
DEFENSE RESOURCES MANAGEMENT EDUCATION CENTER

By

LIEUTENANT COLONEL DON BONSPER, USMC

Located on the campus of the Naval Postgraduate School in Monterey, California, the Defense Resources Management Education Center (DRMEC) bustles with activity. Tasked to "conduct resources management courses," DRMEC has resident courses in session in Monterey 48 weeks out of the year. In addition, the Center also provides mobile education teams to teach on-site, two- or three-week analytical decisionmaking courses at various commands throughout the world.

Every course taught in Monterey includes international participants funded under Foreign Military Sales (FMS) or International Military Education and Training (IMET). Two types of courses offered at the Center are completely made up of international students. The first type is for field grade (O-4 - O-6) military officers and equivalent civilians. It is given twice a year with each course eleven weeks in duration. The second type of program is designed for flag and general officers and senior civilians. It is given once a year and lasts for four weeks. Each type of class numbers up to 50 participants which usually come from 15-20 different countries.

Since being established in 1965, over 4,800 international students have attended programs conducted by the Center. In 1983, 196 international students from 36 countries completed a course of instruction at DRMEC. Table 1 shows the attendance by country. In recent years, DRMEC has sent mobile education teams to a number of different countries. Table 2 summarizes the international mobile courses since July 1975.

All courses taught by DRMEC, whether in Monterey or on-site in a host country, employ a multidisciplinary, team-teaching approach using a blend of lectures, small group discussions, and case studies. Emphasis is placed on analytical concepts drawn from the disciplines of economics, decision theory, and quantitative methods as they apply to the allocation and use of financial, logistic, and manpower resources. Case studies, games, and practical examples are used to integrate acquired concepts into a systematic process for resource allocation. The principal thrust of every DRMEC course is to help defense managers deal with the continual problem of allocating scarce resources among abundant competing needs under conditions of uncertainty.

In the Spring 1983 issue of the DISAM Journal, Gabriel Marcella looked at the problem of assessing the value of security assistance programs. DRMEC is a part of the security assistance equation that gets very little publicity. It is actually buried in the Military Articles and Services List (MASL) in line numbers 162002 through 162005. The skills learned at DRMEC are immediately applicable when an international student returns to his country no matter what his job is. Like many U.S. schools, DRMEC can boast

within the graduate program -- LM 5.43, International Logistics Management,** LM 5.58, International Logistics Environment, and LM 5.57, International Logistics Management Seminar.

The first of the three international logistics (IL) courses mentioned, i.e., IL Management, is offered as an option course to the graduate program student regardless of the student's major concentration. The three-course series has been offered as the core set of courses for a major concentration in IL in the past and will be continued as a stand-alone series offering at the graduate level. Each course is assigned three graduate degree credits.

THE INTERNATIONAL LOGISTICS PROGRAM

A short synopsis of each of the three IL courses will provide an appreciation of the program content and scope.

International Logistics Management. This course examines the constituent elements and the problems of security assistance management. The structures and functions of the CONUS and overseas agencies required to promote, negotiate and implement U.S. international logistics operations; logistics planning on the country and regional levels; and the military departments' mechanics for the execution of U.S. international logistics programs are systematically covered. The integration of military, industrial and financial efforts required to give practical effect to U.S. international logistics programs is carefully considered. Grant aid, foreign military sales, cooperative supply and maintenance agreements, coproduction, education and training programs and civil-military actions are defined, analyzed, and practically illustrated. Actual case studies serve as the means for illustrating management principles in action. In brief, the overall objective of this course is to present the rationale, administration and management of the U.S. international logistics program.

International Logistics Environment. This course has been designed to identify and analyze the diverse challenging environments in which the U.S. international logistics programs are now being implemented. It is taught throughout in the seminar mode, beginning with a study of the basic concepts of international politics. Diplomacy, international law, and war as instruments of national policy are critically examined. With this introduction and foundation, the seminar proceeds to the study and analysis of a number of countries which have been selected as being among those most important to the United States from the standpoint of international logistics. Students provide oral reports to the seminar group and a country analysis is concluded by a general discussion that focuses on country problems relating to the defense and effective utilization of U.S. grants and sales of arms.

International Logistics Management Seminar. As a capstone course for those students concentrating electives in international logistics, this

** International Logistics (IL) is the DoD-administered subset of security assistance programs consisting of the International Military Education and Training Program (IMETP), the Military Assistance Program (MAP) and the Foreign Military Sales Program (FMS).

course integrates the several graduate courses relating to the logistics field in general and international logistics in particular. While the central focus is on international logistics issues and challenges, the student is charged with understanding, analyzing and appreciating the complex nature of resources planning for manpower, money and material. The assignment of topics for seminar development varies with each course offering depending upon the students, their backgrounds and their future DoD assignments. The course emphasizes the systems approach and demonstrates the need for logical, yet innovative and creative thinking in the management of resources.

EPILOGUE

In proposing funding levels for the FY 1984 Security Assistance Program, the Administration expressed its cognizance of the contradiction between the need for budgetary restraint and the imperative that our allies and friends be assisted to resist external pressures and afforded the opportunity for prosperous development. Although the academic approach to addressing these types of current issues confronting our Administration may be didactic, it is nonetheless an adventure into the realm of real world politics and an exposure to an operating environment that is only an assignment away from the student. The AFIT international logistics graduate level program is a best effort in human resource development to meet the growing DoD challenges in the security assistance environment.

ENDNOTE:

1. Congressional Presentation Document, FY 1984.

LCDR Philip A. Kellner, SC, USNR, is a TAR (Training and Administration of Reserves) officer currently assigned as an instructor of logistics management at the U.S. Air Force Institute of Technology, School of Systems and Logistics. He has a Bachelors Degree in Business Administration from the City College of New York and a Masters Degree in Business Administration from Northwestern University, Chicago, Illinois. His assignments related to security assistance have included the Chief of Naval Operations (OP-63) staff as a Country Action Officer, the Joint U.S. Military Mission for Aid to Turkey as a Plans/Action Officer, and prospective to the Joint U.S. Military Assistance Group - Korea. He is a graduate of the Defense Institute of Security Assistance Management and the U.S. Army Institute for Military Assistance.

that many of its alumni have achieved senior positions in their home countries. A significant difference, however, is that DRMEC, which is lumped under the professional military education label, focuses on the problem of resource allocation under conditions of scarcity and uncertainty rather than the problems associated with tactics, strategy, and combat. If we are trying to help our allies become better defense managers, then DRMEC offers a unique environment in which to accomplish that objective.

Quota requests and allocations are processed through appropriate security assistance agencies. If there are any questions or if more information is desired, you can contact the Assistant Director of International Programs, DRMEC (Code 64), Naval Postgraduate School, Monterey, CA 93943.

For almost 20 years DRMEC has offered a very valuable, relevant product. Today, more than ever, DRMEC represents a valuable asset within US security assistance. Take advantage of it.

TABLE 1
1983 (CY) International Participants

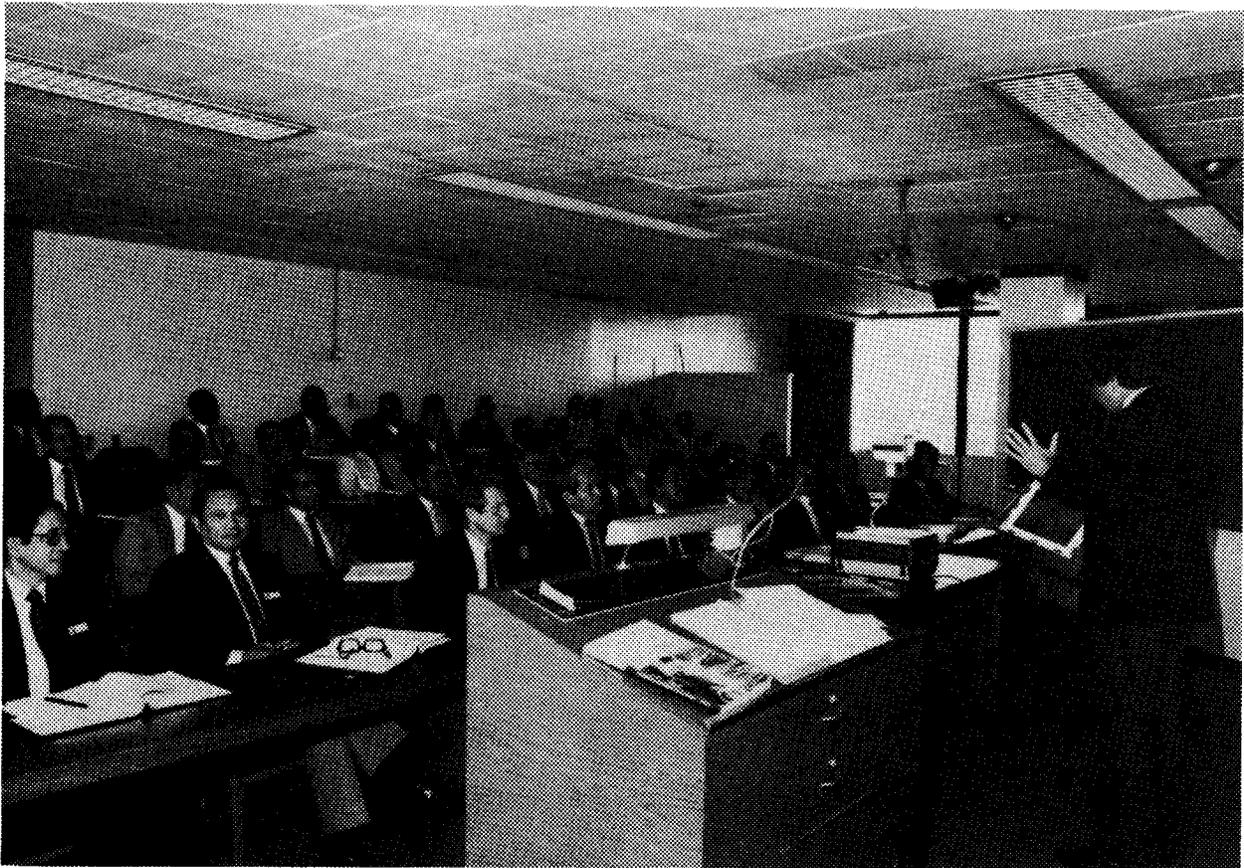
Austria	1	Japan	1	Pakistan	3
Australia	3	Jordan	12	Paraguay	1
Belgium	1	Kenya	3	Peru	1
Canada	3	Korea	17	Philippines	23
Colombia	3	Kuwait	3	Portugal	2
Denmark	2	Lebanon	2	Saudi Arabia	8
Egypt	16	Liberia	1	Senegal	1
France	2	Malawi	1	Singapore	1
Germany	21	Malaysia	10	Sweden	1
Greece	1	New Zealand	3	Thailand	17
Indonesia	14	Nigeria	4	United Kingdom	4
Israel	2	Norway	6	Venezuela	2

TABLE 2
International Mobile Education Courses
By Defense Resources Management Education Center
(Fiscal Years 1976 - 1983)

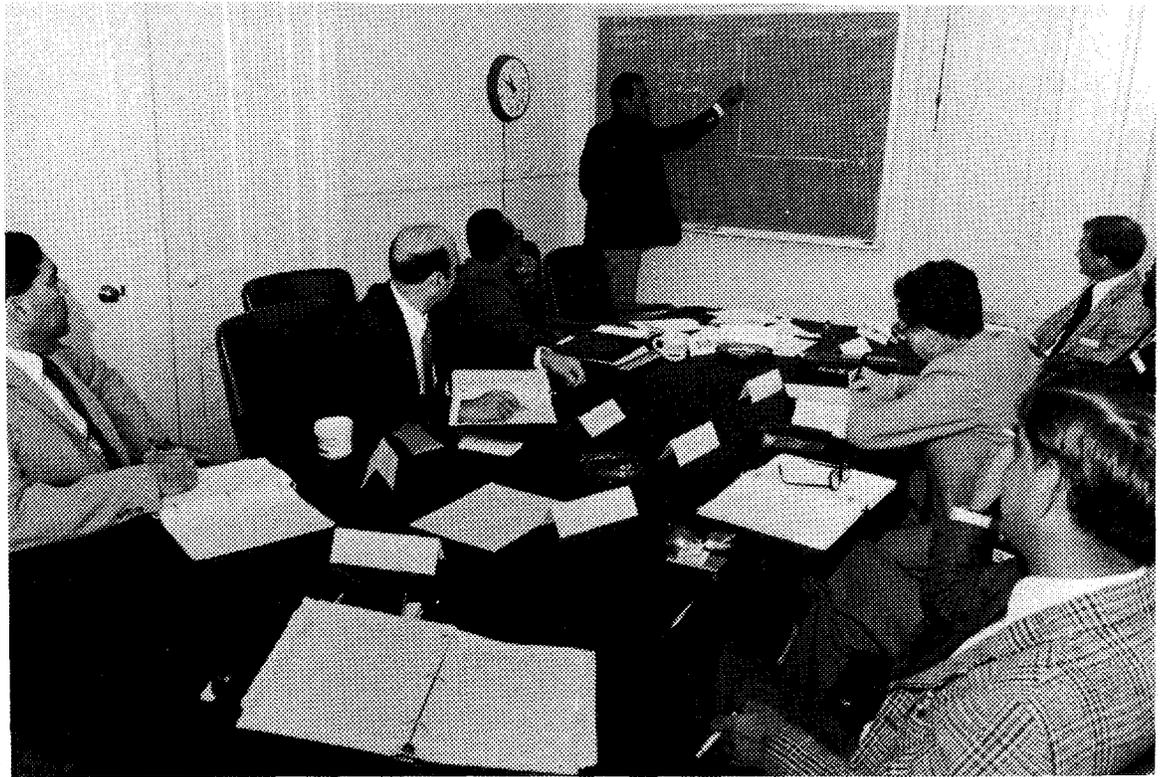
<u>Country</u>	<u>Date</u>	<u>Duration</u>	<u>Number of Participants</u>
Philippines	Jul 1975	2 weeks	60
Portugal	Oct 1975	3 weeks	50
Indonesia	Nov 1975	2 weeks	60
Thailand	Nov 1975	2 weeks	52
Republic of China	Dec 1975	4 weeks	54
Jordan	Feb 1976	3 weeks	28
Pakistan	Feb 1977	2 weeks	40
Portugal	May 1977	3 weeks	75

(Table continued on next page)

<u>Country</u>	<u>Date</u>	<u>Duration</u>	<u>Number of Participants</u>
Peru	Oct 1977	2 weeks	72
Canada	Feb 1978	2 weeks	36
Jordan	Feb 1978	3 weeks	30
Pakistan	Jul 1978	3 weeks	50
Peru	Aug 1978	2 weeks	70
Egypt	Oct 1978	1 week	38
Portugal	Nov 1978	2 weeks	75
Greece	May 1979	2 weeks	75
Lebanon	Aug 1980	3 weeks	20
Nigeria	Feb 1982	3 weeks	42
Malaysia	May 1983	3 weeks	50
Peru	Aug 1983	2 weeks	60
		<u>49 weeks</u>	<u>1,037</u>



Concepts from many fields of study related to modern defense management are presented in lectures to an entire class.



Small group discussions and workshops, conducted under the guidance of a faculty member, examine and apply concepts presented in lectures.

Lt Col Don Bonsper, USMC, is a 1965 graduate of the U.S. Naval Academy. He studied political science and languages as a Fullbright scholar in Costa Rica in 1966, received a masters degree in Operations Research from the Naval Postgraduate School in 1970, and completed the Marine Corps Command and Staff College in 1975. An Infantry Officer, he served in combat in Vietnam as a platoon leader and advisor with the Vietnamese Marine Corps, worked as an advisor to the Venezuelan Marine Corps, 1975-78, and was a member of the Latin American Military Affairs Directorate in the United States Southern Command in Panama, 1978-79. His most recent military assignment was as Commanding Officer of the 2nd Battalion, 5th Marines both at Camp Pendleton California and Camp Hansen Okinawa. Lt Col Bonsper joined the Defense Resources Management Education Center faculty in July 1982.