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Jim Suchan, a professor in the Management Group of the Graduate School of Business and Public Policy (GSBPP), received his Ph.D. from the University of Illinois (Urbana) and his BA from the State University of New York at Buffalo. Jim joined NPS in 1986 as an associate professor in the School of Administrative Sciences. Prior to joining NPS, he was an assistant professor in the Department of Management and Marketing at the University of Alabama (Tuscaloosa) and a lecturer and assistant professor at the University of Arizona where he held a joint appointment in the School of Modern Languages and the School of Business.

For the last three years Jim has served as Associate Dean of New Academic Ventures, Area Chair of the Management Group, and Academic Associate for the MBA core and the 809 curriculum. While developing the GSBPP International Masters in Public Administration Program, he spent time in Jordan and Bahrain developing relationships and negotiating partnership agreements. This experience and the data he gathered resulted in a new research stream focusing on Arabic approaches toward persuasion, the importance of saving face, and the role of shame in Arabic interaction. Jim has an article soon to be published in the Journal of Business Communication titled “Toward an Understanding of Arabic Persuasion” that examines the role of repetition, ornate language, and strong emotion in Arabic persuasion strategies. In addition, Jim has presented papers at the Association for Business Communication International Conference and the Association for Business Communications’ European Conference on how Arabs view honor, shame, and saving face during interactions as well as strategies to save face and preserve honor during complex negotiations.

Jim’s ongoing research has focused on understanding how to change inefficient language norms in complex bureaucracies. His current work focuses on examining an organization’s openness to written communication change by analyzing its discourse — what people say and write.

(Cont. on page 2)
Jim’s findings suggest that the dominant metaphors that emerge from people’s discourse indicate whether an organization is locked in current organizational routines — making change difficult — or if flexible thinking exists that creates an openness to change.

Once Jim steps down from his administrative duties, he intends to take a sabbatical in the Middle East to pursue his interest in Arabic communication practices with an emphasis on persuasion and negotiation.

**Selected Recent Publications**


At the turn of the century and with the end of the cold war, traditional twentieth century combat methods underwent a radical change. Armies no longer faced off over strategic pieces of land, but fought asymmetrical battles involving small-scale raids against one another in urban environments. This change required a smaller, more agile force that could respond to small-scale insurgent attacks. To achieve this smaller force, the services started to contract out auxiliary services, freeing up soldiers for combat.

With the rise of contracted auxiliary support came the need for experienced and qualified contracting personnel who could deploy with combat troops around the world to quickly provide the needed auxiliary support. In response to this need, Congress mandated the implementation of joint contingency contracting policies for combat operations in January 2008 (10 USC 2333).

With the new role of Navy personnel as Individual Augmentees (IA) supporting combat ground forces for Operation Enduring Freedom (OEF) in Afghanistan and Operation Iraqi Freedom (OIF) in Iraq, the need for experienced and qualified Navy Contracting Officers has increased. This thesis examined the Navy’s progress in implementing 10 USC 2333 and the impact it was having on Navy contracting officers.

(Cont. on page 4)
From our research, we learned that the Navy utilizes two separate commands to handle contracting: the Naval Supply Systems Command (NAVSUP), represented by Supply Corps (SC) officers, and the Naval Facilities Engineering Command (NAVFAC), represented by Civil Engineering Corps (CEC) officers.

CEC is tasked with providing contracting for construction, engineering and short-term facilities support. SC is tasked with providing contracting support to provide goods and services to the Fleet. In a contingency environment, there is a need for both types of contracting support, but CEC is often overlooked. The Navy should have a contingency plan that integrates both CEC and SC contracting support.

Additionally, we discovered that the Department of Defense (DoD), through the Defense Logistics Agency (DLA), established the Joint Contingency Acquisition Office (JCASO) in July 2008 to comply with the requirements of 10 USC 2333, as well as to provide civil service, civilian, and military personnel with professional expertise in contingency planning, contracting, financing, contract law, and civil engineering to Combatant Commanders during all phases of contingency operations.

Regarding 10 USC 2333, the Navy has implemented the minimum requirements, with the exception of subsection (e) that requires the training of non-acquisition officers (See table 1 on page 6).

**Recommendations**

1. The Navy needs to ensure better coordination between the CEC and the SC.
2. Promote only contracting officers to the flag billets designated as contracting commands.
3. Increase Contracting Officer manning at Fleet Logistics Centers (FLC) to be able to provide contingency contracting support service, and designate at least one Contracting Officer at each FLC as a contingency contracting officer who will also participate in exercises for the FLC region.
4. Recruit private industry contracting professionals into the Navy Officer Reserves.
5. Incentivize government civil service 1102s to become part of the deployment pool.
6. Provide JCASO contracting authority.
7. Have all military services provide a list of all qualified and deployable Contracting Officers (military and civilian) to JCASO.
8. Have the Naval War College provide a robust contingency contracting training course to all non-acquisition military officers.
9. Clarify DoD expectations of the Navy.
Lt. Cdr. Michael J. Garcia graduated from California State University San Marcos with a Bachelor of Science degree in Business Administration. He served in the Marine Corps Reserve for six years while attending college, and briefly worked as a junior accountant prior to his commissioning through the Navy Officer Candidate School in 2000.

His assignments included serving as the Supply Officer onboard the fast attack submarine, USS PORTSMOUTH (SSN 707), based in San Diego, CA; as the Material Control Officer of Helicopter Mine Countermeasures Squadron FIFTEEN (HM 15), based in Corpus Christi, TX; as the Assistant Regional Supply Officer of FISC Sigonella det London, UK; and as the Aviation Support (S-6) Officer of the aircraft carrier USS NIMITZ (CVN 68). He is warfare qualified in Submarine Supply, Naval Aviation Supply, and Surface Warfare Supply.

Lt. Cdr. Garcia received his MBA degree in Acquisition and Contract Management from NPS in December 2011. He is currently the Supply/Logistics Officer of Maritime Expeditionary Security Squadron THREE (MSRON-3), based in San Diego, CA.

Lt. Cdr. Curt R. LaRose graduated from Park University with a Bachelor of Science degree in Management. He attended college while serving active-duty in the Air Force, and obtained his commission through the Navy Officer Candidate School in 2000.

His assignments included serving as the Supply Officer onboard the fast attack submarine, USS HYMAN G RICKOVER (SSN 709), based in Norfolk, VA; as the Material Control Officer of VFA-106, based in NAS Oceana, VA; as the Cargo Officer for Command Task Force FIFTY THREE (CTF-53) in Bahrain; and as the Aviation Support (S-6) Officer of the amphibious ship USS BATAAN (LHD 5). He is warfare qualified in Submarine Supply, Naval Aviation Supply, and Surface Warfare Supply.

Lt. Cdr. LaRose received his MBA degree in Acquisition and Contract Management from NPS in December 2011. He is currently assigned to the Joint POW/MIA Accounting Command and stationed in Vientiane, Laos.
### Table 1

<table>
<thead>
<tr>
<th>10 USC 2333 Requirement</th>
<th>Fully Met</th>
<th>Part Met</th>
<th>Not Met</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appoint a senior commissioned military officer (Flag Officer) or Senior Executive Service (SES) personnel with appropriate acquisition experience and qualifications to define, coordinate and implement contingency contracting requirements during all phases of contingency operations.</td>
<td>X</td>
<td></td>
<td></td>
<td>The Secretary of Defense’s establishment of JCASO has met this requirement.</td>
</tr>
</tbody>
</table>
| Appoint a senior commissioned military officers (Flag Officer) or Senior Executive Service (SES) personnel with appropriate acquisition experience and qualifications to act as head of program management and head of contingency contracting during all phases of contingency operations to include stabilization and reconstruction operations involving multiple United States Government agencies and international organizations. | X         |          |         | JCASO satisfies this requirement (refer to JCASO’s phased contingency support plan). Annual Multinational Joint exercises that JCASO participates in include:  
  - AFRICOM – Judicious Response  
  - EUCOM – Austere Challenge  
  - PACOM – Terminal Fury and Ulchi Freedom Guardian  
  - SOUTHCOM – Integrated Advance and Panamax |
| Identify a cadre of deployable acquisition experts in program management and contingency contracting with the appropriate training and authority to execute contracts in a contingency environment. | X         |          |         | The Navy has met this requirement. PERS-4412 maintains a list of all 1306 SC officers. All CEC officers from O-1 to O-3 are level I DAWIA certified, O-4 and O-5 are level II DAWIA certified, and all O-6 are level III DAWIA certified. |
| Create DAU training in contingency contracting operations for program management and contingency contracting personnel. | X         |          |         | DAU has created contingency contracting training to include CON234 (Contingency Contracting) and CON 334 (Advanced Contingency Contracting) taught at NPS and online. DAU also provides online pre-deployment training for Contracting Officer Representatives (COR). |
| Ensure that program management and contingency contracting personnel receive continuous contingency contracting training even when not deployed in a contingency environment. |          | X        |         | Our research has not uncovered any evidence to suggest that the Navy is addressing this requirement.                                      |
| Take all steps necessary to ensure jointness and cross-service coordination. | X         |          |         | JCASO fulfills this requirement for all military services.                                                                                     |
| Training of all non-acquisition military personnel who are expected to have acquisition responsibilities, such as oversight of contracts and/or contractors during all phases of contingency operations. |          | X        |         | Our research has not uncovered any evidence to suggest that the Navy is addressing this requirement. Requests for data from the Naval War College and Navy Executive Development Program went unanswered. |
| Include contractors and contract operations in mission readiness exercises for operations that will require contracting and contractor support. | O         | X        |         | Our interviews show that contractors are being incorporated in large-scale exercises, but not in all small-scale exercises. |
Research Published in Winter 2011
(January 1–March 31)

Business

Financial Management


Abstract: In an environment of scarce resources and rising government deficits, the public not only expects but demands greater accountability for the spending of public funds. This demand has created a trend in the public sector not only in the United States, but worldwide, towards the importation of private sector business analysis practices to improve government accountability-oriented analysis. One example is increased emphasis on return on investment (ROI) analysis in public sector organizations. Since most government organizations do not generate the profit necessary for calculation of ROI in the manner in which it is done in the private sector, development and application of ROI analysis is challenging in the public sector. This paper addresses previous attempts at using ROI in the public sector, identifying whether these attempts properly used ROI and what prevented their ultimate success in terms of use value. This paper argues that properly designed and conducted ROI analysis, based on methods used successfully in the private sector, can better reveal how and for what goods and services public money is spent and a means for evaluating whether it was spent well in providing goods and services. The methodology developed in this study provides a means for comparing the value derived from investment and work performed by and for government using an approach to ROI based on private sector methods.

Manpower & Economics Management


Abstract: This study analyzes the association between deployment characteristics and diagnostic rates for major depression and substance use disorder among active duty personnel. Using active duty personnel serving between 2001 and 2006 (n = 678,382) and deployment information from the Contingent Tracking System, the paper identified individuals diagnosed with substance use disorders and major depression from TRICARE health records. Logistic regression analyses to assess the effect of deployment location and length on these diagnostic rates were performed. Increased odds of diagnosis with both conditions were associated with deployment to Iraq or Afghanistan compared with non-deployed personnel and with Army and Marine Corps personnel compared with Navy and Air Force personnel. Increases in the likelihood of either diagnosis with deployment length were only observed among Army personnel. There were increased substance use disorders and major depression across services associated with combat conditions. It would be important to assess whether the public health system has adequate resources to handle the increasing need of mental health services in this population.

Abstract: This study analyzes whether decreased emergency department access (measured by increased driving time to the nearest ED) results in adverse patient outcomes or changes in the patient health profile for patients suffering from acute myocardial infarction. Data sources include 100% Medicare Provider Analysis and Review, AHA hospital annual surveys, Medicare hospital cost reports, and longitude and latitude information for 1995-2005. The paper defines four ED access change categories and estimates a zip codes fixed-effects regression models on the following AMI outcomes: time-specific mortality rates, age, and probability of PTCA on the day of admission. Findings revealed a small increase in 30-day to 1-year mortality rates among patients in communities that experience <10-minute increase in driving time. Among patients in communities with >30-minute increases in driving time, we find a substantial increase in long-term mortality rates, a shift to younger ages (suggesting that the older ones die en route) and a higher probability of immediate PTCA. Most of the adverse effects disappear after the initial three-year transition window.

Operations & Logistics Management


Abstract: Lean manufacturing has fundamentally changed the way business leaders think about the production of manufactured goods and services. Over the past three decades, firms have dedicated considerable resources to reducing production setup times, shrinking inventories, and organizing work into cellular flows. Discrete parts manufacturing has benefited from production planning schemes that smooth production and level-load the plant to reduce idle time and overtime. But for industries, where production takes place twenty-four hours per day, seven days per week, what does it mean to level-load the production facility? Capacity stabilization in the process industries is defined as creating production cycles that are predictable, and level-loading in these continuous operations consists of stabilizing the manufacturing lead times. We describe the differences between what we call inventory-centric versus capacity-centric modes of production and inventory control, present data collected from a large chemical plant operation that illustrates a mismatch between inventory policy and capacity characteristics, and describe policies appropriate for old economy firms in the face of increasing consolidation and pressures to reduce costs, and increase responsiveness.
Acquisition Management

Peer-reviewed Journal Article


NPS Technical Reports


Financial Management

Peer-reviewed Journal Article


NPS Technical Reports


Management &Operations

Peer-reviewed Journal Article


**Manpower & Economic**

**Peer-reviewed Journal Article**


**NPS Technical Reports**


Energy Certificate Program

As requested by the Secretary of the Navy, the Energy Certificate Program at the Naval Postgraduate School (NPS) is structured as a four-course sequence, one course per quarter. Each of the four schools on the NPS campus offers a different course: Energy Technology (offered by the Physics Department in the Graduate School of Engineering & Applied Sciences); Energy Economics (by the Graduate School of Business & Public Policy); Energy Analysis (by the Operations Research Department in the Graduate School of Operations & Information Sciences); and Energy Politics (by the National Security Affairs Department in the School of International Graduate Studies). In addition, the Cebrowsi Institute at NPS offers an Energy Seminar Series throughout the program, inviting experts in energy issues to discuss energy-related topics.

The first student cohort, of ten NPS students, including five from GSBPP, enrolled in campus-wide curricula, joined the inaugural energy certificate program in winter 2012. In the future, interested students will be eligible to enter the program as their schedules allow.

In 2013, the energy certificate program will form part of the common core for four new Energy curricula: Energy Analysis – Financial Management; Energy Analysis – Operations Analysis; Energy Technology – Electrical Engineering; and Energy Technology – Mechanical Engineering. The Graduate School of Business & Public Policy will offer an eighteen-month long Master of Science in Management with focus in Energy Financial Management. At the end of the program, students will receive a new “P” code that will designate them as “energy warriors.”

Lean Six Sigma (LSS) Certificate

In today’s modern commercial/industrial economy, the ever-increasing level of competition has meant that all enterprises must continuously improve their business processes to create and deliver high-quality, low-cost goods and services to their customers. Lean Six Sigma (LSS) has emerged in the past decade as a methodology of choice for process improvement in the private as well as the government sectors. In fact, all services in the Department of Defense (DoD) launched LSS programs several years ago that are being successfully used today. Lean Six Sigma is essentially a synergistic blending of “Lean” and “Six Sigma” methodologies that have been used beneficially by the industry for improving their business processes during the past hundred odd years.

In the past, the faculty in GSBPP’s operations and logistics management have offered Lean Sigma courses to MBA students on an informal basis; however, with research and teaching interests in

(Cont. on page 12)
LSS and with his past experience with its implementation, Dr. Uday Apte, Professor of Operations Management, developed and offered the “Lean Six Sigma Green Belt Certificate” course for the first time this year during February - March 2012. The month-long course, specifically designed for LSS implementation in government organizations and service sector industries, was offered exclusively to NPS staff, twice a week, for four hours each time. The course design consists of two interlinked modules: the management of business process flows and in-depth coverage of the powerful DMAIC (design, measure, analyze, improve and control) methodology and its tools and techniques, helping students not only to gain theoretical understanding of Lean Six Sigma, but also hands-on experience in using Lean Six Sigma tools and techniques on projects sponsored by their supervisors.

To receive the Green Belt certificate in Lean Six Sigma, students need to successfully complete the LSS Green Belt Course (in-class course including a final exam) and two LSS Green Belt team group projects several months after completing the course. By working on projects that benefit NPS, the students gather and analyze data, make recommendations to managers and after receiving approval, implement their recommendations and routinely monitor the performance thereafter.

Below are examples of the projects currently undertaken by students of LSS/Green Belt certificates:

- Funds Receipt
- Carryover/Rollover Accounts
- Office Supplies
- ITA Travel
- Books/e-Books Acquisition
Sponsored Research Centers

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 follow:

- 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

Manpower, Personnel, Training and Education Program

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”
- “Using Prediction Markets for Navy Total Force Management”
- “Laboratory Analysis of Navy Selective Reenlistment Bonus (SRB) Policies”
The strategic challenges of humanitarian assistance and disaster relief (HADR) have increased many folds in the current era because of increased scale and frequency of all types of disasters—natural and manmade. Three of the most devastating natural disasters (the Asian tsunami, the Haitian earthquake, and the Japanese earthquake) registered in the last 100 years took place during the last decade.

The Humanitarian Research Group addresses challenges in such humanitarian operations. The group, founded by Dr. Aruna Apte and Dr. Keenan Yoho from the Department of Operations & Logistics Management at the GSBPP focuses on developing a body of research that will address and improve missions of the U.S. Department of Defense (DoD), first responders, policy makers, and non-governmental organizations (NGOs). Its principal streams of research include the following:

- Disaster preparedness and prepositioning,
- Response supply chain,
- The role of military in humanitarian operations, and
- Interagency collaboration and contingency contracting.

The Humanitarian Research Group’s objectives are as follows:

- Conduct academic and applied research in humanitarian operations,
- Provide a source of education and thought leadership in humanitarian operations and military operations other than war, and
- Align humanitarian research activities with and disseminate findings to U.S. governmental (to include the DoD) and non-governmental entities, as well as other academic institutes.

Principal research studies include scholarly journal articles, conference proceedings, technical reports, and student reports. Reference information for some of these research efforts is listed as follows:


(Cont. on page 15)
Sponsored Research Centers


FY 2012 Acquisition Research Program: New Sponsors

- Defense Acquisition Career Management (DACM)
- Program Executive Office Integrated Warfare Systems (PEO IWS 7.0)
- Office of Acquisition Resources and Analysis (ARA)

FY 2012 New Sponsored Projects

Advanced acquisition program 49-11
Sponsor: Communication Electronics Commands (CECOM)

Cost of attrition II
Sponsor: Office of the Secretary of Defense (OSD)

Civilian executive MBA 807
Sponsor: Office of the Assistant Secretary of the Navy (OASN)

Instruction of the financial audit short course Management
Sponsor: Office of the Assistant Secretary of the Navy (OASN)

Contract/program DL program
Sponsor: Various

Practical comptrollership course
Sponsor: Office of the Assistant Secretary of the Navy (OASN)
Admiral Mulloy was born in Boston and raised in Belmont Mass. He graduated from the Jesuits' Boston College High School (Honors) in 1947. He immediately entered the Navy and was selected Honor Man of his boot camp company and assigned to the Naval Academy Preparatory School and subsequent enrollment in the U.S. Naval Academy where he graduated in 1952 with a Bachelor of Science in Engineering.

He served two years aboard USS Wasp (CV18) operating in the Atlantic, Mediterranean and the Korean War. He qualified as an OOD Underway in large carrier Task Force Formations, Combat Information Center (CIC) and as an Air Controller. He then reported to Pensacola where he received his wings and was assigned as a fighter pilot in VF 172 flying the F2H2 Banshee. Due to a collapse lung he was then transferred to VP18 to fly the P2V7 Neptune. In a split deployment to Iceland and Sicily, as a Lieutenant, he was assigned as the Operations Officer in the Sigonella detachment; it was the first squadron to operate from the U.S. Naval Air Facility (NAF) Sigonella, in Sicily; they were "Plank owners". He then attended the first Master Degree program in Management at the Graduate School of Business & Public Policy at Naval Postgraduate School in Monterey, California. Later, he was nominated for doctoral studies in Economics but declined when the offer may have hindered selection for command. At that time, one who pursued that route was usually sidetracked to staff positions away from command. He was next assigned as Aide and Flag Lieutenant to the Commandant of the Eighth Naval District in New Orleans, La.

"Surely my education from the first NPS MS in Management program benefited me in many ways. Gaining further intellectual discipline and knowledge related to leadership, organization and management was especially useful in discussions with principals in business and implementing programs. I was indeed fortunate to have had that dedicated education, and commend its practical and theoretical benefits to students of the curriculum. Academically, while at Harvard’s Executive Program in National and International Security, the NPS enrollment greatly facilitated my participation in and gains from that experience’s contribution to my background."

Specific examples I can attribute in part to my MS in Management include designing the Daily Level Readiness (DLR) matrix which matched each flight hour and cost to a specific achievement gradient towards qualifications in flight proficiency and advancement as well as weapons, instrument and other achievements.
I used it later as the Admiral to justify a request for additional funding to achieve minimum flight hours for junior officer flight safety; and with staff, designing and implementing the "Ten Point Program" for Navy's War on Drugs to reduce the Navy's drug use, now used as a worldwide standard.”

Rear Admiral Paul Joseph Mulloy, U.S. Navy

His next assignment was to the second P3A squadron VP 44 where he served as Safety Officer, and then as Operations Officer with tours to Argentina, Newfoundland and Bermuda. Later, he was assigned to the Bureau of Naval Personnel (BUPERS) as a Detailer where as a LCDR he was early selected to command a VP squadron. Promoted to Commander, he joined VP26 flying P3B's in Utapao, Thailand as the Officer in Charge and a Task Element Commander. Within a month, they lost their first crew, which was shot down flying a Market Time patrol in the TET offensive of the Vietnam War. Within the same month, the second crew was shot down. By changing the operational procedures, Admiral Mulloy succeeded, and subsequently, his crews intercepted two enemy cargo ships which were then sunk. He was awarded the Navy Commendation medal with combat V for that tour. As Commanding Officer VP 26, deployments included Iceland/Azores and Spain. During the Iceland/Azores tour, he commanded elements of four squadrons in the most intensive Atlantic fleet Anti-Submarine Warfare (ASW) operation lasting four months. His squadron received the Navy Unit Commendation and he was awarded his first Legion of Merit medal.

His next assignment was to the staff of Commander Patrol Wings Atlantic as Operations Officer at first, and then as Assistant Chief of Staff for Readiness. His Daily Level Readiness Program significantly increased combat readiness and safety. For that tour, he received his first Meritorious Service Medal. He was early promoted to Captain and transferred to the staff of the Chief of Naval Operations in the Plans and Policy division (OP 06) where he also served on the Canadian U.S. Board of Defense; he was reassigned back to BUPERS as the Head of Officer Placement where he was one of the first officers with VP experience to be selected to command a major combatant ship: USS Ponce (LPD15). Deployments included the Caribbean, the Mediterranean and North Atlantic with numerous port visits and hosting foreign dignitaries. Ponce became the first LPD, Pacific or Atlantic Fleets to pass the Propulsion Examination Board (PEB). He improved the ship's speed from 16 to 22 knots with programs that were Fleet adopted.

Admiral Mulloy was then selected to command Amphibious Squadron six with eight combatant ships. Deployments included operations with the British, Italians and Brazilians. He commanded the first joint US/Spanish major amphibious landing exercise in the Mediterranean. He was awarded his second Meritorious Service Medal upon completion of that tour of duty. During four months as the Assistant Chief of Staff for Readiness to the Chief of Naval Education and Training, he was promoted to Rear Admiral. He was then assigned as Commander Patrol Wings Atlantic Fleet. While in command he initiated several programs to increase combat readiness, safety and personnel retention. He re-emphasized leadership and accountability. As a result, all squadrons achieved and deployed at 100% combat readiness, and the Force experienced top reenlistment and advancement in rate records. The accident rate, which had previously included seven accidents, was reduced to zero.

(Cont. on page 18)
In his last active duty assignment, he served as the Assistant Chief of Naval Personnel for Human Resources. (OP15). He increased people programs from seven to seventeen and greatly increased the number of Navy Family Service and Child Care Centers. The Navy programs were cited in "People Magazine" as among the top ten in America. He also received recognition from national Hispanic and African American organizations for his leadership in promoting their interests. He was referenced as the "Architect" for the Navy's "War on Drugs"; he stressed leadership and management in a ten point program featuring unannounced drug testing. The program reduced Navy's drug use from 48% to less than 1% today. It has been implemented widely throughout the federal government, defense contractors, and allied militaries becoming a worldwide standard. He was awarded his third Legion of Merit and retired in August 1984 to meet family needs.

In retirement at the suggestion of President Reagan's Drug Czar, Dr. Carlton Turner, he formed a private company to engage substance abuse issues and to promote Navy's ten point program among governments, and corporations in Europe as well as the United States. He consulted at high levels of policy and programming to encourage adoption of the successful methods which had been implemented throughout the U.S. government. He has appeared on international and national television and radio programs including BBC in England, Ted Koppel and Tom Brokaw; his had articles published in major media such as The Wall Street Journal, Washington Times and other national papers; he has also addressed prominent foreign government assemblies; major companies consulted included General Dynamics, Abbott, General Motors, and Exxon Canada among others.

At the request of the Governor of Rhode Island, he accepted the position of Director of the Department of Substance Abuse in his cabinet. He held that position for two for two years before retiring. He remains a member of the Board of Directors of Oxford House, the largest most successful system of halfway houses in the world. Other activities include assisting in veterans' issues, religious support programs and national and local civic activities. His interests also include classical and popular piano, and extensive reading.

Paramount is devotion to his lady Mary Fran, and participation with their six children, sixteen grandchildren and three great grandchildren who reside principally in the eastern United States.

Admiral Mulloy's awards include three the Legions of Merit, two Meritorious Service Medals, the Navy Commendation Medal (with combat V), two Meritorious Unit Commendations United Nations Medal, Korean Service Medal (with star), Navy Occupation Medal, Armed Forces Expeditionary Medal, Vietnam Service Medal (with star) Republic of Vietnam Distinguished Order 2nd class, and the Republic of Vietnam Gallantry Cross with palm.

*This information was released with permission of Rear Admiral Paul J. Mulloy, U.S. Navy (Ret.)

Rear Admiral Paul J. Mulloy, U.S. Navy (Ret.) at Georgetown University commissioning his niece into the Navy after her graduation.
LCDR Matthew Jacobs receives a Meritorious Service Medal
for Outstanding Service in Afghanistan

On March 20, Lt. Cmdr. Matthew Jacobs, a military faculty member from GSBPP, was publicly recognized for his service in Afghanistan when he was presented the Meritorious Service Medal during a ceremony officiated by NPS President VADM Dan Oliver. The award paid tribute to Lt. Cmdr. Jacobs for the work he did while deployed in support of OPERATION ENDURING FREEDOM and Oversea Contingency Operations as Chief, Financial Forensics Cell, and Chief, RC-E Detachment, Task Force 2010, United States Forces Afghanistan, from August 2010 to July 2011.

During this period, Lt. Cmdr. Jacobs’ outstanding professional skill and leadership resulted in major contributions to the effectiveness and success of Task Force 2010. During this critically important assignment his leadership, financial management expertise, and superb devotion to duty were instrumental factors in improving transparency of contracting processes within theater of major importance in promoting International Security and Assistance Force (ISAF) Counter Insurgency efforts. As Chief, Financial Forensics Cell, Lt. Cmdr. Jacobs expertly led a team of forensic accountants in tracing the flow of contracting funds in a wartime environment, contributing significantly to increase visibility of money flows and linkages to criminal patronage networks and insurgents. In creating this element of transparency, Lt. Cmdr. Jacobs has allowed contracting initiatives to be better synchronized with the operational commander’s intent.

During his final three months of deployment, Lt. Cmdr. Jacobs successfully planned and stood up a Task Force 2010 detachment at Bagram Air Field to fully integrate Task Force 2010 counter-corruption priorities in Regional Commands East and North with those of the Regional Commanders, synchronizing, planning and targeting efforts as well as sharing information in support of maximizing effects on counter-insurgency efforts. He performed his duties in and around Kabul, Afghanistan, under the nightly threat of rocket attacks, and travelled regularly as the mission required, including trips to Bagram Airfield and other coalition compounds. He exposed himself to threats of vehicle-borne improvised explosive devices and direct or indirect hostile fire. Through his distinctive accomplishments, Lt. Cmdr. Jacobs has reflected great credit upon himself, the United States Navy, and the Department of Defense.
Lt. Cmdr. Suzanne L. Schang, commanding officer of the mine countermeasures ship USS Patriot (MCM 7), and her dedicated crew of the USS Patriot won, for the sixth consecutive time, the 2011 Battle Effectiveness (battle “E”) Award for Commander, Mine Countermeasures Squadron Seven, one of the Navy’s most prestigious command awards. The news was announced by the Commander, Naval Surface Forces on February 28.

The Battle “E” competition is conducted to strengthen individual command performance, overall force readiness, and to recognize outstanding performance within the naval surface force.

Read the entire story at: http://www.navy.mil/search/display.asp?story_id=65635

**Congratulations to** Dr. Aruna U. Apte and Dr. Geraldo Ferrer, who were awarded second place at the Defense Acquisition University Alumni Association 2012 Research Competition with the paper titled “Managing Lifecycle Information of Aircraft Components,” which has been published in the April 2012 issue of the Defense Acquisition Research Journal.
Champion of Small Business Innovation Award

GSBPP Assistant Professor Max Kidalov was selected by the Small Business Technology Council (SBTC) board as a recipient of the Champion of Small Business Innovation Award for his contributions to the Small Business Innovation Research (SBIR) reauthorization effort and the eventual passage of its bill. SBRI is a U.S. Government program created to support scientific and technological innovation by investing federal research funds to build a strong national economy.

Awards for the Winter Quarter Awards Ceremony

The United States Marine Corps Superior Service Award
Capt. Jeffery Van Bourgondien, USMC

Rear Admiral Thomas McClellan Award
LT Bradley Henderson & Maj Philip Herschelman

Louis Liskin Award for Excellence in Business and Public Policy
LT Bradley Henderson & LCDR Heather Ray

GSBPP Outstanding International Student Award
1LT Muzaffer Buyruk

Chief of Naval Personnel Award for Academic Excellence in Manpower Systems Analysis
LT Jason Nowell

Nominated “With Distinction”

Bradley Henderson
Muzaffer Buyruk
Association to Advance Collegiate Schools of Business (AACSB) Deans Conference

From February 8-10, 2012, Dr. William R. Gates of the Graduate School of Business & Public Policy flew to New Orleans, Louisiana, to participate in one of the Association to Advance Collegiate Schools of Business (AACSB) sponsored “Maintenance of Accreditation” seminars, designed exclusively for deans of business schools. The conference offered insights on the essential steps that business schools need to take to maintain accreditation, highlighted the importance of accreditation, and indicated how maintenance of this recognition is part of an ongoing review focused on continuous improvement.

San Francisco Division of Emergency Services (SFEMA):
What Keeps You Up at Night

How well will we do in the consequence management of that event?
How do you deal with the politics of a crisis?
How do you manage the public message?
How do you manage beyond your boundaries?

These are some of the questions that keep Director Rob Dudgeon and Exercise Planner Jill Raycroft awake at night and were addressed during a meeting with GSBPP faculty on February 16, 2012. The Director and Exercise Planner also touched on important issues and challenges such as donation management, plans for recovery and restoration, and regional planning initiatives.

Director Rob Dudgeon first learned about the San Francisco Division of Emergency Services, a stand-alone regulatory agency specializing in crises consequence management that reports directly to the Mayor of San Francisco, while working on the After Action Report for the 2007 Cosco Busan Oil Spill Response. The spill dumped roughly 55,000 gallons of bunker fuel into the San Francisco Bay. Aside from trying to prevent politics from driving operations, Dudgeon also found that an active social media presence, managing the expectations of the public, and developing practical responses to consequence management beyond San Francisco County boundaries are all important aspects of preparing an effective emergency response.
Events

Humanitarian Assistance Research Thoughtleaders (HART) Conference

On January 2012, Dr. Aruna Apte was invited to join the Humanitarian Assistance Research Thoughtleaders (HART), a relatively small group of top researchers in this field in defining the research agenda, setting priorities, engaging in exchanges and complementary research projects, and developing easily accessible pedagogical materials. The conference was held at KLU-INSEAD Research Center on Humanitarian Logistics, Kühne Logistics University, Hamburg, Germany.

Speeches by Associate Professor of Economics David R. Henderson

- January 2012: “Yes, We Can Cut Government Spending,” Mercatus Center event in Phoenix. One of the attendees at the event was Barry Goldwater, Jr. son of Barry Goldwater, ex-U.S. Senator from Arizona and nominee for U.S. President in the 1964 election.

- “Seven Myths about Free Markets,” at California State University, East Bay.

- January 19, 2012: Appearance on the John Stossel Show to debate Colonel David Hunt about U.S. foreign policy. A video of the debate can be viewed at: [http://original.antiwar.com/henderson/2012/01/20/what-is-war-good-for/](http://original.antiwar.com/henderson/2012/01/20/what-is-war-good-for/)

- February 2012: “Five Myths about Free Markets,” at the Hoover Institution. A video of the speech can be viewed at: [http://www.youtube.com/watch?v=24iDv_UxmeI](http://www.youtube.com/watch?v=24iDv_UxmeI)

- “Is Iran a Threat?” at the Rotary Club of Monterey. An excerpt of the speech can be found at: [http://original.antiwar.com/henderson/2012/02/05/is-iran-a-threat/](http://original.antiwar.com/henderson/2012/02/05/is-iran-a-threat/)

- “Seven Myths about Free Markets,” at La Sierra University.

- “Do We Need to Go to War for Oil?” at the University of Rochester.

Winter Simulation Conference (WSC)

GSBPP Professor Susan Heath participated at the Winter Simulation Conference held in Phoenix, Arizona where she lead a panel session and presented a paper titled “Cross-Paradigm Simulation Modeling: Challenges and Successes” which addresses the broad topic area of cross-paradigm simulation modeling with a focus on the discrete-event, system dynamics and agent-based paradigms. The conference paper was published in the conference proceedings of the 2011 Winter Simulation Conference.

To read the paper go to: [www.informs-sim.org/wsc11papers/249.pdf](http://www.informs-sim.org/wsc11papers/249.pdf)
January 2012
NPS Associate Professor of Economics Jonathan Lipow from the Defense Resources Management Institute (DRMI) presented his paper titled "Beyond Tax Smoothing."

Abstract: Analyses of optimal government capital structure generally follow Bohn (1990) and Barro (1995) in assuming risk neutrality or an exogenous risk premium. These analyses usually conclude that the optimal government capital structure stabilizes tax rates over time and states of nature to the greatest extent possible, something known as “tax smoothing.” In this paper, we show that when an endogenous risk premium is introduced, the optimal government capital structure will no longer smooth tax rates. Under likely conditions, the optimal structure requires a larger short position in risky assets than that implied by tax smoothing.

Roger Koppl Professor of Economics and Finance in the Silberman College of Business and Director of the Institute for Forensic Science Administration discussed the incentive structure of the criminal justice system within an organization economics framework.

March 2012
Assistant Professor Giacomo De Giorgi from the Department of Economics at Stanford University presented his paper titled "Consumption Network Effects."

Abstract: This paper analyzed the effects of peers' consumption on our own consumption. Long panel data were used on the entire Danish population to define the preferred consumption measures. The study focused on couples, and combined such consumption measures with matched employer-employee data so that it is possible to construct peer groups based on workplace.

Contingency Contracting Guest Speakers Series

February 2012
Mr. Damon Walsh President DNJ, LLC, and Former Executive Vice President-Force Protection Industries, Inc. discussed “Factors in Programmatic Support in Expeditionary Ops.”

Rear Admiral Ron J. MacLaren Director, Joint Contingency Acquisition Support Office (JCASO), Defense Logistics Agency, presented “Operational Contract Support (OCS) and OPLAN Annex W for Expeditionary Operations.”

Dr. Dayne Nix of the Naval War College discussed “Interagency Planning and Coordination – Annex V.”

March 2012
Ms. Shelly Amsden, Special Agent - Naval Criminal Investigate Service (NCIS) – Los Angeles, discussed “Ethics, Fraud, and Catching the Bad Guys in Contingency Operation Contracting.”

Bill Long, USAF (Ret.); DAU CON 334-Professor and Coordinator and Defense Contingency Contracting Handbook co-author discussed “Pakistan Task Force Ground Support Lead (2005) and Leaning Forward in Expeditionary Operations.”
Students from the National Aeronautics and Space Administration (NASA) and the Federal Bureau of Investigation (FBI) enter the Executive MBA Program at the Graduate School of Business & Public Policy.

In March 2012, five civil employees from NASA’s Johnson Space Center joined the Executive MBA (EMBA) program. The weeklong orientation and Teams Course began at NPS on March 19, 2012, after which the students returned to Johnson Space Center to complete their half-time degree program via video tele-conferencing. The EMBA program provides students with essential skills in public sector management, particularly the federal government. The current program includes concentrations in federal financial management, budgeting, acquisition and contracting.

All federal organizations and agencies are governed by the same general set of rules that apply to the DoD, but NASA is the first non-DoD agency to enroll students in this distributed learning degree program. After understanding the program’s learning goals and content, NASA concluded that GSBPP’s EMBA matches perfectly with the agency’s educational objectives and provides a more tailored, and significantly less costly management degree option than other schools their civilian employees were attending. The NASA participants are part of a larger student cohort consisting of active duty naval officers from the unrestricted line communities.

“This represents a great opportunity for GSBPP” noted Dean Gates, “We are excited to broaden our focus beyond the GSBPP’s traditional sponsors and to extend the advantages of the EMBA program to other federal agencies.”

Dr. William R. Gates, Dean of GSBPP

Group photo of the new spring cohort for the Executive MBA Program, Orientation day March 19, 2012.

(Cont. on page 26)
While on a trip to Washington D.C. in February 2012, Dean Gates met with representatives from various federal agencies and the FBI, which has expressed interest in having its students participate in the GSBPP’s EMBA program, citing the same enthusiasm as NASA in the program’s focus on federal government management, particularly financial management and budgeting. While highlighting the benefits of the EMBA program, Dean Gates described how the curriculum delivers academic excellence as well as federal government operational relevance. As such, the EMBA is well matched for jobs across all federal agencies. The NASA and prospective FBI students will be embedded within the existing EMBA curriculum; however, with sufficient enrollment, GSBPP will explore offering a few unique classes tailored to the agencies’ specific interests. The first Cohort of FBI students is expected to start the EMBA program in Fall 2012.

In addition, while GSBPP expects to expand its educational program relations with NASA, the FBI, and other federal agencies, the school is also exploring collaborative research projects, particularly in financial management, acquisition, strategic communications, leadership and other areas of expertise.

Above: some photos of the EMBA Program Orientation kick off taken on March 19, 2012 at NPS.
Rear Adm. Ron MacLaren, Director of the Joint Contingency Acquisition Support Office (JCASO)

At the invitation of Professor Cory Yoder, Acquisition Management, Rear Adm. Ron MacLaren Director of the Joint Contingency Acquisition Support Office (JCASO), visited the GSBPP as a guest in the MN3318 Contingency Contracting course. Rear Adm. MacLaren talked specifically to faculty and students about recent federal government mandates established by JCASO, and how contracting will be integrated into joint planning, a topic that Professor Yoder has researched and published, including “Phase Zero” operations research, now incorporated into joint doctrine.

For more information about JCASO visit: http://www.dla.mil/JCASO/Documents/DLAJCASOWebpage.pdf

From left to right: Lcdr. Scott Melgrin, USN Captain Shedrick Yearby, USMC, Rdml. Ron J. MacLaren, USN, Director, Joint Contingency Acquisition Support Office, Cdr. (Ret) E. Cory Yoder, NPS-GSBPP Senior Lecturer (presenting an NPS coin to Rdml. Maclaren, and 1stLt. James Gallagher, USAF.
Dr. William R. Gates, Dean of GSBPP, Featured on “Your Town Television” Program

Dean Bill Gates of GSBPP was a featured guest on the *Your Town Television* program on February 14, 2012 which offered an in-depth look at the highly acclaimed business school, which is planning a series of events in 2012 to commemorate 50 years of graduate business education and research at NPS. Dr. Keenan Yoho, assistant professor of operations and logistics management, and Terry Rea, a business school alumnus and former military associate dean of the school, were also guests on the program.

Video at: [http://www.nps.edu/Video/Portal/Video.aspx?enc=5xmpqwcS9S1ABqP AeF63Pl5otSO8iQeN](http://www.nps.edu/Video/Portal/Video.aspx?enc=5xmpqwcS9S1ABqP AeF63Pl5otSO8iQeN)

Vice Admiral Joseph D. Kernan Visits NPS

On February 29, 2012, Vice Admiral Joseph D. Kernan, Military Deputy Commander, U.S. Southern Command, met with NPS President Daniel Oliver and Provost Leonard Ferrari, was briefed on the Modeling, Virtual, Environments and Simulation Institute (*MOVES*) and the Center for Civilian-Military Relations (CCMR), and participated in discussions with students and faculty from National Security Affairs, Systems Engineering, the Graduate School of Business & Public Policy, the Common Operational Research Environment Lab (CORE), and Defense Analysis — where Vice Admiral Kernan spoke about SOUTHCOM challenges/focus areas. The tour concluded with a visit to the Defense Language Institute, to see their “Language and Culture” programs focused on Central and South America.

Naval Postgraduate School, Monterey, USA & Regional Department of Defense Resources Management Studies, Brasov

On March 14-16, Cdr. USN ret. William Hatch, lecturer and program manager for the Executive MBA program offered by the Graduate School of Business and Public Policy at Naval Postgraduate School, Monterey, USA, delivered a seminar on “Defense Human Resource Management” to students of the “Defense Resources Management for Experts” postgraduate course.

Conference goals were as follows:

- Provide a working knowledge of the basic Human Resource Management and inter-relationship with the requirements-based planning, programming, budgeting and execution (PPBE) system.
- Focus on basic Manpower principles and concepts to assist attendees begin the process of developing policy and programs related to manpower, personnel, training and education as they relate to human resources activities.

The course was run by the Regional Department of Defense Resources Management Studies (DRESMARA). Experts in the field of human resource management from the Romanian Ministry of National Defense and teaching staff from “Henri Coanda” Air Force Academy participated at the event fully engaging in all seminar activities.
Colonel Samuel M. Harbin, USAF, Presents to GSBPP Faculty

On March 27, 2012, Colonel Samuel M. Harbin, USAF, visited GSBPP and presented the "Defense Contract Management Agency (DCMA) 101 Overview." Some of the programs’ highlights include: 1) Boeing satellite production (Global Positioning System IIF (GPS IIF), World Geodetic System (WGS), and the NASA Tracking and Data Relay Satellite (NASA TDRS) programs); 2) Boeing C-17 Aircraft production; and 3) Boeing C-3 development programs (Joint Tactical Radio System Ground Mobile Radio (JTRS-GMR), and Cable Select (CSEL). The presentation was of particular interest for faculty teaching and carrying out research in the financial and logistics fields, and in the contracting and program management disciplines.

SOUTHCOM Commander Gen. Douglas Fraser Briefs NPS Regional Studies Students, FAOs

On January 23, 2012, Air Force General Douglas Fraser, Commander, U.S. Southern Command, briefed NPS students in the National Security Affairs Western Hemisphere Curriculum and Foreign Area Officers on the U.S. Southern Command (SOUTHCOM). Gen. Fraser talked about the challenges and the progress within Latin America and focused on the importance of building strong relationships with the 31 countries in the SOUTHCOM area of Responsibility (AOR).

Winter 2012 NPS Graduation Ceremony

On Friday March 30, 2012 faculty, students, and their family gathered at 10:00 in King Hall Auditorium to celebrate the graduating class of winter 2012. Keynote speaker for the event was Vice Adm. John M. Richardson, Commander of Submarine Forces, Submarine Force Atlantic and Allied Submarine Command.

Read more: http://www.nps.edu/About/News/SOUTHCOM-Commander-Gen.-Douglas-Fraser-Briefs-NPS-Regional-Studies-Students-FAOs.html

Watch the video at: http://www.nps.edu/video/portal/Video.aspx?enc=t4ZSJ08C117FsrMgF90F6aqCWD4qn004
9th Annual Acquisition Research Symposium

GSBPP’s Acquisition Research department sponsored the 9th Annual Acquisition Research Symposium from May 16-17, 2012. The theme, “Acquisition Research: Creating Synergy for Informed Change” featured keynote speakers the Honorable Frank Kendall III, Acting Under Secretary of Defense for Acquisition, Technology & Logistics, and the Honorable Sean J. Stackley, Assistant Secretary of the Navy (Research, Development and Acquisition) and served as a forum for the exchange of ideas among scholars and practitioners of public sector acquisition.

Symposium Organizers
Rear Adm. James B. Greene, Jr. U.S. Navy (Ret.), Symposium Chair, Acquisition Chair
Keith F. Snider, Ph.D, Symposium Program Lead, Associate Professor of Public Administration and Management
Karey L. Shaffer, MBA, Symposium Manager, Program Manager, Acquisition Research Program

For more information please visit: http://www.researchsymposium.com/?page=overview&c=31

Seminars
Special Conversation With: Dr. Alice Rivlin and Dr. Sidney G. Winter

On May 21, 2012, GSBPP’s Center for New Security Economics and Net Assessment and the Defense Resources Management Institute hosted a special conversation with Dr. Alice Rivlin and Dr. Sidney G. Winter on “Exploring the Disagreement between Liberals and Conservatives.” Dr. Rivlin is a Visiting Professor of Public Policy at Georgetown University and a Senior Fellow in the Economic Studies Program at the Brookings Institution. See her Vita and a video on “Raising the Debt Ceiling: More than Symbolic” at: http://www.brookings.edu/experts/rivlina.aspx.

Dr. Sidney G. Winter is the Deloitte and Touche Professor of Management, Emeritus, at The Wharton School of the University of Pennsylvania. See his Vita at: http://mgmt.wharton.upenn.edu/people/faculty.cfm?id=1371

Pre-graduation Awards Ceremony-The ceremony for the spring quarter faculty and student awards will be held June 5, 2012 in King Hall.

Graduation Ceremony-On June 15, 2012, faculty, students, and their families will gather at 10:00 in King Hall Auditorium to celebrate the graduating class of Spring 2012.
Ms. Karen Dunham, Director of Living Bread, an American and Israeli non-profit organization, visited GSBPP from February 14-16, 2012. Ms. Dunham and her assistant, Elisabeth Ryall, held a brown bag conversation with GSBPP students and faculty where she described Living Bread, which, since 2003, has been providing local Palestinians in the West Bank and Gaza with food, clothing, and household supplies, and shared personal experiences.

On February 16, Ms. Dunham discussed the economic and ideological climate in West Bank and Gaza, strategies for building social connections, and life inside the refugee camps and shared stories and cultural insights through enlightening pictures from within Gaza.

Ms. Dunham lived in a refugee camp on the outskirts of Jericho for two years where she helped to establish an Arabic Christian church that continues under local leadership.

Despite several fire bombings and death threats, Ms. Dunham and her volunteers continue to expand the work of Living Bread in partnership with local Palestinians. She has extensive experience coordinating with Hamas, the Palestinian Authority, and the Israeli Defense Forces, and maintains close relationships with many local families, both Christian and Muslim, in the refugee camps and Gaza. Her viewpoint is that of an American who has learned through experience how to survive among Islamic terrorists while subtly introducing anti-terror messages.

Living Bread has offices in Florida, Jerusalem, Jericho, and Gaza, as well as a church in Jerusalem where Ms. Dunham is the pastor.
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