Faculty Research

Deborah E. Gibbons holds a bachelor's degree in psychology from the University of Washington. She earned her master's and doctoral degrees in organizational behavior and theory, with a minor in statistics, from Carnegie Mellon University. As an associate professor at the Naval Postgraduate School (NPS), she teaches team-building, leadership, motivation, decision making, and a variety of managerial topics. Deborah places particular emphasis on helping students build effective relationships with diverse groups, organizations, and cultures. Her research within organizations addresses effects of personality and social context on cognition, behavior, and network dynamics. Her inter-organizational work pertains to collaboration, knowledge-sharing, and community-building; humanitarian aid and disaster response; and diffusion of information, attitudes, and behaviors in multi-cultural environments.

Gibbons' theoretical research involving network evolution, function, and overall performance appears primarily in organizational journals (e.g., Administrative Science Quarterly and Academy of Management Journal) and psychology journals (e.g., Journal of Personality and Social Psychology, Journal of Applied Psychology). Her practical work appears mainly in books, including Communicable Crises, which she edited in partnership with several experts on crisis response. At present, she is developing a series of case studies with the theme, Feet on the Ground: Humanitarian Work across Cultures. These cases offer first-person accounts from international aid workers, peacekeepers, and local people who collaborate in pursuit of humanitarian and peace-building goals.

Gibbons works extensively with public health researchers and practitioners to identify strengths and weaknesses in health networks then strategize appropriate interventions. She also works with military and humanitarian aid organizations to improve communication and delivery.
The international students in business and policy enlarge our perspectives when they share their ideas and viewpoints, which sometimes differ substantially from those of the U.S. students.

Among her favorite experiences at GSBPP, Professor Gibbons lists projects that bring social and cultural insights to humanitarian and military operations.

“When I worked with TRAC Monterey on a model of social influences on population attitudes and behaviors, and I worked for the U.S. Army Training and Doctrine Command Analysis Center on guidelines for infrastructure development decisions by the Army Corps of Engineers. Most recently, I’ve been writing a series of first-person stories about humanitarian work in various cultures and situations. These include my observations alongside the personal stories of disaster responders, aid workers, relief project directors, military medical personnel, and an international variety of people sharing insights about challenges and lessons learned regarding humanitarian operations and peacebuilding. My intent is to look for a publisher next year, and combine the stories into a book that will prepare graduate students, non-governmental organizations (NGO) and government workers, and volunteers for success in peacekeeping and humanitarian activities.”

Professor Gibbons also highlighted what an outstanding place NPS is for students to earn a master’s degree and for prospective faculty to further their research, especially in governmental, international, and military fields.

“Faculty here understands military, governmental, and international perspectives, and they are able to provide an excellent environment for relevant learning. Because the vast majority of our students also share military or governmental backgrounds, NPS is also a great place to build your social network and learn from other people’s experiences.”

Overall, Professor Gibbons feels that “For prospective faculty, I would say that NPS could be a good fit if you have a passion for applied research that addresses big challenges in the real world. Our position between academia and government creates bureaucratic complications, but it also opens opportunities to interact with people who will implement the good ideas that we develop.”

Selected Publications

by Associate Professor Deborah Gibbons


AN EMPIRICAL STUDY OF THE CONTRACTING OFFICER REPRESENTATIVE’S SOCIAL NETWORK

(Research Abstract by Ms. Virginia Babcock)

The amount of money spent on services acquired by the DOD has steadily grown over the past several fiscal years. Recent studies on services acquisition have not only shown the challenges in acquiring these services but also how they are managed. One member that is intimately involved with the management of service contracts is the Contracting Officer’s Representative (COR). The COR acts as the eyes and ears of the Procuring Contracting Officer (PCO) and is primarily responsible for monitoring performance of the service by the contractor to ensure all requirements outlined in the contract are met. This study is to better understand the social network of the COR and what effects communication within the network have on the surveillance of the service contract. The goal is to answer the following questions: What is the structure of the COR’s social network and what members are included in it; How often and by what means does communication transpire between members of the social network; What types of information are exchanged between members of the social network; and How and what kind of surveillance does the COR conduct on the service contract?

The design of this study was to interview sets of individuals connected to three service contracts located at Aberdeen Proving Ground, Maryland. Two of the social networks studied were comprised of four members including the PCO, the COR, the customer’s representative and the contractor’s representative. The third network was the same except the COR and the customer’s representative was the same individual.

Results highlighted that frequent communication occurred between the COR and other members of each social network. The COR served as the hub of the communication wheel. Because of active, consistent involvement by the COR, the customer’s representative and the contractor’s representative. The third network was the same except the COR and the customer’s representative was the same individual.

The student project by Ms. Virginia Babcock

Ms. Babcock graduated from Penn State University with a Bachelor of Science in Agriculture, in 1980 and from York College of PA with a Bachelor of Science in Education in 1989.

Ms. Babcock grew up in Stewartstown, PA on her family’s farm. She worked on that farm throughout high school and college years. After college graduation, she worked in sales for the farm, taught middle school at a private school for 11 years, worked for a civil engineer and then a surveyor for 7 years. In 2008, Ms. Babcock accepted a position as an ACTEDS intern in Contracting at Aberdeen Proving Ground, MD, working for Army Contracting Command-APG until April 2013 when she accepted a position with Army Test & Evaluation Command-Aberdeen Test Center in the Contracts office, where she currently serves. Ms. Babcock is Level II certified in Contracting and, with this degree, can now obtain the Level III certification. In mid-October, she will be moving back to Army Contracting Command-APG to serve as a Contracting Officer.

**Operations & Logistics Management**

**Peer-Reviewed Articles**

Apte, A., Yoho, K., Greenfield, C. & Ingram, C. (July-December 2013) "Selecting Maritime Disaster Response Capabilities." Journal of Supply Chain Management, Volume 06 Number 02, (Accepted and Forthcoming)

**Book Chapters**


**Organizations & Management**

**Conference Proceedings**


**Defense Resources Management Institute Publications**

**Peer-Reviewed Articles**


**Book Chapters**


maximizing platform availability; and to assess post fielding
reduce Total Ownership Cost and Logistics footprint while
program sustainment strategies to identify opportunities to
assess system design for maintainability factors; assess
tools. The primary purpose of the R2A analytical efforts is
maximize readiness and minimize cost.

Analytical efforts within the Research & Readiness
section currently include completing Reliability Centered
Maintenance (RCM) analyses as well as failure trend analysis
using a standardized process and a variety of
tools. The primary purpose of the R2A analytical efforts is
to assess system design for maintainability factors; assess
program sustainment strategies to identify opportunities to
reduce Total Ownership Cost and Logistics footprint while
maximizing platform availability; and to assess post fielding
sustainment data to identify negative trends regarding
reliability or cost.

The Acquisition Logistics & Product Support (ALPS) Research and Readiness Analysis
(R2A) team is led by Jason. The ALPS Research & Readiness Analysis section provides
Marine Corps Systems Command and Program Executive
Office- Land Systems product managers with supportability
analysis and predictive modeling & simulation capabilities
that support and enhance the tenets of product support and Total Life Cycle
Systems Management (TLCSM) within Marine Corps
Command and other Marine Corps agencies
that stand to benefit from predictive modeling. Benefits
resulting from these studies include predicting impact to
cost and availability based on manipulating a number of
approved assumptions, and statistically significant variables.

Comprehensive life cycle scenario analyses will help the Program Managers, Product Support Managers/Program
Logisticians and leaders at the enterprise level more
clearly articulate the Table of Authorized Material Control
Number’s (TAMCN) specific supportability requirements
over time as they relate to systems performance.

Since 2011, the R2A Team has conducted 21 RCM analyses
for various ground systems, including the
Amphibious Assault Vehicle (AAV), Expeditionary Field Kitchen
(AFK), Blue Force Tracker (BFT), Logistics Vehicle System
Replacement (LVSR), the Multi-Band Radio II (MBR II), and the AirTronic Burner. Results of these analyses
include a reduction of 70% of preventive maintenance/
corrective services tasks, enhanced operational checklists for reducing
evidence of need,
acceptance,
and Maritime Prepositioning Ships (MPS)/

Marine Corps Prepositioning Program-Norway (MCPP-N)
x block enhancement.

ALPS Background

Captain Chris Radel was enlisted in the Marine infantry
(Mortarman) from 2002 to 2004. Originally from France,
Radel was naturalized in 2003 and was commissioned in
2004. He completed the Marine Corps Ground Supply
Officer Course in 2005 and was assigned to the 31st Marine
Expeditionary Unit for one year while in Okinawa, Japan
on a 3.5-year tour. Radel attended NPS in July 2008 and
graduated in December 2010 with a Master of Business
Administration in Material Logistics Support. Radel was
also awarded the Rear Admiral Donald R. Eaton Logistics
Award for outstanding academic achievement. After
graduation, Radel was assigned to Marine Corps Systems
Command, a position he maintains today. He deployed
to OEF as MarCorSysCom LNO from 2010 to 2011. In
February 2014, Radel will transition to the Marine Reserves.

Regarding his experience in GSPPP, Radel enjoyed "the
opportunity to interact with peers from sister services, along
with the opportunity to acquire a depth of knowledge
which enabled me to better understand or question decisions made within the DOD logistic community. My experience not only prepared me for my follow-on assignment but also facilitated my transfer to the civilian sector (ongoing).

For Radel, the highlights of his program were “the subjects to which I was exposed for the first time, and those with direct applicability/relevance to my professional activities. Such subjects included Business Modeling & Analysis, Defense Budget, Logistics Engineering, Operations Management, and statistics.”

On the relevance and benefits of attending the GSBPP programs, Radel said, “Do not underestimate the relevance of your education. The better your ability to retain knowledge, the more relevant and beneficial to your career and Command your education will be.”

Major Dustin Thorn enlisted in Marine Corps Reserves as an artilleryman in 1994. He was commissioned in 1998 and served as a Supply Officer at organic (battalion), intermediate, and wholesale levels of supply in roles such as Supply Officer - Headquarters Bn, 2nd Marine Division, Camp Lejeune, NC; Operations Officer - Marine Corps Logistics Command, Albany, GA; and Supply Management Unit OIC/Battalion Operations Officer, 3d Supply Bn, Okinawa, Japan. He served two tours in Operation Iraq Freedom and in several theater security cooperation exercises in the Pacific (spell out this acronym)AOR.

Thorn attended NPS in 2011 and graduated in 2013 with a Master of Business Administration in Material Logistic Support. He currently serves as Material Logistics Officer in the Acquisition Logistics & Product Support (ALPS) Research & Readiness Analysis (R2A) team Marine Corps Systems Command (MCSC).

Of his experience in GSBPP, Hamilton said, “I enjoyed the opportunity to collaborate with so many professionals from diverse backgrounds. The teaching, coaching and mentoring from the GSBPP professors was exceptional, and the camaraderie within my student cohort was very rewarding. We found ways to broaden our intellectual depth and have fun at the same time. My NPS experience helped me realize that there were many ways that problems can be identified and solved. ‘The curriculum helped align private sector perspectives and problem solving approaches into public sector organizations’.

For Hamilton, the highlight of his program was the Capstone course led by Admiral Eaton, which “tied together many of the theories we had been discussing in previous courses and deepened them through practical applications and ‘real world’ scenarios. I have lost count of how many times I have conveyed the lessons learned from the Mk 14 torpedo case study we reviewed in that class. From fundamental courses such as Statistics, through more specialized courses like Logistics Engineering, I left the program feeling better equipped to decipher the nature of emerging problems and plan more effective solutions.
The GSBPP curriculum I attended helped prepare me to be a more effective leader, particularly within the DoD acquisition community. It helped me to better identify risks and issues; to diagnose and articulate the root cause of current and emerging problems.”

Jason A. Hamilton enlisted in the Marine Corps from 1989 to 1995. He was commissioned in August 1995 and served multiple tours as Air Defense Officer and at Marine Corps Recruiting Depot. He attended NPS from July 2003 to December 2004 and graduated with and Master of Business Administration in Material Logistics Support, after which Hamilton was assigned to Marine Corps Systems Command from January 2004 to October 2008. Hamilton retired from the Marine Corps in October 2009. He has supported Acquisition Logistics at MARCORSYSCOM in various roles from 2008 to the present, and has also served as the R2A Team Lead and RCM manager since August 2010. Hamilton currently serves as R2A Team Lead in the Acquisition Logistics & Product Support (ALPS) Research & Readiness Analysis (R2A) team Marine Corps Systems Command (MCSC).

Dr. Douglas Brook, NPS and GSBPP award-winning Professor of Public Policy, was selected as the Navy Supply Corps Distinguished Alumnus at the annual meeting in Chicago last September of the Foundation Board of Directors.

A former Dean of GSBPP and current Director of the Center for Defense Management Research, Professor Brook’s contributions to NPS and GSBPP are ‘noteworthy,’ said Dr. William Gates, Dean of GSBPP. “This award recognizes these accomplishments as well as his contributions to the Navy Supply Corps, the Navy, and the DOD.” Since the program’s inception in 1989, only 39 former Supply Corps officers from government, academia, business and industry have been recognized as Distinguished Alumni.

Professor Brook earned his PhD at George Mason University and is a graduate of the University of Michigan. He has held senior positions in private industry, academia, and notable government posts including Assistant Secretary of the Army and of the Navy, acting director of the Office of Personnel Management (OPM) and acting Undersecretary of Defense/Chief Financial Officer.

Congratulations to Navy Supply Corps Foundation Distinguished Alumnus Dr. Douglas Brook

Dr. Douglas Brook, Professor of Public Policy

Liskin Teaching Award

As the December 2013 winner of his third Louis D. Liskin Faculty Award for Teaching Excellence in GSBPP, Professor Brook is regularly selected by students as the highest rated of the resident GSBPP faculty.

Congratulations to Professor Stephen Hansen whose 2011 paper titled “Evaluating Heuristics Used When Designing Product Costing Systems,” published in the journal Management Science, was selected as a co-winner of the 2014 AAA Management Accounting Section’s Impact on Management Accounting Practice Award. The award will be presented during the AAA Management Accounting Section Research and Case Conference in Orlando in early 2014.

Paper abstract: Organizations have many, many inputs each with their own costs. Building a product’s cost from, for example, 10,000 individual input costs is unwieldy and organizations use rules of thumb (heuristics) to simplify the process. Our paper builds simulations of complex costing system and examines how well common design heuristics work. There are two distinct parts of a costing system: deciding which costs are grouped together, and how to assign the costs in each grouping to a product. We find that grouping together correlated costs is superior to separating out the largest costs from each other, and show that using an input cost index to assign costs is superior to choosing any individual input cost.

Students Award Winners

Naval Supply System Command Award for Academic Excellence in the Graduate School of Business & Public Policy

LT Jonathan D. Albano, SC, USN

Rear Admiral Thomas R. McKeelann Award for Academic Excellence in the Graduate School of Business & Public Policy

LCDR Bradley J. Garms, USN
Hail and Farewell

Welcome Capt. Jim Hitt, USN, GSBPP’s new Military Associate Dean, a NPS alumnus (Computer Science) who came to NPS from OPNAV N12.

Farewell to Lt. Col. Timothy Hawkins, USAF, who retired after 20 years of service, primarily in Air Force Contracting. Lt. Col. Hawkins will join the faculty in the Marketing department at Western Kentucky University.

Dr. Ferrer on Federal News Radio

Last August, Dr. Geraldo Ferrer, Chair of Operations and Logistics Management, was interviewed for a program titled “In Depth with Francis Rose” on the Federal News Radio which broadcasts throughout the Washington D.C. area.

During the segment, Dr. Ferrer discussed an article titled “Defense Logistics Agency Disposition Services as a Supply Source: A DoD-Wide Opportunity” which was printed in a Defense Acquisition University publication. Based on a student thesis who Ferrer advised, the article by USMC Capts. Nate Leon and Todd Paulson analyzes the extent to which the Marine Corps is implementing reuse as a source of supply through the Defense Logistics Agency Disposition Services. The increases in operations and maintenance budgets and recommendations of the reuse study can be applied to all the military services.


To listen to the interview: http://media.dev-cms.com/wtop/30/3030/303052.mp3

Advanced Acquisition Program

The Advanced Acquisition Program (AAP) made news as 31 TACOM LCMC associates graduated from the program in September 2013.

This one year program covers topics such as acquisition, program, contract, financial, test, evaluation, acquisition and software acquisition management, acquisition logistics, and manufacturing and quality assurance. Upon completion of the course, the 31 graduates received a Level III Program Management training certificate.

Emerging Norms for Cyber Warfare Conference

On August 5-6, Dr. George Lucas, Professor of Ethics & Public Policy, delivered a keynote speech at the "Emerging Norms for Cyber Warfare" conference at the Australian National University, and a second inaugural public address at the "Ethics and Cyber Security" conference sponsored by the Center for Applied Philosophy and Practical Ethics, headquartered at the Charles Sturt University in Canberra, Australia’s main public policy related graduate university.

Dr. Lucas discussed the emergence of norms of international behavior based on previously fought cyber wars, outlining how state-tolerated practices have led to current norms in international law and policy. Lucas also spoke about cyber activities, malfeasance, and conflict, and by using the analogies of Navigation and Aviation, described how “new rules of the road” for cyber are developing.


To watch Dr. Lucas’ lecture on “Navigation, Aviation and Cyberation”: http://www.youtube.com/watch?v=cs7RXAPzG84

Dr. Ferrer, Chair of Operations and Logistics Management at the Graduate School of Business & Public Policy

Dr. George Lucas, Professor of Ethics & Public Policy.
CHIEF OF NAVAL PERSONNEL AND DEPUTY CHIEF OF NAVAL OPERATIONS FOR MANPOWER, PERSONNEL, TRAINING AND EDUCATION VICE ADM. WILLIAM F. MORAN VISITS NPS

Vice Adm. William F. Moran, Chief of Naval Personnel and Deputy Chief of Naval Operations for Manpower, Personnel, Training and Education, visited NPS on November 20, 2013. As a Secretary of the Navy Guest Lecturer, Moran addressed the university’s student body on key manpower issues facing the sea service, the Navy’s current budgetary and personnel restraints, and his staff’s planning processes.

Highlighting the importance of communication between Sailors and policy makers in Washington, Moran said, “It is how you implement, execute, and communicate that makes the difference on how policy is received in the fleet...focus on communication...focus on how you can communicate what you learn here at NPS.”

On June 2013, the Honorable Kim Beazley, AC, Australian Ambassador to the United States, presented Royal Australian Navy Capt. Michael Smith with the Medal of the Order of Australia awarded through the Queen’s Birthday Honors List. Capt. Smith was awarded for his “outstanding service in the Navy workforce design and management. His dedication, determination and expertise in executing this important task will have a major impact on the Navy’s workforce for decades to come. His actions to date have contributed significantly to the future of Australian Defense Force maritime capability.”

Capt. Smith currently serves as the liaison officer between NPS and the Royal Australian Navy.

GSBPP CAPTAIN MICHAEL SMITH APPOINTED MEMBER OF THE ORDER OF AUSTRALIA

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Chief of Naval Operations (OPNAV) Studies Initiative

The Secretary of the Navy has allocated an annual infusion of $14M research funds to NPS for studies and analyses to be resourced over the next five years (FY14-FY19).

The Naval Studies Program aligns Naval study requirements with NPS interdisciplinary study teams, faculty expertise, and the combat experience of its unique student population. It is an investment in the intellectual capital that will sustain the Navy during the out years. To manage a program that calls for numerous, specific and cross-disciplinary studies under a single sponsor, but multiple issue owners, NPS has established a fully functional office. Its mission is to support NPS researchers in achieving their study goals through effective, auditable processes that promote full accountability. In the first quarter of FY14, NPS initiated 76 different Navy and Marine studies. Depending on final sequestration actions, it may be possible to begin another 16 studies in FY14.

The Naval Studies Program provides an oversight body made up of research stakeholders (e.g., OPNAV Product Area Managers, USMC activities, etc.) from across the Naval Services to communicate study requirements, as well as review, validate, and recommend approval of specific study proposals. Every study will be managed and tracked with periodic feedback to affected stakeholders on project status with regard to schedule and final deliverables. To measure the utility of the study and its delivered products, NPS will seek assessment of the final product from the issue owners.

To identify FY15 study needs, NPS will host the Research Requirements Fair from March 3-5, 2014. This forum will lead to an iterative process of requirements definitions, proposal solicitations, and refinements on both.

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These fully developed proposal will receive comprehensive review that will allow list them in their order of merit. The Executive Review Board co-sponsored by NPS and N1 makes final determination of funding by June of each fiscal year. NPS experts will execute the research in the next fiscal year until its final completion under the guidance and direction of the NPS Program Office.
GSBPP Faculty and Programs

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Executive Management Degree Program
- Executive MBA

Professional Development Programs
- Advanced Acquisition Program
- Acquisition Management Distance Learning Program
- Cost Management Certificate Program
- Conrad Scholar Program
- Human Resources Center of Excellence
- Veteran Affairs

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