



Changes Come to CROSSTALK and to Warfare Operations



It is with some modest pride and a little sorrow that I take this final opportunity to pen CROSSTALK's From the Publisher column to introduce this special issue, "Information From Senior Leadership." I have personally spent the past eight years as either the deputy or director of the Air Force Computer Resources Support Improvement Program. During the past 16 years, this program office has had the satisfaction of being the sponsor of both CROSSTALK and the Software Technology Conference. I would like to believe that these have become significant, respected venues for the communication and exchange of technology information relating to software and systems engineering within the Department of Defense (DoD).

However, as with all things in life, changes do occur. We are now embarking upon a new path for these activities involving a wider group of sponsors. Whereas CROSSTALK has formerly been funded exclusively by the Air Force, we are now in the process of extending that sponsorship to a broader spectrum of supporters. You will see some changes occur in CROSSTALK later in 2004 as we make that transition. In order to offset the publication and distribution costs of this journal, we will be including some advertisements from these new sponsors. I want to assure you that all attempts will be made to retain the best features of this respected, refereed journal as we transition to this new model of financial sponsorship.

In this issue, we are pleased to present the views from several of our chief information officers (CIO) within the DoD related to our new world of software-intensive systems. We begin with a view of horizontal fusion explained by John P. Stenbit, assistant secretary of defense for Networks and Information Integration and CIO of the DoD. In *Horizontal Fusion: Enabling Net-Centric Operations and Warfare*, Stenbit focuses on putting needed information immediately at users' fingertips to streamline business processes and win wars.

Next, *Net-Centric Warfare Is Changing the Battlefield Environment* by Lt. Gen. Harry D. Raduege Jr., director, Defense Information Systems Agency (DISA), is a comprehensive look at how the agency's contributions to net-centric warfare span all areas of the DoD. Raduege details how DISA's net-centric technologies and Internet sharing contribute to enabling today's technologically superior warfighter to gain power from information, access, and speed.

In *Military-Use Software: Challenges and Opportunities*, Air Force CIO John M. Gilligan says the future vision for software within the Air Force must focus on integrating software as a part of the system engineering discipline. He also stresses the importance of changing the culture of Air Force software professionals and managers to view software as simply one component of the larger information enterprise.

Similarly, the Department of the Navy CIO David M. Wennergren talks about what the Navy and Marine Corps teams are doing to answer the challenge to "deliver tomorrow, today." In *Charting the Course for the Department of the Navy's IM/IT Transformation*, Wennergren says the measure of an effective CIO is his or her ability to lead change.

Our final theme article demonstrates the U.S. Army's successful implementation of good software process, which sets a future goal to continually improve the software engineering capability of all U.S. Army software development agencies. In *The Fire Support Software Engineering Division Achieves CMMI Level 5*, Milton Smith and Phil Sperling discuss the path that led this Army organization to be the first in the DoD to achieve a CMMI® Level 5 rating.

As is usual, we also have a broad lineup of supporting articles that include the successful use of Earned Value Management and Team Software ProcessSM; a tutorial of object-oriented programming techniques in large, complex software systems; and extreme software cost estimating. This issue of CROSSTALK presents a broad diversity of timely information related to software development challenges and successes. It is hoped that the upcoming changes to the sponsorship of CROSSTALK will in no way diminish the ability to continue to bring you this critical information in a timely and reader-friendly fashion. I am pleased to have been associated with CROSSTALK for the past eight years and hope that my future assignments are as rewarding.

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