

Elliott School of International Affairs

THE GEORGE WASHINGTON UNIVERSITY

IAFF 6186.18: DEFENSE CONTRACTING IN PRACTICE **Professor: Whitney Grespin**

Instructor Information

Professor: Whitney Grespin
Office: [pending]
E-mail: whitney@sloanmanor.com
Office Hours: By Appointment

General Course Information

Course Number & Title: IAFF 6186.18
Semester: Fall 2018
Class time: 5:10-7PM
Class room: Monroe Hall, 352
Credits: 3.0
Course prerequisites: n/a

Course Description & Goals

The U.S. defense enterprise relies heavily on contracted support provided by private sector firms. The purpose of this course is to equip students to make this process work for the better, whether as an industry supplier or government consumer. The course can also help those outside the profession to understand its workings, but it is oriented chiefly toward those who will seek employment in the defense contracting field. The course will cover both domestic defense contracting as well as contingency contracting in support of U.S. Government efforts in complex environments. It will include segments on Understanding the Industry, Procurement Strategy, Proposal Process, Contract Performance, and Current Industry Climate. Students will gain the underlying intellectual foundations to learn more rapidly upon entry into this work force, and thus to advance to positions of greater responsibility and influence within the field.

Learning Outcomes & Objectives

Upon completion of this course, students should be able to:

1. Understand relationship dynamics between private sector prime firms, sub-contracting firms, and U.S. Government customer entities in the defense sector for both domestic and overseas contract execution.
2. Communicate analytic findings clearly to non-specialist audiences, including via oral briefings.
3. Identify trends related to best practices for business competition and sustainability in the defense sector.

You will be expected to display a capability addressing and/or an awareness of the issues involved in each learning objective, and a grasp of key concepts of import to the defense contracting industry.

Workload Expectation Statement

In this 3 credit graduate course students are expected to work for 450 minutes per week (this includes time spent in class per); totaling to 112.5 hours of work over the duration of this 15-week semester.

This course will include substantial defense contracting industry subject matter expert (SME) participation and afford potential opportunities for networking within the defense contracting sector. Due to the nature of guest SME participation and the evolving nature of the defense industry and procurement cycles, the majority of assigned reading will be made near to course dates to reflect current events and realities of the industry's pace and required responsiveness. Students should be prepared for the quick-turn nature of contracting being represented in expectations from the course, and will be expected to subscribe to daily/weekly newsletters from select providers.

Course Materials & Technology Requirements

Required Materials

- Required materials will be made available by the instructor.
 - Materials will be delivered/provided electronically to replicate the delivery of bid, proposal, contract, and management materials in the contracting industry. Further, response deadlines may replicate similar requirements.

Blackboard Course Access

Blackboard will be used for posting course files and assignments and for communicating with the class. You are already enrolled for this course on Blackboard if you have completed registration for the course. It is your responsibility to periodically check the course site (log in at <http://blackboard.gwu.edu/> Using your gwu.edu address) for updates

to the syllabus/readings.

Blackboard Support

The Official Blackboard Help Site, FAQs, and a variety of short video tutorials are available from Blackboard. Also, when logged in to Blackboard, check out the Student Guides section for links to helpful documentation. Additionally, students can contact the GW Division of IT at (202) 994-4948 for Blackboard assistance.

Grading and Assessment

Course Participation Guidelines

Achieving private defense industry acuity is a demanding discipline that requires students to think critically and utilize high-level analytical skills regarding complex issues. The discipline requires such mastery not only in well-articulated written work, but also in thoughtful discussions between and among students and instructors. Receiving full points for participation is not simply a matter of showing up and turning work in on time. Outstanding participation grades require truly thoughtful, insightful, and well-argued contributions and leadership in class that demonstrate a high level of mastery of the course material.

Assignments

- Attendance, participation, and class assignments (50%): This is a seminar, not a lecture course. Student contributions are thus essential. Students are required to attend all sessions, arrive on time, and be prepared to discuss/respond to the assigned preparatory material. Graded activities may include:
 - Facilitation of class discussion based on readings/additional research as necessary
 - In-class assignments/assessments
 - Written responses to readings/prompts due to instructor
- Midterm Essay and Presentation (30%): Conduct in-depth research via accessible public domain materials and write a critical evaluation of the intent, execution, and outcome(s) of a defense contract or topic of your choice. This may be a DoD or defense-related DoS program, but must be a specific program or topic agreed upon in consultation with the instructor. The contract may be concluded or ongoing, but must receive thoughtful treatment regardless of its stage of completion.
 - The paper should be fifteen to eighteen (15-18) double-spaced/12-point font pages in length, excluding the Works Cited. If the paper exceeds the page limit, the grade will be reduced. Students should submit one electronic version of the paper (in

Microsoft Word) to my e-mail address and be prepared to give a 10-12 minute brief on their essay topic to the class. Due Class 11: 19 November 2018.

- Tentative research paper topics due 5pm, 5 October
- Research paper outlines due 5pm, 22 October
- Procurement vehicles presentation (10%): Prepare a short presentation and slick sheet/one-pager hand out focusing on a major procurement vehicle used by the USG to contract services and/or goods. Due Class 13: 3 December.
- Final Assignment (10%): Students will receive a final assignment during the second half of the class. *Your submission should show evidence of your having read the relevant required readings from the class.* Students should submit one electronic version of the paper (in Microsoft Word) to my email address. Due 5pm (EST) on Friday 14 December 2018.

Final Grade Calculation

Assessment	Percentage
Attendance and participation	50%
Midterm essay and presentation	30%
Procurement vehicles presentation	10%
Final Assignment	10%

Grading Scale

Excellent	Good	Satisfactory	Fail
A 96%-100%	B+ 87%-89%	C+ 77%-79%	F Under 70%
A- 90%-95%	B 84%-86%	C 74%-76%	
	B- 80%-83%	C- 70%-73%	

Late Work Policy

Late submissions will be penalized one-third of the grade per working day (from A to A-, from A- to B+, etc.). Under extenuating circumstances, a student may ask the instructor for extended time to complete the assignment. It is the instructor's choice to grant an extension or not. Problems with technology are not an acceptable reason for late work.

Incomplete Grades

At the option of the instructor, an Incomplete may be given for a course if a student, for reasons beyond the student's control, is unable to complete the work of the course, and if the instructor is informed of, and approves, such reasons before the date when grades must be reported. An Incomplete can only be granted if the student's prior performance and class attendance in the course have been satisfactory. Any failure to complete the work of a course that is not satisfactorily explained to the instructor before the date when grades must be turned in will be graded *F*, Failure. If acceptable reasons are later presented to the instructor, the instructor may initiate a grade change to the symbol *I*, Incomplete. The work must be completed within the designated time period agreed upon by the instructor, student, and school, but no more than one calendar year from the end of the semester in which the course was taken. To record the exact expectations, conditions, and deadlines of the Incomplete please use the Elliott School's Incomplete Grade Contract:

<https://elliott.gwu.edu/sites/elliott.gwu.edu/files/downloads/acad/advising/forms/incompletecontract.pdf>

The completed and signed contract is to be submitted to the Academic Affairs and Student Services Office. All students who receive an Incomplete must maintain active student status during the subsequent semester(s) in which the work of the course is being completed. If not registered in other classes during this period, the student must register for continuous enrollment status. For more information regarding Incompletes please review the relevant sections in the University Bulletin: <http://bulletin.gwu.edu/university-regulations/#Incompletes>

Rubrics

All assessments will have detailed instructions handed out in class and also posted on Blackboard. Each assessment will be scored using the grading rubric(s) below. You should review all of the instructions on Blackboard and the grading rubric(s) before submitting each assignment. If you have questions about an assignment or how it is graded, please contact the instructor.

Assessment Rubric: Written Assignments

	Levels of Achievement			
	Excellent	Good	Satisfactory	Unsatisfactory
Analysis	[90-100] <i>Compelling, innovative, and authoritative; demonstrates originality and flexibility of thought.</i>	[80-89] <i>Independent critical evaluation of full range of perspectives and concepts with evidence of originality.</i>	[70-79] <i>Broadly satisfactory and coherent but requiring greater synthesis of material and concepts.</i>	[<70] <i>Superficial with limited knowledge of core material and little evidence of independent thought.</i>
Content	[90-100] <i>Highly innovative and imaginative use of sources; very effective research that engages with debates within the current literature.</i>	[80-89] <i>Complex work successfully engages with underlying concepts.</i>	[70-79] <i>Sound degree of competency. Narrow range of issues considered.</i>	[<70] <i>Patchy overall knowledge and poor consideration of relevant issues.</i>
Style	[90-100] <i>Very clear and unambiguous expression; flows eloquently.</i>	[80-89] <i>Tone generally suitable; expression in little need of amendment.</i>	[70-79] <i>Adequate tone and expression, with minor amendments needed.</i>	[<70] <i>Presentational weakness and standards insufficiently addressed.</i>

Assessment Rubric: Presentations				
	Levels of Achievement			
	Excellent	Good	Satisfactory	Unsatisfactory
Analysis	[90-100] <i>Strikingly insightful and highly effective critical analysis of underlying concepts and theories.</i>	[80-89] <i>Demonstrating capacity to reflect critically on basic principles and concepts.</i>	[70-79] <i>Reasonably convincing and fairly clearly articulated.</i>	[<70] <i>Superficial with limited knowledge of core material and little evidence of independent thought.</i>
Content	[90-100] <i>Innovative and imaginative use and knowledge of sources.</i>	[80-89] <i>Complex work successfully engages with underlying concepts.</i>	[70-79] <i>Sound degree of competency. Narrow range of issues considered.</i>	[<70] <i>Patchy overall knowledge and poor consideration of relevant issues.</i>
Style	[90-100] <i>Precise and unequivocal expression; flows fluently.</i>	[80-89] <i>Professional standards of presentation and tone achieved</i>	[70-79] <i>Presentational standards mainly adhered to.</i>	[<70] <i>Presentational weakness and standards insufficiently addressed.</i>

Course Calendar

Week	Topic	Description
1 27 August	Introduction and overview	Seminar
2 10 September	History of Defense Contracting	Seminar
3 17 September	Contingency Contracting/GWoT	SME presentation
4 24 September	What does it take to be a government contracting entity?	SME presentation
5 1 October	The color of money	SME presentation
6 15 October	Bid, proposal, award, and protest cycles	SME presentation
7 22 October	CONUS vs. OCONUS performance	SME presentation
8 29 October	Resources	Seminar
9 5 November	Pricing and Performance/Compliance and Reporting	SME presentation

10 12 November	ISOA Annual Summit Reception/Networking	Off-site
11 19 November	Midterm presentations	In class student presentations
12 26 November	Waste, fraud, and abuse	SME presentation
13 3 December	Procurement vehicle presentations	In class student presentations
14 10 December	Reflections	Seminar
15	Final Assignment	Due 14 December

University Policies & Services

Academic Integrity Code

Academic dishonesty is defined as cheating of any kind, including misrepresenting one's own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information. For details and complete code, see: studentconduct.gwu.edu/code-academic-integrity

Sharing of Course Content

Unauthorized downloading, distributing, or sharing of any part of a recorded lecture or course materials, as well as using provided information for purposes other than the student's own learning may be deemed a violation of GW's Student Conduct Code.

Use of Student Work (FERPA)

The professor will use academic work that you complete during this semester for educational purposes in this course during this semester. Your registration and continued enrollment constitute your consent.

Accommodations for Students with Disabilities

Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at 202-994-8250 in the Rome Hall, Suite 102, to establish eligibility and to coordinate reasonable accommodations. For additional information see: disabilitysupport.gwu.edu/

Religious Observances

In accordance with University policy, students should notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance. For details and policy, see: students.gwu.edu/accommodations-religious-holidays.

Mental Health Services 202-994-5300

The University's Mental Health Services offers 24/7 assistance and referral to address students' personal, social, career, and study skills problems. Services for students include: crisis and emergency mental health consultations confidential assessment, counseling services (individual and small group), and referrals. For additional information see: counselingcenter.gwu.edu/

Emergency Preparedness and Response Procedures

The University has asked all faculty to inform students of these procedures, prepared by the GW Office of Public Safety and Emergency Management in collaboration with the Office of the Executive Vice President for Academic Affairs.

To Report an Emergency or Suspicious Activity

Call the University Police Department at 202-994-6111 (Foggy Bottom) or 202-242-6111 (Mount Vernon).

Shelter in Place – General Guidance

Although it is unlikely that we will ever need to shelter in place, it is helpful to know what to do just in case. No matter where you are, the basic steps of shelter in place will generally remain the same.

- If you are inside, stay where you are unless the building you are in is affected. If it is affected, you should evacuate. If you are outdoors, proceed into the closest building or follow instructions from emergency personnel on the scene.
- Locate an interior room to shelter inside. If possible, it should be above ground level and have the fewest number of windows. If sheltering in a room with windows, move away from the windows. If there is a large group of people inside a particular building, several rooms may be necessary.
- Shut and lock all windows (for a tighter seal) and close exterior doors.
- Turn off air conditioners, heaters, and fans. Close vents to ventilation systems as you are able. (University staff will turn off ventilation systems as quickly as possible).
- Make a list of the people with you and ask someone to call the list in to UPD so they know where you are sheltering and who is with you. If only students are present, one of the students should call in the list.
- Await further instructions. If possible, visit GW Campus Advisories for incident updates (<http://CampusAdvisories.gwu.edu>) or call the GW Information Line 202-994-5050.
- Make yourself comfortable and look after one other. You will get word as soon as it is safe to come out.

Evacuation

An evacuation will be considered if the building we are in is affected or we must move to a location of greater safety. We will always evacuate if the fire alarm sounds. In the event of an evacuation, please gather your personal belongings quickly (purse, keys, GWorld card, etc.) and proceed to the nearest exit. Every classroom has a map at the door designating both the shortest egress and an alternate egress. Anyone who is physically unable to walk down the stairs should wait in the stairwell, behind the closed doors. Firemen will check the stairwells upon entering the building.

Once you have evacuated the building, proceed to our primary rendezvous location: the court yard area between the GW Hospital and Ross Hall. In the event that this location is unavailable, we will meet on the ground level of the Visitors Parking Garage (I Street entrance, at 22nd Street). From our rendezvous location, we will await instructions to re-enter the School.

Alert DC

Alert DC provides free notification by e-mail or text message during an emergency. Visit GW Campus Advisories for a link and instructions on how to sign up for alerts pertaining to GW. If you receive an Alert DC notification during class, you are encouraged to share the information immediately.

GW Alert

GW Alert provides popup notification to desktop and laptop computers during an emergency. In the event that we receive an alert to the computer in our classroom, we will follow the instructions given. You are also encouraged to download this application to your personal computer. Visit GW Campus Advisories to learn how.

Additional Information

Additional information about emergency preparedness and response at GW or the University's operating status can be found on GW Campus Advisories (<http://CampusAdvisories.gwu.edu>) or by calling the GW Information Line at 202-994-5050.