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Graduate School of Business and Public Policy (GSBPP)

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GRADUATE SCHOOL OF BUSINESS & PUBLIC POLICY

[HOME](#) [PROGRAMS](#) [CURRICULUM](#) [RESEARCH](#) [FACULTY](#) [STUDENTS](#)

[WELCOME](#)
[OVERVIEW](#)
[CALENDAR](#)
[NEWSLETTER](#)
[SEARCH](#)
[IN THE NEWS](#)
[NPS HOME](#)

Dean's Corner



As 2004 draws to a close, a moment of reflection on the year gone by for BPP might be appropriate. It has been quite a year. We welcomed a large group of new faculty to meet our growing teaching and research needs. And what a group of outstanding people it is. New tenure track faculty arriving in 2004 included Deborah Gibbons in Management, Ph.D. from Carnegie-Mellon, coming from Georgia State; Pete Coughlan, Caltech Ph.D. via Harvard; Uday Apte, Ph.D. from Wharton, visiting from SMU; Nayantara Hensel, Finance and Economics, Ph.D. from Harvard; Yu-Shu Chen, economist, Ph.D. from Harvard; Geraldo Ferrer, Ph.D. from INSEAD, coming from UNC; Cindy King, communications, Ph.D. University of Washington; and Rich Dawe, budget and finance, doctorate from St Louis University. Three new military faculty also joined us in 2004: CDR Sue Bosque joined the Manpower Group arriving from a tour as executive officer of the Navy Manpower Analysis Center; CDR Dave Mirano, Acquisition Group, coming from USS CARL VINSON (CVN 70); and Major Todd Kross, Acquisition Group, most recently served as logistics division chief at the Army's Technology Applications Program Office. It's hard to believe that we could have had any better recruiting year. These new members of the BPP community have already established themselves in the classrooms, started their research agendas, and begun contributing to the BPP community. Their presence here, along with the new faculty that joined in 2002 and 2003 will have a profound effect on our School.

We also welcomed a lot of new students, even as we graduated MBA, EMBA and MS students each quarter. The average on board in the resident MBA program reached a record 277 students in 2004. The curricula in Financial Management, Acquisition, and Manpower Management had the greatest growth, and we welcomed an increasing number of Navy, Army and Air Force students. The MS (Program Management) and MS (Contract Management) experienced healthy enrollments and the EMBA took off as the program expanded to both coasts with a total of 109 students. We suspended the Joint MBA program and transitioned the current students into the University of Maryland's MBA program. Nevertheless, our partnership with the Smith School remains in place with plans to discuss future joint programs.

Management schools even try to manage themselves sometimes, and we tackled this challenge in 2004. The Faculty adopted a governance structure that provides for a Dean-level Faculty Advisory Board, a Faculty Instruction Committee and a Faculty

Research Committee. The position of Senior Associate Dean was also established. In scholarship, tenured and tenure track faculty continued to be in demand as conference presenters, editors and reviewers while also maintaining a steady stream of publications in top journals. Research opportunities funded through our distinguished chairs continued to increase. New scholarship initiatives in 2004 included the first annual Acquisition Conference and significant new research and

publication by some of our Lecturers and Senior Lecturers.

Publications

Roberts, N.C. 2004. Public Deliberation in an Age of Direct Citizen Participation. *The American Review of Public Administration*, 34(4):315-353. Gates, W.R. and Nissen, M.E., "Agent- and Web-Based Employment Marketspaces in the U.S. Department of Defense," in: M. Khosrow-Pour (Ed.), *Encyclopedia of Information Science and Technology I-V* (2005), pp. 74-80.

Nissen, M.E., "Delineating Knowledge Flows for Enterprise Knowledge Agility," in: M. Khosrow-Pour (Ed.), *Encyclopedia of Information Science and Technology I-V* (2005), pp. 779-785.

Nissen, M.E., "Procurement: Process Overview and Emerging Project Management Techniques," in: P. Morris and J. Pinto (Eds.), *The Wiley Guide to Managing Projects* Hoboken, NJ: Wiley (2004), pp. 643-653.

Cioppa, T. M., T. W. Lucas, and **S. M. Sanchez**. 2004. Military applications of agent-based simulations. *Proceedings of the 2004 Winter Simulation Conference*, eds. R. G. Ingalls, M. D. Rossetti, J. S. Smith, and B. A. Peters, 171-180. Institute of Electrical and Electronic Engineers: Piscataway, NJ. Available online at <http://www.informs-cs.org/wsc04papers/prog04.html>

L. R. Jones, "Symposium: 'NPM is Dead, Thank God!'" *International Public Management Review*, 5/2 2004 at www.ipmr.net

Allen, T. E., A. H. Buss, and **S. M. Sanchez**. 2004. Assessing obstacle location accuracy in the REMUS unmanned underwater vehicle. *Proceedings of the 2004 Winter Simulation Conference*, eds. R. G. Ingalls, M. D. Rossetti, J. S. Smith, and B. A. Peters, 940-948. Institute of Electrical and Electronic Engineers: Piscataway, NJ. Available online at <http://www.informs-cs.org/wsc04papers/prog04.html>

Presentations

Susan Sanchez presented two talks at the INFORMS Annual Meeting in Denver, Colorado Oct 24-28. The first (with Tom Lucas and Brian Widdowson) was *Data Farming: "Accidental" V V & A*, and the second (with Gunther Schwarz) was *Modeling Peace Support Operations*. **Susan Sanchez** and Tom Lucas gave a presentation on *Experimental Designs and Analysis in the Data Farming Environment* during PAIW-9 (9th Project Albert International Workshop) held Nov 6-12 in Wellington, New Zealand.

Susan Sanchez was co-author on a presentation given by Kevin Wood on *The BEST method for stochastic programming* at the 39th Annual Conference of the Operations Research Society of New Zealand, held Nov 28-29 at the University of Auckland.

Rene Rendon presented his research on Contract Management Organizational Assessment Tools at the 23rd Annual Government Contract Management Conference held in Vienna Virginia on 7 December 2004. The conference, sponsored by the National Contract Management Association, had over 300 attendees and also included presentations from Lt Gen Richard Reynolds, Vice Commander, Air Force Material Command, Robert Burton, Associate Administrator, Office of Federal Procurement Policy, and Congressman Tom Davis.

Nissen, M.E., "Hypothesis Testing of Edge Organizations," invited presentation, Edge Project Workshop, Stanford University (December 2004). Nissen, M.E., "Computational Modeling of Organizational Knowing: Designing Organizations around Knowledge Flows, or Describing Organizational Knowing through Dynamic Models," invited presentation, Management Research Seminar, Fuqua School of Management, Duke University (October 2004).

Nissen, M.E., "Understanding the Edge Organization: Project Ideas," invited presentation, Virtual Design Team Research Group, Stanford University (October 2004).

Bill Hatch completed a technical report in response to a request by NAVAIR Aviation/Ship Integration AIR 1.2. The research performed a Civilian Contractor Workforce and Skill/Qualification Assessment for Littoral Combat Ship

workforce and Skill/Qualification Assessment for Littoral Combat Ship (LCS) Composite Aviation Detachment in support of the Chief of Naval Operations (CNO) Human Capital transformation vision. The analysis indicated that employing contractor personnel to conduct or support combat missions on board LCS or any other Navy combatant is impracticable and contrary to the international laws of armed conflict.

Professional Activities

The USN Supply Corps recently held their **Captain Select Conference** in Mechanicsburg, PA. **Leslie Sekerka** was invited to lead a session entitled: **Professional Courage and Responsible Action** where she shared findings from research stemming from the GSBPP **Ethics in Action Program**. The intention was to help officers learn more about how to foster moral action in their daily work lives. Both the research and reactions to this session reflect the challenge in reframing this topic effectively. Specifically, helping individuals find value in becoming more introspective about ethical behavior in their organizational communities. Participants, preparing to "put on the Eagle," saw how proactive leadership can create positive impacts toward more effective moral decision making. Feedback revealed that the session was helpful in putting ethics in a new light. Comments described how "Captains need to be more aware of ethics" and that the session was "effective," "enjoyable" and "useful." Using Appreciative Inquiry interviews, the session was designed to complement ADM Stone's goal for the conference, which was to help O6 selects "prepare to become Vice-presidents of the corporation." The topic of ethics, directed toward professional courage and responsible action in the workplace, was in alignment with this goal.

For the second time (JUN 03 was the first) **Dave Matthews** has been voted by the MSSE December 2004 graduates the honoree of The Meyer Award for Teaching Excellence in Systems Engineering (Distance Learning). Congratulations Dave!

CDR Dave Marino, Prof Aruna Apte, and CDR Sue Bosque, all new BPP faculty members, successfully completed the IDL course December 2004.

Mark Nissen organized the Inaugural Power to the Edge Research Workshop at Stanford University on 3 December. Top multidisciplinary scholars nationwide came to participate in the event to understand and develop research ideas pertaining to moving power to the "edges" of organizations. The workshop represents one avenue of outreach for a multi-university, collaborative research project sponsored by OASD/NII. Interaction between NPS faculty and PhD students and their counterparts at Stanford and elsewhere was excellent.

Mark Nissen taught a short segment on knowledge management, entitled "Knowing Management: 11 Principles for Afloat KMOs," in the Afloat Knowledge Management Officer's Course, held at Tactical Training Group - Pacific (November 2004).

Conrad Chair

All, Our Conrad Scholars who graduated December 2004 presented briefs of their

Theses in the Pentagon earlier that month. They did a superb job and received Certificates authorizing the Awards from the ASN(FM&C) and the Budget Officer of the Navy. They were highly complimented for their efforts and the timeliness of their subjects. The ASN asked many questions and showed that he read each of the works in detail. I thank each of our faculty members who have contributed so much to the Graduate education that was so clearly demonstrated in these Briefs and discussions. We owe a special debt of gratitude to the Thesis Advisors who directly contributed to these Theses and the Scholars.

Resp,

T. J. Hughes, VAdm, USN (RET)

Executive MBA Program Update

The NPS Executive Master of Business Administration (EMBA) program enrolled an additional 54 active duty officers in the two cohorts who began instruction in the fall quarter. There are 31 new students in the east coast cohort and 23 in the west coast. The EMBA has graduated a total of 29 officers, and now has 132 students under instruction in the part-time education program, with all officers meeting their current command mission requirements and taking VTE classes one day/week at their duty stations. Two new EMBA satellite sites were added in the Mayport/Jacksonville FL and Whidbey Island WA homeport areas. Other EMBA sites

include the Washington Navy Yard, NAVSTA Norfolk, NAS Oceana, NAS Whiting Field (includes Pensacola), San Diego, and NAS Lemoore. In the upcoming rollout in March 2005, NPS will be considering potential cohort satellite sites at locations such as NAS Patuxent River and NAVSTA Pearl Harbor to reach other large Fleet officer concentrations not currently served by the EMBA distance learning degree program.

Faculty Awards

Dr. John Shank was awarded the Louis D. Liskin Outstanding Faculty Award. This faculty member is selected by the students in the graduating MBA class. It is awarded to the faculty member in the MBA Program who demonstrated the greatest dedication to the learning and intellectual growth of students, and through that dedication had the greatest impact on the individual students and the class as a whole.

LtCol Rene Rendon, USAF was awarded the National Contract Management Association Outstanding Fellow Award, for service as Chapter Vice President of Education for the Los Angeles – South Bay Chapter from September 2003 until June 2004

CDR Susan Bosque, USN was awarded the Meritorious Service Medal for service as Executive Officer, Navy Manpower Analysis Center, Millington TN from February 2002 until June 2004”

Student Awards

The following students graduated with Distinction:~ Yee Ling Ang, Ministry of Defense, Singapore~ LT Joshua Bigham, USNR~ LCDR Chad Brooks, USN~ LCDR Kory Fierstine, USN~ LT Thomas Goudreau, USN~ Major Kristina Griffin, USMC~ LCDR James Ingram, USN~ Major Kevin Schlegel, USMC LCDR Kory Fierstine, USN ~Rear Admiral Thomas R. McClellan Award for Academic Excellence in the Graduate School of Business & Public Policy ~ LCDR William Brett Stevens, USN ~Naval Supply Systems Command Award for Academic Excellence in Management ~ LCDR Kory Fierstine, USN ~Dept of the Navy Award for Academic Excellence in Financial Management ~ LCDR Kory Fierstine, USN ~The Louis D. Liskin Award for Excellence in Business & Public Policy ~ MAJOR Dennis McGowan, US Army ~Army Acquisition Corps Award for Scholastic Achievement ~ Major Kevin Schlegel, USMC ~ Assistant Secretary of the Navy Acquisition Excellence Award

~ Yee Ling Ang, Ministry of Defense, Singapore ~ GSBPP Faculty Outstanding International Student Award

~ LT Evangelo Morris, USN ~ NPS Superior Service Award

~ LCDR Paul Haslam, USN ~

~ LCDR Richard Koenig, USN ~

~ LT Scott Mitchell, USN ~

The American Society of Military Comptrollers Award for Excellence in Research (Graduate Level)

~ LT Joshua Bigham, USNR ~

~ LCDR Kory Fierstine, USN ~

~ LT Thomas Goudreau, USN ~

~ Capt Joseph Reppert, USMC ~

The Conrad Scholar Award for Distinguished Academic Achievement in Financial Management

Graduate School of Business & Public Policy Guests

The December convocation was pleased to have as guest speaker, **Mr. Michael Keane**. Michael Keane is a Lecturer at the University of Southern California's Marshall School of Business where he teaches a popular course titled Corporate Finance Strategy, integrating military strategy and business principles. In 1995 Mr. Keane spent a year in Vietnam as a Fellow of the US Department of Defense's National Security



Education Program. Mr. Keane is the author of the Dictionary of Modern Strategy & Tactics, being published in the spring of 2005 by the Naval Institute Press. He has also been a participant in the US Naval War College's annual Current Strategy Forum. Earlier this year he was embedded with the 101st Airborne Division in Iraq. He has been a frequent contributor of commentaries on the topic of the war in Iraq to the Los Angeles Times. He has also appeared on CNN, CNBC and National Public Radio discussing the interrelationship between military and economic security. Mr. Keane holds a BA in Economics from the University of Southern California, an MBA in Finance and Accounting from the University of Chicago and a law degree from the University of Texas.



Beta Gamma Sigma



Beta Gamma Sigma is the honor society serving business programs accredited by AACSB International – The Association to Advance Collegiate Schools of

Business. Membership in Beta Gamma Sigma is the highest recognition a business student anywhere in the world can receive in a business program accredited by AACSB International.

New members from BPP are:

- ~ Ms. Yee Ling Ang, Singapore Ministry of Defense
- ~ Capt Brian J. Broderick, USMC
- ~ LCDR Kory Fierstine, USN
- ~ Major Kristina Kim Griffin, USMC
- ~ Capt James Walter Grooms II, USMC
- ~ Capt Jason Allen Hamilton, USMC
- ~ LCDR James Patrick Ingram, USN
- ~ Major Dennis Michael McGowan, USA
- ~ Capt Joseph Lee Reppert, Jr., USMC
- ~ Major Kevin Schlegle, USMC

~ LCDR William Brett Stevens, USN

Librarian's Corner

The year is off to a promising start! I have just received BPP book funds for this fiscal year, and look forward to receiving your input on titles that you would like to see added to the Library's collection. You can provide input in the following ways: -Fill out the book suggestion form on the web at

<http://library.nps.navy.mil/home/purchase/GSBPP.htm>-Send an e-mail to ajacobson@nps.edu-Provide me with a written list, a marked up catalog, or whatever else suits your fancy In all cases, it is helpful (but not essential) if you can provide the following: Author(s) Title Publisher Date of Publication ISBN I wish all of you a happy and productive year, and look forward to hearing from you. Ann Jacobson

Newsletter Archive

2003

[May](#)
[June](#)
[July](#)
[August](#)
[September](#)
[October](#)
[November](#)
[December](#)

2004

[January](#)
[February](#)
[March/April](#)
[May](#)
 June
 July
 August
 September
[October](#)
 November
[December](#)

2005

[January](#)
[February](#)
[March/April](#)

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