



DIRECTOR OF ADMINISTRATION AND MANAGEMENT

1950 DEFENSE PENTAGON
WASHINGTON, DC 20301-1950

JAN 13 2023

**MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS**

SUBJECT: Establishment of the Defense Management Institute

In coordination with my office, the Institute for Defense Analyses (IDA) has recently established a Defense Management Institute (DMI) to assist the Department of Defense (DoD) as an independent research entity committed to advancing the management, organization, performance improvement, and enterprise business operations of the Department. The DMI charter can be found at TAB A.

As you know, the DoD is the world's largest public or private institution, accounting for roughly 3 million military and civilian personnel and more than three percent of the U.S. gross domestic product. Despite the size and complexity of the Department and the immense management challenges that it faces, DoD management has not benefited from dedicated focus from the research community that supports the national defense in so many other ways. To address this gap, the DMI will:

- a. develop a defense management network of expertise and a community of practice including experts and practitioners from federally-funded research and development centers, think tanks, academia, and the private sector, who are available to help the Department address critical management issues (either directly or as part of DMI teams);
- b. conduct cutting-edge research on management issues to inform decisions by the Department and the Congress; and
- c. build a digital repository of research and other resources on key defense management issues.

The core work of the DMI will be funded and directed by my office, through IDA's contract with the Department. However, DMI and its defense management network of expertise will also be available to conduct funded research on behalf of other elements of the Department as they address ongoing management challenges. The DMI digital repository of research and other defense management resources will be publicly available in the next few weeks.

On January 31st, IDA will host an event at which the Deputy Secretary of Defense will offer keynote remarks and officially launch the DMI. This event will lay out our vision for the Institute and feature management experts from across the research community, academia, and the public and private sectors. Your presence would be most welcome, and I thank you in advance for encouraging members of your senior management team to attend this event as well. Attached at TAB is an agenda for the DMI launch; logistical information will be provided to your front office.

My lead for this action is Dr. Silvana Rubino-Hallman, Deputy PIO, who can be reached at [REDACTED] for further information.

Michael B. Donley
Michael B. Donley

Attachments:
As stated

A

CHARTER FOR THE DEFENSE MANAGEMENT INSTITUTE

1. On June 16, 2022, the Institute for Defense Analyses (IDA) entered an agreement with the Office of the Director of Administration and Management (DA&M) of the Office of the Secretary of Defense to establish a Defense Management Institute (DMI).
2. With this Charter, IDA formally establishes the DMI and sets forth its background, mission and responsibilities.
3. The Department of Defense (DOD) is the world's largest public or private institution, accounting for roughly 3 million military and civilian personnel and more than three percent of the U.S. gross domestic product. Despite the size and complexity of the Department and the immense management challenges that it faces, DOD management has not benefited from sustained focus from the research and academic communities that support the national defense in so many other ways.
4. The objective of the DMI to assist DOD as a non-partisan research entity committed to advancing the management, organization, performance improvement, and enterprise business operations of the Department. To this end, the DMI will:
 - a. develop a defense management network of expertise and a community of practice including experts and practitioners from federally-funded research and development centers, think tanks, academia, and the private sector, who are available to help the Department address critical management issues (either directly or as part of DMI teams);
 - b. conduct cutting-edge research on management issues to inform decisions by the Department and the Congress; and
 - c. build a digital repository of research and other resources on key defense management issues.
5. The core work of the DMI will be funded and directed by DA&M through IDA's contract with the Department. The DMI will also be available to conduct research on defense management issues on behalf of other elements of the Department.
6. DMI will be managed by a Director, who will be selected by IDA. DMI's work will be conducted in accordance with IDA standards and practices. To the maximum extent practicable, DMI will draw on the defense management network of expertise and community of practice established pursuant to paragraph 4.a. to support its research projects.
7. The Director will be assisted by a group of DMI senior advisors, who will be selected by the Director after consultation with the DA&M. The DMI senior advisors will meet at least once a year to review the progress of the DMI, provide input on best management practices, and suggest new projects or directions.


General Norton A. Schwartz, USAF (Ret.)
November 21, 2022

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Defense Management Institute – Kick-Off Event Schedule

8:00 – 8:30	<i>Registration and Coffee</i>
8:30 – 8:45	Welcome and Opening Remarks: IDA President Norton A. Schwartz
8:45 – 9:15	Keynote Speaker: The Honorable Kathleen Hicks, 35 th Deputy Secretary of Defense, introduced by The Honorable Michael Donley
9:15 – 9:30	Goals and Objectives of the DMI The Honorable Michael Donley, Performance Improvement Officer, Department of Defense
9:30 – 9:45	Introduction to the DMI DMI Director Peter Levine
9:45 – 10:00	<i>Break</i>
10:00 – 11:30	Panel 1: What every DOD manager should know about the way the Department works

Moderator: Jason Dechant, DMI

Mark Easton, former Deputy Chief Financial Officer,
Department of Defense

Essye Miller, former Principal Deputy Chief Information
Officer, Department of Defense

Marilyn Thomas, former Chief Financial Officer and Deputy
Chief Management Officer of the Air Force

Patricia Zarodkiewicz, former Administrative Assistant to the
Secretary of the Air Force

11:30 – 12:00	<i>Lunch Break</i>
12:00 – 1:00	Luncheon Address: The Honorable Beth McGrath, DOD Deputy Chief Management Office, 2010-2013
1:00 – 1:15	<i>Break</i>

1:15 – 2:45 Panel 2: The next steps needed in defense management reform

Moderator: David Graham, DMI

Nelson Ford, former CEO of LMI and Under Secretary of the Army

Lee Levy, CEO of Levy Group and former Commander of Air Force Sustainment Center

Barbara Romzek, Professor of Public Administration and Policy, American University

Laura Werber, Senior Management Scientist, RAND

2:45 – 3:00 *Break*

3:00 – 4:00 Concluding Address: The Honorable Eric Fanning, 22nd Secretary of the Army

4:00 – 4:15 Wrap-Up Remarks
Peter Levine