

PROGRAM OBJECTIVES AND THEMES, COURSES, AND CORE COMPETENCIES

The prime objective of this program is to provide career military officers and Department of Defense civilians with comprehensive integrated knowledge of logistics and transportation. This program will meet the high standards and academic rigor of traditional graduate programs and tailors the National Logistics Curriculum, which is key to the success of the DOD's logistical transformation strategy.

PROGRAM FOCUS AREA:

Joint Logistical Effectiveness

Joint logistical effectiveness is the highest priority to achieve battlefield success. Effectiveness depends upon focused logistics, which is "the ability to provide the joint force the right personnel, equipment, and supplies in the right place, at the right time, and in the right quantity" through total asset visibility that effectively links operators and logisticians across services and support agencies. Focused logistics fuses information, logistics, and transportation technologies to provide rapid responses to situations and events, track and control assets while they are enroute, and deliver tailored logistics packages. In a joint service environment secure communication among multiple parties is crucial. These requirements are complicated in a joint service environment, where secure communications among multiple parties are crucial.

Joint Logistical Efficiency

In operational and reconstruction activities, time and the capacity of the supply system are often limited. The more efficiently labor and material are used, the greater the amount of material that can be procured and distributed. At times, large military operations can tax the supply chain system to such an extent that bottlenecks and shortages may occur with disastrous effects on battlefield performance. Joint logistical efficiency is also necessary to keep prices as low as possible while maximizing logistical effectiveness.

Contract Management and Operational Control

Contract management and operational control are fundamental to ensuring that success is achieved at the best possible price without putting soldiers, sailors, airmen, marines and civilians at unnecessary risk. The large amount of material moved by third-party providers must be managed to ensure the military makes maximum use of existing logistical and engineering capacity at the lowest possible cost. With contractual control over the third-party providers, military personnel must have the knowledge, techniques, and information necessary to allow operational and pricing transparencies that leads to effective and efficient delivery at reasonable prices.

Supply-Chain Security

Requirements for logistical security are extensive. Supply chain security must extend from a unit's home base in the United States to battlefields around the world as enemies seek to slow or halt an operation before personnel and material can reach the battlefield. In this environment, secure logistics is a prerequisite for effective logistics. Moreover,

rapid logistical responses to crises are necessary, as is logistical support for homeland security.

Joint Total Asset Visibility

In the future, Joint Total Asset Visibility (JTAV) will provide users with timely and accurate information on the location, movement, status, and identification of units, equipment, and supplies. The capability of JTAV to improve decision-making and performance depends upon the accuracy and timeliness of the information. Currently, radio frequency identification (RFID) is being used to support JTAV by providing timely material usage and location data. It is important to understand the potential uses and limitations of RFID tags and sensors in attaining military goals and securing supply chains.

Change Management

The United States Military is undergoing a transformation that encompasses all areas of logistics and operations management. In a very large organization, the management of change can be very complex. In military logistics, it is important to make changes in a planned, managed, or systematic way, so as to effectively implement new concepts and systems in a turbulent hazardous environment. Both internal and external changes must be managed, including responses to changes in the political and social environment, as well as relationships with key partners and suppliers.

Linking Logistics to Operations

A fundamental theme of the Master of Military Logistics program is joint logistical effectiveness to enhance operations. Improved links between operations and logistics will result in precise time-definite delivery of assets to battlefields and substantially improved operational effectiveness and efficiency. The linking of logistics will provide joint forces with improved capabilities to sustain and adjust on-going maneuvers and operations. The joint forces of the future will not need to store large quantities of supplies at forward locations because of the speed and precision of focused logistics, supported by real-time information and tracking systems. Commanders will be able to see materiel and supplies in motion, as well as the inventories available at storage locations.

CORE COMPETENCES

The uniqueness of the NDSU Master of Military Logistics program is reflected in its core competencies, which are a direct derivative of the National Logistics Curriculum. The core competencies define a framework for expected outcomes and curricula. The core competencies are:

1. Supply chain management in the military and private sector
2. Extending advanced supply chain planning across the enterprise
3. Global supply chain management and the design of international logistics systems
4. Change management in a turbulent global environment
5. Enterprise resource planning within a global military context
6. Remote sensing and adaptive logistics planning
7. Joint total asset management, logistics, and security through innovative technologies such as RFID, remote sensing, and asset tracking
8. Transportation analysis and planning for logistics
9. Contract management and control of logistics
10. Crisis analysis and rapid logistical response

MML COURSES

The MML is an interdisciplinary program. All candidates are expected to take the same courses in proper sequence. The expected sequence of courses is shown in Table 1. Course descriptions are available by clicking course numbers below.

Table 1. Expected Sequence of Courses in MML Degree Program

No.	Course Title	Semester
TL11	Logistics Systems	Fall
TL13	Global Value Chain Management	Fall
TL15	Enterprise Resource Planning	Fall
TL17	Transportation and Logistics	Fall
TL19	Crisis Analysis and Homeland Security	Fall
TL21	International Logistics Management	Spring
TL23	Advanced Supply Chain Planning	Spring
TL25	Technology Advances and Logistics	Spring
TL27	Organizational Change Management	Spring
TL29	Adaptive Planning in Logistics Systems	Spring
TL31	Acquisition Contracts: Law/Management	Spring
TL33	Logistics Research Methods	Summer
TL35	Military Case Studies in Logistics	Summer

TL711: Logistics Systems (3) Covers foundation material on topics critical to establishing effective supply chains. Topics include inventory theory, forecasting, aggregate planning, quality management and project management. Material is presented with appropriate military applications.

TL713: Global Value Chain Management (3) Provides an overview of supply chain theory with a focus on military applications. Covers the basics of supply chain management including processes within both the internal and external supply chains. A special emphasis is provided on the strategic use of technology, supply chain visibility and global value in the enterprise-wide system.

TL715: Enterprise Resource Planning (3) Covers material essential to the successful implementation of an ERP, addressing enterprise-wide functionality as well as required tactical functions such as project management and project planning, and provides an overview of implementation alternatives.

TL717: Transportation and Logistics (3) Focuses on the operation and planning of freight transportation modes and facilities, and materials distribution. Topics include: railroad, highway, vessel, and air transportation; container logistics; terminals and cargo-handling; and military transportation.

TL719: Crisis Analysis and Homeland Security (3) Provides an integrated approach to crisis response and management within the contexts of military logistics and homeland security. Focus is on problems of natural, technological, civil hazards, and disasters. The role of technology is emphasized and the National Incident Management System is utilized.

TL721: International Logistics Management (2) Offers a coherent perspective on contemporary global logistics from raw materials through production to the customer. Addresses the roles of governments and intermediaries, international sourcing, and the application of local trade laws.

TL723: Advanced Supply Chain Planning (3) Continues to develop the concepts introduced in TL713. Flexible supply chains are considered. By understanding both current capabilities and evolving needs of the enterprise, the appropriate modifications to the supply chain can be identified.

TL725: Technology Advances and Logistics (3) Addresses the new technologies that help shape advanced logistics and the advantages that such technologies have brought to the end users, suppliers, and a broad spectrum of related industries. Develop the understanding of requirements for effective integration of system and components for automated systems in support of logistics through the use of radio frequency identification (RFID) and other data capture technologies.

TL727: Organizational Change Management (2) An overview of change management as the process of making either incremental improvements or radical changes to an organization's operations for the purpose of enhancing both organizational and individual effectiveness. A systems perspective and leadership implications are stressed.

TL729: Adaptive Planning in Logistics (3) Presents a systems view of organizations with a focus on how remote sensing technology enables sense and respond logistics. Military applications are emphasized at both the strategic and operational levels. Organizational structure, strategic alliances, quality, and programmed decision making will be addressed at the strategic level, while supply chain dynamics, inventory management, and the value of information transparency will be addressed at the operational level.

TL731: Logistics Research Methods (3) Covers key research concepts including: principles of scientific research; experimental, quasi-experimental, and observational studies; and continuous-dependent variable, discrete-

choice, and network models. The focus is on applications and problem-solving in logistics and transportation.

TL733: Military Case Studies in Logistics (3) This course will consist of case analysis based on events from previous military operations. Focus on actual logistics cases along with solutions and how individual/organizational decisions relate to the ultimate outcome. Analyzing the processes, which would have reduced or eliminated the supply chain's susceptibility to success or failure. Topics from courses within the military logistics curriculum are integrated into the cases and will provide a vehicle for the students to assimilate material from previous courses.

TL735: Acquisition Contracts: Law/Management (2) This course is designed to provide an overview of contracting procedures and regulations, to include developing and initiating proposals and properly identifying short and long term contract requirements. This course will provide the student the skills to fully utilize critical funding resources in a competitive environment

APPLICATION, SELECTION, AND REASSIGNMENT PROCEDURES

1. **Army Application:** Submit a complete application by **17 April 2008** to:

Department of Army
Office of the Assistant Secretary of the Army
Financial Management and Comptroller Proponency
ATTN: SAFM-PO (Patricia Hughes - MML)
109 Army Pentagon
Washington, DC 20310-0109

Submitted application should consist of an original and one copy. Application should be unstapled with single-sided documents. The Privacy Act Statement, nomination selection criteria and the nomination requirements are at Enclosure 2 thru 4. Commanders and agency heads should rank candidates in priority order in a separate memorandum.

2. Upon notification by the selection board transcripts and GMAT scores will be sent to NDSU by this office.

3. A selection board will evaluate Army nominations and propose a selection list for approval. Candidates selected by the board will be offered opportunity to obtain a Master of Military Logistics at North Dakota State University.

4. Army civilians who are selected will serve in a Temporary Duty Status with an effective report date of July 2008, based on the date necessary to meet North Dakota State University orientation requirements. MML students will sign a continuing service agreement, committing to continue Army /DoD employment upon graduation for three-times the length of the training event (36 months), and will also sign an agreement covering contingencies in the event of failure to successfully complete the MML degree program.

ENCLOSURE 2

PRIVACY ACT STATEMENT

The Privacy Act of 1974 (Public Law 93-579) requires each individual who is asked to volunteer, or is required to furnish personal information, or about whom personal information will be furnished, to be advised of the following:

Authority. Chapter 41, Title 5, United States Code

Principal Purpose. To provided information to Department of the Army officials for use in assessing personal skills, knowledge and abilities needed to support proposed training assignments and in making selections for post-training assignments.

Routine Uses. Information to be furnished by or about civilian employees nominated by employing activity for official assignment to Army-sponsored long-term-training, such as the Masters in Military Logistics (MML) degree program, will be used by Department of the Army officials to process approval of proposed assignments.

Mandatory or Voluntary Disclosure and Effect on Employee when Information is Not Provided. Disclosure by or about a civilian employee of personal information requested for nomination to the Army-sponsored Masters in Military logistics (MML) degree program, such as position title, series and grade, annual salary and employment history is mandatory. Nondisclosure of information may prevent Department of the Army officials from giving employees full consideration for resources requested from Department of the Army to support proposed assignments.

CRITERIA FOR NOMINATION AND SELECTION

To receive consideration to participate in the Department of the Army-sponsored Masters in Military Logistics (MML) degree program, a candidate should:

- 1) Obtain a "secret" security clearance prior to the start of the class
- 2) Have three-years of professional government civilian or military experience at GS-09/Pay Band 1 or above
- 3) Be in a grade of GS 11-13/ Pay Band 1-2 or hold rank of Captain/Major
- 4) Be in a career field/program that includes significant logistics/military logistics duties.

North Dakota State University Requirements: Applicants must have earned a cumulative grade-point average of 3.0 or greater in their undergraduate studies, meet all graduate school requirements for admission, and have the proper preparation to undertake graduate training NDSU. The minimum qualifications include courses in calculus, a course in statistics, and aptitude for quantitative analysis.

Evaluation Factors: The selection board will evaluate the following criteria: career goals, demonstrated breadth of experience, leadership skills, potential for further advancement, and board interview results. In addition, these factors will influence ratings against the criteria:

- 1) The individual's demonstrated performance in a variety of related positions;
- 2) The timeliness of this training and a reasonable expectation that the acquired competencies will be utilized upon completion of training;
- 3) The probability of completion of training
- 4) The extent of involvement in self-development activities such as off-duty job-related education/training and participation in related professional organizations.

NOMINATION REQUIREMENTS

Complete packets for the Masters in Military Logistics (MML) Class of 2009 will be assembled as shown below. Send an original and one copy of all pages (single-sided) through the nominee's MACOM to the ASA FM&C Comptroller Proponency Office by 17 April 2008.

Tab A. Command Endorsement (s): Two letters of endorsement by Command and senior logistics official in a related career program/career field (Command and/or HQDA) that cite recognized work accomplishments that are highly desirable. Commanders should rank-order multiple candidates.

Tab B. Application for training can be found at http://cpol.army.mil/library/train/catalog/pkt_mml.html.

(Note: MML is not ACTEDS funded but the ACTEDS application will be used.)

Tab C. Nominee's Statement of Interest: State short and long-term career goals; express desire to attend the NDSU MML degree program and describe how it will fit in with the pursuit of career goals; assess how both the individual candidate and the Department of Army will benefit from the nominee's attendance at MML; acknowledge AR 690-400 training agreement obligations and willingness to remain in the service of the Department of Defense for at least 36 months following graduation; state willingness to abide by the North Dakota State University's rules and regulations; describe professional and personal expectations in a follow-on operational assignment; and assess nominee's ability to fulfill the required mobility.

Tab D. Operational Assignment Form: The candidate will identify recommendation/ preference for type of work (job series, organization, command level) for reassignment upon graduation. The nominee's supervisor will identify and recommend an operational assignment in the same command or agency for the candidate.

Tab E. Resume: Cut and paste your resume from RESUMIX into MS Word and print. **DO NOT INCLUDED SUPPLEMENTAL DATA**

Tab F. College Transcripts: A copy of the applicant's transcript will accompany the nomination package. Send only one, your most recent either undergrad or graduate. Do not send both. Once a nominee is notified of selection to the MML program, transcript will be forwarded by G-1 directly to NDSU.

Tab G. GMAT Score: A GMAT score is required for consideration into the MML program. GMAT scores must be available to the selection board by the time the board convenes. GMAT scores are valid for 5-years therefore; the GMAT must

have been taken later than October 2003. Applicant's, whose GMAT scores are not available when the selection board convenes, will not be considered.

NOTE: Military service members, Active, Reserve, and National Guard, looking to take the GMAT may be eligible for reimbursement of their \$200 test fee. To receive the reimbursement the service member must:

- have a current Armed Forces of the United States identification card
- not have received a prior GMAT reimbursement from DANTES
- are applying to or enrolled in a graduate school requiring the GMAT or be fulfilling a legitimate service requirement

To receive the reimbursement you must file within 90 days after the test was scheduled. You will be required to have the Army Education Center or Installation Defense Activity for Non-traditional Education Support (DANTES) Test Control Officer (TCO) complete and sign the reimbursement form and attach your official scores with it. Contact your local Army Education Center for further information.

Tab H. SF181, Race/ National Origin Identification: SF181, Race/National Origin Identification. This form is available at <http://www.opm.gov/forms/html/sf.htm>

MAIL ALL DOCUMENTS TO:

Department of Army
Office of the Assistant Secretary of the Army
Financial Management and Comptroller Proponency
ATTN: SAFM-PO (Ms. Patricia Hughes)
109 Army Pentagon
Washington, DC 20310-0109

NDSU 2008-09 Academic Calendar

August 2008

11 University In-Processing
12-15 Orientation Week
18-22 Statistics/Probability Refresher Course
25 Fall Semester 2008

September 2008

1 Holiday - Labor Day

November 2008

11 Holiday - Veterans Day
27 Holiday - Thanksgiving
28 Holiday - Day after Thanksgiving

December 2008

15-19 Last Week of Classes/Finals Week

January 2009

12 Spring Semester 2009
19 Holiday - Martin Luther King Jr. Day

February 2009

16 Holiday - Presidents Day

March 2009

16-20 Spring Break

April 2009

10 Holiday - Good Friday
13 Holiday - Easter Monday

May 2009

11-15 Last Week of Classes/Finals Week
18 Summer Semester 2009
25 Holiday - Memorial Day

July 2009

4 Holiday - Fourth of July
27-31 Last Week of Classes/Final Week

August 2009

3-7 University Out-Processing

WEBSITES TO USE FOR THE APPLICATION PROCESS

Submit application to the following address by 17 April 2008
Department of Army
Office of the Assistant Secretary of the Army
Financial Management and Comptroller Proponency
ATTN: SAFM-PO (Ms. Patricia Hughes)
109 Army Pentagon
Washington, DC 20310-0109

<http://www.asafm.army.mil/>

Comptroller Proponency Office

<http://cpol.army.mil/library/train/catalog/> (ONLINE APPLICATION)

- Training Catalog 2008 – Army Civilian Training Education and Development System
- Appendix A
- MML

Active Army Officers

Department of the Army
US HRC-Alexandria
ATTN: AHRC-OPC (*Your Career Manager's Name*)
200 Stovall St
Alexandria, VA 22332-0416

If interested or have questions contact your Branch Career Manager at US Human Resource Command

- **OD Captains Career Manager**
703-325-5289 / DSN 221
- **TC CPTs CAREER MGR**
703-325-5291 / DSN 221
- **HUMAN RESOURCES ASSISTANT**
MS. FRANCES MORRIS 703-325-8123
frances.morris@hoffman.army.mil
- <https://www.hrc.army.mil/> US Human Resource Command
- <https://www.hrc.army.mil/site/protect/Active/opfamacs/ACS00.htm>
 - Advanced Civilian Schooling (ACS)

Other Components

- Dr. Brian Kalk, Program Manager
brian.kalk@ndsu.edu
- Jody Bohn, Academic Coordinator
jody.bohn@ndsu.edu

Upper Great Plains Transportation Institute, North Dakota State University
<http://www.ugpti.org/mml/>