



# MONIKA COOPER

## Management Scientist

(401) 855-0705 | coopermoin@gmail.com | North Potomac, Maryland 20850

### PROFESSIONAL SUMMARY

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Monika Cooper (she/her) is a senior technical advisor at RAND Corporation in Arlington, VA, and previously served on the International Staff as a Communications, Command, Control, and Surveillance (C3S) life cycle expert for the North Atlantic Treaty Organization (NATO) in Brussels, Belgium from 2002 until 2014. Cooper has worked at the Defense Contract Management Agency and the United States Air Force Electronic Systems Center in operations research and specializes in the acquisition and program planning for advanced weapon systems. She advises agencies on force analysis, strategic planning, effective performance criteria and evaluation, and organizational change.

\*Each professional job below involved a work schedule of 40 hours per week.

### EXPERIENCE

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RAND Corporation, Engineering & Applied Science Division | Arlington, VA  
**Senior Technical Advisor**  
*09/2020 - Present*

In this role, I lead critical research and analysis projects that inform the development of strategic plans and requirements for defense-related science and technology programs. My responsibilities include the management of comprehensive military effectiveness analyses, the design and facilitation of workshops for executive training, and the development of strategic planning and policy recommendations for government clients. In addition, perform strategic planning and roadmapping for effective strategy implementation and execution. Also extensive experience with evaluability assessments, mission threads analysis, and getting to outcomes (GTO) assessments. Experience with machine learning applications with interest in narrative diversity and innovation equity.

- Spearheaded the creation of a DEI hiring toolkit, significantly enhancing organizational recruitment practices and inclusivity, recognized with the prestigious Spotlight Award.
- Conducted in-depth Congressional studies, providing essential cost-benefit and alternatives analyses that supported key defense acquisition decisions.
- Developed and implemented data-driven methodologies for decision-making, i.e., identification of key performance indicators, development of strategic plans, goals, and objectives, and methods to monitor for performance.
- Played a pivotal role in advising on system designs and future technology integration in line with evolving defense strategies and threats.
- Develop and deliver workshops involving Delphi techniques for root cause and risk mitigation.
- Represented RAND at national and international forums, delivering insights on best practices in business and acquisition management, strengthening RAND's leadership in defense research.

Defense Contract Management Agency, As a program manager and integrator, my responsibilities encompassed

DCMA | Portsmouth, RI  
**Program Manager, Integrator**  
08/2019 - 08/2020

overseeing strategic partnerships and ensuring the fulfillment of contractual and business commitments across defense programs. I led a team of specialists in monitoring financial, technical, and schedule performance, while also serving as the primary liaison between the agency and Congressional stakeholders.

- Led a multimillion-dollar integrated baseline review, reducing the initial estimate by 27 million USD.
- Directed program support teams, successfully navigating strategic partnership agreements that improved contract compliance and performance.
- Developed and implemented comprehensive training manuals and risk assessment procedures, enhancing staff onboarding and program risk management.
- Streamlined communication and project delivery processes between defense contractors and government agencies, reducing project delays and enhancing efficiency.
- Initiated and led a cross-functional initiative to revise program management guidelines, significantly improving the accuracy of performance forecasts and reporting.
- Enhanced ITAR compliance and FMS processes, securing sensitive defense technologies and fostering international cooperation.

ZHL, LLC | Gainesville, VA  
**Principal Acquisition Manager**  
12/2014 - 01/2019

Developed robust cost estimating models for submission and funding authorization, ensuring accuracy and reliability in financial planning and resource allocation.

- Performed comprehensive market research, generating insightful reports with logistical and strategic recommendations to support informed decision-making processes.
- Served as the primary liaison with international customers, engaging in discussions on significant issues, negotiating major proposals, and ensuring thorough evaluation of all program aspects.
- Developed, evaluated, and maintained contractual technical specifications, terminology, requirements, modifications, and revisions, ensuring alignment with project objectives and regulatory standards.
- Monitored contractor performance, negotiating contractual changes and modifications as necessary to uphold project integrity and meet evolving needs.
- Generated actionable recommendations for senior leadership, providing decision support and guidance on changing program objectives, budgetary considerations, and resolution of conflicts.
- Identified potential interrelationships between functions that could impact cost, schedule, and risk performance, utilizing mathematical models to evaluate stakeholder decisions and propose changes to practices and processes as needed.
- Provided essential technical assistance to facilitate the execution of various contract actions in support of organizational objectives, including but not limited to limited services contracts, purchase orders, task orders, and delivery orders.
- Conducted contract negotiations and provided consultation on contractual and assistance issues, leveraging expertise to ensure favorable outcomes and adherence to legal and regulatory requirements.

North Atlantic Treaty Organization  
(NATO), Office of Resources (NOR) |

Acted as subject matter expert in office directly providing counsel to the Secretary General Private Office. Provided advice and produced reports

and recommendations on technical, financial, economic and political aspects in various domains of engineering including the implementation of NATO Communications, Command and Control & Surveillance (C3S) systems in support of deployment and sustainment capabilities as well as military operations in Afghanistan, Iraq and Kosovo. Provided expert advice and produced briefing and presentations on issues of life cycle management and sustainability matters to Investment Committee (IC), Military Budget Committee (MBC), and other major NATO advisory committees, i.e., Working Group of National Technical Experts, Hardware Committees, national delegations and authorities of the 28 member nations. Accountability for monitoring day-to-day operational matters, including approval of all research, development, testing and evaluation programs for highly-sophisticated, next-generation weapon systems. Developed program operating plans, established schedules and financial controls, initiated process improvements to reduce operating costs, led team performance enhancements to increase program yields, and reduced or eliminated non-value added development activities. Controlled approval of €4 billion annual operating budget for Alliance operations.

- Advised, coordinated, planned, executed, and assessed the multinational organizational Security Cooperation (SC) efforts with North American Treaty Organization (NATO) Commands.
- Successfully implemented Security Cooperation (SC) strategies, aligning with both US European Command and HQ Department of the Army directives. Actively engaged with Partnership for Peace (PfP) Nations, fostering collaborative efforts and ensuring compliance with international security standards. Demonstrated adeptness in navigating complex international relations to achieve strategic objectives.
- Primary responsibilities included critical evaluation and monitoring of cost estimates and associated budget plans for projects and NATO programs.
- Provided advice and produced reports and recommendations on technical, financial, economic, and political aspects for implementing NATO Communications, Command, and Control & Surveillance (C3S) systems in support of deployment and sustainment capabilities as well as military operations in Afghanistan, Iraq, and Kosovo.
- Provided expert advice and produced briefings and presentations on issues of life cycle management and sustainability matters to the Investment Committee (IC), Military Budget Committee (MBC), and other major NATO advisory committees, i.e., Working Group of National Technical Experts, Hardware Committees, national delegations and authorities of the 28 member nations.
- Acted as program manager to oversee the financial status of the organization, including developing long and short-range financial plans, monitoring the multi-agency budgets, and ensuring sound financial controls were in place; set financial benchmarks accurately to ensure the organization was operating in a manner that supported the required and approved needs of the program.
- Accountability for monitoring day-to-day operational matters, including approval of all research, development, testing, and evaluation programs and system performance for highly sophisticated, next-generation weapon systems.
- Reviewed Capability Packages (CPs), and established 'Type B' Cost Estimates (TBCEs), Statement of Works (SOWs), and other contractually binding documentation, including the development of ILS concepts in conjunction with appropriate NATO bodies and in accordance with

NATO policies and criteria, the translation of these concepts into inputs for procurement specifications to Invitation for Bids (IFB) / Request for Quotes (RFQ), Task Orders (TO), and supporting associated source selection activities.

- Provided strategic oversight of budget execution, including both the US and International budget of up to \$50 million direct US operations and maintenance funds and €8 million contributed by NSHQ participating Memorandum of Understanding (MOU) nations.
- Advised leadership on possible credits due to U.S. or International Budget based on delivered capabilities, execution methodology, and the genesis of the originally funded action.
- Provided input to support senior management reports and tasks, including cost-benefit analyses, program trade-offs, and course of action development; continually developed strategies to determine alternative sources and methods of financial support.
- Developed and edited documentation, processes, and financial statements that support budget development, funding requests, program objective memorandums, medium-term finance plans, and financial statements for the Infrastructure Committee (IC).
- Maintained financial documents in the appropriate files ensuring required supporting documentation (cost estimates, project eligibility statements, minimum military requirement (MMR) breakdown sheets, and international funding determination sheets) were identified and retained/updated as necessary.

NATO Communications and Information Agency (NCIA) | Brussels, Brabant Wallon  
**Senior Contracting Officer, Cost Expert**  
08/2002 - 01/2010

- Developed and implemented life cycle cost estimates, risk and sensitivity analysis, projected vs. actual expenditures, and budgetary profiles for major software development programs. Regularly applied related US, European and NATO budgetary and procurement laws and policies in the procurement of supplies, materiel and services for 28 NATO nations.
- Conducted price analyses of multinational vendor bids entered for International Competitions and Request for Proposal tenders. Responsible for planning, coordinating and carrying out cost, price, budgetary and management analysis for technical appropriateness of programs for NATO. Provided financial management support to (11) Integrated Product Teams (IPTs), building estimates of program costs; assisting in submission of the budget to the Infrastructure Committee for funding approval, predicting and approving internal manpower costs, evaluating technical change boards/proposal, and approving all modifications to established budgets resulting from changes in program technical scope. Created workshops, developed training programs and deliver training, and conducted interviews to capture business requirements.
  - Assisted the NC3A Business Process owners and managers in analyzing, defining problem areas, and improving business processes. Developed an in-house Excel based software tool to project manpower requirements and GANTT product execution requirements. Established and maintained internal professional contacts with other Agency staff, all national Delegations and National Technical Experts from the 28 member nations in order to further strategy planning and implementation efforts for NATO.
  - Designed and developed mathematical, econometric, and statistical models to improve the development and execution of military systems and programs. Performed trend, marketing, and quantitative analysis during all phases of programs life cycles. Solely responsible cost analyst

for all Agency acquisitions for 8 years; performing source selection and contract negotiations for multibillion euro value programs. Successfully built relationships with commercial contractors enhancing contractor performance over the long term life of programs.

- Responsible for price analysis and monitoring of vendor financial requirements through engineering change proposal and orders for software and hardware acquisition, software engineering, system integration and information security support, especially with regard to a mission critical system development and proliferation to approximately 43 locations as a part of the €1 Billion Alliance Automated Information System program.
- My expertise extends to the research, interpretation, and application of FAR/DFARS, ensuring compliance with policies and procedures related to negotiations, exemptions, FPR, TINA, CAS, and the Bona Fide Need Act. I have also played a key role in developing training manuals for cost analysis and operations research processes.
- In advising and supporting NATO member nations, I have contributed to the development of visionary strategic directions and actionable acquisition approaches for mission success. I am adept at developing repeatable solution sets and acquisition artifacts that support innovative and forward-leaning acquisition solutions, such as the Middle Tier of Acquisition and Other Transaction Authorities. Acted as Contracts Award Board member and source selection authority for the nations overseeing the development, production, and procurement of advanced weapon systems like Missile Defense (MD), Allied Ground Surveillance (AGS), and Air Command and Control System (ACCS).
- Responsible for price analysis and monitoring of vendor financial requirements through engineering change proposal and orders for software and hardware acquisition, software engineering, system integration and information security support, especially with regard to a mission critical system development and proliferation to approximately 43 locations as a part of the €1 billion Alliance Automated Information System program.

## EDUCATION

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### **Doctorate Business Administration (DBA)**

University of Maryland Global | Adelphi, Maryland

*March 2024*

GPA: 3.5

#### Relevant Coursework

- DBA 800 Interpretation & Translate MGMT Theory
- DBA 810 Research for MGMT Decision
- DBA 820 Evidence-Based Research Method
- DBA 830 Data Analytics in Practice
- DBA 840 Design Evidence Base MGMT Solutions
- DBA 850 Producing Original MGMT Ideas Publication
- DBA 860 Producing Actionable Knowledge
- DBA 870 Producing Action Knowledge II
- DBA 880 Producing Action Knowledge III

### **Master's of Business Administration (MBA)** in Governance & Organizational Sciences, Honors

Bellevue University | Omaha, Nebraska

*January 2000*

#### Relevant Coursework

- Strategic Management
- Global Management
- Survey of Statistics and Quantitative Methods

## Awards & Honors

- Honors, Dean's List

## **Bachelor's of Science (B.S.)** in International Business Management

Bellevue University | Omaha, Nebraska

January 1997

## Awards & Honors

- Summa cum laude

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## SKILLS

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- Source Selection Authority, Contracts Award Board
- Systematic Reviews
- Data Analytics, Power BI and Tableau
- Risk Analysis using RASCI Methodology
- Change and Knowledge Management
- Workshop and Training Development
- Analysis of Alternatives, Cost Benefit Analysis
- Rapid Evidence Assessments (REA)
- Evidence Based Management
- Strategic Planning and Implementation
- Logic and Parametric Modeling
- Program Management
- Six Sigma Certification
- Government Relations

## CERTIFICATIONS

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- Program Management, Prince 2 and DAWIA Level II
- Six Sigma Green/Black Belt
- Human Research Protections Certification
- Business Financial Management, DAWIA Level II
- Contract Management, DAWIA Level I

## LANGUAGES

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- **French**  
Intermediate
- **Spanish**  
Intermediate
- **German**  
Conversational

## REFERENCES

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**Abbie Tingstad - RAND Corporation**  
**Co Director Of The Climate Resilience Center • Cohort**

**Phone Number** (617) 338-2059

**Email** Abbie\_Tingstad@rand.org

**Rajeev Ramchand - RAND Corporation**  
**Codirector, RAND Epstein Family Veterans Policy • Cohort**

**Phone Number** (703) 413-1100

**Email** ramchand@rand.org

**David Morana - United States Air Force**  
**Financial Comptroller, Retired • Former Manager**

**Email** dmorana22@gmail.com

## AWARDS

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- Spotlight Award, RAND Corporation
- Merit Promotion, Department of Defense