58. 2011 96th Annual International Supply Management Conference
16-17 May, 2011, Orlando, Florida.
An Overview of Project Management for the Supply Professional
(presented twice)
59. 2011 96th Annual International Supply Management Conference
16-17 May, 2011, Orlando, Florida.
Applications of Project Management for the Supply Professional
(presented twice)
60. 2011 George Washington University Conference on Law and Technology in the
Federal Market
1 December, 2011, Washington D.C.
Contracting for Cloud Computing Services: Opportunities and Risks
61. 2012 NCMA National Education Seminar
25 January, 2012, Pasadena, California.
Solicitations, Bids, Proposals, and Source Selection

Invited Conference Presentations (Continued)

62. 2012 NCMA National Education Seminar
28 March, 2012, St. Louis, Missouri.
Risk Management for Government Contracts
63. 2012 ISM Central Iowa Chapter Seminar
10 April, 2012, Des Moines, Iowa.
Project Management for the Supply Professional
64. 2012 ISM Central Iowa Chapter Dinner Meeting
10 April, 2012, Des Moines, Iowa.
Filling the Knowledge Gap in Purchasing and Supply Management
65. 2012 97th Annual International Supply Management Conference
7 May, 2012, Baltimore, Maryland.
An Overview of Project Management for the Supply Professional
66. 2012 97th Annual International Supply Management Conference
7 May, 2012, Baltimore, Maryland.
Applications of Project Management for the Supply Professional
67. 2012 ISM Nebraska Chapter
30 November, 2012, Omaha, Nebraska.
Project Management for the Supply Professional
68. 2013 ISM Sacramento Chapter
10 January, 2013, Sacramento, California.
Project Management for the Supply Professional
69. 2013 NCMA National Education Seminar
30 January, 2013 Pasadena, California.
Performance-Based Acquisition
70. 2013 NCMA Nevada and PMI Southern Nevada (Joint Meeting)
18 April, 2013 Las Vegas, Nevada.
The Contract Management-Project Management Interface
71. 2013 United Nations Global Service Center Contracts Management Conference
19 June 2013, Brindisi, Italy (via VTC).
Analysis of DoD Contract Management Processes
72. 2014 Project Management Institute, Monterey Bay Chapter
20 February, 2014
The Project Management - Contract Management Interface

Invited Conference Presentations (Continued)

73. 2014 NCMA National Education Seminar
9 May, 2014, Sacramento, California.
Solicitations, Bids, Proposals, and Source Selection
74. 2015 California Association of Public Procurement Officials Annual Conference
7 January, 2015, Monterey, California
Assessing Contract Management Process Maturity
75. 2015 NCMA National Education Seminar
28 April, 2015, Honolulu, Hawaii.
Solicitations, Bids, Proposals, and Source Selection
76. 2015 ISM Arizona Affiliate Dinner Presentation
18 June, 2015, Phoenix Arizona
An Approach to Assessing Procurement Management Process Capability
77. 2015 Risk Management Association, Golden Gate Chapter
13 August, 2015, San Francisco, California
An Approach to Assessing Contract Management Process Capability
78. 2016 NCMA National Education Seminar
25 February, 2016, Sacramento, California.
Contract Changes, Disputes and Terminations
79. 2016 NCMA Intermountain Contract Management Seminar
12 April, 2016, Salt Lake City, Utah
Benchmarking Contract Management Process Capability
80. 2017 NCMA National Education Seminar
23 March, 2017, Sacramento, California
Federal Acquisition Regulation Essentials
81. 2017 NCMA National Education Seminar
26 May, 2017, China Lake NAS, California.
Risk Management for Complex U.S. Government Projects and Contracts
82. 2018 NCMA National Education Seminar
29 March, 2018 Sacramento, California.
Cost Estimating and Contract Pricing (with J. Rendon)

Conference Presentations

1. 2004 23rd Annual NCMA Government Contract Management Conference
7 December, 2004, Tyson's Corner, Virginia.
Organizational Contract Management Tools
2. 2005 NCMA World Congress
26 April, 2005, Phoenix, Arizona.
An Approach to Assessing Contract Management Maturity
3. 2005 NCMA 5th Annual Commercial Contract Management Conference
18 October, 2005, Atlanta, Georgia.
Contract Management Maturity Model and Assessment Tools
4. 2006 NCMA World Congress
9-12 April, 2006, Atlanta, Georgia.
Project Management for the Contracts Professional
5. 2006 NCMA Aerospace and Defense Contract Management Conference
27-28 July, 2006, Santa Ana, California.
Department of Defense Open Systems Based Projects: Implications for the Contracting Process
6. 2006 PMI Global Congress-North America
22-24 October, 2006, Seattle, Washington.
Department of Defense Open Systems Based Projects: Implications for the Contracting Process
7. 2007 IEEE International Conference on Systems of Systems Engineering
16-18 April, 2007, San Antonio, Texas.
Using a Modular Open Systems Approach in Defense Acquisitions
8. 2007 NCMA World Congress
22-25 April, 2007, Dallas, Texas.
Filling the Knowing-Doing Gap: Implications for the Contracting Workforce
9. 2007 NCMA World Congress
22-25 April, 2007, Dallas, Texas.
Risk Management for the Contracts Professional
10. 2007 92nd Annual International Supply Management Conference
6-9 May, 2007, Las Vegas, Nevada.
Best Practices in Contract Management

Conference Presentations (Continued)

11. 2007 NCMA Aerospace and Defense Contract Management Conference
26-27 July, 2007, Santa Ana, California.
An Analysis of DoD Services Acquisition: Implications for a Program Management Approach (Presented Twice)
12. 2008 NCMA World Congress
13-16 April, 2008, Cincinnati, Ohio.
Assessing Organizational Contract Management Process Maturity
13. 2008 NCMA World Congress
13-16 April, 2008, Cincinnati, Ohio.
Filling the Knowing-Doing Gap: Implications for the Contracting Workforce
14. 2008 NCMA World Congress
13-16 April, 2008, Cincinnati, Ohio.
Project Management for the Contracts Professional
15. 2008 NCMA Aerospace and Defense Contract Management Conference
4-5 August, 2008, Santa Ana, California.
An Analysis of Recent Contract Management Maturity Assessments
16. 2009 NCMA World Congress
5-8 April, 2009, Long Beach, California.
Contracting and Tax Accountability: Ensuring a Level Playing Field
(with J. M. Rendon)
17. 2009 NCMA World Congress
5-8 April, 2009, Long Beach, California.
Managing Service Contracts in the Department of Defense
18. 2009 NCMA World Congress
5-8 April, 2009, Long Beach, California.
New Professionals Panel: Continuing Education and Professional Certifications
19. 2010 NCMA World Congress
19-20 July, 2010, Fort Lauderdale, Florida.
A Comparison of Services Contracting Approaches within the Army, Navy, and Air Force
20. 2010 NCMA World Congress
19-20 July, 2010, Fort Lauderdale, Florida.
Creating an Environment for Successful Contract Management

Conference Presentations (Continued)

21. 2010 National Association of Schools of Public Affairs and Administration (NASPAA) Annual Conference
30 September – 2 October, 2010, Las Vegas, Nevada.
Public Procurement: A Public Administration and Public Service Perspective
(with K. Snider)
22. 2011 NCMA World Congress
10-12 July, 2011, Denver, Colorado.
Assurance of Learning in Contract Management Education
23. 2011 NCMA World Congress
10-12 July, 2011, Denver, Colorado.
Critical Success Factors in Government Contract Management
24. 2011 AIAA Naval Aviation Conference
20-22 September, 2011, Virginia Beach, Virginia.
Assessment of Navy Contract Management Processes
25. 2012 97th Annual International Supply Management Conference
8 May, 2012, Baltimore, Maryland.
Hot Topics in Public Sector Supply Management
26. 2012 NCMA World Congress
30 July, 2012, Boston, Massachusetts.
High-Risk Contracts: A Balanced Approach
27. 2012 NCMA World Congress
31 July, 2012, Boston, Massachusetts.
Services Contracting in the DoD: An Empirical Analysis of Using a Project Management Approach
28. 2013 98th Annual International Supply Management Conference
29 April, 2013, Dallas, Texas.
Procurement Fraud: The Inside Story for Supply Management Professionals
(with J. M. Rendon)
29. 2013 NCMA World Congress
22 July, 2013, Nashville, Tennessee.
Aiming for Best Value in Government Contracts
30. 2013 NCMA World Congress
22 July, 2013, Nashville, Tennessee.
Detecting Fraud in the Contract Management Process
(with J. M. Rendon)

Conference Presentations (Continued)

31. 2014 99th Annual International Supply Management Conference
6 May, 2014, Las Vegas, Nevada.
The Case for Auditability in Supply Management Organizations
(with J. M. Rendon)
32. 2015 100th Annual International Supply Management Conference
4 May, 2015, Phoenix, Arizona.
Supplier Relationship Management: Lessons Learned and Best Practices in Developing a Superior Supplier Incentive Program
33. 2015 NCMA World Congress
27 July, 2015, Grapevine, Texas.
Contractor Performance Information: Key to the DoD's Superior Supplier Program
34. 2016 American Society for Public Administration (ASPA) Annual Conference,
22 March, 2016, Seattle, Washington.
Auditability in public procurement: An Analysis of Internal Controls and Fraud Vulnerability
35. 2016 NCMA World Congress
27 July, 2016, Orlando, Florida.
Ethics in the Workplace: A Comparison between the Contract Management and General U.S. Business Workforces
36. 2017 NCMA World Congress
24 July, 2017, Chicago, Illinois
CMBOK5: Your Roadmap to Superior Contract Management Performance
(with Wilkinson)
37. 2017 National Association of Schools of Public Affairs and Administration
(NASPAA) Annual Conference
12 October, Washington D.C.
Procurement & Contract Management Competencies for Public Managers
(with S. Gordon).
38. 2017 National Association of Schools of Public Affairs and Administration
(NASPAA) Annual Conference
13 October, Washington D.C.
Panel Chair: *Promoting Trust through Closer Ties between PA Programs and Public Professional Associations.*
39. 2018 American Society for Public Administration (ASPA) Annual Conference,
9 March, 2018, Denver Colorado.
Benchmarking Public Procurement Process Maturity

Conference Presentations (Continued)

40. 2018 NCMA World Congress
25 July, 2018, Cleveland, Ohio
The Inside Story: Analysis of DoD Procurement Fraud (with J. Whiteley and
T. Winn)

NAVAL POSTGRADUATE SCHOOL TEACHING EXPERIENCE

Graduate School of Business and Public Policy Graduate School of Defense Management Department of Defense Management

Jul 2025 – Present: Tenured Professor
Jul 2015 – Jul 2025: Tenured Associate Professor
Oct 2008 – Jul 2015: Tenure Track Associate Professor
Jul 2007 – Oct 2008: Senior Lecturer
Jul 2004 – Jul 2007: Lecturer

Courses Taught:

GB3031	Principles of Acquisition Management
GE4310	Strategic Acquisition Management
GE4460	Defense Supply Chain Management
MN3301	Acquisition of Defense Systems
MN3302	Advanced Program Management
MN3303	Principles of Acquisition and Contract Management
MN3306	Strategic Purchasing
MN3331	Principles of System Acquisition Program Management
MN3341	Advanced Contracting Principles
MN4304	Defense Systems Contracting
MN4311	Contracting for Services
MN4313	Innovative Contract Design
MN4314	Space Acquisition and Contract Management
MN4371	Acquisition and Contracting Policy
MN4900	Directed Readings in Contract Management
SI3400	Project Management for Engineering

Thesis Advising:
Advised 139 MBA/MS thesis projects.

School for International Graduate Studies International Defense Acquisition Resource Management (IDARM)

15 Mar, 2005	Principles of Defense Acquisition Management Course Overview of Contracting
24 Mar, 2005	Principles of Procurement and Contracting Course Supplier Source Selection
13-15 Jun, 2005	Seminar presented to the Chilean Ministry of National Defense Emerging Trends in Defense Acquisition Performance Based Acquisition Evaluation Considerations for Defense Acquisitions Decisions

NAVAL POSTGRADUATE SCHOOL TEACHING EXPERIENCE (Continued)

School for International Graduate Studies

International Defense Acquisition Resource Management (IDARM) (Continued)

1 Nov, 2005	Principles of Procurement and Contracting Course Overview of Contracting
15 Nov, 2005	Principles of Procurement and Contracting Course Supplier Source Selection
15 Mar, 2006	Principles of Defense Acquisition Management Course Overview of Contracting
23 Mar, 2006	Principles of Procurement and Contracting Course Supplier Source Selection
9 Nov, 2006	Principles of Procurement and Contracting Course Supplier Source Selection
22 Mar, 2007	Principles of Procurement and Contracting Course Supplier Source Selection
12 Nov, 2009	Principles of Procurement and Contracting Course Contracting for Capability
4 Nov, 2010	Principles of Procurement and Contracting Course Supplier Source Selection
14 April, 2011	Iraqi Acquisition and Contract Management Seminar Contract Management Lessons Learned
1 Nov, 2012	Principles of Procurement and Contracting Course Supplier Source Selection
21 Mar, 2013	Principles of Procurement and Contracting Course Supplier Source Selection
24 Mar, 2014	Principles of Procurement and Contracting Course Contracting for Services
23 Mar, 2015	Principles of Procurement and Contracting Course Contracting for Services

OTHER TEACHING EXPERIENCE

University of Alabama in Huntsville

College of Business

Huntsville, Alabama

Jan - April 2023

Courses Taught

MGT 402 - Contract Evaluation & Award (BSBA Federal Contract and Procurement Management)

MGT 502 - Contract Evaluation & Award (MBA Federal Contract and Procurement Management)

University of San Diego

School of Business Administration

Master of Science in Global Leadership

San Diego, California

Sept – Dec 2007 Adjunct Faculty

Course Taught:

MSGL 528 Applied Project Management

Keller Graduate School of Management

Master of Business Administration

Master of Project Management

Los Angeles, California

Jan 2001 - Jul 2003: Instructor

Jul 2003 - Jul 2004 Senior Faculty

Courses Taught:

PM598 Project Management Systems

PM589 Procurement and Contracts Management

Served as Team Leader for textbook selection committee for procurement and contract management courses.

University of California Los Angeles (UCLA) Extension

Certificate in Government Contracting

Los Angeles, California

Nov 2001 - Dec 2001: Instructor, Government Contracts Certificate Program

Courses Taught:

UCLAX408 Elements of Government Contract Administration

NAVAL POSTGRADUATE SCHOOL SERVICE

Currently serving as Academic Associate for the M.S. Defense Contract Management and M.S. in Acquisition Contract Management Program: Provide curriculum management, student counseling, student orientation, and thesis briefings. Managed and coordinated Navy Curriculum Reviews.

Previously served as Chair for Acquisition Area, managing and supervising acquisition area faculty.

Currently serving as Course Coordinator for MN3303, MN4304, MN4313, MN4314, and MN4371.

Provide counseling to students and manage course validation procedures.

Served as Course Coordinator for MN3331 (Principles of Acquisition and Program Management and related courses (GE3221, GE3222, MN3221, MN3222, MN3301, and GB3031).

Provided counseling to students and managed course validation procedures.

Course Developer for MN4311 (Contracting for Services).

Proposed new course to NPS and 815 sponsor and received approval.

Developed and taught course as part of 815 curriculum.

Course Developer for MN4313 (Innovative Contract Design).

Proposed new course to NPS and 815 sponsor and received approval.

Developed and taught course as part of 815 curriculum.

Course Developer for MN4314 (Space Acquisition and Contracting).

Proposed new course to NPS and 815 sponsor and received approval.

Developed and taught course as part of 815 curriculum.

NPS Contracting Process Improvement Team 2014 (Dean McCormick, Chair)

NPS Contracting Process Improvement Team 2012 (Dean Wirtz, Chair)

NPS Hamming Teaching Award Selection Committee 2011, 2012, 2013

NPS Center for Executive Education
Naval Executive Development Program Transition Support Program

Provided consulting on current acquisition and contracting issues to the following senior officers:

26 Oct 2010: RADM John Richardson, US Submarine Forces Commander
RDML James Caldwell, Commander Submarine Force Pacific Fleet.

7 Oct 2011: RDML Dixon Smith, Commander Naval Region Southwest

6 Mar 2013: RDML Thomas Shannon, Commander Military Sealift Command
RDML Larry Jackson, Deputy Commander Military Sealift Command.

18 Nov 2013: RDML Michael Moran, Commander Naval Air Warfare Center –
Weapons Division, Assistant Commander Flight Test and
Evaluation, Naval Air Systems Command.

19 Feb 2014: RDML Williams, Commander, Navy Region Hawaii (NRH).

16 Sep 2014: RDML David Lane, Medical Officer to the Marine Corps

9 Jan 2015: RDML Tom Kearney, Deputy Commander, NAVSEA SEA06

4 Feb 2015: RDML Jeffrey Ruth, Commander, Navy Region Northwest

8 Oct 2015: RDML Roegge and RDML Tofalo

18 Nov 2015: RDML Wheeler

29 Sep 2015: RDML Trussler

14 March 2016 RDML Ishee

29 April 2016 RDML Fuller

13 Sept 2016 RDML Corey

17 Oct 2016 RDML Pitts

7 Feb 2017 RDML Wade

14 June 2017 RDML Cozad

24 Oct 2017 RADM Lindsey

**NPS Center for Executive Education
Navy Senior Leaders Seminar**

11 December, 2017 *What Executives Need to Know About Contracting*

16 April, 2018 *What Executives Need to Know About Contracting*

11 July, 2018 *What Executives Need to Know About Contracting*

Leading Data and AI-Enabled Organizations Seminars

Research and teaching funded by NPS and DoD CDAO to teach *Program Management for Data and AI* in support of the NPS LEAD AI Seminars (POC: Prof Mathias Kolsch)

August 31, 2021
October 28, 2021
March 16-17, 2022
September 19, 2022
February 13, 2023
January 30, 2024
February 28, 2024
March 27, 2024
April 24, 2024
June 11-13, 2024

ACADEMIC/PROFESSIONAL ACTIVITIES

Editor in Chief, *Journal of Contract Management*
National Contract Management Association (2019-present)

Chairman, NCMA Certification Oversight Body (30 July 2021 – present)

Vice Chairman, NCMA Standards Consensus Board (30 July 2018 – 2021)

Board of Directors
National Contract Management Association (2015 – 2021)

Former Chair of Professional Education Committee
National Contract Management Association

Ad Hoc Reviewer
Defense Acquisition Research Journal
Benchmarking Journal
Business and Politics
Decision Sciences
International Journal of Procurement Management
Journal of Defense Analytics and Logistics
Journal of Public Affairs Education
Journal of Public Procurement
Public Integrity
Public Administration Review

Former Editorial Reviewer, *Inside Supply Management*
Institute for Supply Management

Former Leadership Professional Development Committee
National Contract Management Association

Former Chair, Professional Credentialing Committee
Institute for Supply Management

Former Chair, Federal Acquisition and Subcontract Management Group
Institute for Supply Management

Doctoral Dissertation Committees

PhD Dissertation Committee Member for:

Beth M. Rairigh-Coronado, B.A, M.B.A.

University of the Incarnate Word, San Antonio, Texas

Dissertation: *Measuring Training Effectiveness: A Study of Training Transfer within the Department of Defense Contracting Workforce* (2014)

Doctor of Law and Policy Dissertation Committee Member for:

David Creed, BA, JD, MBA, LLM

Northeastern University, Boston, Massachusetts

Dissertation: *A Theory of Relativity: Comparing DCMA Contract Management Offices Using Common Key Performance Indicators* (2019)

PhD Dissertation Committee Member for:

Clare E. Morton

Naval Postgraduate School

Dissertation: *Agility in Public Organizations: The Role of Temporary Routines* (2023)

PhD Dissertation Committee Member for:

Domonique Hittner

Naval Postgraduate School

Dissertation: *Virtual Environments as Tools for Asynchronous Collaboration in Diverse Communities of Practice* (2024)

CONSULTING WITH GOVERNMENT AND INDUSTRY

1. ITT Corporation, Systems Division (2008)
Colorado Springs, Colorado
POC: John Blecher, Director of Contracts
Consulting Project: Assessment of Contract Management Processes
Contract Management Process Improvement
2. USTRANSCOM (2008)
Scott AFB, Missouri
POC: LTC Todd Spencer, Executive Officer, Directorate of Acquisition
Consulting Project: Assessment of Contract Management Processes
Contract Management Process Improvement
3. Los Angeles Unified School District (2009)
Los Angeles, California
POC: Peter D. Dale, Director, Procurement Management Branch
Consulting Project: Assessment of Contract Management Processes
Contract Management Process Improvement
4. General Dynamics, C4 Systems, Inc. (2010, 2011)
Scottsdale, Arizona
POC: Al Lopez, Contract Manager, Senior Staff
Consulting Project: Assessment of Contract Management Processes
Contract Management Process Improvement
Contract Management Organizational Development
5. Defense Management Data Center (2011)
Seaside, California
POC: Mark S. Breckenridge, Deputy Director
Consulting Project: Assessment of Contract Management Processes
Contract Management Process Improvement
6. Institute for Supply Management (2012)
Tempe, Arizona
POC: Andrea Waas, Manager, Credentials Department
Consulting Project: Technical review of CPSM Professional Book Series and
CPSM Exam Study Guides
7. San Mateo County, California, 3 December, 2015
Redwood City, California
POC: Joanne Ward, Principal Analyst, County of San Mateo, Human
Resources - County Contract Administration
Consulting Project: Seminar on Government Contract Management

CONSULTING WITH GOVERNMENT AND INDUSTRY (Continued)

8. U.S. Department of Veterans Affairs, November 2017 to Present

POC: Justina Hamberg, Sr. Procurement Analyst

justina.hamberg@va.gov

U.S. Department of Veterans Affairs

Risk Management and Compliance Service

Office of Acquisition and Logistics

Office: (512) 981-4310

Mobile: (512) 541-8340

Consulting Project: Assessment of Contract Management Processes
Contract Management Process Improvement

MEDIA APPEARANCES, INTERVIEWS, AND REFERENCES IN PUBLICATIONS

1. *Your Town* television program, July 10, 2007. Access Monterey Channel 24 and KNRY-AM 1240 radio. Television/Radio interview of Rene G. Rendon, Naval Postgraduate School Business & Public Policy senior lecturer and author of *U.S. Military Management: Lessons Learned & Best Practices*.
2. *PMP Passport* magazine, November 2006, quoted in article “Governing Decisions: PMP Holders Can Use Their Credential to Land Lucrative Government Projects.”
3. *Inside Supply Management* magazine, July 2006, quoted in article “Closing the Global Divide.”
4. Government Executive, Government Business Council, August 2012, quoted in “Streamlining the Federal Contract Experience: The ITSS-4 Federal Contract Profile.”
5. Government Executive, Government Business Council, December 2012, quoted in “Army Sustainment Command’s Framework for Logistics Procurement: EAGLE.”
6. 2013 Government Business Council Webcast, 13 March, 2013
Letting EAGLE Soar with New Contract Vehicle for Logistics Procurement

PROFESSIONAL CERTIFICATIONS

CPSM	Certified Professional in Supply Management, Certificate #97 Institute for Supply Management
PMP	Project Management Professional, Certificate #27068 Project Management Institute
C.P.M.	Certified Purchasing Manager, Certificate #27940 Institute for Supply Management
CPCM	Certified Professional Contract Manager, Certificate #3684 National Contract Management Association
CFCM	Certified Federal Contract Manager, Certificate #64 National Contract Management Association
CPSD	Certified Professional in Supplier Diversity, Certificate #89 Institute for Supply Management

DOD ACQUISITION CERTIFICATION

DAWIA Level III Contract Management
DAWIA Level III Program Management

PROFESSIONAL MILITARY EDUCATION

DoD Defense Systems Management College
USAF Air War College
USAF Air Command and Staff College
USAF Squadron Officer School

OTHER DOD ACADEMIC CERTIFICATES

U.S. Army Logistics Management College Certificate in Contracting
U.S. Air Force Institute of Technology Professional Designation in Contract
Management

PROFESSIONAL ASSOCIATIONS

National Contract Management Association (NCMA)

- Member since 1985.
- Past Member of NCMA Board of Directors. (Served 2015 – 2021)
- Served on Board of Directors for Wyoming, Dayton, Alamo, and Los Angeles Chapters.
- Serves as Editor in Chief for *Journal of Contract Management*.
- Member of NCMA University Outreach Committee.
- Currently mentoring NPS students preparing for the NCMA professional certification exams and collaborating with students on submitting articles for publication.

Institute for Supply Management (ISM)

- Member since 1997.
- Served as Editorial Reviewer for *Inside Supply Management*.
- Served as Chair for ISM's Professional Credentials Committee.
- Spearheaded the development of a new professional qualification reflecting the transformation from purchasing to supply management.
- Developed the body of knowledge and Knowledge, Skills, and Abilities (KSAs) for new certification exam.
- Supported ISM's purchasing and supply management job analysis as part of the management of the professional certification program.
- Active in ISM's Certification Exam item writing committee.
- Represented all Federal Government procurement sector in ISM's certification programs.
- Previously served as Chair, now serving as Vice Chair for the ISM Federal Acquisition and Subcontract Management Group (FASMG).

Project Management Institute (PMI)

- Member since 2000.
- Currently active in the Project Management Institute (PMI).
- Currently mentoring NPS students preparing for the PMI professional certification exams and collaborating with students on submitting articles for publication.

NPS AWARDS

2016 NPS GSBPP Research Excellence Award

2010 NPS Richard W. Hamming Teaching Award

2009 Navy Meritorious Civilian Service Award

2006 GSBPP Special Act Award in recognition of exceptional personal and professional contributions to the distance learning education mission of NPS and the Executive Master of Business Administration program.

PROFESSIONAL AWARDS

2024 NCMA Lifetime Achievement Award

2011 NCMA Award for Excellence in Contract Management Research and Writing

2009 NCMA Award for Excellence in Contract Management Research and Writing

2008 NCMA Award for Excellence in Contract Management Research and Writing

2005 NCMA Award for Most Outstanding Article in Contract Management

2004 Beta Gamma Sigma (University of North Dakota)

2004 NCMA Outstanding Fellow Award

2003 NCMA National Education Award

2002 USAF Space and Missile Systems Center Professionalism in Contracting Award

1997 USAF Outstanding Officer in Contracting

1997 Air Education and Training Command Outstanding Officer in Contracting

1996 USAF Outstanding Contracting Squadron (Flight Commander)

1994 NCMA Fellow Award

1993 F-22 Contracting Officer of the Year

MILITARY EXPERIENCE - Lieutenant Colonel, USAF Retired

- 2003-2004: Director of Contracts
Evolved Expendable Launch Vehicle (EELV) Rocket Program Office
Air Force Space and Missile Systems Center
Los Angeles AFB, California
- 2000-2003: Director of Contracts
Space Based Infrared Surveillance Satellite Program Office
Air Force Space and Missile Systems Center
Los Angeles AFB, California
- 1997-2000: Squadron Commander
47th Contracting Squadron, 47th Flying Training Wing
Laughlin AFB, Texas
- 1995-1997: Flight Commander, Mission Support Contracting Flight
Air Education and Training Command HQ Contracting Squadron
Randolph AFB, Texas
- 1994-1995: Chief, Functional Support Contracting Branch
Aeronautical Systems Center
Wright-Patterson AFB, Ohio
- 1992-1994: Contracting Officer (F-22, F119 Engine)
Aeronautical Systems Center
Wright-Patterson AFB, Ohio
- 1991: USAF Education with Industry (EWI) Program
Contracts Manager, NCR Corporation
Dayton, Ohio
- 1989-1991: Contracting Officer (Maverick Missile, C-20)
Aeronautical Systems Center
Wright-Patterson AFB, Ohio
- 1987-1989: Contracting Officer (Peacekeeper ICBM, Minuteman ICBM)
Air Force Contract Management Division
Warren AFB, Wyoming
- 1986-1987: Detachment Commander, University of Wyoming
Air Force Institute of Technology (AFIT)
Warren AFB, Wyoming
- 1982-1986: Missile Combat Crew Commander; Combat Crew Instructor
91st Strategic Missile Wing
Minot AFB, North Dakota