Dr. Cynthia King, one of the GSBPP’s newly tenured associate professors and the associate director of the Center for Defense Management Research, approaches the study of leadership and communication from a rhetorical perspective—a term she finds to be often misunderstood by those outside the field.

“So often the term ‘rhetoric’ is reserved for characterizing unsavory politicians or sneaky car salesmen,” King said, “but rhetorical criticism is really just the study of how communication impacts our perception of everything, good or bad.” She added, “actions spring from perceptions, so understanding how communication operates is critical to changing behavior.”

King, an Air Force veteran and former Czech linguist, is particularly interested in applying a rhetorical lens to management and organizational change in the DoD. For example, she and Dr. Doug Brook, director of the Center for Defense Management Research, have been publishing research on personnel management policy adoption in the federal government since 2005. Their work specifically examines the moves in recent years to adopt pay-for-performance systems.

In a forthcoming book with GSBPP professor Douglas Brook, she examines the role of communication in passing the Department of Homeland Security Personnel System (DHS) and National Security Personnel System (NSPS) legislation, as well as its role in the ultimate failure to implement those new systems. King argues that the Aristotelian trinity of ethos, pathos, and logos—roughly translated to credibility, emotional appeal, and logic—are highly relevant to contemporary management and public policy challenges.

“All three are important, but in my research, credibility is one that continues to surface as critical to changing organizational culture.”

Credibility was a key factor in a strategic communication research project she recently completed with the Defense Contract Audit Agency. Following a negative GAO investigation several years ago and changes in top agency leadership, the organization was change-weary and distrustful of another new director. For over two years, King and her research team explored the nature of the distrust, proposed key communication interventions to help build leader credibility, and measured the results. Over the course of the study, perceptions of the director increased significantly across three surveys.

King applies these lessons in rhetoric and organizational change in the classroom as well. In addition to working with MBA students and DoD executive leaders, in 2009 she co-developed a course in organizational effectiveness for the GSBPP’s Army Cost Management Certificate Course, a course she continues to teach.

(Cont. on page 2)
The students in this program are senior financial managers from across the Army, all of whom are part of a huge cultural shift from a “spend what you got” mentality to a more cost-conscious stewardship of declining budget dollars.

“These students understand well the logic of what they’re tasked with,” King said, “but we spend a lot of time in class talking about the credibility problem.” She stressed that it’s not just about “clever messaging.” Instead, a rhetorical approach requires that one take seriously the objections of the audience and answer them with integrity.

Beyond her professional activities, King also learns key leadership lessons from a true cowboy and master horseman, Peter Campbell. She recently returned from spending several weeks at his Wyoming ranch, where she and 20 other Campbell students rode every day, working cows, checking water troughs and fences, and learning how to better communicate with their horses.

“One of Peter’s favorite sayings is, ‘you have to give something you never gave to get something you never had.’ He’s talking about our relationships with horses, but I find that to be true with people as well.”

Selected Recent Publications


Naval Postgraduate School
Graduate School of Business & Public Policy

Featured Student Project
*The Impact of Rechargeable Batteries: Quantifying the Cost and Weight for a Marine Infantry Battalion*

The implementation of distributed operations has resulted in greater demand for tactical field radios, optics, and electrical tactical equipment, which consume large quantities of batteries. Rechargeable batteries present the opportunity to reduce life cycle costs such as procurement, operation and support (O&S), and disposal costs. The primary objectives of this thesis are to develop a model for analyzing the impact of rechargeable batteries (IRB) to be used by decision makers and to compute the cost and weight associated with using rechargeable and non-rechargeable batteries needed to support a Marine Corps infantry battalion.

**Study Results**

Each rechargeable battery costs and weighs more than its non-rechargeable counterpart; however, units may carry fewer of them to accomplish the same mission. Using rechargeable batteries saves money, reduces weight, reduces hazardous waste, and reduces resupply convoys, which results in fuel savings and lower risk to the force. The long-term savings associated with using rechargeable batteries increases as a function of the number of times they are recharged. The model shows that the greater the daily demand for batteries, the greater the savings from using rechargeable batteries. As daily demand for batteries increases, the return on the investment in rechargeable batteries may be measured either in classic financial management terms or in saved “days of supply” (DOS). Rechargeable batteries are reliable and designed to be recharged 224–1,000 times. Furthermore, the savings is compounded each time the battery is recharged. Under a 30-day deployment scenario, it is estimated that three DOS of batteries (recharged 10 times) may result in a savings of $174,418.

Rechargeable batteries reduce life cycle costs, which generate savings by replacing recurring costs with a single purchase, transportation, and disposal cost. Over the course of 30 days, the total battery weight that is carried by the unit is reduced by 80% compared to carrying non-rechargeable batteries. The environmental impact is a savings of 3,512 lbs of potentially hazardous solid waste (1,665 cubic feet). Most of the savings associated with the use of rechargeable batteries will be experienced by the operational battalion that consumes them, and the transportation and disposal savings will be experienced by supporting units and base organizations.

The Marine Corps and other Services should implement policies to use rechargeable batteries when operationally feasible. Solar panels work well with rechargeable batteries and represent an opportunity to further reduce weight, fuel consumption, and resupply convoys if fielded in greater numbers. Future rechargeable batteries should be required to weigh less, last longer, and operate existing systems. Additionally, the Department of Defense should endeavor to increase the commonality of rechargeable batteries across Services and systems.

(Cont. on page 4)
Darrell H. Brown enlisted in the Marine Corps in 1995. He served as an air delivery specialist and is a certified jump master and helicopter rope suspension training (HRST) master. After 10 years, he attained the rank of staff sergeant and was commissioned through the Marine Enlisted Commissioning and Education Program (MECEP). He earned a B.S. in business administration and graduated from The Citadel cum laude. Upon commissioning, he became a ground supply officer. He has two combat deployments in support of Operation Enduring Freedom and Operation Iraqi Freedom. He later served as a battalion logistics officer and a company commander.

Captain Brown has served with 2d Landing Support Battalion, 4th Air Naval Gunfire Liaison Company (ANGLICO), 2d Battalion, 2d Marines (2/2), and Weapons Training Battalion, Camp Lejeune, NC. He is currently studying Defense Systems Analysis and working toward a Master of Science in Management at the Naval Postgraduate School. His next assignment will be at Marine Corps Systems Command, Quantico, VA.

The chart below shows the return on investment (ROI) from using rechargeable batteries. During 30 days of operation, all investment costs are recovered as well as an ROI of 34%. ROI continues to increase favorably with each recharge until the battery is no longer serviceable.

**About the Student**

Darrell H. Brown enlisted in the Marine Corps in 1995. He served as an air delivery specialist and is a certified jump master and helicopter rope suspension training (HRST) master. After 10 years, he attained the rank of staff sergeant and was commissioned through the Marine Enlisted Commissioning and Education Program (MECEP). He earned a B.S. in business administration and graduated from The Citadel cum laude. Upon commissioning, he became a ground supply officer. He has two combat deployments in support of Operation Enduring Freedom and Operation Iraqi Freedom. He later served as a battalion logistics officer and a company commander.

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Research Published in Summer 2011
(July 1–September 30)

Business

Manpower & Economics


Summary: In the mid-1990s, Canada’s federal government, worried about a debt-to-GDP ratio approaching 70%, began a decade-long policy of cutting government spending. It also increased taxes, but only by one dollar for about every six dollars of spending cuts. The government cut subsidies to individuals, corporations, and provincial governments, and tightened eligibility for unemployment insurance. The government also sold off its holdings of various government enterprises. One major success was its shifting of air traffic control to NAV Canada, a private, non-profit user cooperative. Doing so netted the government $1.4 billion and saved the government about $200 million in annual subsidies. The result was a technological revolution in air traffic control that put Canada years ahead of the United States.

From 1997 to 2008, Canada’s government had an unbroken string of annual budget surpluses. By 2009, Canada’s debt-to-GDP ratio had fallen to 29%. Starting in 2000, the government used some of what otherwise would have been surplus to cut taxes on individuals and corporations. The corporate tax rate, for example, was cut in stages from 28% to 21% by 2004. Moreover, indexing of individual tax brackets for inflation, which had begun in 1974 but had been limited in 1986, was fully restored in 2000.
Other Faculty Publications
(July 1–September 30)

Management

Peer-Reviewed Journal Articles

Manpower & Economics

Articles in Proceedings

Operations & Logistics

Peer-Reviewed Articles in Proceedings

NPS Technical Report


R. E. Franck, I. Lewis, D. Matthews, & B. Udis
Collaborations and Sponsored Programs

Center for Defense Management Research

“We seek colleagues who are committed to conducting theory-driven research in applied settings that is accessible to practitioners.”

Brook Douglas, Professor of Public Policy

The Center for Defense Management Research (CDMR) was established in 2005 to provide research-based solutions to the most persistent issues of defense business management. The CDMR supports defense leaders by informing and guiding the design and execution of new defense management initiatives. The CDMR’s three-point research philosophy is to (1) engage with research sponsors to conduct applied research that is timely, accessible, and useful; (2) conduct theory-based practical research that is solidly based on data analysis and proven research techniques; and (3) utilize research data and methods for publication in peer-reviewed journals and conference presentations.

Since its inception the CDMR has brought in nearly $3 million in sponsored research support. The CDMR conducts research for a wide variety of sponsors, including the U.S. Office of Personnel Management, the USD(P&R), the Deputy Chief of Naval Operations (N4, N40), the Defense Supply Center, the Defense Business Transformation Agency, the Defense Contract Audit Agency, the Director of National Intelligence, and the Naval Supply Systems Command. The following are among the current or most recent activities of the CDMR. The Defense Manpower Data Center (DMDC) faced a confluence of business issues that led managers to ask about the processes that support the primary mission of the organization. The director of the Business Operations and Management (BOM) division had the CDMR assess the DMDC’s budget execution practices. Phil Candreva led a project to develop an analytical framework of best practices taken from the DoD, the OMB, and other federal regulations, scholarly research, and practitioners. The scope of the study included the repeatability and integration of processes, vulnerability to error, support to the mission, and the timeliness and accuracy of reporting of financial information. The CDMR provided DMDC leadership a report with 11 recommendations to increase the effectiveness and reliability of budget processes.

Doug Brook and Cindy King have been engaged in a five-year project to study and analyze the enactment and implementation of civil service reform in the Bush Administration. This research has focused on new personnel policies for the Department of Homeland Security and the National Security Personnel System (NSPS) in the DoD. This research has produced numerous student theses, technical reports, journal articles, and a book contract.

(Cont. on page 8)
Anita Salem and Susan Hocevar are working with the Multimodal Information Sharing Team (MIST) on an interagency research effort. Utilizing local workshops and field studies, MIST researchers partner with federal sponsors and local participants to assess collaboration and information-sharing processes that may affect the security of the supply chain at U.S. ports. Through a stakeholder engagement process, the program investigates challenges, best practices, and solutions for improved information sharing between the public and private sector. Since 2008, MIST has held four events at the Ports of Los Angeles/Long Beach, Seattle, Honolulu, and Delaware Bay. The last MIST outreach effort took place in Boston, MA, in September 2011.

The Defense Business Transformation Agency (BTA) funded a research project to assess the BTA’s Inter-organizational Collaborative Capacity (ICC) from the perspective of BTA members, using a diagnostic survey developed by Susan Hocevar, Erik Jansen, and Gail Thomas. The conceptual model underlying the ICC survey presumes that collaborative capacity requires specific leadership attention to organizational design domains that include strategy and purpose, structure, reward systems, lateral mechanisms, and human resources. The purpose of the survey was to provide the BTA with feedback about its members’ perceptions of its relative strengths and weaknesses in these domains; these results were then used by BTA staff and leadership to identify specific action initiatives to improve the BTA’s collaborative capacity.

Doug Brook and multiple student thesis/project teams have been engaged in an ongoing research program to produce an analytical history of enterprise management in the Navy. Projects already completed have looked at various aspects of enterprise management in the Naval Aviation Enterprise (NAE), Surface Warfare Enterprise (SWE), and Navy Enterprise Resources Planning (ERP). Currently, a study of the NAVSUP Provider Enterprise is underway at the request of the Navy’s incoming Deputy Under Secretary (Business Operations and Transformation). Doug Brook, Phil Candreva, Anita Salem, and Susan Hocevar hosted a two-day offsite workshop focused on developing a strategic approach for the Navy’s chief management officer.

Cindy King, Lisa Lindsey, Sarah Martin, and Anita Salem have just completed the second year of a two-year project with the Defense Contract Audit Agency (DCAA) on organizational transformation and strategic communication. The most recent research investigated changes in employee perception of DCAA leadership following a variety of communication interventions by the DCAA director, including director video messages, direct employee email access, personal responses by the director, and town hall meetings. In the longitudinal study, three employee surveys were conducted to measure changes in employee perception over a nine-month period.

Faculty and students interested in working with the CDMR on relevant actionable research on defense management issues are encouraged to contact Professors Brook Douglas, Candreva Philip or King Cindy.

Visit the website at:
http://www.defensereform.org/index.php?option=com_frontpage&Itemid=1
GSBPP Professor Edward Powley is working on an organizational resilience project sponsored by the Navy Bureau of Medicine and Surgery (BUMED), Navy Operational Stress Control Program.

Military units at home or on deployment face a multitude of stressors and risks that require strength and fortitude to remain intact. One of the key elements in Navy Operational Stress Control (OSC) has been the concept of individual resilience to mitigate significant stressors. Individual resilience speaks to the psychological and emotional strength to bounce back from difficult circumstances. A growing interest, though, is in resilience at the group or organizational unit level of analysis. Organizational resilience is concerned with the social and organizational factors necessary to enable organizations to bounce back from setbacks. A recent meeting chaired by Captain Lori Laraway, the OSC Coordinator, in April 2011 identified organizational resilience as vitally important to responding to stress.

In 2010, Ned Powley developed a set of measures to assess organizational resilience. The measures—drawn from the stress, organizational learning, and resilience literatures—represent an important contribution not only for organizational scholars, but also for developing programs to deal with the effects of war on Service men and women and their units. This year part of the program will include examining organizational unit resilience in the Navy and validating the measures of unit-level resilience.

Financial Auditing Program

The Financial Auditing Program is a three day short-course developed for DON financial- and operational management–level personnel. The course is expected to be held in the 2nd and 3rd quarters of FY 2012 and will be a mobile course, conducted at multiple locations, including Washington, DC; Norfolk, VA; San Diego, CA; Honolulu, HI; and Orlando, FL, on a schedule determined by the Assistant Secretary of the Navy (Financial Management and Budget).

Individuals completing the course will (1) understand the financial statement audit process, (2) understand how financial audits compare to operational audits and inspections, (3) recognize the importance of financial audits and how to make the audit process a positive experience for the organization, (4) acquire the knowledge necessary to interact with the auditors to facilitate the financial statement audit, and (5) learn the requirements of OMB Circular A-123 and the mandatory annual Reasonable Assurance Certification required by the head of each government agency.
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 Management DL Program”
Sponsor: Various

“Contract/Program DL Program”
Sponsor: Various

“Advanced Acquisition Program 47-31”
Sponsor: United States Marine Corps (USMC)

“Advanced Acquisition Program Phase two”
Sponsor: Naval Undersea Warfare Center (NUWC)

Advanced Acquisition Program 50-12
Sponsor: United States Marine Corps (USMC)

Contract/Program DL Program Sponsor
Sponsor: various

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

Financial Management

Support Naval Supply Systems Command”
Sponsor: Naval Supply Systems Command
Sponsored Projects

“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 U.S. Special Operations Command

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

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

“Seminar in Defense Budget Analysis”
**Sponsor:** Central Intelligence Agency (CIA)

“Cost Management Certification”
**Sponsor:** Office of the Deputy Assistance Secretary of the Army (OASA)

“Development of Business Cases Relating to Army Forces Generation”
**Sponsor:** Office of the Deputy Assistance Secretary of the Army (OASA)

**Management**

“Applying Social Control Theory to Modeling and Assessments”
**Sponsor:** U.S. Army Center for Analysis

DCAA Strategic Communication, Assessment”
**Sponsor:** Defense Contract Audit Agency (DCAA)

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

*(Cont. on page 12)*
Sponsored Projects

“DCAA Interpersonal Communication Skills”
Sponsor: Defense Contract Audit Agency (DCAA)

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

“Multimodal Information-Sharing Team”
Sponsor: Director of National Intelligence (DNI)

Manpower & Economics

“Emergency Dept Access/Consequences”
Sponsor: Robert Wood Johnson Foundation

“Cost of Attrition”
Sponsor: Office of the Secretary of Defense

Business Case Analysis for SPA”
Sponsor: Air Force Research Laboratory (AFRL)

Operations & Logistics

Performance Measurement/Risk Management”
Sponsor: United States Transportation Command (USTRANSCOM)

“Supply Chain Management for Health Care”
Sponsor: Department of Veteran Affairs

Operational Audit Course Development
Sponsor: Office of the Assistant Secretary of the Navy (OASN)

Sponsored Research Programs

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
Sponsored Research Programs

**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

“The Impact of Economic Austerity on U.S. and European Defense Industrial Bases”
**Sponsor:** Strategic Systems Program

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

“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 through ARP

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

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

“Innovations in Defense Acquisition: Asymmetric Information, Mechanism Design and Prediction Markets”
**Sponsor:** Program Executive Office Integrated Warfare Systems

*(Cont. on page 14)*

**Sponsor:** Naval Sea Systems Command NAVSEA, DASN (A&LM)

**Acquisition Research Program: New Sponsors**

- Naval Sea System Command (NAVSEA)
- Program Executive Office Integrated Warfare Systems (PEO IWS)
- Deputy Assistant Secretary of the Navy, Research, Development, Test & Evaluation (DASN)
- Defense Security Cooperation Agency (DSCA)
- Office of Small Business Programs
- “Army Contracting Command (ACC)”

**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 as follows:**

- U.S. Office of Personnel Management
- Undersecretary 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
This program is sponsored by the Office of the Chief of Naval Personnel (N1). Research areas include the following:

- “Navy Econometric Modeling System—Retention, Attrition, Recruiting”
- “An Analysis of the Navy’s Tuition Assistance Program: Analysis of Long—Term Effects and Recent Developments”
- “Divo Training Effectiveness in the Surface Community”
- “Match the Navy Recruiting Needs Using Social Networking and Lexical Link Analysis”
- “Using Prediction Markets for Navy Total Force Management”
- “Laboratory Analysis of Navy Selective Reenlistment Bonus (SRB) Policies”
Lieutenant Colonel Paul Robards was born in Sydney, Australia, and spent most of his schooling years in Wagga Wagga, Australia. He studied for a civil engineering degree at the Australian Defense Force Academy from 1989–1991, and in 1992 he was commissioned from the Royal Military College into the Royal Australian Engineers. He completed his engineering studies in 1993. His early postings were to the 17th Construction Squadron in Sydney, Australia, 12th Chief Engineer Works in Mendi, Papua New Guinea, and 2nd Combat Engineer Regiment in Brisbane, Australia.

In mid-1999 Lt. Col. Robards was selected to study at the U.S. Naval Postgraduate School in Monterey, CA. He studied for a Master of Science in Management in the Manpower Systems Analysis curriculum, a 21-month course. He graduated with distinction and was awarded the NPS Outstanding International Student Award and the Graduate School of Business and Public Policy Outstanding International Student Award. His thesis research, entitled Applying Two-Sided Matching Processes to the United States Navy Enlisted Assignment Process (March 001), examined a new approach for matching military personnel to positions by examining similarities and differences between two-sided matching and the Navy’s assignment process, and it proposed modifications to tailor the matching algorithm to the Navy’s assignment problem.

The findings of his study revealed that applying a two-sided matching process would significantly reduce the number of detailers required while simultaneously improving the overall quality of assignments; further results addressed the benefit of including assignment incentives to encourage Sailors to accept difficult-to-fill positions (currently embodied in the Navy’s Assignment Incentive Pay Program).

On returning to Australia in June 2001, Robards was posted to the Directorate of Workforce Planning and Establishments. In this appointment he was responsible for officer workforce modeling and analysis. In response to interest regarding his master’s thesis, he was posted to the U.S. Naval Postgraduate School during 2004–2005 to further his master’s thesis work and develop a career management decision support system.

His PhD dissertation, entitled Two-Sided Matching in Hierarchical Organizations: An Application for the Assignment of Military Personnel, extended this research in three different directions: (1) it explored how the quantity and quality of information affects assignment outcomes; (2) it examined two-sided matching as the basis for a decision support system; and (3) it examined how assignments could be improved by exploiting preference list indifference.
His research showed the strong potential for introducing a decision support system, based on two-sided matching, into the military assignment process. The results highlighted that a decision support system should not produce assignments autonomously and could provide detailers with a range of options while more effectively balancing the Sailors’ and billets’ competing preferences with less variability than occurs in the absence of decision support.

Robards returned to Australia in 2006, was promoted to Lt. Col., and was posted as the deputy director of Workforce Modeling, Forecasting and Analysis–Army. Some of his more notable accomplishments include the following:

- Development and introduction of a data warehouse to improve accuracy and consistency of workforce reporting and analysis; this warehouse was expanded for use by the Navy and Air Force.
- Development of new reports to monitor the health of the Army’s employment categories.
- Development of metrics and processes to measure workforce friction and propensity to leave; these metrics have now been adopted by the Navy and Air Force.
- Analysis to demonstrate the Army’s workforce hollowness, which had been hidden and not previously identified. Development of a process for assessing the workforce effects of changes to conditions of service under the Strategic Reform Program.

Lt. Col. Robards was appointed a member of the Order of Australia in the June 2010 Queen’s Birthday Honors List for his contribution to the Army and Australian Defense Force in the field of workforce modeling, forecasting, and analysis. He received his PhD in information sciences from the U.S. Naval Postgraduate School in June 2011.

He enjoys distance running and has completed a number of marathons and an ultra-marathon. He and his wife Kylie have four children: two girls aged 15 and 13, and two boys aged 12 and 10.

**Current Mission**

In January 2009 he was posted into his current appointment, Staff Officer Grade One Workforce Analysis–Army, within the Directorate of Workforce Strategy–Army. He is responsible for analysis of a wide variety of workforce behaviors and forecasting of future requirements. He will deploy in November of this year.

*This information was released with permission of Lieutenant Colonel Paul A. Robards.*
On September 23 during the graduation ceremony, Dr. Lawrence Jones, Professor of Financial Management at the GSBPP, received the title of Distinguished Professor. The title recognizes his lifetime of notable contributions to his academic discipline. Professor Jones’s accomplishments are noteworthy and contribute significantly to the reputation of NPS and the GSBPP.

Congratulations to Our Student Award Winners for September 2011

Naval Postgraduate School Outstanding Academic Achievement Award for Department of Defense Students
Richard Boisvert, Civilian, Department of Navy

Army Acquisition Corps Award for Scholastic Achievement
Audrey Rischbieter, Civilian, Department of Army

Graduate School of Business and Public Policy Faculty Outstanding International Student Award
Commander Friedrich Schoettelndreyer, German Navy Officer

Rear Admiral Thomas R. McClellan Award for Academic Excellence in the Graduate School of Business and Public Policy
Cdr. Daniel S. Jurta, Navy Pilot
Cdr. Daniel P. Harmon, Navy Pilot

Louis D. Liskin Award for Excellence in Business & Public Policy
Cdr. Daniel S. Jurta, Navy Pilot

Commander Philip A. Murphy-Sweet Memorial Award for Excellence in Acquisition Award
Anurag Katiyar, Civilian, Department of Navy

Distinguished Professor Lawrence Jones ★

And the Award Goes to...
The Stockdale Ethics Seminar

The Stockdale Ethics Seminar was held September 19–20, 2011, at the Naval Postgraduate School and hosted by GSBPP Assistant Professor Patricia Cook, an experienced Liberty Fund seminar leader. The seminar took its title and its inspiration from the course that VADM James B. Stockdale developed at the Naval War College beginning in the late 1970s, called Foundations of Moral Obligation. That course had its roots, according to Stockdale, in his experience as a prisoner of war in Vietnam and in the stark moral questions that were raised in such circumstances. The course format was patterned after Liberty Fund Seminars, which are two-day seminars held around the nation for leaders in military, business, and government that highlight reading and discussion of classical texts.

Events

In August 2011, GSBPP Professor Aruna Apte presented her work in humanitarian assistance disaster relief (HADR) to RADM Scott H. Swift, Director for Operation, J3 U.S. Pacific Command and assigned to head the 7th Fleet. The presentation was about strategies and research in HADR. The discussion included the way forward to a relationship with NPS. Professor Apte, was recently invited to join Senior Leaders Seminar by Senator Dianne Feinstein (D-CA) and former Secretary of State George P. Shultz, organized by San Francisco Fleet Week Association’s Board of Directors to engage with and discuss the role of Armed Forces in the San Francisco Bay Area in the event of a catastrophic earthquake. She was also invited to join the INFORMS Speaker Program that facilitates access to excellent speakers who are experts in some aspect of operations research and the management sciences.

July 8–10, 2011, Professor Henderson attended, as a new board member, the annual board meeting of the Association for Private Enterprise Education in Las Vegas, NV. In July he learned that his paper “Canada’s Budget Triumph” had been accepted as the lead article in the Journal of Applied Corporate Finance.

On July 31, 2011 his article “Tax on Interstate Sales Unfair” was published in the Insight section of the San Francisco Chronicle.

On September 12, 2011 Henderson gave a lecture to about 300 students and faculty at Western Kentucky University in Bowling Green, Kentucky. His talk was titled “Lessons Not Learned from 9/11: An Economic, Numerate, Constitutional Perspective.”

Professor Kang Keebom attended the International Data Farming Workshop & NATO Modeling and Simulation Meeting in Riihimaki, Finland on September 18-23, 2011. During the workshop he led a working group on “Risk Assessment for Readiness and Cost for Major Weapons Systems.”
Events

Workshop: Ethics & War-fighting Technologies

Ethics & War-fighting Technologies was a three-day workshop held in Monterey, CA, August 2–4, 2011, hosted by Dr. George Lucas, Professor of Ethics and Public Policy at the GSBPP, NPS. Participants from the military, DoD, and leading universities around the country gathered to talk and share ideas and expertise on the issue of ethics in emerging defense technologies.

The workshop opened with NPS guest lecturer Professor Ronald C. Arkin from the Georgia Institute of Technology, who presented a discussion tilted “Governing Ethical Behavior in Lethal Autonomous Systems.” Professor Arkin addressed the question of ethical behavior in unmanned systems with lethal capabilities and touched on the dilemmas facing the increasing integration of these systems, which become deadlier and more autonomous as they develop.

The other days of the workshop featured Dr. John Arquilla, NPS Professor and Chair of Defense Analysis, as the keynote speaker; he gave a lecture titled “Just and Unjust Cyber Warfare.”

“I am pleased that there are ethicists here with technologists. We are at a point where advanced militaries are both empowered and imperiled by advanced technologies.”

Dr. John Arquilla

Among the NPS presenters at the workshop were the following: Jeff Kline, Director of the Consortium of Robotics and Unmanned System Education and Research (CRUSER), whose presentation “Recent Advances in Robotics & Unmanned Naval Systems” highlighted the important role of ethics in unmanned system research at NPS; RADM Jerry Ellis, Director of the Undersea Warfare Research Center and Associate Professor of Applied Science; and Don Brutzman, who spoke about the collaborative war games being developed at NPS.
Events

GSBPP Guest Lecture

On August 16, 2011, GSBPP Professor Uday Apte and Associate Professor Geraldo Ferrer hosted a guest lecture with University of North Carolina Professor Clay Whybark.

The title of his presentation and discussion was “Improving Humanitarian Operations and Other Near Impossible Tasks,” and it highlighted the current bad conditions of the disaster relief situation and the propensity for these conditions to worsen in the future, as well as how several national and international initiatives have been mounted to help improve the effectiveness of responses to disasters.

Professor Whybark touched on the possibility of considering means for amplifying the NPS mission of applied research and extending beyond the issue of responding to disasters. Lastly, he offered some comments on the state of research in the operations/supply chain area.

On September 1, 2011, Professor Aleda V. Roth, Burlington Industries Professor of Supply Chain Management at Clemson University, visited the Operations Management area in the GSBPP. Her presentation “Quality Risk in Outsourcing and Offshoring: Empirical Evidence from the Pharmaceutical Industry” discussed quality risk based on two related empirical studies of manufacturing plants in the U.S. drug industry. Both use a new plant level measure of quality risk derived from Food and Drug Administration (FDA) inspection data as the dependent variable.

The empirical results from the two studies offer insights into the quality risks associated with “pure” outsourcing and “pure” offshoring, respectively, that are useful for future research and practice.

Graduation

Pre-Graduation Awards Ceremony. The ceremony for the summer quarter awards was held September 13, 2011, at 15.00 in King Hall to congratulate all NPS faculty and student recipients of the awards.

Graduation Ceremony. On September 23, 2011, faculty, students, and their families gathered at 10.00 in King Hall Auditorium to celebrate the graduating class of summer 2011. Norm Augustine, retired CEO of Lockheed Martin, offered the congratulatory speech at commencement, and was awarded an honorary doctorate of military science.

Video available at: http://www.nps.edu/Video/Portal/Video.aspx?enc=BTFDCKCCd5fc9Zo0vzrk9auLj4xIoW%2BH
On August 23, 2011, Secretary of Defense Leon E. Panetta visited the Naval Postgraduate School and delivered a Secretary of the Navy Guest Lecture to NPS students, faculty, and staff. He addressed the audience on the many challenges that are facing the nation from the so-called “doomsday mechanism” that will initiate across-the-board budget cuts if Congress does not find a resolution to prevent it, to the growing influence of Al Qaida in places such as Yemen, Somalia, and North Africa, to the threat of cyber-attacks, considered the “battlefield of the future.”

“I am very proud of the Naval Postgraduate School,” said Panetta during his speech. “Proud of its mission and proud of its dedication to protecting this country.”

Video available at: http://www.nps.edu/video/portal/Video.aspx?enc=57QDj9bL%2fC3nPoiBH6nJynwwBZ0U7Ge

Biography

Leon Edward Panetta was sworn in as the 23rd secretary of defense on July 1, 2011.

Before joining the Department of Defense, Mr. Panetta served as the director of the Central Intelligence Agency from February 2009 to June 2011. Mr. Panetta led the agency and managed human intelligence and open source collection programs on behalf of the intelligence community.

Secretary Panetta has dedicated much of his life to public service. Before joining the CIA, he spent 10 years co-directing with his wife, Sylvia, the Leon & Sylvia Panetta Institute for Public Policy, based at California State University, Monterey Bay. The Institute is a nonpartisan, not-for-profit center that seeks to instill in young men and women the virtues and values of public service. In March 2006, he was chosen as a member of the Iraq Study Group, a bipartisan committee established at the urging of Congress to conduct an independent assessment of the war in Iraq.

From July 1994 to January 1997, Mr. Panetta served as chief of staff to President Bill Clinton. Prior to that, he was director of the Office of Management and Budget, a position that built on his years of work on the House Budget Committee. Mr. Panetta represented California’s 16th (now 17th) Congressional District from 1977 to 1993, rising to House Budget Committee chairman during his final four years in Congress.

Early in his career, Mr. Panetta served as a legislative assistant to Senator Thomas H. Kuchel of California; special assistant to the Secretary of Health, Education and Welfare; director of the U.S. Office for Civil Rights; and executive assistant to Mayor John Lindsay of New York. He also spent five years in private law practice.
Mr. Elliott Branch Talks to GSBPP Students

On August 18, 2011, Elliot Branch, Executive Director of Acquisitions and Logistics Management in the Office of the Assistant Secretary of the Navy, visited NPS and talked to the GSBPP acquisition and contract management students. During his lecture, Branch remarked that currently the Department of Defense (DoD) is facing significant cost liabilities and that hard choices need to be made in defense spending. In addressing the students, Executive Director Branch stated that DoD is looking at the processes used to buy things and that the students present in the room will be the ones to make decisions on how the DoD spends money in the future.

“The leaders don’t decide. You all influence the leadership by the data that you give them and the information that you have to make decisions.”

Elliot Branch

Veteran Administration First Graduating Cohort

The GSBPP offered a one-week course titled Operations Management for Health Care Logistics Professionals from August 22–26, 2011. This new custom course was specially designed for logistics officers in the Department of Veterans Affairs (VA) and provided the fundamentals of operations and logistics management necessary to understand and improve health care logistics. In addition to lectures, students engaged in supply chain management simulations and worked on group projects to identify areas in which operations and logistics management methodologies could improve VA logistics processes.

On August 26, during a brief ceremony, the first graduating cohort of 22 attendees, most of them chief logistics officers, received a certificate for the successful completion of the Operations Management for Health Care Logistics Professional course. Professors Uday Apte, Ken Doerr, Geraldo Ferrer, and Keebom Kang taught the course. They plan to offer two more sessions in FY 2012.
Through NPS’s United States Partnership for Peace Training and Education Center, Susan Hocevar (GSBPP), Gail Thomas (GSBPP), and Jeff Munks (consultant) are conducting a series of workshops and other activities entitled “Collaborative Strategic Leadership in Complex Environments” for invited leaders within the mine action (MA) community of Bosnia and Herzegovina (BiH). While BiH has developed some of the most sophisticated demining technologies in the world, MA progress has been stymied by a lack of collaboration among the numerous organizations involved in the efforts. Professors Hocevar and Thomas and Mr. Munks have been charged to help BiH develop a collaborative network of organizations that will aid it in achieving a mine-free BiH by 2019.

The second workshop in the series was held June 28–30, 2011, and focused on strategic communication. There were 21 participants representing BiH government organizations from the national, entity, and canton levels; non-government organizations (NGOs); EUFOR; and the U.S. Embassy in BiH. They worked together to apply the concepts of strategic communication to three key issues related to MA: building political will, improving donor relations, and developing the economy through MA. The workshop outcomes offered preliminary strategic communications plans for these three issues and provided a model for strategic communications planning that has since been used to improve collaboration for MA in the Zenica-Doboj canton. The cumulative work to date on this project is being prepared for presentation at an academic conference and for submission for journal publication.

Proposed Collaboration Between the Indian Defense Institute for Advanced Technology (DIAT) and NPS

On September 19, 2011, a delegation from the Defense Institute of Advance Technology (DIAT) in Pune, India, visited Naval Postgraduate School (NPS) to discuss mutual research and education interests, and to establish cooperative links between the two universities. The delegation was mainly interested in developing joint programs that focus on areas within the Graduate School of Engineering & Applied Sciences and the Graduate School of Operations & Information Sciences. However, DIAT is also exploring requests from within India to expand its responsibilities to management programs, in addition to its current technical program offerings. During the meeting, Dr. William Gates, Dean of Graduate School of Business & Public Policy (GSBPP), briefed the delegation on GSBPP and its role within NPS, establishing connections for future potential collaborations.
Upcoming

Seminars

Economic Seminar Series
Scott Carrell, Professor of Economics at UC Davis, studying economics of education
Date: October 24, 2011

Carlos Dobkin, Professor of Economics at UC Santa Cruz, studying health economics
Date: November 17, 2011

Paul Niehaus, Assistant Professor of Economics at UC San Diego, studying development economics
Date: December 8, 2011

Conferences

2011 National Association of Schools of Public Affairs (NAASPA) Annual Conference
October 20–22, 2011, GSBPP Dean William R. Gates will travel to Kansas City, MO, to participate in the 2011 NAASPA annual conference, titled “Cultivating Connections: Strategic Innovations in Public Affairs Education.” The conference will highlight the implications and impacts of the growing interest in building connections between university faculty and students and their communities and will offer opportunities for dialogue to learn about new approaches.

Expanding Your Horizon Conference and Career Fair
On November 5, 2011 NPS will host the Expanding Your Horizon Conference and Career Fair open to young women in grades 5-10. The Graduate School of Business & Public Policy will participate at the event by setting up an informal booth and by stressing the importance of mathematics in any and all career areas.

Pre-graduation Awards
The ceremony for the Fall quarter awards will be held December 6, 2011, at 15.00 in King Hall to congratulate all NPS faculty and student recipients of the awards.

Graduation Ceremony
On December 16, 2011, faculty, students, and their families will gather at 10.00 in King Hall Auditorium to celebrate the graduating class of Fall 2011.
Professor Jesse Cunha spent the month of July 2011 as a visiting researcher at the Columbia University Middle East Research Center, in Amman, Jordan. The purpose of his trip was to meet with government and non-government agencies (NGOs) and to explore the possibilities for rigorous evaluation of programs and policies related to economic development.

Professor Cunha identified Jordan as an ideal location to pursue this research agenda because it is a poor country that has a well-functioning government committed to devoting resources toward development.

“Despite this need and will, government agencies are struggling to find the best way to allocate scarce resources to solve pressing social problems, such as health care, education, poverty, women’s rights, and unemployment. This struggle is rooted in limited primary, individual level data on indicators of welfare, a clear strategy to identify the causal impact of social programs, and a coherent system for incorporating lessons learned into future policies.”

Professor Cunha believes that Jordan is in a unique position as one of the few stable Arab countries in the Middle East to not only advance its own development agenda, but also set an example for its neighbors in how to be proactive through the evaluation of social policies and acting on the results of hard evidence, rather than on political whim. During his stay, Professor Cunha met with government officials and leaders of NGOs, including the Minister of Education, the Minister of Social Security, the Minister of Higher Education, the Ministry of Planning Officials (the Social Development Ministry), the Jordan River Foundation (the largest NGO in the country), and various scholars from the University of Jordan.

He started working intensively with the Ministry of Education on a project that will study the effects of devoting more resources to primary education. In response to lagging test scores for the poorest and most underprivileged students, the Ministry has partnered with the World Bank to provide higher salaries for teachers and principals and additional physical resources for schools.

Professor Cunha convinced the Ministry to slightly alter its evaluation strategy—which included planned pre- and post-intervention tests of students the program targeted—to include testing of students in schools right above the cutoff for eligibility in the program.
The group of schools directly above the cutoff will serve as a control group (mimicking a randomized controlled trial) and will allow for the measurement of the causal effect of the program. The results of this study will be extremely useful in deciding where future scarce resources should be spent.

Additionally, Professor Cunha is advising the Jordan River Foundation in its efforts to set up quantitative evaluations of a large-scale, community-based poverty alleviation project. This program, designed to target “pockets” of persistent poverty, will spend $8 million over three years in 12 target communities.

Two future projects he is considering pursuing are (1) working with the Ministry of Social Security to understand the consequences of moving from a defined benefit to a defined contribution pension program, and (2) studying how much error there is in the current official methods of identifying poor households and how large the welfare and budgetary cost associated with this error is.

Professor Cunha is planning to return to Jordan in the spring of 2012 to follow up with these projects.

Source: Su/Getty, Keren. Treasury, Petra
National Geographic.

Source: Kartik/Aurora, Kalpana. Amman
National Geographic.
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