Featured Faculty Research

Associate Professor of Economics, Jeremy Arkes received his PhD in Economics from the University of Wisconsin, and a BA in Economics from Georgetown University. Before coming to NPS in 2007, he worked at the Center for Naval Analyses and Rand Corporation, where he focused his research on military man-power, teenage substance abuse, and drug policy.

Dr. Arkes’ current research spans a wide range of topics. One arena he has jumped into recently is sports economics, with his most notable research being an article in which he found the first evidence for the existence of the “hot hand” in basketball for game situations. This research received some notable press coverage, including an article devoted to it in Inside Science and mentions on espn.com and nbcsports.com. Dr. Arkes uses this and other research on football in his Statistics class to help students relate to the topic.

Another line of research Dr. Arkes has focused on is how weak economic periods affect various outcomes. His published work in this area has included examinations of teenage drug use, and weight problems. His current research along these lines is focusing on how weak economic periods affect the risk of divorce and youth smoking.

Dr. Arkes is also currently working on research on how divorces and separations affect various children and teenage outcomes, including academic achievement, behavioral problems, weight problems, and substance use. In addition, he is examining racial ethnic disparities in the adjudication process for drug possession crimes in California, and whether Prop 36 from 2001, which aims to direct more drug arrestees to rehabilitation rather than jail, has reduced any disparities.

Some of Dr. Arkes’ military research includes how deployments to Iraq and Afghanistan increase the risks for PTSD and mental health outcomes, whether prediction markets can be used to improve forecasts of Navy manpower outcomes, and how to build models to improve the prediction of retention rates.

Selected Recent Publications:


This research will evaluate the effects of deployment history on major depression and substance abuse in the active duty population from 2001 to 2006. The objective is to provide the Navy and the Department of Defense information on the prevalence of these two mental health conditions and the extent of deployment characteristics in affecting the mental health readiness of the active duty population. Major depression and substance abuse are the top two diagnoses of mental health in the active duty population according to TRI-CARE data. The research specifically will evaluate the cumulative effect of deployment (i.e., frequency of separate tours, locations of all past tours) on major depression and substance abuse across the different branches of the military.

Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) have affected the mental health of the total military, as evidenced by an increasing trend in mental health illness, major depression and substance abuse being the top two diagnoses. Mental health illness impacts readiness, and the cost of care to military and society. Mental health illness is not isolated to military communities—the cost of treating the veterans will eventually be society’s responsibility. The long term implications and costs of increased utilization of healthcare services, prevention and better screening are clearly an important and vital aspect in addressing the mental health needs of military personnel. Knowing how deployment history impacts readiness will provide policy makers valuable information in making knowledgeable decisions regarding the management and planning of deployments to minimize risks of developing a mental health illness.

Study Results:

Preliminary results reveal that active duty personnel ever deployed under OIF/OEF between 2001 and 2006 have a higher probability of being diagnosed with major depression or substance abuse than those that never deployed. Those ever deployed to Iraq or Afghanistan have an even higher risk of being diagnosed with the two mental health conditions compared to deployment to other locations. On the other hand, deployment to a classified or unknown location appear to moderate the rate of major depression or substance abuse compared to deployment to other locations, although this group of enlisted still has a higher rate of the two mental health conditions compared to the non-deployed population. Multiple deployments increase the probability of being diagnosed with major depression and substance abuse. Moreover, deployment frequencies indicate that personnel deployed only once under OIF/OEF (regardless of location) have the highest probability of being diagnosed across all four branches of service. This may be a reflection of a selection bias: those diagnosed after the first deployment were found unfit for future deployments, thus excluding them from subsequent deployment. In general the results support that deployments, especially to Iraq and Afghanistan, adversely affect the probability of active duty personnel across all four branches of service being diagnosed with major depression or substance abuse.

About the student:

Navy Lt. Melissa K. Burke, NC started her military career as an enlisted sailor; she was Master-At-Arms, with a specialization in crime prevention, physical security and anti-terrorism training. She began her service as a Navy Nurse Corps Officer on December 2002, as a Evening Charge Nurse on the Cardio-Thoracic Telemetry Ward with cross training in the Intensive Care Unit (ICU) and Post Anesthesia Care Unit, (PACU), at the National Naval Medical Center in Bethesda, and later as emergency room nurse at the Naval Hospital in Guantanamo Bay. Her next assignment will be Manpower Analyst at the National Naval Medical Center in Bethesda.
Business

Enterprise Management


George Lucas

Summary: This article elaborates the present status of certain predictions about the future of warfare and combat made by postmodern essayist, Umberto Eco, during the First Gulf War in 1991. The development of military robotics, innovations in nanotechnology, prospects for the biological, psychological, and neurological ‘enhancement’ of combatants themselves, combined with the increasing use of nonlethal weapons and the advent of cyber warfare, have operationalized the diffuse, decentralized, ‘neoconnectionist’ vision of warfare in the post-Clausenitzian, post-modern world that Eco first prophesied. On the one hand, such technologies threaten to make war ever more ubiquitous as the path of least resistance, rather than the option of last resort, for the resolution of political conflict. On the other hand, these same technologies offer prospects for lessening the indiscriminate destructive power of war, and enhance prospects for the evolution from state-centered conventional war, to discriminate law enforcement undertaken by international coalitions of peacekeeping forces.
Faculty Publications
(October 1st – December 31st, 2010)

Acquisition Management
Acquisition Research Program


D. Ford, T. Housel and J. Dillard


D. V. Lamm and T. Reed


T. Huynh, J. Osmundson and R. G. Rendon

NPS Technical Reports


A. Apte, U. Apte and R. G. Rendon


T. Reed


R. G. Rendon


E.C. Yoder

Financial Management
Peer-reviewed Journal Articles


C. Wang

Books Monographs, Compilations, Manuals


L. Potvin

Op/Eds and Popular Publications


L. Potvin and L.R. Jones
Management
NPS Technical Reports

S. P. Hocevar

Manpower & Economics
Peer-reviewed Journal Articles

E. Pema and S. Mehay

E. Pema

E. Pema

Op/Eds and Popular Publications

D. R. Henderson
“Admiral Mullen’s Spinning vs. Professor Hayek’s Insight,” Antiwar.com, November 2010.

D. R. Henderson

D. R. Henderson

D. R. Henderson

Working Papers

D. R. Henderson

Operations & Logistics
Peer-reviewed Journal Articles

K. Kang, K. Doerr, U. Apte and M. Boudreau

Articles in Proceedings

K. Kang and M. McDonald
Collaborations and Sponsored Programs

The Center for Defense Management Research – has partnered with the Sherman Kent School for Intelligence Analysis to conduct a series of seminars. The goal of each seminar is to provide intelligence analysts an educational experience that leads to an integrated framework of international defense budgeting practices to be used when preparing analyses for the policy community. Seminars were conducted in the spring and fall of 2010 and will continue in spring 2011. The title is “Seminar in Defense Budget Analysis” and all are held in Washington, DC. Participating faculty are Professor Douglas A. Brook, Senior Lecturer Philip Candreva of GSBPP, and Associate Professor Natalie Webb of Defense Resource Management Institute (DRMI).

The Executive Master of Business Administration Program Orientation – Curriculum 805/807—is a one-week long introduction to the Executive Master of Business Administration (EMBA). It is held every year in the middle of December at the Graduate School of Business and Public Policy. The EMBA is a defense-focused resource management program for senior DoN Officers (805) and DoN Civilians (807). The program lasts 24 months and it is part-time. The Defense/Navy focus is on program, contract, acquisition and financial management. Distance learning classes are delivered once a week via two way video teleconferencing (VTC) which allows real time courses to be taught at the students duty stations. Upon successful completion of the courses, an EMBA degree is conferred by the Naval Postgraduate School. A 3100P subspecialty code is assigned to all Navy officers by Navy Personnel Command after graduation.

Entry dates for the program are March and September for curriculum 805 and January for curriculum 807. Sponsors for the EMBA program are the Chief of Naval Personnel (CNP) for DoN Officers (805) and the Financial Management Budget (FMB) for DoN Civilians (807).

Naval Postgraduate School will confer the Executive Masters of Business Administration on its first civilian graduates this year, June 2011.
Collaborations and Sponsored Programs

The “Consortium on Emerging Technologies, Military Operations, and National Security” (CETMONS) – is a collaboration that carries out research and seeks funds to support the program. It is headquartered in the School of Engineering at Arizona State and involves Naval Postgraduate School, U.S. Naval Academy, Georgia Tech, Case-Western, and Cal Poly-SLO. The consortium has sponsored several workshops and conferences on robotics, soldier enhancement, nonlethal weapons, nanotechnology, and especially cyber warfare and security. The programs are open to faculty and/or students from other institutions as well. The purpose of this collaboration is to explore ethical and legal implications of military applications of new technologies, and civilian uses alongside potential uses and abuses by adversaries.

Professor George Lucas edited a special issue of the *Journal of Military Ethics* (vol. 9, no 4; Dec 2010) – on “ethics and military technologies” featuring the work of CETMONS and some of its principal faculty contributors. Professor Lucas is scheduled to participate as a speaker at a virtual conference on “Second Life” January 20, 2011.

Army Cost Management Certificate Program (CMCC) – sponsored by the Deputy Assistant Secretary for Costs and Economics, is a one month long program for military and civilian students all over the country and for students stationed outside the country. The four week program offers a different course every week. Upon successful completion of the course a certificate and 12 graduate credits are conferred by NPS. The objective of the program is to provide qualified personnel at government levels capable of recommending best practices aimed toward efficiency in Army environments. Courses focus is on various aspects of Cost Management, Behavior and Communications.

In 2011, eight cohorts will participate in the program for a total of 180 students. Alice Crawford, the Academic Associate for Faculty Development, oversees the program.

Senior Lecturer Alice Crawford, Manpower & Economics
**Collaborations and Sponsored Programs**

**Sponsored Projects**

### Acquisition Management

- **“Advanced Acquisition Program 47-11”**  
  **Sponsor:** United States Marine Corps

- **“Advanced Acquisition Program 45-11”**  
  **Sponsor:** Program Executive Officer, Combat Support & Combat Service Support

- **“Contract/Program Mgmt DL Program”**  
  **Sponsor:** Various

### Financial Management

- **“Enterprise Concept for Business Transformation”**  
  **Sponsor:** Naval Supply Systems Command

- **“Support Naval Supply Systems Command”**  
  **Sponsor:** Naval Supply Systems Command

- **“Support Commander Naval Surface Forces”**  
  **Sponsor:** Commander Naval Surface Force

- **“Analysis Of Flight Hour Program Management”**  
  **Sponsor:** Commander Naval Air Forces Pacific

- **“Analysis Budget, Financial Management, Related Initiatives”**  
  **Sponsor:** Naval Special Operations Command US Special Operations Command

- **“Practical Comptrollership Course”**  
  **Sponsor:** Office of the Assistant Secretary of the Navy

### Management

- **“Applying Social Control Theory to Modeling and Assessments”**  
  **Sponsor:** US Army Center For Analysis

- **“DCAA Strategic Communication, Assessment”**  
  **Sponsor:** Defense Contract Audit Agency

- **“Assessment of ICC - Study One”**  
  **Sponsor:** Business Transformation Agency

- **“DCAA Interpersonal Communication Skills”**  
  **Sponsor:** Defense Contract Audit Agency

- **“Key Factors of Organizational Resilience”**  
  **Sponsor:** The Naval Bureau of Medicine and Surgery

### Manpower & Economics

- **“Emergency Dept Access/Consequences”**  
  **Sponsor:** Robert Wood Johnson Foundation
Collaborations and Sponsored Programs

Sponsored Research

Acquisition Research Program

“Strategies for Logistics in Case of a Natural Disaster”
**Sponsor:** Program Executive Office SHIPS

“Endogenous Split Awards for Protest Management”
**Sponsor:** Integrated Warfare Systems

**Sponsor:** Naval Sea Systems Command

“System of Systems Acquisition: Alignment and Collaboration”
**Sponsor:** Joint Tactical Radio System

“When Disaster Strikes: Is Logistics & Contracting Support Ready?”
**Sponsor:** Army Contracting Command/Army Contracting Command/SHIPS

“Uncovering the Benefits of IUID Tagging USN Assets”
**Sponsor:** Deputy Assistant Secretary of the Navy / Acquisition and Logistics Management

**Sponsor:** Strategic Systems Program

“Increasing Small Business Participation in Federal Procurement & R&D Programs”
**Sponsor:** Office Integrated Warfare Systems

“Analysis of Major Program Manager Attributes and Program Outcomes”
**Sponsor:** Office of the Secretary of Defense

“A Web Service Implementation for Large-scale Automation, Visualization and Real-time Program-awareness via Lexical Link Analysis”
**Sponsor:** Office of the Secretary of Defense

“Integrating System Dynamics, Knowledge Value Added, and Modern Portfolio Theory for Improved DoD Acquisition”
**Sponsor:** Office of the Secretary of Defense

“Global Defense Industries: Rapid Changes Ahead?”
**Sponsor:** Office of the Secretary of Defense

Center for Defense Management Research: Research Areas

- “The History of Defense Management Reform”
- “Personnel Management Reform”
- “Financial Management Reform”
- “Communication and Organizational Change”
- “Performance Measurement and Benchmarking”

Some of the Sponsors that work with the Center for Defense Management Research on research projects are:

- U.S. Office of Personnel Management
- Under Secretary of Defense
- U.S. Navy Office of Budget
- Office of the Chief of Naval Operations, N40, Sea Enterprise Program and N40, Task Force Energy
- Defense Supply Center, Richmond
- Deputy Chief of Naval Operations (Material Readiness and Logistics)
- Naval Postgraduate School Acquisition Chair
- Naval Postgraduate School
And the award goes to...

Assistant Professor Keenan D. Yoho recipient for the second consecutive time of the Louis D. Liskin Award for Teaching Excellence in the Graduate School of Business & Public Policy. The award was conferred to Professor Yoho by NPS President Daniel T. Oliver during the Fall 2010 Awards Ceremony for his commitment to excellence in education.

Cmdr. Paul P. Lawler, USN, Capt Andrew Yeung, USMC, Lt. William J. Shultz, USN are the Conrad Scholars who, before the December 2010 graduation, were selected to brief their theses to Ms Gladys Commons, Assistant Secretary of the Navy (Financial Management and Comptroller (ASN(FMC))) and the Director of the Office of Budget, Rear Adm. Joseph P. Mulloy.

During the ceremony graduation, Cmdr. Paul Lawler was also honored with four prestigious awards: The Louis D. Liskin Award for Excellence in Business and Public Policy, the Rear Admiral Thomas R. McClellan Award for Academic Excellence, the Conrad Scholar Award for Distinguished Academic Achievement in Financial Management, and the Department of the Navy Award for Academic Excellence in Financial Management.

Lt. Frank Morales from the Graduate School of Business and Public Policy was presented with the prestigious Bronze Star award. Morales received the honor for meritorious achievement and extraordinary combat leadership as Strike Force Commander for a joint task force in support of Operation Iraqi Freedom.

Naval Supply Systems Command Award for Academic Excellence in Management
Lt. Samuel A. Hull, USN

Department of the Navy Award for Excellence in Financial Management
Capt. Andrew Yeung, USMC
Cmdr. Paul P. Lawler, USN

Graduate School of Business & Public Policy Faculty Outstanding International Student Award
Lee Chee Hoe Michael, Ministry of Defence, Singapore

Assistant Secretary of the Air Force (Acquisition) Award for Academic Excellence
Capt. David E. Hanisch, USAF
Capt. William A. Muir, USAF

Army Acquisition Corps Award for Scholastic Achievement
Maj. Martin P. Plys, Jr., USA

The Rear Admiral Donald R. Eaton Logistics Award for Outstanding Achievement
Capt. Steven Alfonso, USMC

Louis D. Liskin Award for Excellence in Business & Public Policy
Cmdr. Paul P. Lawler, USN, Capt Steven Alfonso, USMC
“GSBPP Associate Professor David R. Henderson presented his paper titled “Globalization” on October 29, 2010 at the New Flag Officer and Senior Executive Symposium (NFLEX) in Potomac, Maryland. Highlights of the topic were: why free trade is good; why nations don’t compete economically; why United States doesn’t need to go to war for oil; why a wealthier China is not a threat to the United States; why sanctions usually backfire.”

GSBPP Assistant Professor John Khawam presented his paper on “Modularity, New Product Introduction, and Sustainability,” during a Workshop on New Product Development, Innovation, and Sustainability, in October 14-15, 2010, at Kelley School of Business, Indiana University, and at INFORMS Annual Conference on November 7-10, 2010 at Austin, TX.

GSBPP Associate Professor Lisa L. Massi Lindsey was elected as 2010-2011 Chair of the Communication and Social Cognition Division of the National Communication Association. Her paper “A simulation of a dynamic theory of reasoned action with implications for the fit of the cross-sectional theory of reasoned action” was presented at the annual meeting of the National Communication Association and was the winner of Top Paper Award in the Social Cognition Division. Professor Lindsey’s other two papers “Evaluating kernicterus materials created by the Centers for Disease Control and Prevention: Using the health belief model as a framework” and “Effects of message framing and perceived risk on women’s attitudes toward and intentions to get the Human Papillomavirus (HPV) vaccine,” were also presented at the annual meeting of the National Communication Association.
Marine Corps Gen. James Cartwright, USMC, Vice Chairman of the Joint Chiefs of Staff, visited and addressed NPS Graduate School of Business and Public Policy (GSBPP) students, faculty and staff on October 28. He challenged the group to remain relevant through continuous formal education and to look for efficiencies to apply to national strategic concerns. Following his presentation, Gen. Cartwright met personally with several GSBPP students to learn more about their individual course research projects.

Rear Adm. Joseph P. Mulloy USN, visited the Naval Postgraduate School on December 1st. He met with GSBPP faculty and students and briefed them on current Department of the Navy and Department of Defense Financial Management issues. After the presentation, he talked with a cross section of Financial Management students. He also met with NPS President Dan Oliver. His visit was the continuation of what is planned to be a semi-annual occurrence.

GSBPP invited Capt. Wayne Porter to discuss his paper “National Strategic Narrative” on Nov. 29. Capt. Porter is a special assistant to Adm. Mullen. His paper has been widely read in and beyond the government, including as high as the White House, and is intended as the top level strategic document for the U.S. Following the presentation, Capt. Porter met with GSBPP faculty and further discussed his paper during a brown bag lunch session. Both presentation and discussion generated interesting questions.
Upcoming

Distinguished Guest Speaker
Ambassador Mary Carlin Yates, Special Assistant to President Obama and Senior Advisor on Strategic Planning, National Security Council will speak at the Global Challenges Seminar Series on January 13th, 2011 in Hermann Hall Quarterdeck. On January 14th Ambassador Yates will visit GSBPP where faculty and students will have the opportunity to meet and to continue in a conversation with the Ambassador.

Ambassador Yates served as a Deputy Commander for Civil-Military Activities of U.S. Africa Command, and as a Foreign Policy Advisor to the United States European Command (EUCOM); she was a Career Member of the Senior Foreign Service, Class of Minister Counselor, who began her diplomatic career in 1980. Ambassador Yates served as U.S. Ambassador to the Republic of Ghana from 2002 until 2005 and was recognized with Presidential Performance Award for Excellence in 2004. She was Ambassador to the Republic of Burundi from 1999 until 2002, where she worked extensively to bring peace and stability through the Burundian Peace Process in Arusha, led by former South African President Nelson Mandela.

Academic Enrichment Week March 21-24, 2011

Seminars
The Staff Development Council (SDC) offers The Essentials of Communicating with Diplomacy and Professionalism. This seminar is designed to benefit anyone who needs to deal with difficult people and high pressure situations without feeling intimidated or losing your cool. The seminar will be conducted on March 22 & 23, 2011.

GSBPP offers a Problem Analysis and Ethical Dilemma (PAED) Seminar. The objective of this seminar is to provide an introduction to applied analytic decision making involving complex issues and applied ethical dilemmas in a wide variety of seemingly chaotic situations. The seminar will be conducted on March 21-22, 2011. Enrollment cap is 25 students per section.

Workshops
Unmanned Naval Systems Wargame Competition - 21-24 March 2011. Rear Adm. Jerry Ellis, USN (ret), NPS Chair for Undersea Warfare, in coordination with Battelle, Inc. is sponsoring this competition during the Winter Quarter Enrichment Week. The focus of this wargame is to explore new technologies and innovative concepts involving future unmanned naval systems. The competition will identify the key capabilities and shortfalls of unmanned systems as a major component of fleet operations. Primary wargame participants are NPS students who are active-duty naval officers. Interested faculty will serve as team mentors, referees and evaluators. Post-game analysis and evaluation will be published and reported to relevant senior Navy commanders.

Winter Graduation

Pre-graduation Awards Ceremony
The ceremony for the Spring quarter awards will be held on March 15th at 15.00 in King Hall to congratulate all NPS faculty members and students recipients of the awards.

Graduation Ceremony
March 25, 2011 NPS students, faculty and family will gather at 10:00 a.m. in King Auditorium to celebrate the graduating class of Winter 2011. Adm. Roughhead, Chief of Naval Operations will offer the congratulatory speech to the graduating class.
Upcoming

Conferences

NATO Building Integrity Conference held February 23-25, 2011, in Monterey, California. The 2011 Building Integrity Conference is an invitation-only conference supported by the U.S. Office of the Secretary of Defense and co-hosted by NATO and NPS as the USPTC. This conference will bring together representatives of national delegations from NATO Headquarters as well as representatives from national capitals.

Objective of the conference is to review the progress of NATO Building Integrity Initiative. Building integrity in defense establishments remains an integral part of NATO’s program of cooperation. The Building Integrity Initiative launched in November 2007 has been successful in developing practical tools and approaches to build integrity, increase transparency, and promote accountability in the defense sector.

Several faculty members from the GSBPP will be participating in a special set of Panels the first day February the 23th, providing a discussion on “Contracting in Conflict Zones”. For more information please contact Alan Howard Deputy Director USPTC Program, and Tom Hazard Program Director, who are leading the efforts in organizing the NATO Conference.

Official Foreign Visit

On February 23-25, French Air Force General Stéphane Abrial, NATO Supreme Allied Commander Transformation (SACT), will attend the 2011 NATO BI Conference at the Monterey Plaza Hotel. Gen. Abrial is scheduled to visit NPS Campus on February the 24th where he plans to give a Secretary of the Navy Guest Lecture Series (SGL) and to meet with NPS faculty to discuss how the school can assist NATO ACT.

Gen. Stéphane Abrial received appointment by the North Atlantic Council as Supreme Allied Commander Transformation on 29 July 2009. He is the first European to be appointed permanently as head of a NATO strategic command.


He was appointed to the private offices of the French Prime Minister and President. He served as head of French air defense and air operations, and as Air Force Chief of Staff from 2006 to 2009.

He has, among other distinctions, been elevated to the rank of Grand Officer in the French Legion of Honor, and Commander of U.S. Legion of Merit, and was awarded the German Verdienstkreuz der Bunderwehr (silver).
The NPS community extends condolences to the family and friends of Navy Lt. Scintar Mejia who was a Graduate School of Business & Public Policy student in Acquisition and Contract Management program. Lt. Mejia died unexpectedly over the holiday break and a memorial service to honor him was held on January 7th, 2011 in the St. Thomas Aquinas Chapel at Naval Postgraduate School.
The Research Initiation Program (RIP) is a program established by NPS to help new tenure track faculty establish their research program. RIP provides new track faculty members labor funding for up to one quarter in each of their first two years plus support for non-labor research requirements. Despite the financial support from the program, new faculty members are expected to make a strong effort to obtain reimbursable funding during the first two years. RIP funding is not guaranteed if faculty members receive reimbursable funding in the first two years. The second year of funding depends upon: 1) submission of a research proposal to an external sponsor in the first year, and 2) submission of a progress report detailing first year accomplishments and plans for second year research in light of first year progress.

The NPS Research Board is in the process of reviewing the program’s policy as the program and environment for new faculty at NPS is changing.

GSBPP recipients of the First Year Research Initiation Program Support for FY 2011 are: Assistant Professor Kathryn Aten, Professor Marco Direnzo and Associate Professor Lisa Lindsey, Management; Assistant Professors Dina Shatnawi, Jesse M. Cunha and Noah Myung, Manpower & Economics; Assistant Professors John Khawam, Operations & Logistics. Recipients for the Second Year Research Initiation Program Support for the FY 2011 are: Assistant Professor Keenan Yoho, Operations & Logistics; Assistant Professor Naomi Rothenberg, Financial Management, and Associate Professor Rene Rendon, Acquisition Management.

For additional information please visit: http://www.nps.edu/Research/RIP.htm or e-mail: research@nps.edu.