



Colonel Simon R. Goerger, Ph.D.
U. S. Army
Senior Defense Readiness Analyst
Office of the Undersecretary of Defense (Personnel and Readiness)

COL Goerger assumed his duties as a Director of the Department of Defense Readiness Reporting (DRRS) Implementation Office (DIO) on 27 April 2010. As the Director of the DIO, COL Goerger is responsible for the identification of requirements for, and development, testing and implementation of DRRS. He is also a Senior Defense Readiness Analyst in the Office of the Undersecretary of Defense (Personnel and Readiness) since June of 2009. As a Senior Readiness Analyst, he sponsors research efforts, leads program review groups, and directs study efforts related to the most critical readiness issues. COL Goerger represents the Undersecretary in the 2010 Quadrennial Defense Review and Analytic Agenda/Operational Availability (OA-10) study process and co-chairs a variety of service and combatant command readiness related working groups that focus on personnel, training, and materiel readiness. He recently served as the an Assistant Professor and the Director of the Operations Research Center of Excellence in the Department of Systems Engineering at the United States Military Academy, West Point, New York before deploying to serve as the Joint Multinational Networks Division Chief, Coalition Forces Land Combatant Command/U.S. Army Central Command, Kuwait. He earned his Bachelor of Science from the United States Military Academy in 1988, his Masters in Computer Science and Doctorate in Modeling and Simulations from the Naval Postgraduate School, Monterey, CA in 1998 and 2004, respectively, and a Masters in National Security Strategy from the National War College in 2009. His research interests include systems modeling, combat modeling and simulations, agent based modeling, human factors, and training in virtual environments. COL Goerger has served as an infantry officer with the 6th Infantry Division in Alaska & Sinai, Egypt, as a cavalry officer with the 2d Armored Cavalry Regiment at Fort Polk, LA & Port-a-Prince, Haiti, and as a software engineer for COMBAT^{XXI}, the US Army's future brigade and below analytical model for the 21st Century.

EDUCATION:

Bachelor of Science in Social Sciences, United States Military Academy, 1988

Masters of Science in Computer Science, Naval Postgraduate School, 1998

U.S. Army Command and General Staff College, 2001

Doctorate of Philosophy in Modeling, Virtual Environments, and Simulations, Naval Postgraduate School, 2004

Masters of Science in National Security Strategy, National War College, 2009

ASSIGNMENTS:

1. 1989 – 1992, Scout Platoon Leader, Company Executive Officer, Rifle Platoon Leader, 1/17 Infantry, 6th ID, Fort Richardson, AK and Sinai , Egypt
2. 1992, Aide-de-Camp, 6th ID, Fort Wainwright, AK
3. 1993 - 1996, Squadron Maintenance Officer, Squadron Personnel Officer, Headquarters Troop Commander, 3rd SQDN, 2nd ACR, Port-au-Prince, Haiti and Fort Polk, LA
4. 1999 - 2001, Systems Automation Engineer, Training and Doctrine Command Analysis Center (TRAC) - White Sands Missile Range, NM
5. 2004 - 2005, Assistant Professor, Department of Systems Engineering, United States Military Academy, NY
6. 2005 - 2007, Director, Operations Research Center of Excellence, and Assistant Professor, Department of Systems Engineering, United States Military Academy, NY
7. 2007 - 2008, Division Chief, Joint and Multinational Network Division for Combined Forces Land Component Command/Third U.S. Army forward headquarters, Camp Arifjan, Kuwait
8. 2009 - Present, Senior Readiness Analyst, Readiness Programming & Assessment Directorate, Office of the Secretary of Defense - Personnel and Readiness, Washington, D.C.

PROFESSIONAL WRITINGS:

Goerger, S. "MORS Annual Membership Survey Results are In" *PHALANX*, Military Operations Research Society and Military Applications Society, Vol 43, No 1, 4 March 2010.

- Goerger, S.R., Wong, E.Y., Henderson, D.L., Sperling, B.K. and Bland, W. Chapter 31: The Casualty Assistance Readiness Enhancement System (CARES)—A Case Study in Rapid Prototyping and Design for Flexibility, *Practical Studies in E-Government*, Wiley-ISTE, (to be published Spring 2010).
- Goerger, S. R. “Recommendations Regarding the Information Component of Power for the 2009 National Security Strategy”, *Information Operations Journal*, Information Operations Institute, Association of Old Crows/Naylor, LLC, Washington, D.C., Vol. 1, Issue 2, September 2009.
- Foote, B. L. and Goerger, S. R. Chapter 31: Innovative Techniques and Practical Software Tools for Addressing Military Analytical Problems, *Handbook of Military Industrial Engineering*, CRC Press/Taylor and Francis Group, Boca Raton, FL, 31 March 2009.
- Goerger, S. and Heidelbaugh, C. “And Our Survey Says...,” *PHALANX*, Military Operations Research Society and Military Applications Society, Vol 41, No 1, 16 March 2009.
- West, Paul D., Kobza, John E., and Goerger, Simon R. Chapter 3: Systems Modeling and Analysis, *Systems Decision Making in Systems Engineering and Management*. John Wiley & Sons, Inc., Hoboken, New Jersey, 2008.
- Goerger, N. C., Teague, E., Goerger, S. R., Griffin, G. C., and Richmond, P. W. *Shaping Insurgent Route Selection Using Traffic Flow Strategies*. Submission to Interservice/Industry Training, Simulation, and Education Conference (I/ITSEC) December 2007, Orlando, FL, 2007.
- Goerger, N. C., Goerger, S. R., Griffin, G. C., Richmond, P. W., and Teague, E. *Shaping Insurgent Route Selection: Area Coverage Strategies*. Submission to 07F-SIW-060, 2007 Fall Simulation Interoperability Workshop, Orlando, FL, 16-21 September, 2007.
- Burk, R., Goerger, N. C., Gates, B., Blais, C., Nagle, J. A., and Goerger, S. R. “Knowledge Representation for Military Mobility Decision-Making by Humans and Intelligent Software: The Mobility Common Operational Picture Data Model and Ontology”, 10th INFORMS Computing Society Conference, Coral Gables, FL, 3-5 January 2007.
- Goerger, S. R. and Boylan, G. L. “Capabilities-Based Battle Command Training Center Design in Army Transformation”, 06F-SIW-101, 2006 Fall Simulation Interoperability Workshop, Orlando, FL, 10-15 September, 2006.
- Goerger, N. C., Richmond, P. W., Griffin, G. C., Goerger, S. R., and Evangelista, P. “Insights into Insurgent Decisioning and Response to Traffic Flow Strategies”, 06F-SIW-098, 2006 Fall Simulation Interoperability Workshop, Orlando, FL, 10-15 September, 2006.

- Wong, E. Y., and Goerger, S. R. "The Armed Forces Casualty Assistance Readiness Enhancement System (CARES): Design for Flexibility", Operations Research Center of Excellence, Technical Report DSE-TR-0619, DTIC # ADA449018, June 2006.
- Wong, E. Y., Goerger, N. C., Keeter, R., and Goerger, S. R. "The Army Digital Terrain Catalog II (ADTC)", Operations Research Center of Excellence, Technical Report DSE-TR-0602, DTIC # ADA456501, June 2006.
- Wong, E. Y., Gauthier, S. E. and Goerger, S. R. "Condition-Based Maintenance (CBM): A Working Partnership between Government, Industry, and Academia", Operations Research Center of Excellence, Technical Report DSE-TR-0614, DTIC # ADA449019, June 2006.
- Boylan, G. L. and Goerger, S. R. "A Simulation-Based Methodology for Developing a Standardized Design Template for Future Battle Command Training Centers", Operations Research Center of Excellence, Technical Report DSE-TR-0603, DTIC # ADA 448072, June 2006.
- Boylan, G. L. and Goerger, S. R. "PEO Soldier Simulation Roadmap: Continued Efforts in Implementation", Operations Research Center of Excellence, Technical Report DSE-TR-0610, DTIC # ADA448073, May 2006.
- Morel, T. O., Wong, E. Y., Kwinn, Jr., Michael J., Dodge, Jr., Ronald C., and Goerger, Simon R., "Effects Based Assessment Support System (EBASS)", Operations Research Center of Excellence, Technical Report DSE-TR-0539, DTIC # ADA448132, May 2006.
- Goerger, S. R., Goerger, N. C., Griffin, G. C. and West, P. D. "Modeling Traffic Flow Strategies in Countering Improvised Explosive Devices", 06S-SIW-045, 2006 Spring Simulation Interoperability Workshop, Huntsville, AL, 02-07 April, 2006.
- Goerger, S. R., McGinnis, M. L., and Darken, R. P. (2005, May). "A Validation Methodology for Human Behavior Representation Models," Tech Report DSE-R-0531, Operations Research Center of Excellence, West Point, NY.
- Goerger, S. R., McGinnis, M. L., and Darken, R. P. "A Validation Methodology for Human Behavior Representation Models," *The Journal of Defense Modeling and Simulation: Applications, Methodology, Technology*, Vol 2, Issue 1, pages 5-17, January 2005.
- Baylot, E. A., Gates, B., Goerger, N. C., and Goerger, S. R. *Getting One of the Basics Right for Distributed Simulations: A Mobility Service/Server for the Present and Future*. Proceedings of the 2004 European Simulation Interoperability Workshop (Euro-SIW), Edinburgh Scotland, 2004.
- Goerger, S. R. *Validating Computational Human Behavior Models: Consistency and Accuracy Issues*. Dissertation, Modeling of Virtual Environments and Simulations, Naval Postgraduate School, Monterey, CA, 16 June 2004.

- Goerger, S. R. *Validating Human Behavioral Models for Combat Simulations Using Techniques for the Evaluation of Human Performance*. Paper presented at the 2003 Summer Computer Simulation Conference, Montreal, Quebec, Canada, 20 - 24 July 2003.
- Baylot, E. A., Deliman, N. C., and Goerger, S. R. *Development of Mobility API for Entity Level Models*. 14th International ISTVS Conference, 2000.
- Darken, R. P., and Goerger, S. R. *The Transfer of Strategies from Virtual to Real Environments: An Explanation for Performance Differences?* Proceedings of Virtual Worlds and Simulations 1999, pp. 159-164, 1999.
- Goerger, S. R. *Spatial Knowledge Acquisition and Transfer from Virtual to Natural Environments for Dismounted Land Navigation*. Masters Thesis, Department of Computer Science, Naval Postgraduate School, Monterey, CA, September 1998.
- Goerger, S., Darken, R., Boyd, M., Gagnon, T., Liles, S., Sullivan, J., and Lawson, J. *Spatial Knowledge Acquisition from Maps and Virtual Environments in Complex Architectural Spaces*. Proceedings of the 16th Applied Behavioral Sciences Symposium, 22-23 April, U.S. Air Force Academy, Colorado Springs, CO. pp. 6-10, 1998.

MAJOR AWARDS AND DECORATIONS:

Meritorious Service Medal (4 OLC)
Army Commendation Medal (2 OLC)
Army Achievement Medal (3 OLC)
Army Superior Unit Award
Armed Forces Expeditionary Medal
National Defense Service Medal
Global War on Terrorism Expeditionary Medal
Global War on Terrorism Service Medal
Humanitarian Service Medal
Military Outstanding Volunteer Service Medal
Armed Service Ribbon
Overseas Service Ribbon (2)
United Nations Service Medal (Haiti)
Multinational Forces and Observers Medal
Ranger Tab
Expert Infantryman Badge
Parachutist Badge
Air Assault Badge

OTHER ACHIEVEMENTS:

Assistant Professor, United States Military Academy

Alpha Pi Mu

Phi Kappa Phi

Dr. Wilbur B. Payne Memorial Award for Excellence in Analysis - Small Group Category, "Small Arms Effective Life Study for PEO Soldier", 2007

Best Paper in Working Groups 31, Military Operations Research Society (MORS) Symposium, 2007

Best Paper in Research and Development Subcommittee, Interservice/Industry Training, Simulation and Education Conference (I/ITSEC), 2004

Military Operations Research Society (MORS) Impact Award for Excellence in Applied Research, 2002

Best Paper in Working Groups 11 and 31, Military Operations Research Society (MORS) Symposium, 2002

EFFECTIVE DATES OF PROMOTION:

COL	Nov 1, 2009
LTC	Sep 1, 2004
MAJ	Mar 1, 1999
CPT	Sep 1, 1992
1LT	May 25, 1990
2LT	May 25, 1988

(Current as of May 2010)