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## Issue 32 Highlights

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## CJ's Corner

On 22 May 2009, President Obama signed the Weapon Systems Acquisition Reform Act (WSARA). WSARA is a response to displeasure in both the Pentagon and the Congress with continuing large cost overruns in major weapon system programs and is one in a long line of acquisition reforms addressing this issue. To control costs, the act relies on a number of reviews, changes in organizational structure and reporting requirements. It also establishes accountability for cost estimates by requiring that the Director of Cost Assessment and Program Evaluation certify them.

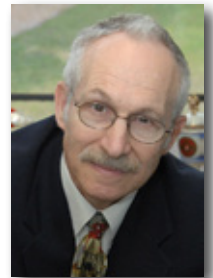
The changes in organizational structure are the most visible of WSARA's measures. The Office for Program Analysis and Evaluation (PA&E) will be reorganized

## Comments from Dr. C. J. LaCivita, Executive Director, DRMI

and renamed the Office for Cost Assessment and Program Evaluation (CAPE) to give more emphasis to the cost estimating work that PA&E has traditionally performed. Whereas PA&E had a principal deputy and five deputy directors, CAPE will have two deputies, one for cost assessments and one for program evaluation. The Director of CAPE will be a political appointee confirmed by the Senate; the Director of PA&E was not a political appointee. Although some have suggested that requiring CAPE's director to be made by political appointment is a radical change, this is, in fact, not precedent-setting; at times, political appointment determined PA&E's director.

WSARA calls for many adjustments in processes and reporting requirements,

more than can be discussed here. Some of the most important changes attempt to bring cost into the earliest phases of system development. One modification that has the potential to have a significant impact is that WSARA mandates that Joint Requirements Oversight Council (JROC) include a member from CAPE. This should give the JROC the ability consider cost implications in the development of required capabilities, a concept we have taught at DRMI for decades. Another significant adjustment requires a certified



(See "C. J.'s Corner" on page 2)

## Resident Programs



Senior International Defense Management Course (SIDMC) opening reception.

## SIDMC

The annual Senior International Defense Management Course (SIDMC) began with an opening reception on Sunday 27 June. At press time, the course roster included 34 flag and general rank international and US military officers and equivalent civilian officials from 26 countries. Guest speakers scheduled for the course include a high-ranking official from the Bosnian MoD, the Comptroller of the Department of Defense, and other high-ranking DoD officials. The four-week course will graduate on July 23.

(See "Resident Programs" on page 2)

### C. J.'s Corner

(Continued from page 1)

cost estimate for Milestone A approval. Recall that Milestone A approval involves material solution analysis and an analysis of alternatives and allows entry to the technology development phase. WSARA also requires program managers to inform cost estimators about program changes so that they can update the cost estimates. The impact of these and other changes required by WSARA allow decision makers to consider trade-offs among cost, effectiveness, schedule and risk from the determination of desired capabilities through the entire system development process.

Another interesting feature of the law is that it instructs the Office of the Undersecretary for Acquisition, Technology and Logistics to do performance assessments and root cause analyses on major acquisition programs. The intent is to develop a database that allows decision makers to see where and why problems have occurred in the past.

There have been many modifications to the acquisition process over the last forty years. In fact, some of the adjustments have reversed previous changes. We have centralized and decentralized the process several times and gone back and forth on various requirements. In fact, the tools to make good decisions have been available; what has been lacking are the will and discipline to use them. This is true for both DoD and Congress. However, both now seem to be willing to tackle the problem of cost overruns in earnest. Moreover, both realize that this will be a long-term effort. While the changes to the process WSARA calls for have the potential to have significant impact, the accountability it establishes may be its most important feature. Time will tell how much impact WSARA will have.



### Resident Programs (Continued from page 1)

#### DRMI Conducts Iraq Resources Management Course

DRMI conducted a course for 35 participants for the Iraqi Ministries of Defense and Interior from May 4 until May 21. Participants included four from the Iraqi MoD, 30 from the Iraqi MoI, one US Navy reservist and three interpreters. DRMI faculty presented topics on the economic, efficient and effective allocation and use of scarce resources in today's complex and uncertain security environment. Senior Iraqi course members presented information about the Iraqi budget and other processes.



Participants from the Iraqi Ministries of Defense and Interior

#### DRMI Conducts Defense Resources Management Course

DRMC 10-3 began on May 24 and included 29 participants. Participants came from 13 countries (including the United States) and represented all US services, the DoD and many services and ministries of defense abroad. Participants visited Point Lobos and other Monterey Peninsula sites on a field trip. The course ended 18 June with a graduation ceremony in Dawson Hall.



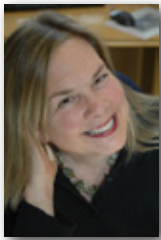
(Above) DRMC field trip to Point Lobos State Reserve, Carmel, California.

(Below) DRMC class participants at the Naval Postgraduate School, Monterey, California.



## Mobile Programs

### Associate Professor Webb and Senior Lecturer Polley Conduct Kyrgyz Workshop



Natalie Webb and Al Polley conducted a three-day workshop in Bishkek, Kyrgyz Republic, 5-7 April 2010. The workshop agenda focused on defense financial management organizational structure, military pay and benefits programs, and annual defense planning and budgeting processes. Fourteen Kyrgyz attended the workshop from the MoD, Border Service, and Interior Forces. Two of the Border Service participants (LTC Bakyt Ibraev and LTC Maksat Alamanov) were graduates of a DRMI resident course. This was the fourth in a series of CST approved DRMI workshops conducted in Bishkek in the last two fiscal years (see related article on CSTs, elsewhere in this Newsletter). The final day of the workshop was notable, as the Kyrgyz Opposition overthrew the government. DRMI's thoughts are with the Kyrgyz people as they address their political issues.



Al Polley



Natalie Webb and Al Polley with students in Bishkek, Kyrgyz.



Don Bonsper (above) & Mark Hladky (below)



### Senior Lecturer Bonsper & Lecturer Hladky Present Workshop in Tajikistan

Don Bonsper and Mark Hladky conducted a three-day workshop in Dushanbe, Tajikistan during the period 4-6 May 2010. This second workshop followed an earlier effort in November of last year. The DRMI team worked with 13 participants from the MoD, National Guard and Border Guards over the three days. The workshop addressed general resources management issues facing these three national security organizations. An unexpected highlight of the workshop was a lengthy

discussion of the resources implications of the national Rogun Hydroelectric Project on the Vakhsh River. DRMI plans to return later this year and again in 2011.



Don Bonsper instructing in Dushanbe, Tajikistan.

### Senior Lecturers Hurst & Enns and Lecturer Hladky Present Workshops in Iraq



Steve Hurst, Mark Hladky and John Enns completed two workshops in the city of Basra, Iraq in April. Iraq's Ministry of Interior (MoI) hosted the workshops and provided an opportunity for MoI leadership and managers from the southern provinces to participate. These workshops were similar to the successful January workshops in Erbil. Conducting the workshops at multiple geographic locations provides a greater opportunity for members of the MoI who are located

outside of Baghdad to participate while also allowing individuals who work in Baghdad to meet with ministry officials from across Iraq. The inclusion of members of the MoI from various provinces creates a great opportunity for the exchange of information across multiple levels of the ministry.



Workshop participants

The goal of the workshops was to introduce the MoI participants to concepts of strategic resources management. The subject matter included strategic planning, SWOT (strengths, weaknesses, opportunities and threats/challenges) analysis, economic reasoning, capabilities based planning and cost effectiveness. Particularly valuable to the success of the workshops was the involvement of senior members of the MoI staff whose presentations were fully integrated into the DRMI curriculum. Each presentation brought a real world, Iraqi perspective to the concepts presented by the DRMI faculty

(See Workshops in Iraq on page 7)

## Mobile Programs

(Continued from page 3)

### Lecturer Morales and Senior Lecturer Enns Present Project Management Workshop in Iraq



John Enns

DRMI conducted a project management workshop 9-13 May 2010 in Baghdad, Iraq. Luis Morales and John Enns conducted the workshop at the Baghdad Police College (BPC), FSS Shield, to 32 Iraqi police officers from the Iraqi MOI. This was the ninth workshop conducted in the BPC and the 16th workshop conducted in Iraq by DRMI since 2008.

The workshop focused on project management concepts and processes. Participants applied the concepts in a series of practical exercises and case studies specifically designed for the MOI police, for example developing a work breakdown structure for a police station. The objective of the workshop was to improve the Government of Iraq's ability to efficiently and effectively manage and execute public resources. Workshop participants from different MOI organizations animatedly discussed international best practices in resources management for government entities.



Luis Morales

### DRMI Presents Mobile Resources Management Course in Malaysia

DRMI conducted a two-week Mobile International Defense Management Course in Kuala Lumpur, Malaysia from 31 May – 11 June 2010. The faculty team consisted of Professors C. J. LaCivita and James Morris, Assistant Professor Jay Simon, Senior Lecturer Steve Hurst and Lecturer Luis Morales. DRMI faculty presented the course at the Malaysian Armed Forces Defense College (MAFDC) to 40 participants attending the yearlong MAFDC graduate program: 34 from the three military services, one from the police, and five from other countries (Peoples' Republic of China, Singapore, Indonesia and the Philippines). The main goal of the course was to present economic, quantitative and management concepts that support effective and efficient allocation of scarce public sector resources. This provided a foundation to discuss ways to improve the national security resource allocation process in Malaysia. This was the 13th resource management course DRMI has conducted in Malaysia since 1996.



Participants of the Mobile International Defense Management Course with Lecturer Morales.

## DRMI Curriculum News

### DRMI Faculty Attend the Security Cooperation Education and Training Working Groups (SCETWGs)

Each of the United States regional commands holds an annual SCETWG, primarily to review International Military Education and Training (IMET) spending plans. The SCETWGs are attended by country teams from the relevant regions' US Embassies, as well as representatives from roughly 20 schools. DRMI has attended the SCETWGs regularly since the early 1990's and this year was represented at the CENTCOM SCETWG (Tampa, Florida; 5-9 April) by Lecturer Luis Morales, at the EUCOM and AFRICOM SCETWGs (Grainau, Germany; 26-30 April and 3-7 May) by Senior Lecturer Al Polley, and at the SOUTHCOM SCETWG (Miami, Florida; 17-21 May) by Senior Lecturer Larry Vaughan. This year, the US Pacific Command did not permit schools to send representatives, but Associate Dean Gary Roser from the Naval Postgraduate School International Program Office was allowed to represent all of the so-called "IMET" schools.



Larry Vaughan

The SCETWG is an opportunity for the DRMI representative to clarify the role DRMI can play with our international security partners. Sometimes this involves participation in DRMI's resident courses in Monterey and sometimes it involves mobile courses in our partner countries. Our country teams have to consider the costs and benefits of these two alternatives relative to the educational goals of the country. If a country team wants to build a large cohort quickly, having familiarity with multi-year budget making, the mobile course offers a cost-effective approach. On the other hand, if the goal is to develop a deeper understanding of analytical reasoning and how to integrate strategic goals with budgets, DRMI's resident courses may be more appropriate, though fewer participants

(Continued on next page)

(SCETWGs continued)

can be educated. These discussions allow the DRMI representative to use the country team's resource allocation problem as the context to illustrate the analytical tools DRMI teaches.

### DRMI Attends the US Central Command's Consultative Staff Talks (CSTs)

During the last two weeks of May, the US Central Command held a CST with each of the five Central Asian republics--Kazakhstan, Turkmenistan, Uzbekistan, Tajikistan, and Kyrgyzstan. These events differ from the SCETWGs (described elsewhere in this newsletter) because the security partner nation sends a delegation to the bilateral discussions. The goal of each CST is to identify security objectives shared by both the US and the partner nation, and then to determine which events to conduct in support of those objectives. The groundwork for the CSTs is laid in the partner nation several months earlier at an Action Officer Working Group (AOWG) meeting.

The CST group reviews the AOWG's preliminary plan, makes appropriate modifications, identifies needed funding and creates a tentative schedule for the next fiscal year's events. Participants share feedback from the current fiscal year's events to ensure the principles of security cooperation are followed. To be successful, efforts must be 1) persistent, because security cooperation and international relations take time to develop, 2) focused on mutual objectives, and 3) integrated among different organizations. A typical annual plan will have 70-120 annual engagements per country, each lasting between two days and several weeks.

Associate Professor Anke Richter and Lecturer Luis Morales represented DRMI at the Kazakhstan, Turkmenistan and Uzbekistan CSTs and Senior Lecturer Al Polley represented DRMI at the Tajikistan and Kyrgyzstan CSTs. The resulting plans for DRMI's FY11 engagements in Central Asia are four events in Kazakhstan, two each in Tajikistan and Kyrgyzstan and one in Uzbekistan.

### Associate Professor Anke Richter Presents Course Information in Washington, DC

In early June, Anke Richter presented information on DRMI's Senior International Defense Resources Management Course (SIDMC) to two education committees within the Pentagon. Her presentations to military and civilian representatives of the DoD increased awareness of DRMI's senior education program to ensure continued participation and support.



Anke Richter

### Research & Publications

#### Associate Professor Angelis Presents Research at Acquisition Research Symposium



Diana Angelis

Diana Angelis and Max Kidalov, Esq., presented the results of their research on the bid protest process at the 7th Annual Acquisition Research Symposium in Monterey, California, 11-13 May. Their project, "Better acquisition management through ADR (alternative dispute resolution) and other best practices for preventing

and resolving bid protests," develops a flow chart of the bid protest process, discusses the most efficient path through that process and presents the results of a survey of DoD program managers.

#### Assistant Professor Hansen Wins Research Prize

The University of New Mexico awarded recent alumni, now DRMI Assistant Professor Jason Hansen, a prize and scholarship at the university wide commencement exercises held May 15, 2010 in Albuquerque.

Each year the University awards the Tom L. Popejoy Dissertation Prize for the most distinguished doctoral dissertation written at the University of New Mexico. The prize recognizes academic excellence at the highest level.

"The economics of urban water policy: Infrastructure, scarcity, and conservation," Hansen's prize-winning dissertation, is an ambitious effort to uncover the role of population and other variables in water policy. Employing optimal control theory and experimental economics, his work reveals the dynamic impact of demographics and limited water supply on management decisions.

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(Continued on page 6)

### Recent DRMI Faculty Publications

Berck, P. & Lipow, J. (2010). Military conscription and the socially optimal number of boots on the ground. In press. *Southern Economic Journal*.

Webb, N.J. & Candreva, P. (2010). Performance management and budgeting: A case study of the U.S. Navy's Surface Warfare Enterprise. In press. *Public Finance and Management*.



Jon Lipow

## Research & Presentation

(Continued)

### Assistant Professor Hansen Wins Research Prize *(continued)*



Jason Hansen

demographics and limited water supply on management decisions.

The economic perspective Hansen takes highlights the inter-temporal relationships among population, resource constraints and other important socioeconomic variables. The dissertation informs decision makers on relevant water policy issues so that more socially optimal and efficient decisions will result.

### Assistant Professor Hansen and Research Associate Bailey Participate in Workshop

Jason Hansen and Kathleen Bailey, along with LCDR Legena Malan, a Naval Postgraduate School National Security Affairs thesis advisee of DRMI's Associate Professor Robert McNab, participated in a workshop 11-13 May 2010 at Ft. Lesley J. McNair in Washington, D.C. The Center for Technology and National Security Policy (CTNSP) at the National Defense University (NDU) sponsored the workshop entitled, "The Effects of Corruption and Information Operations in Irregular Warfare – Afghanistan."

The NDU organized the workshop to address 40 questions that MG Michael T. Flynn raised about managing corruption in Afghanistan. Workshop participants split into four breakout groups to address MG Flynn's questions: Security, Economic Development, Governance, and Rule of Law. On the workshop's final day, the groups presented their individual findings to all workshop participants. NDU's goal for the workshop was to provide recommendations for improving analysis and assessments of how corruption and information operations affect operations in Afghanistan to the Commander of the International Security Assistance Force (COMISAF), Special Inspector General

for Afghanistan Reconstruction (SIGAR) and other stakeholders. The workshop also had the additional benefit of establishing a collaborative network of people from many different perspectives who are all working on corruption issues.



Malan, Bailey and Hansen at NDU

### Professor Melese Authors Chapters in NATO book

Francois Melese wrote chapters 2 and 9 in a new NATO book entitled "Building integrity and reducing corruption in defence: A compendium of best practices." NATO and Switzerland launched the publication at NATO Headquarters in Brussels on 30 April, 2010. Chapter 2 is entitled "A strategic approach to building integrity and reducing corruption in defence." Chapter 9 is entitled "Opportunities and risks with outsourcing, privatization, and public-private partnerships in defence." The book represents one of three pillars of NATO's new "Building Integrity Initiative." This initiative links to NATO's



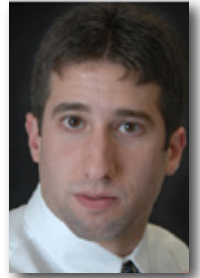
Francois Melese

Partnership Action Plan on Defence Institution Building (PAP-DIB). The book is partly an outgrowth of a DRMI/NPS-NATO jointly organized global conference that took place in

Monterey in 2009. For more information about the book and the Building Integrity Initiative, see NATO's website, [http://www.nato.int/cps/en/natolive/news\\_62961.htm](http://www.nato.int/cps/en/natolive/news_62961.htm).

### Assistant Professor Simon Attends Research Events

Jay Simon attended the 7th Annual Acquisition Research Symposium on May 11-13, 2010, and presented his work coauthored with Professor Francois Melese titled, "A three stage multi-attribute procurement auction: A proposal for Department of Defense (DoD) vendor selection decisions." The presentation was part of a panel called "Applying contemporary economic theory to defense acquisition decision making," which included speakers from NPS, MIT, Iowa State University, and the University of Alabama.



Jay Simon

Jay Simon also attended the Annual Southern California Operations Research/Operations Management Day 2010 on May 21. He presented coauthored work with Associate Professor Jonathan Lipow titled, "Reserve forces and the optimal allocation of military manpower." The conference included presenters and attendees from several major southern California universities, including UCLA, USC, UC Irvine, and UC San Diego.

### Professor Wall Speaks at Professional Development Institute Workshop

In early June, Kent Wall delivered "Introduction to risk management" at the annual American Society of Military Comptrollers Professional Development Institute meeting in Orlando, FL. He also represented DRMI in the "Service Day" session and the "DoD Educational Opportunities" session.



Kent Wall

## Faculty & Staff News

### Associate Professor Angelis invited to Speak at WHINSEC

The Western Hemisphere Institute for Security Cooperation (WHINSEC) recently invited Diana Angelis to speak in its Resource Management Course (CMS-3). Angelis spoke to the students about performance management and budgeting on 24 May and discussed accrual budgeting on 25 May. WHINSEC is an institution comprised of personnel from the armed forces, security forces and civilians from many Latin American countries. The CMS, a six-week course presented in Spanish, instructs civilians and military personnel in resources management concepts, methods, and techniques. The course included students from Central and South America as well as the Caribbean. DRMI is the official sponsor of the CMS, and Angelis met with members of the WHINSEC faculty and staff during this visit to discuss curriculum issues as well as opportunities for cooperation between the two institutions.

### Associate Professor Angelis Teaches Cost Course in Systems Engineering Department

Diana Angelis taught Engineering Economic Analysis and Cost Estimation for the Systems Engineering Department during the Winter 2010 quarter at NPS. Angelis holds a joint appointment with the department of Systems Engineering and developed the course to give students an understanding of the cost aspects of systems engineering, exploring cost from a decision-making perspective. The course examines how to use cost to select alternatives and how to measure the cost of systems. The Department requires all Systems Engineering graduate students to take the course.

### LtCol Griffith Leaves DRMI for Camp Lejeune

LtCol Scott Griffith reported to DRMI as a military faculty member in June of

2008. He left DRMI in June 2010, headed to Marine Corps Base, Camp Lejeune for his assignment as the comptroller at the 2nd Marine Logistics Group (2nd MLG). 2nd MLG is one of the three major subordinate commands of II Marine Expeditionary Force (II MEF) based on the East Coast. Good luck, Scott!



LtCol Scott Griffith

### LtCol Griffith Organizes the Marine Corps Practical Comptrollers Course at NPS

LtCol Scott Griffith ran the one-week Marine Corps Practical Comptrollers Course in March and May of this year. Each course had 30 participants of rank O1-O3 or GS 09- GS 12. LtCol Griffith brought in subject matter experts on Marine-specific topics such as SABRS, the Marine Corps' accounting system. He also brought in staff from Marine Corps headquarters to talk about execution trends.

During the course, instructors discussed topics including the congressional budget process, effective communication, fiscal law and ethics, accounting, budget execution, contracting and civilian personnel. Using GAO reports as case studies in fiscal law, course participants tie together topics covered and discussed in the course.

### Ms. Orsburn Teaches Cross-cultural Communications Workshop

Charlie Orsburn, DRMI Field Studies Program Manager, with the assistance of Mr. Alan Howard, Project Manager, Global Public Policy Academic Group and in conjunction with the Naval Postgraduate



Charlie Orsburn

School (NPS) staff development committee, presented a two-day cross-cultural communications workshop 13-14 May for the NPS community. Twelve participants from different NPS departments and programs attended the course; NPS plans to offer the course again next year.

### Major Nixon is Now Lieutenant Colonel Nixon

Please join DRMI faculty and staff in congratulating Mike Nixon who on 1 June was promoted to Lieutenant Colonel in Army Finance!



LtCol Mike Nixon

### DRMI Hires Summer Interns

Dana Smith, a third-year business/economics major at the University of Arizona (and recently accepted at the University of Arizona's business School) and Jordie Sidor, a CSU-Sacramento business student, will do research assistance work for DRMI this summer. Welcome Dana and Jordie!

### Senior Lecturers Hurst & Enns and Lecturer Hladky Present Workshops in Iraq

*(Continued from page 3)*

and the implementation of those concepts within the MoI. The inclusion of MGen Essam and MGen Waleed as members of the workshop faculty added immeasurably to the quality of the instruction and the participants' understanding of the concepts.

## In Honor Of

### Retired Associate Professor Boynton Dies



Bob Boynton, formerly an associate professor of management at DRMI, died April 19 at age 80. Bob enlisted in the Navy when he was 17 and served during the Korean War. During shore leave, he met Jacqueline Miller, and they married in 1953. Bob attended the University of Minnesota and earned his PhD in business management at Stanford University. Bob loved traveling the globe and after completing his studies, found a job that allowed him to travel. As a faculty member at DRMI, he taught all over the world, occasionally meeting Jackie or other friends or family in locations far away.

Bob loved his family – he enjoyed all the love, mischief and trouble each of his five children, 15 grandchildren, and significant other “kids” brought to him. He loved country music and watching his children and grandchildren in all their activities. He also acted as an informal mentor to several junior faculty at DRMI. We will miss him greatly, and extend our condolences to his family.

### Gloria Brewer Receives “Length of Service Award” at Retirement Party

Gloria Brewer, right, proudly displays her 38-year Length of Service Award presented to her by Defense Resources Management Institute Director C.J. LaCivita, during her retirement party June 23. Brewer began her civilian service career at Ft. Ord as an administrator in 1972, coming to NPS in October 1993 to work for the Chaplain’s Office. In 1998, Brewer found her niche at DRMI as a purchasing agent and as the ‘Ace’ administrative support assistant.

“There is almost nowhere else in the world where a Thai and a Czech can sit across the classroom table and debate candidly, then hit the tennis courts for a friendly game,” said Brewer. “I got the greatest pleasure out of meeting this group of fine ladies and gentlemen from all over the world while working here. They rise above all of the controversial things you hear in the news about their countries,” she added. Brewer says she looks forward to retiring to Castle Rock, Wash., where she and her husband will settle, and also plans on touring many of the countries and overseas friends she has made while at DRMI.



C. J. LaCivita presents “Length of Service Award” to Gloria Brewer

## Future Course Dates

### Resident Course Schedule - Remainder of 2010

26 Jul – 19 Aug 2010	Defense Resources Management Course	DRMC 10-4
9 Aug – 20 Aug 2010	Risk Management Course	RISK
23 Aug – 3 Sep 2010	Multiple Criteria Decision Making Course	MCDM
23 Aug – 17 Sep 2010	Defense Resources Management Course	DRMC 10-5
20 Sep – 29 Sep 2010	Budget Preparation, Execution & Accountability Course	BPEA
27 Sep – 10 Dec 2010	International Defense Management Course*	IDMC 10-2

### Tentative Resident Course Schedule - 2011

10 Jan - 04 Feb 2011	Defense Resources Management Course	DRMC 11-1
7 Feb – 20 Apr 2011	International Defense Management Course	IDMC 11-1
4 Apr – 8 Apr 2011 <i>NEW!</i>	Performance Management & Budgeting	PBUD 11
25 Apr – 19 May 2011	Defense Resources Management Course	DRMC 11-2
23 May – 27 May 2011	Streamlining Government	SGOP 11
23 May – 17 Jun 2011	Defense Resources Management Course	DRMC 11-3
27 Jun – 22 Jul 2011	41st Senior Defense Management Course	SIDMC 11



**Would you be my friend?**

Facebook is a free social networking website offering a method for “friends” to easily exchange electronic messages and digital photos. Facebook is user-friendly and easy to sign up for. To find DRMI on Facebook, search for “DRMI Courses” and click on the



button. It would be extremely helpful if past participants would include a message indicating when they attended DRMI when sending the friend request. At the last count, DRMI had 159 friends; would you be our next?



The Defense Resources Management Institute publishes its newsletter quarterly. Newsletter Staff: Natalie J. Webb, Editor; Design Production by CED3. To find back issues of the newsletter and to receive additional information on DRMI’s activities, visit the website at <http://www.nps.edu/DRMI>. To submit articles, visit the “Contact Us” page on the website at: <http://www.nps.edu/drmi/subPages/contactUs.html>. For additional information on any of our resident courses please contact Kathi Noyes at (831) 656-2104 or e-mail [DrmiAdmin@nps.edu](mailto:DrmiAdmin@nps.edu).

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