Faculty Research

Mina Pizzini, an Associate Professor of Financial Management at the Graduate School of Business & Public Policy (GSBPP) at the Naval Postgraduate School (NPS) holds a Doctorate from the Wharton School at the University of Pennsylvania and a Master of Business Administration from the Tuck School of Business at Dartmouth College. Pizzini received her Bachelor of Science degree in Commerce from the University of Virginia and earned her Certified Public Accountant (CPA) certificate shortly after graduation. Prior to joining the NPS faculty in 2012, Pizzini was on the faculties of Southern Methodist University and the University of Texas at Dallas, where she taught cost management and management accounting to both undergraduates and graduate students. Pizzini’s professional work experience includes five years in auditing and finance.

Broadly, Pizzini’s research investigates determinants of management control system design and related performance effects. She conducts empirical studies that combine private, survey-based data on control system design with publicly available archival data on organizational structure and performance. Pizzini’s most recent publications examine incentive system design in physician practices and the role of firms’ internal audit functions in the financial reporting process. For example, her research shows that, under the right conditions, group-based incentives for physicians are as effective in inducing effort as individual incentives. Pizzini’s work on internal auditing expanded the auditing literature by identifying and measuring specific internal auditor practices and procedures that are associated with the prevention and detection of material weaknesses in the financial statements. Currently, Pizzini is a co-author on a large field study that quantifies both the benefits and costs of turnover in the hotel industry. She has published articles in the field’s foremost journals including “The Accounting Review,” “Journal of Accounting and
For the past three years, Pizzini has served on the leadership board at the annual meetings of the Management Accounting Section of the American Accounting Association (AAA), and at the 2013 AAA meeting, was appointed chair of the committee to select the best management accounting manuscript. Pizzini has also served as a reviewer for numerous top journals including "The Accounting Review," "Journal of Accounting Research," "Journal of Accounting and Economics," "Contemporary Accounting Research," "Accounting, Organizations and Society," "Management Science," and the "Journal of Labor Economics."

**Selected Publications**


After graduating from the University of Illinois at Chicago in 2008, Captain Chu attended the Marine Officer Basic School and the Marine Ground Supply Officer Course. Captain Chu then served with 1st Reconnaissance Battalion, 1st Marine Division for three years and at Security Battalion, MCB, Camp Pendleton for one year prior to reporting to the Naval Postgraduate School. Captain Chu is studying Financial Management in the Graduate School of Business and Public Policy, and was selected to participate in the Conrad Scholar Program. The title of Captain Chu’s thesis is "Military Retirement Reform: An Expected Value Approach." After graduating, Captain Chu will be reporting to U.S. Marine Corps Forces Special Operations Command.

**Military Retirement Study**


Lieutenant Chad Kalocinski is originally from the suburbs of Chicago, Illinois where he attended Fenwick High School. He earned a degree in economics from the United States Naval Academy in 2002. Upon graduating, he reported to the USS Defender where he conducted three deployments with SEAL Team FIVE before reporting to the Naval Postgraduate School.

In July 2011, the Defense Business Board (DBB) made recommendations to the Secretary of Defense for modernizing the military retirement system. If implemented, the plan would significantly modify military retirement, shifting it from its inception as a defined benefit plan to a defined contribution plan. In response, the Department of Defense (DoD) and each of the services have been exploring alternative retirement system designs.

To support this effort, Adm. Mark E. Ferguson III, Vice Chief of Naval Operations, tasked NPS and GSBPP to study the military retirement systems’ options under consideration and propose a plan both for transition and implementation. The final report will model the proposed alternatives, examine different transition options for current active duty service members, and explore related force-shaping issues. GSBPP Master of Science (MS) thesis and Master of Business Administration (MBA) project teams are supporting this research, illustrating the synergy between the Navy’s operational needs and research questions, faculty expertise, and student education.

Three Conrad Scholars who graduated in fall 2012 addressed portions of this analysis and presented their results to Rear Adm. Joseph P. Mullloy (N82), the Financial Management curriculum sponsor. Capt. Adam Chu developed an expected net present value (NPV) model to compare the current and alternative retirement options from the individual service member’s perspective, accounting for the probability that service members reach 20 years of service, and fully vest in the both the current system and the alternatives under consideration. The results depend critically on the interaction between the probability of vesting, individual discount rates, and expected interest rates. Lt. Chad Kalocinski used the NPV model to explore alternative transition options, including complete, partial, or no grandfathering for current service members. The results indicated that complete grandfathering is often not the best alternative; many service members have higher NPV’s under partial or no grandfathering. Lt. Cmdr. Kevin McNulty used an options-based approach to calculate the value of choice (to leave the military) inherent in the alternative retirement systems — which is not captured in a standard NPV analysis — and found that standard NPV models underestimate the value of the proposed alternatives.

(Cont. on page 4)
Prior to their graduation in December 2012, Capt. Chu, Lt. Cmdr. McNulty, and Lt. Kalocinski were selected to brief their theses in Washington D.C. to the Honorable Gladys Commons, Assistant Secretary of the Navy (Financial Management and Comptroller) and Rear Adm. Joseph P. Mulloy, Director of the Office of Budget. Dr. Bill Gates, Dean of GSPP, Dr. Kenneth Euske Professor of Financial Management, Conrad Chair and Professor of Accounting, Retired Capt. Henry J. Sanford, and Mr. Charlie Cook also attended the briefing.

Lt. Dan Washington expanded on this research and proposed an experimental analysis to estimate service members' personal discount rates over both the near- and long-term to help validate discount rates assumptions in the NPV models, including allowing for changes in discount rates over time. Evidence indicates that discount rates are higher for near-term payments, but that information is not incorporated into current retirement system NPV analyses.

In future research, Lt. Cmdr. Rick Gaines will examine lessons learned from a previous retirement reform effort, referred to as REDUX. In addition, Capt. Aaron Masaitis, and Capt. Andre Latatse will conduct a conjoint survey to service members at different years of service to determine when the retirement system becomes a significant factor in retention decisions, and how changes in the retirement system might affect those decisions. These results, the supporting faculty research, and the final retirement report will be presented in a subsequent newsletter.


Lt. Neil Ebuen, a naval Civil Engineer Corps (CEC) Officer, graduated from Jacksonville University with a Bachelor of Science degree in Mathematics and also from the University of Florida with both a Bachelor of Science and Master of Science degree in Electrical Engineering. Prior to joining the Navy, he worked as a software engineer in the telecommunications industry in Dallas, TX. He earned his commission through Naval Officer Candidate School in Pensacola, FL in August 2005.

His previous duty assignments included: Assistant Resident Office in Charge of Construction at Naval Air Station Key West, Company Commander Naval Mobile Construction Battalion FOUR in Port Hueneme, CA; Charlie Company Commander at Naval Construction Training Center in Port Hueneme; Assistant Public Works Office; Base Operations at Commander Fleet Activities in Yokosuka, Japan; Program Manager for Afghan National Army construction projects at Combined Security Transition Command — Afghanistan in Kabul. Lt. Ebuen received his MBA in Financial Management from NPS in December 2012, and is currently assigned to Naval Facilities Engineering Command Southwest in San Diego, CA.

Capt. Jason Schneider, a logistics officer in the United States Marine Corps (USMC), graduated from Texas A&M with a Bachelor of Science degree in Political Science. Prior to joining the USMC, he worked as a congressional aide in Washington, D.C. and Texas. He earned his commission through the Officer Candidate Course in Quantico, VA in 2005.

Schneider’s previous duty assignments included: Assistant Regimental Logistics Officer at 10th Marine Regiment, Camp Lejeune, NC; Joint Planner at 101st Sustainment Brigade, Bagram, Afghanistan; House Liaison Officer at Marine Corps Office of Legislative Affairs, Washington, D.C.

Capt. Schneider received his MBA in Financial/Management from NPS in December 2012. He is currently assigned to Marine Corps Logistics Command in Albany, GA.
GSBPP has designed a new degree program: a Master of Arts in Management, which was approved in December 2012 by the NPS Academic Council, and will begin in January 2013. The objective of the new program is to provide the DoN with leaders and managers in the new business defense environment that are trained and skilled in financial management and capable of using accurate, timely and relevant information and analysis to support DoN decision makers.

The new program is specifically designed to meet the needs of the Unrestricted Line Officer (URL) community such as Aviators, Surface Warfare Officers (SWO), and especially Submariners. The eighteen-month program will be a hybrid of six months of distance learning (DL) courses and twelve months of full-time residential courses. Students will take classes from the MBA core courses such as Organizational Effectiveness, Economics of Global Defense Environment and Operations Management, as well as specific financial management courses such as Defense Financial Management Practice.

Additionally, students will be able to satisfy their Joint Professional Military Education (JPME) conditions required by the Navy by taking courses like Strategy & War, Systems Acquisition, and Theatre Security Decision Making.

Undergraduate requirements for entry into the program are a minimum GPA of 2.60; and proven proficiency in Calculus with a passing grade of C or better. The sponsor of the MAM curriculum is N8/N82, Rear Admiral Joseph P. Mulloy, Deputy Assistant Secretary of the Navy for Budget (FMB), Director, Fiscal Management Division, OPMAN (N82).

Upon completion of a final capstone project, students will be awarded a Master of Arts in Management.

For more information about the new degree program, please contact Wythe Davis, Academic Associate for Financial Management at: rwdavis@nps.edu
The NPS EMBA program is unique because it specifically focuses on the Defense Acquisition Corps. Several of the classes deal directly with the government budgeting process, and the courses specific to program and project management are also very helpful.

Rear Adm. Jabaley
Vice Commander, Naval Sea Systems Command

DoD and DoN have many emerging robotic needs and potentialities. The U.S. is strong in defense robotics, especially Unmanned Aerial Systems, but fundamental weaknesses in the U.S. robotics innovation system in which defense robotics is embedded are noted. Since the long-term scale of commercial robotics is far greater than military robotics, the U.S. needs to develop a stronger national robotics innovation system to support the long-term development of defense robotics.

Traditionally, the policy response to such needs has involved stimulating the supply side. This report identifies robust local U.S. demand for robotics as a critical element in developing a thriving U.S. robotic innovations system. Therefore, while some DoD acquisition strategies attend to industry development via supply-side elements (such as research and development support for major suppliers, Small Business Innovation Research initiatives, etc.), this research suggests that these initiatives must be complemented with a set of pro-demand-side acquisition strategies.

Rear Adm. (Select) Michael E. Jabaley graduated with high honors from Vanderbilt University in 1984 with Bachelor of Science degrees in Mathematics and Computer Science. Following commissioning via Officer Candidate School in Newport, RI, Rear Adm. (select) Jabaley had one year of nuclear power training, taught as an instructor at the SSN land-based nuclear reactor prototype for an additional year, and then served from 1987 to 1989 as a division officer in USS Drumm (SSN 677), making two deployments to the Western Pacific.

Rear Adm. (select) Jabaley served for two years in Naples, Italy, on the staff of Commander, Submarine Group Eight, before returning to the fleet in 1992 as engineer officer in USS Ohio (SSBN 726) (Blue). During his tour, he completed three strategic deterrent patrols, served as the combined crew engineer for the first SSBN 726 class engineered overhaul, and completed the post overhaul shakedown in Port Canaveral, FL.

From 1995 to 1997, Rear Adm. Jabaley (select) served as a technical assistant to the Director, Naval Nuclear Propulsion, in Arlington, VA, and from 1997 to 1999, as executive officer in USS City of Corpus Christi (SSN 705), deploying to the Mediterranean Sea. Rear Adm. Jabaley (select) then served on the staff of the Joint Chiefs of Staff as an operations officer in Nuclear Operations.

He then served as deputy commander, Submarine Squadron One in Pearl Harbor, and in 2006, reported to PMS 450, the Virginia Class Submarine Project Office, serving as assistant program manager for Warfare Requirements and Test and Evaluation.

From 2008 to 2012, Rear Adm. (select) Jabaley served as Program Manager for Virginia-class submarines, delivering four submarines to the Navy during his tenure. He was nominated for flag rank May 11, 2011 and relieved as vice commander, Naval Sea Systems Command, in May 2012.

Rear Adm. (select) Jabaley holds a master’s degree in Engineering Administration from Virginia Polytechnic Institute and State University, and an Executive MBA (EMBA) from NPS. He is a graduate of the Command and Staff Course of the Naval War College, and of the Joint and Command Staff Officer School of the Armed Forces Staff College (National Defense University).

When asked about his experience, the value he received by enrolling in the EMBA degree program, and the networking opportunities available through his studies at NPS, Rear Adm. (select) Jabaley replied:

“I would especially recommend the EMBA to anyone who is considering a career path in acquisition, as well as for any career dealing with business within the Navy - financial management or comptroller-type jobs - but it clearly is very helpful for the Acquisition Corps. The NPS EMBA program is unique because it specifically focuses on the Defense Acquisition Corps. Several of the classes deal directly with the government budgeting process, and the courses specific to program and project management are also very helpful.”

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“Away of the other useful takeaways from the program is networking. It has been a great opportunity; I have since dealt with several of my classmates on a professional basis. Knowing them and knowing where they were headed, what they were doing, it gave me an opening into several different areas of the Navy that has been very helpful.”

**Awards**

Rear Adm. (select) Jabaley’s awards and decorations include the Bronze Star, the Defense Meritorious Service Medal, the Meritorious Service Medal (three awards), and various campaign and service awards. He is the first recipient of the Naval Submarine League’s Vice Admiral J. Guy Reynolds Award for Excellence in Submarine Acquisition.

He is proudest of the accomplishments of his crew in earning the Submarine Squadron Three Battle Efficiency Award, awarded to USS Louisville in January 2004, and the accomplishments of his staff in earning the David Packard Excellence in Acquisition Award, awarded to the Virginia Program Office in October 2008.

Lt. Christina Appleman and Lt. Linda Dams were awarded the 2012 Surface Navy Association Award for Academic Excellence in Surface Warfare Research for their impactful research in surface operations.

Their joint MBA project, “Defining a Support Strategy for the Navy’s Independently Deployed Littoral Combat Ship (LCS): Issues and Implications,” analyzes the major challenges of sustaining an overseas maintenance strategy and a product support plan (PSP), as well as its associated life cycle costs, and provides recommendations to aid in keeping LCSs ready for battle while operating out of foreign ports.

Lts. Appleman and Dams’ project advisors were GSBPP professors Dr. Geraldo Ferrer and Dr. Keebom Kang, and their research was sponsored by the U.S. Naval Supply Systems Command Global Logistics Support (NAVSUP GLS). The Lieutenants presented their project findings and recommendations in December 2012 to Rear Adm. Heinrich, Commander of NAVSUP and the 46th Chief of the Supply Corps, as well as to several other key NAVSUP former and current flag officers at NAVSUP headquarters in Mechanicsburg, PA.
Hail and Farewell

Faculty members at GSBPP present their research and share their expertise across the nation and around the world

Michael Dixon
Operations Management
Paper: Sequence Effects in Evaluating, Scheduling, and Designing Service Bundles.

James Suchan
Management
Conference: Association for Business Communication 77th Annual International Convention, Honolulu, HI.

William Gates, Dean
Graduate School of Business & Public Policy and Keith Snider
Public Administration & Management
Conference: National Association of Schools of Public Affairs & Administration (NASPAA) Annual Meeting, Austin, TX.

Steve Landry
Accounting
Conference: 2012 Hong Kong University of Science & Technology Accounting Research Symposium.

John Khawam
Operations & Logistics
Conference: INFORMS Annual Meeting, Phoenix, AZ.

Benjamin Roberts
Manpower & Economics
Conference: Northwest e-Learn Conference, Portland, OR.
Paper: Lessons Learned in an Orientation Redesign that Helped Reduce the Distance in Distance Education.

Hail to the new members of GSBPP:

Military faculty Cdr. Simonia Blassingame, Operations & Logistics/Manpower Systems Analysis (MSA) and Lcdr. McKean Thomas, the new Director of the Human Resources Center of Excellence (HRCOE).

Welcome!!

Farewell and congratulations to these GSBPP professors on their retirement:

Dr. John Mutty, who, after 31 years of active duty in the Navy and 17.5 years of teaching at NPS said,
“I decided not to make it a career.”

Dr. Richard Doyle, who, after 23 years of teaching at NPS said,
“A guy can have just so much fun, then he has to let somebody else in on it.”

Farewell and best of luck to Lt. Patricia Bouldin

Lt. Bouldin has been relieved as Deputy Director, from the Human Resources Center of Excellence, by Lcdr. Tom McKean. Lt. Bouldin’s next assignment will be the N31A: Budget, Staff Operations, and Plans Officer for Commander, Naval Reserve Forces Command in Norfolk, VA.
Jean Jacques Dethier Visits NPS

On September 25 2012, Jean-Jaques Dethier, Research Manager at the World Bank, gave a presentation titled "Main Challenges of Development" at NPS. Dethier’s areas of expertise are development policy, governance, macroeconomic policy and public finance. He has worked at the World Bank since 1985 in various operational units in the Middle East, Africa, and Eastern Europe. He was Country Economist for Hungary and for Croatia. He is also on the Urban Sector Board, Sustainable Development Network of the Bank. He holds a Ph.D. in Economics from the University of California, Berkeley (1984); a Ph.D. from the Free University in Berlin, Germany (1976); and a law degree from the University of Liège, Belgium (1975).

"Main Challenges of Development"

Abstract: Development, broadly defined, is concerned with the well-being of population and the quality of life. To measure progress toward development, the essential dimensions we examine are: the reduction in (income) poverty; how basic needs are met, and how a nation strives toward sustainability. This presentation will focus on the population of low-income countries and the poor/vulnerable segments of population in middle- and high-income countries. It will offer a global assessment of where the international community stands, namely what progress was made and where we stand today and how we should address the key challenges of development. The presentation focuses on 8 challenges: Poverty; Health, Education; Food Security; Empowerment (inequality of opportunities); Demographic Pressures, Urbanization, Migration; Sustainability in Resource Use and Climate Change; and Fragile States. In its concluding section, the presentation will discuss foreign assistance and the "rethinking" that is taking place about aid policy in the U.S. and other Organization for Economic Cooperation and Development (OECD) countries.

Dr. Geraldo Ferrer is the new Associate Editor for the "Decision Science Journal"

GSBPP Associate Professor of Operations and Logistic Management, Dr. Geraldo Ferrer, is the new Associate Editor for the "Decision Sciences Journal", a premier journal of the Decision Sciences Institute, which publishes scholarly research about decision-making within the boundaries of an organization, and decisions involving inter-firm coordination.

The journal promotes research advancing decision-making at the interfaces of business functions and organizational boundaries, and seeks articles extending established lines of work — assuming the results of the research have the potential to substantially impact either decision making theory or industry practice. Groundbreaking research articles that enhance managerial understanding of decision-making processes and stimulate further research in multi-disciplinary domains are particularly encouraged. Decision Sciences recognizes that a delicate balance must be maintained between publishing traditional scholarly research and promoting novel, seminal research in new frontiers. The journal will publish its 44th volume in 2013.

The "Decision Science Journal" has just released a call for papers to be published in a focused issue that may interest several researchers at NPS. Dr. Ferrer is one of the senior co-editors.

“Decision Sciences Journal” – Call for papers

Focused Issue on “Supply Chain Decisions in Governmental Organizations”

Submission Deadline: June 11, 2013

Focused issue Senior Co-Editors: Geraldo Ferrer (NPS); Gyula Vartag (Pannon University, Veszprem, Hungary); and Shi W. Lee (Pusan National University, Busan, Korea).

Motivation and Background:

National and local governments worldwide have been under increasing pressure to do more with less. Increasing debt and slow growth has put pressure on governmental organizations to become efficient; an effort—we could argue—best achieved with the appropriate use of sound operations management methods. Governmental organizations differ from non-governmental organizations in many ways that affect their decision-making process. Practical objectives (e.g. building and maintaining public infrastructure, operating and maintaining military or law enforcement organizations, planning and developing qualified personnel) are ordered by annual budgets, political objectives, and cultural priorities.

In this issue, we invite academics and practitioners to submit their latest research on all aspects of decision making in governmental organizations—military and civilian—that help these organizations to meet their mandated objectives. We are looking for new application research in governmental organizations using a variety of methods such as simulation, mathematical modeling, data mining, and empirical studies.

Areas of Interest

This special issue is interested in all supply chain management research affecting governmental organizations including, but not limited to:

- Military Logistics and Material Deployment
- Inventory Decisions in Government Facilities (Military or Civilian)
- New Technologies Selection and Adoption in Government Projects (Military or Civilian)
- Life-cycle Management of Public Assets (Military or Civilian)
- Hiring and Development of Government Employees (Military or Civilian)
Naval Air Station (NAS) Lemoore's Search and Rescue (SAR) Unit

A ceremony was held on October 19 celebrating the establishment of a Search and Rescue (SAR) helo unit at NAS Lemoore’s Hangar 4, initiated as a thesis project in 2009 by GSBPP EMBA students Russ Biros, Noel Corpus, Cade Hines, and Tinsika Riggs, and implemented three years later.

Summary of the Project

Cost Analysis for a Dedicated Search and Rescue Capability for Commander Strike Fighter Wing U.S. Pacific Fleet

By: Russ Biros, Noel Corpus, Cade Hines, Tinsika Riggs

Lemoore is a Master Jet Base, but is one of the few on the West Coast without an in house, dedicated Search and Rescue (SAR) capability. The lack of SAR at Lemoore is a growing concern due to the increase in the number of squadrons at Lemoore, the new Lemoore Military Operating Airspace (MOA), and the need to use the Offshore Warning Areas for more training due to increased congestion in other airspaces. As a result, Commander Naval Air Forces (CNAF) is examining the issue of returning a dedicated SAR capability to Naval Air Station Lemoore (NASL).

The objective of this project is to provide a cost comparison and analysis of the pros and cons of different models for providing Lemoore with dedicated SAR. A key assumption is made that the Navy has a sufficient inventory of helicopters; therefore, the cost of procuring new helicopters is not considered. A second assumption is that due to high workload for Fleet Helicopter Wings, detachments from these Helicopter Wing squadrons in support of a full-time SAR detachment at NAS Lemoore are not feasible. Due to time constraints for this project, only the five most viable SAR models are considered.

Data was gathered from multiple DoD, federal government, and civilian organizations. A spreadsheet analysis of the data was compiled and then used to make meaningful, equivalent comparisons of the five viable SAR models. The results show that the two least expensive models for returning dedicated SAR capability to Lemoore are to establish a SAR detachment for Lemoore from an already existing Navy SAR unit, followed closely by the slightly more expensive model of using the government acquisition process to procure contract SAR for Lemoore from a commercial entity.

Analyses support the recommendation for the Navy to procure contract SAR for Lemoore via the government acquisition process. Contracts for civilian SAR offer both low cost and the flexibility of one-year options, which would allow the service to be easily discontinued if funds are cut. Precedence for contract helicopter services exists at Marine Air-Ground Task Force Training Command (MAGTFTC), Twentynine Palms, CA. Fleet & Industrial Supply Center (FISC) personnel have offered assistance in drafting the Statement of Work and Source Selection Board Plan. The Department of Interior’s Aviation Management Office exists to perform inspections and certifications of commercial helicopter providers and has offered to do so for the Navy. Contract SAR would be operational 6 months after Request for Proposal (RFP) announcement.


Research Panel Discussion

On November 6, GSBPP’s new Associate Dean of Research and Development and Professor of Operations Management, Dr. Uday Apte, organized and facilitated the first of two panel discussions on the topic titled “Becoming a Successful Researcher.” The thirty faculty members in the audience received advice and tips on how to improve and enhance their research techniques and successfully develop and publish their studies. The panel was composed of five GSBPP faculty members: Professors Uday Apte, Jim Suchan, Dillard John, Yu-Chu Shen and Philip Candreva, representing a balance between tenure and non-tenure track faculty from all of GSBPP’s academic areas.

Dr. Apte began the session by defining and highlighting the indicators of a “successful researcher,” and then described how to select a research topic and manage research. Senior Lecturer Phil Candreva provided an overview of the advantages of collaborating with tenure-track faculty and the benefits they can offer to researchers. Senior Lecturer John Dillard suggested that faculty begin their efforts by formulating a question, observing the trends, and comparing the results to the current outcome, “Often critical on DoD practices.”

Dillard also highlighted the importance of synergy between tenure and non-tenure track faculty which enables the melding of theory and practice. For presenting empirical results, Associate Professor Yu-Chu Shen’s suggested using graphs, especially when representing complex conceptual frameworks, and provided tips on publishing in peer-review journals. Professor Jim Suchan provided guidance on strategies for journal article submissions, specifically, on how to choose a journal and manage the revision and resubmission process of a study. At the end of the session, Dr. Jeffrey Pulsan, Dean of Research, summarized the steps to becoming a successful researcher.

The second part of this interesting discussion is scheduled for the winter session of 2013.

GSBPP Alumnus in the “Shark Tank”

Maj. Rob Dyer, a GSBPP December 2011 MBA graduate in Financial Management, was one of the participants in a recent episode of the ABC television reality series “Shark Tank,” a critically-acclaimed show that features billionaire investors and product developers who are seeking venture capital for their U.S. products/business ideas. Maj. Dyer sought sponsorship for launching his new energy drink, sparking a high level of interest among the sharks. Watch the episode featuring Maj. Dyer (last participant) at: http://abc.go.com/watch/shark-tank/SM159076/VX15524899/week-10.

For more information about Maj. Dyer and his energy drink, go to: www.ruckpack.com/robert-dyer.htm
United States Marine Corps (USMC) Thesis Research Working Group Charter

Marking a collaboration between NPS and the USMC, the Marine Corps Thesis Research Working Group (TRWG), established to better employ an economical and underutilized research asset and to create a standard set of business practices and procedures used to execute research among organizations, adopted its charter. The TRWG is meant to complement the efforts of the Broad Area Announcements issued by the Office of Naval Research, and the Call for Studies.

Currently, despite the periodic release by the Marine Corps Combat Development Command (MCCDC) of a Science and Technology strategic plan, USMC research and analysis is performed by numerous agencies without centralized oversight or focus, an approach that produces redundancy/duplication of effort, increased expenditures via costly external contractors, and underutilization of less costly organic research assets.

By standardizing procedures, USMC sponsors will be able to better leverage NPS resources and provide guidance for proposed Marine-relevant NPS research.

Initially, the TRWG will communicate, review, validate, and recommend approval of specific research, theses, projects, and broad area studies for NPS students and inform leadership of its results and the research executed by NPS students and faculty on behalf of Marine Corps’ sponsors and/or stakeholders.

From February 25-27, 2013 and in August 2013 (TBD), NPS will host a three-day TRWG-sponsored event. For more information please contact Capt. Anthony Pollman, 831-656-2794 or pollman@nps.edu.

Secretary of the Navy Guest Speaker (SGL)

Retired Capt. David Marquet will present a Secretary of the Navy Guest Lecture on January 15, 2013.

A top graduate from the U.S. Naval Academy, David Marquet led a distinguished career in the U.S. submarine force. He commanded the nuclear-powered fast-attack submarine USS Santa Fe, stationed in Pearl Harbor, Hawaii. Capt. Marquet completely turned around Santa Fe, where the crew went from being “worst to first.” Santa Fe continued to win awards after his departure and promoted a disproportionate number of officers and enlisted men to positions of increased responsibility, including nine subsequent submarine captains. After riding USS Santa Fe, noted author Stephen R. Covey said it was the most empowering organization he’d ever seen and wrote about Capt. Marquet’s leadership practices in his book, “The 8th Habit.”

Since completing his military service, Retired Capt. Marquet speaks to businesses and groups who want to create empowering work environments that release the passion, initiative, and intellect of each person. This bold and highly effective leadership approach can be summarized as “give control, create leaders.” The result embeds the goodness of the organization in the people and practices instead of the personality of the leader, building enduring and resilient organizations.
GSBPP Faculty and Programs

**Academic Areas**

**Acquisition Management**
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**Financial Management**
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**Manpower and Economics Management**
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**Enterprise and Information**
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**Executive Management Degree Program**
- Executive MBA

**Professional Development Programs**
- Advance Acquisition Program
- Practical Controllership Course
- Acquisition Management Distance Learning Program
- Army Cost Management Certificate Program
- Conrad Scholar Program

**Programs Offered**

**Master of Business Administration Degree Program**
- Defense-Focused MBA

**Master of Science Degree Programs**
- MS in Management
- MS in Program Management
- MS in Contract Management