It has been an amazing first year for the Center! From our January launch reception, we’ve been moving out to implement our vision—to be a nexus for government, industry, and academia to address the business, policy, and regulatory issues impacting the $500B+ government contracting community. Our 2019 work centered around our three lines of effort: research, education and training, and collaboration. To highlight just a few of these initiatives, we published numerous commentary pieces and launched our White Paper series; we started a Government Contracting Minor to help educate the future workforce; and we held events on foreign direct investment, the education of naval leaders, and budgetary challenges for the government contracting community. We also held our inaugural Government Contracting conference, which we co-hosted with Defense Acquisition University, in early October. With an overflow crowd of senior presenters and participants from government, industry, and academia, it was an outstanding event that we look forward to holding on an annual basis in the coming years.

We also added twelve new members to our Advisory Board and held Alumni happy hours to engage graduates across the community. We hope that you can join us as we conduct our program next year and please let me know if you would like to get involved in our work!

Fond wishes to all for a joyful Christmas and Holiday season and I look forward to seeing many of you in the New Year!

Jerry
New Advisory Board Members

The following appointments to the Advisory Board were made in 2019. These twelve appointments support the goal of the Center to attract senior-level executives in government contracting, from small, mid-tier, and large companies. This group of appointments is also noteworthy by the acceptance of Scott Hine, a representative of the Senior Executive Service in the Department of Energy. The Center seeks to make additional senior level appointments from the Federal side of the GovCon industry.

- Dana A. Beyeler, Senior Vice President, Defense Engagement, Ellwood Group, Inc.
- Paul Edelmann, General Manager, Unison
- Jennifer Eubanks, Owner, CPA Department
- Kaylene H. Green, President & Chief Executive Officer, Flagship Government Relations
- Hannibal S. Jackson, President and Chief Executive Officer, Y-Tech, LLC
- Barbara Kiniski, Managing Partner, Centre Law and Consulting
- Sajeev Malaveetil, Partner, Government Contract Services Practice, Ernst & Young, PLLC
- John McNiff, Senior Vice President, Business Development & Strategy, Mission, Cyber & Intelligence Solutions Group, ManTech
- Aaron Raddock, National Co-Leader, Government Contracts, BDO
- Jeffrey J. Roncka, Senior Partner, Renaissance Strategic Advisors
- Tom Tagle, Partner, Baker Tilly Virchow Krause, LLP

Center for Government Contracting White Paper Series

On November 25, 2019, the Center for Government Contracting at George Mason University’s School of Business released the first three research papers in a series examining challenges in the government contracting industry.

“The Center for Government Contracting White Paper Series is a central focus of our mission to inject ideas into the government contracting ecosystem and identify potential solutions for challenges facing the community,” said Executive Director Jerry McGinn, PhD. “We are excited to launch this White Paper Series with these three reports, and we look forward to feedback and ideas for future topics.”

These White Papers were written by Senior Fellows over the course of their time at the Center.

- Unintended Consequences of Small Business Contracting, Craig Reed [PDF]
- Pricing Intellectual Property in Defense Competitions: Toward Theoretical and Practical Advice for Government Officials and Government Contractors, James Hasik [PDF]
- The Cost of Saving Money: The Negative Impact of Roller Coaster DoD Funding, Jennifer Taylor [PDF]

The Center welcomes comments and suggestions for additional topics of research. These ideas may be sent to govcon@gmu.edu. Additional information is provided on the Center’s website, under Research, White Papers.
Can the Shutdown Lead to Better Government?

A Commentary by Jerry McGinn and John Hillen in Washington Technology on January 22, 2019 examines how government and government contractors are managing the shutdown and keys for the future. [Link]

Executive Director's Commentary on Navy's Education for Seapower Study on the Future Education of Navy Leaders, June 19, 2019 [Article Link]

In Praise of the Revolving Door

James Hasik, Senior Fellow at the Center for Government Contracting, has written a piece for Defense News. [July 24, 2019, Article Link] Jim offers his thoughts of a plan “To Reduce Corporate Influence at the Pentagon.”

Uncle Sam Rising

A research article by Brett Josephson, Assistant Professor of Marketing and a Center Affiliated Faculty member, was published in the Journal of Marketing: “Uncle Sam Rising: Performance Implications of Business-to-Government Relationships.” Co-authored with Ju-Yeon Lee, Babu John Mariadoss, and Jean Johnson, the article examines performance implications of B2G relationships. The article provides numerous contributions to marketing theory and practice by revealing how the unique qualities of B2G exchanges produce specific costs and benefits for the firm Journal of Marketing, November 30, 2018 [Link]

Government Contracting Minor

In 2017, the United States Government Accountability Office reported that annual obligations through contracts for goods and services at the federal level exceeded $430 billion. Many of the agencies and contractors who carry out these contracts are located in the Washington, D.C., metro area.

Our government contracting minor provides students with a strong foundation in areas related to securing contracts, understanding the federal procurement system, marketing to the government, and supply chain management in a global economy. This minor is designed for business students who are interested in a possible career in government contracting and those who wish to better understand the industry. [Website]

Course offerings in the minor started with the Fall 2019 semester. Minor at a glance:
- Focus is on the fundamentals of government contracting
- Available to business undergraduate majors
- 15 credits (five courses)
- Requires sophomore standing


The School of Business’ Center for Government Contracting and Defense Acquisition University co-hosted a first-time conference geared toward the government contracting community on October 3 at the Washington Marriott Metro Center. The Conference offered Fireside Chats with Roger Krone, Chief Executive Officer of Leidos; Ellen Lord, Under Secretary of Defense for Acquisition and Sustainment, and Representative Denver Riggleman (R-VA) with a perspective from the Hill; and four panels on New approaches to Federal contracting, Intellectual property and supply chain security; Small business policy
trends; and Workforce challenges for government and industry. Videorecording of the sessions are available on the Conference website.

Industry Discussion Series

CFIUS Modernization: Implications for Government and Industry

On April 5, 2019, Heath Tarbert, Assistant Secretary for International Markets, U.S. Department of the Treasury shared insights on the reasons for recent reforms in the CFIUS process, including a pilot program regarding controlling investments and the process of identifying emerging and foundational technologies.

Reforming Naval Education — From the Schoolhouse and Pentagon to the Fleet and Beyond

On June 20, 2019, Under Secretary of the Navy Thomas Modly discussed his recently completed Education for Seapower study that is leading to a lot of changes in how the Department of the Navy educates and trains its leaders. From the establishment of a Naval University to the creation of a Navy Chief Learning Officer, the Navy is dramatically rethinking its approach to the education of its officers.

Jerry McGinn moderated the Fireside Chat with Secretary Modly. This conversation was followed by a panel discussion of government, industry, and academic experts in the Chief Learning Officer (CLO) function to help inform the Navy as it establishes this position for the first time:

- Leo Grassi, Ph.D., Program Implementation Manager, Department of Defense Healthcare Management System Modernization
- D. Kimo Kippen, Founder, Aloha Learning Advisors and Adjunct Faculty, School of Business
- Amy Titus, Managing Director, Human Capital, Deloitte Consulting LLP
- James Hasik, Ph.D., Moderator, Senior Fellow, Center for Government Contracting

Budgetary Opportunities and Challenges for GovCon Programs

The Center for Government Contracting was pleased to partner with the Association for Corporate Growth to co-host an event, “Budgetary Opportunities and Challenges for GovCon Programs,” on December 11. The recurring cycle of continuing resolutions and budgetary uncertainty creates significant turbulence for both company executives and government program managers. The start of programs can be delayed, development programs can be disrupted, and the sustainment of critical capabilities can be significantly impacted. Beyond these near-term impacts, the cyclical nature of spending over time has led to repeated boom or bust periods that also lead to increased inefficiencies and cost in the development and delivery of programs.

The discussion panel included Jennifer Taylor, Senior Fellow, Center for Government Contracting; Jeff Bohling, Senior Vice President and General Manager, Defense Group, Persecta; Alan Stewart, CFO, Peraton; and Chris O'Donnell, DASD, Platform and Weapon Portfolio Management. Jen, the panel moderator, wrote a Center White Paper as background to the discussion. The paper, “The Cost of Saving Money: The Negative Impact of Roller Coaster DoD Funding,” is described on this website.
Media Mentions & Outreach

**Government Matters**: Interview with Jerry McGinn on how the public and private sectors are navigating the shutdown, and mitigating issues that could arise, January 17, 2019 [link]

The announcement of the Center's establishment was covered by the Washington Business Journal, Washington Technology, Virginia Business Magazine, and ExecutiveBiz.

**Federal News Network — New government contracting center aims to fill independent research, education void** Jerry McGinn, executive director of the Government Contracting Center, talks to Executive Editor Jason Miller about the center's three-pronged approach to research, education, and collaboration. Interview Link. This Feb. 20, 2019 interview also appeared in ExecutiveBiz Blog.

**Transatlantic Industrial Interests and the Risk of Technological Gap in the Defense Sector**

Jerry McGinn, executive director of the Center for Government Contracting at George Mason University's School of Business, was invited to speak and participate in a discussion led by The German Marshall Fund of the United States. The discussion was held as part of an on-going Transatlantic Security Task Force project in Paris, France, from April 8–9, 2019. The theme of the discussion was U.S. Strategic Priorities and the New Terms of the Transatlantic Defense Partnership.

This program underlined the key challenges that will continue to frame debates on the transatlantic defense cooperation in an increasingly complex political and strategic environment. Jerry's paper addressed the panel topic: “Transatlantic Industrial Interests and the Risk of Technological Gap in the Defense Sector.”

**Raytheon and United Technologies plan to merge**: Jerry McGinn was interviewed by Kimberly Adams, NPR Marketplace, June 10, 2019 [Article] [Podcast, lead story]

**FedTech Magazine — Government Reset**: Jerry McGinn was included in a panel discussion led by Wylie Wong, a writer with FedTech Magazine, on the long-term effects of the government shutdown on federal technology projects. The topics discussed included IT modernization projects, procurement, cybersecurity and contracting. [Article, Summer 2019]

Alumni Happy Hours — Why we look forward to these events

The Center held two Alumni Happy Hours in 2019: on March 20 and on November 21. These events help to gather Mason alumni who work in the government contracting industry. Attendees include alumni, faculty, and members of the Center’s Board of Advisors. The chance to network and share ideas and interests has proven to be a highly sought after event. The background of the attendees provide a full-range of experience, whether junior, mid-level or senior practitioners in the industry. A point of pride for the Center is that this event attracts all Mason alumni who work in the GovCon industry, from the Business School, to Schar, and the Law Center.

Upcoming Event in 2019

**Fall 2020 Government Contracting Conference**

Date to be announced