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Graduate School of Business and Public Policy (GSBPP)

Graduate School of Business and Public Policy (GSBPP) Newsletter

2010

Graduate School of Business & Public Policy (GSBPP) Newsletter / Summer 2010

Monterey, California: Naval Postgraduate School

<http://hdl.handle.net/10945/49760>



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Naval Postgraduate School Graduate School of Business & Public Policy

Research Newsletter Summer 2010

Volume 1, Issue 2

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Featured Faculty Project:

Associate Professor Geraldo Ferrer received his PhD in Technology Management from INSEAD (The European Institute of Business Administration), an MBA from the Tuck School at Dartmouth College, a B.Sc. in Mechanical Engineering from the Military Institute of Engineering in Rio de Janeiro and a BA in Business Administration from Federal University of Rio de Janeiro. He joined the NPS faculty in 2004 as Associate Professor of Operations and Logistics at the GSBPP.



Dr. Geraldo Ferrer
Associate Professor of Operations and Logistics

His areas of expertise include global operations, supply chain tracking technologies (RFID and IUID), sustainable technologies and product stewardship. He has also studied the reverse logistics required in refurbishing operations. He has published on these topics in several academic journals and presented his research at national and international conferences, and at invited seminars in various institutions. Dr. Ferrer received the Best Application Paper Award at the International Decision Sciences Institute conference in 2009 with a study on the strategic inventory and distribution of spare engines of the F-16 for the U.S. Air Force.

Dr. Ferrer is currently working on a project to quantify the benefits associated with the adoption of tracking technologies in the supply chain. Most Navy units do not see the benefit in investing scarce resources in advanced technologies to track their assets. The study will show if and how tracking technologies can benefit the naval supply chain. The results coming from this analysis should help officers with supply chain management responsibilities to understand the benefits that they will observe from adopting these technologies, and they will be able to decide how to continue their implementation.

Partial List of Recent Publications:

“Open architecture, inventory pooling and maintenance modules.” NPS-AM-07-115. Acquisitions Research Program, Naval Postgraduate School, Monterey. *10th International Decision Sciences Institute Conference* (2010): 1198-1227. Best Application Paper Award. *International Journal of Production Economics* 128 (2010): pp. 393-403.

“Managing New and Differentiated Remanufactured Products,” with J.M. Swaminathan. *European Journal of Operational Research*, 203(2) (2010): p. 370.

“When is RFID Right for Your Service?” with N. Dew, and U. Apte. *International Journal of Production Economics*, 124(2) (2010): pp. 414-425.

“The Stigma of Failure in Organizations,” with N. Dew. *Journal of Operations and Supply Chain Management*, 3(1) (2010): pp. 15-33.





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Featured Student Project: FA-18 Fleet Replacement Squadron (FRS) Adversary Support

In 1994, U.S. Navy leadership elected to disestablish all of its active duty adversary squadrons. At the same time, the Navy Reserve was asked to provide adversary support utilizing its various fighter squadrons in its two Carrier Air Wings (CVWR-20 and CVWR-30). The eight reserve squadrons continued to maintain mobilization readiness, and they agreed to support the adversary requirements for SFARPs, Air Wing Fallon exercises, and for the FRSs. The agreement required squadrons to provide 18 sorties each day for a two week syllabus.

Since the 1994 agreement, there have been numerous changes within the Navy Reserve. The original two Air Wings and eight squadrons shrunk to one Tactical Support Wing (TSW) made up of four squadrons. In 2007, Commander, Naval Air Forces (CNAF) made a decision to use the remaining FA-18 adversary squadrons to provide support in the advanced stages of training during SFARP and use VFC -111 as the primary provider for FRS support.

As TSW's capability to provide adversary support changed, so did FRS requirements. During the last five years, F-14 Tomcats were retired, the FA-18 Hornet focus moved from "legacy" A-D models to the newer E and F variants, and the first-ever EA-18G FRS, VAQ-129, was formed. In addition, fighter tactics, FRS student throughput, and FRS syllabus requirements are vastly different from the requirements defined 16 years ago. As VAQ-129 becomes fully operational in FY11, the current model will require 60 total weeks of support from VFC-111. With requirements expanding and assets shrinking, this study provided an in depth analysis of the capabilities of VFC-111 and the future adversary support requirements of the FRSs, and provided recommendations on the most efficient and effective use of the Navy's limited resources.



CDR Mark Brazelton (left) and LCDR Geoff Hughes

Study Results:

The study provided the TSW leadership with a variety of options and recommendations which, if implemented, will allow the full adversary requirements of the FRSs to be met. Initial solutions included fundamental changes to the scheduling process, detachment lengths/frequency, and additional flight hour funding. All the recommended changes could be implemented in the immediate future without any impact on time-to-train and student throughput for the FRSs. In order to eliminate the future fatigue life and operations tempo issues of VFC-11 and its aircraft, additional long term solutions included changes in manpower, flight hours, and the redistribution of assets amongst adversary squadrons. When implemented, these changes will allow the TSW and CNAF to meet Adversary commitments for the foreseeable future with a minimal cost increase.

About the students:

CDR Mark Brazelton is the Commanding Officer of the VFC-111 Sun Downers at NAS Key West, Florida. He is a TOPGUN graduate with over 3,000 hours of tactical flight time in the F-14, FA-18, and F-5N. He will report to the Naval War College in November 2010. LCDR Geoff Hughes is a Department Head at VFC-111. He is also a TOPGUN Graduate with over 2,000 FA-18F and F-5N flight hours. LCDR Hughes will report to Commander, Naval Air Forces as the Adversary Requirements Officer in January 2011.



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Research Published in Summer 2010 (July 1st – September 30th)

Business

Financial Management

“Diagnosing Performance Management and Performance Budgeting Systems: A Case Study of the U.S. Navy,” *Public Finance and Management*, 10(3), pp. 523-554.

Professors Phil Candreva and Natalie Webb

Summary: This is the case study of an organization within the U.S. Navy that created a new organizational construct and performance management system. The study explores the issues faced by naval leaders as they attempt to use their performance information to make resource allocation decisions at the sub-organization level, and base budgets at the organization and service (Navy) level. This case confirms challenges associated with both performance management systems and performance budgeting found in the literature, and it offers recommendations for public officials considering such endeavors.



Professors Natalie Webb and Phil Candreva

Operations and Logistics Management

“The Stigma of Failure in Organizations,” *Journal of Operations and Supply Chain Management*, 3(1), Jan-June, pp. 15 - 33.

Professors Geraldo Ferrer and Nick Dew

Summary: Organizations with exceptional operational performance have generally achieved this status through management’s diligence encouraging the workforce to innovate. This paper presents a formal model of the (dis)incentives for entrepreneurial behavior in organizations. The models explain how an organization that is willing to accept failure as well as success will lead to more product and process innovation. Contrariwise, it explains how a bureaucratic organization will rarely innovate because of its low tolerance for unsuccessful ventures.



Professors Geraldo Ferrer and Nick Dew





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Faculty Publications (July 1st – September 30th, 2010)

Acquisition Management

Peer-Reviewed Journal Articles

“Contracting for Services in the U.S. Army: Empirical Study of the Current Management Practices,” *Journal of Contract Management*, 8(1), pp. 9-21, 2010, Best Paper Award.

Professors A. Apte, U. Apte, and R.G. Rendon

Articles in Proceedings

“Toward Efficient and Effective Contracting Structures and Processes for Systems-of-Systems Acquisition,” *Proceedings from the 20th INCOSE International Symposium*, July 12-15, 2010, Chicago, Ill.

Professors R.G. Rendon, T.V. Huynh and J.S. Osmundson

“Critical Success Factors in Government Contract Management,” *Proceedings from the 4th International Public Procurement Conference (IPPC)*, August 26-28, 2010, Seoul, Korea.

Professor R.G. Rendon

“Professionalization of the U.S. Defense Acquisition Workforce: Progress, Problems, and Future Directions,”

Proceedings from the 4th International Public Procurement Conference (IPPC), August 26-28, 2010, Seoul, Korea.

Professor R.G. Rendon

Acquisition Research Program

“Phase Zero Operations for Contingency and Expeditionary Contracting - Keys to Fully Integrating Contracting Into Operational Planning and Execution,” August 2, 2010.

Professor C. Yoder

NPS Technical Reports

“System Dynamics Modeling for Improved Knowledge Value Assessment: A Proof-of-Concept Study,” August 9, 2010.

Professors D.N. Ford, J.T. Dillard, T.J. Housel

Enterprise Management

Research Report

“Ethics and Postmodern Warfare: from Robotics to Cyberwar,” *International Society for Social Studies of Science Annual Meeting*, August 26, 2010, University of Tokyo, Japan.

Professor L. George

Operations and Logistics

Peer-Reviewed Journal Articles

“Stochastic Optimization for Natural Disaster Asset Prepositioning,” *Production and Operations Management*, 19(5), pp. 561-575, September, 2010.

Professors J. Salmeron and A. Apte

Manpower and Economics

Articles in Proceedings

“Finding the Right Blend of Delivery Options for systems Engineering Distance Education,” *In Proceedings of EDULEARN 10 Conference* July, 2010, Barcelona, Spain.

B. Roberts and W. Owen

“Administering Distance Education Programs: Current Challenges and Solutions,” *In Proceedings of the 26th Annual Conference on Distance Teaching & Learning*, August, 2010, The University of Wisconsin, Madison.

B. Roberts and W. Owen

Poster Session

“A Business Policy Framework for Public Sector Distance Education,” *Poster session presented at the 17th Annual Education Technology Conference*, July, 2010, Boston, MA.

B. Roberts, W. Owen and J. Russell



Naval Postgraduate School Graduate School of Business & Public Policy



Collaborations and Sponsored Programs

Dual Degree MBA Program - developed through partnership between NPS GSBPP and Virginia Tech University. The program will be offered in the greater Washington DC area starting on January 2011. The GSBPP focus for the program will be Defense Management and Leadership. Virginia Tech University has agreed to provide the core courses, while GSBPP will provide defense-focus courses.

Aside from an EMBA Project, the program offers two residencies: the first one located in Washington DC where students will learn how the Washington DC defense bureaucracy operates; the second one will involve visits to East and West coast defense contractors to learn about the innovations they are engaged in.

International Master in Public Administration - One year program designed to provide international officers, U.S. officers, Government workers, and Defense contractors with advanced knowledge, skill, and ability on global defense and security issues. The program is composed by three partnerships:

- GSBPP and The University of Geneva located in Switzerland. Students will receive their training in Geneva for the first quarter of the program; the rest of the program will be offered in Monterey at NPS GSBPP. The program is set to start in October 2012.
- GSBPP and The Talel Abu Gazallah School of Business located in Bahrain (Middle East). The program will focus on Middle East defense issues. Courses will start in March 2012.
- GSBPP and the National University of Singapore, which partnership is yet to be established. However, past positive collaborations between the two Universities reveal excellent chances for the development of a new program together. Negotiations between GSBPP and the National University of Singapore will begin on July 2011.

Research and Development (RAND) - As newly-appointed Area Chair for Acquisition, Professor John Dillard visited RAND in Santa Monica and presented a summary of his 2003 – 2009 research on acquisition policy.

Professor Dillard extended an invitation for further collaboration and employment of the GSBPP annual Acquisition Research Program as a means for future research, and a forum for presentation of RAND's work, particularly regarding acquisition reform. GSBPP ARP and RAND have collaborate several times in the past and RAND senior analysts agreed that joint research opportunities should be pursued further, given the unique perspectives from within and outside of the Department of Defense.

Partnership for Peace (PFP) Consortium - Formed in 1998 by former United States Secretary of Defense William Cohen, and the former German Minister of Defense Volker Ruehe. The partnership's mission is to improve relationships among countries through defense education reform.

This collaboration is based on Working and Study groups which are formed by institutions and experts across the Euro-Atlantic region, and come together to carry out projects in favor of stakeholder priorities. NPS is part of a network of 16 other designated Partnership for Peace Training and Education Centers (PTC) in the world, and it is the only PTC designated in U.S. Over the past year, faculty from the various PTCs have been working together to develop curriculum in areas the PSOTC identified as critical enablers on their country's path to NATO membership.

(cont.)





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Collaborations and Sponsored Programs

Associate Professor Richard Doyle of the Graduate School of Business and Public Policy (GSBPP) joined several workshops and projects, contributing his expertise on defense budgeting, the congressional budget process, the role of distributed learning in defense education, security strategies, federal budget policy, national security policy and fiscal policy.

University of Southern California's Annenberg School for Communication - Have built a collaborative model for executive strategic communication education based on research and experience with more than 100 teams who have developed strategic communication plans and processes for their respective commands. NPS generally offers six Strategic Communication workshops per year in Monterey (Center for Executive Education) for various U.S. Navy command, and two per year for remote sites for the Combatant Commands. Instructors and facilitators are from USC and NPS. GSBPP's Professors Gail Fann Thomas and Alice Crawford along with USC faculty recently traveled to Stuttgart, Germany to lead two three-day workshops on Strategic Communication for officers and civilians from the U.S. Navy, Army, Air Force, State Department and NATO. At EUCOM, the faculty also provided a two-hour executive brief for LTG John D. Gardner, Deputy Commander, US European Command and his executive staff focusing on creating a robust strategic communication process throughout EUCOM.

Sponsored Reports

"Analysis of Major Program Manager Attributes and Program Outcomes"

Sponsor: Office of the Secretary of Defense through ARP

"A Web Service Implementation for Large-scale Automation, Visualization and Real-time Program-awareness via Lexical Link Analysis"

Sponsor: Office of the Secretary of Defense through ARP

"Integrating System Dynamics, Knowledge Value Added, and Modern Portfolio Theory for Improved DoD Acquisition"

Sponsor: Office of the Secretary of Defense through ARP

"Global Defense Industries: Rapid Changes Ahead?"

Sponsor: Office of the Secretary of Defense through ARP



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Collaborations and Sponsored Programs

Sponsored Projects

Acquisition Management

“Advanced Acquisition Program 47-11”

Sponsor: United States Marine Corps

“Advanced Acquisition Program 45-11”

Sponsor: Program Executive Officer, Combat Support & Combat Service Support

“Contract/Program Mgmt DL Program”

Sponsor: Various

“Contract/Program DL Program”

Sponsor: Various

Financial Management

“Enterprise Concept for Business Transformation”

Sponsor: Naval Supply Systems Command

“Support Naval Supply Systems Command”

Sponsor: Naval Supply Systems Command

“Support Commander Naval Surface Forces”

Sponsor: Commander Naval Surface Force

“Analysis Of Flight Hour Program Management”

Sponsor: Commander Naval Air Forces Pacific

“Analysis Budget, Financial Management,
Related Initiatives”

Sponsor: Naval Special Operations Command US
Special Operations Command

“Practical Comptrollership Course”

Sponsor: Office of the Assistant Secretary of the Navy

“Key Factors of Organizational Resilience”

Sponsor: The Naval Bureau of Medicine and Surgery

Management

“Applying Social Control Theory to Modeling
and Assessments”

Sponsor: US Army Center For Analysis

“DCAA Strategic Communication, Assessment”

Sponsor: Defense Contract Audit Agency

“Assessment of ICC - Study One”

Sponsor: Business Transformation Agency

“DCAA Interpersonal Communication Skills”

Sponsor: Defense Contract Audit Agency

“Key Factors of Organizational Resilience”

Sponsor: The Naval Bureau of Medicine and Surgery

Manpower & Economics

“Emergency Dept Access/Consequences”

Sponsor: Robert Wood Johnson Foundation

(cont.)





Naval Postgraduate School Graduate School of Business & Public Policy

Collaborations and Sponsored Programs

Sponsored Research

Acquisition Research Program

“Strategies for Logistics in Case of a Natural Disaster”

Sponsor: Program Executive Office SHIPS

“Endogenous Split Awards for Protest Management”

Sponsor: Integrated Warfare Systems

“The Excessive Profits of Defense Contractors: Determinants, Characteristics and Policy Implications”

Sponsor: Naval Sea Systems Command

“System of Systems Acquisition: Alignment and Collaboration”

Sponsor: Joint Tactical Radio System

“When Disaster Strikes: Is Logistics & Contracting Support Ready?”

Sponsor: Army Contracting Command/Army Contracting Command/SHIPS

“Uncovering the Benefits of IUID Tagging USN Assets”

Sponsor: Deputy Assistant Secretary of the Navy /Acquisition and Logistics Management

“The Impact of Economic Austerity on US and European Defense Industrial Bases”

Sponsor: Strategic Systems Program

“Increasing Small Business Participation in Federal Procurement & R&D Programs”

Sponsor: Office Integrated Warfare Systems

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:

- U.S. Office of Personnel Management
- Under Secretary 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



Naval Postgraduate School Graduate School of Business & Public Policy



And the award goes to...

Professor Kenneth J. Euske (right) recipient of the honorary title of Distinguished Professor conferred upon him last September the 24th by NPS President Daniel T. Oliver (left) during Graduation ceremony. Professor Euske has been recognized for his exceptional scholarly accomplishments and contributions to the NPS mission. He is the first Distinguished Professor in the Graduate School of Business & Public Policy.



President Daniel T. Oliver (left) and Distinguished Professor Kenneth J. Euske (right).



Associate Professor Renee Rendon recipient of the 2010 Richard W. Hamming Teaching Award winner for his outstanding teaching skills and commitment to interdisciplinary scholarship. The announcement was made by Executive Vice President and Provost Leonard Ferrari on September 8, 2010. The award was conferred to Professor Rendon by NPS President Daniel T. Oliver (left).

President Daniel T. Oliver (left) and Associate Professor Renee Rendon (right).

Professor of Financial Management Joseph G. San Miguel presented with an award by the Ph.D. Project Accounting Doctoral Student Association on August 1st for his outstanding service, leadership and commitment to the accounting profession.

Professor Joseph G. San Miguel



On October 7, 2010, Assistant Professor **Cindy King**, Professor **Susan Hocesvar** and Professor **Frank J. Barret** were presented by the Graduate School of Business and Public Policy with the Lengths of Service Award for celebrating 15 years of government service and 20 years of government service.





Naval Postgraduate School Graduate School of Business & Public Policy

And the award goes to...

VADM Tom Hughes who, on December 3, 2010 was inducted by NPS President Daniel Oliver into the NPS Hall of Fame in the Hermann Hall Quarterdeck along with ADM T. Joseph Lopez, and VADM Pat Tracey.

VADM Tom Hughes's wife, Nancy Hughes attended the ceremony and accepted the award on her husband's behalf.

VADM Hughes graduated from NPS in 1962 with a Master's degree in Operations Analysis and returned in 2002 to join the school's faculty and administration. He was part of the GSBPP faculty for five years as the Conrad Chair in the FM group, and served as interim Dean for approximately three months.

He will be remembered for his notable steadfast support of high quality officer graduate education, and for his professional achievements and significant contributions to the Navy.



Vice Admiral Thomas J. Hughes
(October 14, 1926 – January 13, 2009)

Congratulations for their outstanding contribution to...



GSBPP Assistant Professor of Procurement Law and Policy Max Kidalov (left) and Acquisition Management Lecturer Janie Maddox at the Naval Postgraduate School (NPS) who recently traveled to Iraq to teach officials from the Iraqi and Kurdish Ministry of Interior and Kurdish Ministry of Peshmerga Affairs about the government procurement standards of competition, transparency, fairness, best value and quality control referenced in the Coalition Provisional Authority (CPA) Order 87, Public Contracts.

Adopted in 2004, CPA 87 remains the basic government procurement law of Iraq, outlining principles for how the Iraqi government competes its business opportunities, writes and administer contracts and deals with Iraqi and international suppliers.



Naval Postgraduate School Graduate School of Business & Public Policy



Upcoming

Conferences

8th Annual Acquisition Research Symposium

The Graduate School of Business & Public Policy at the Naval Postgraduate School announces the 8th Annual Acquisition Research Symposium to be held May 11-12, 2011 in Monterey, California. This symposium serves as a forum for the presentation of acquisition research and the exchange of ideas among scholars and practitioners of public-sector acquisition. GSBPP seeks a diverse audience of influential attendees from academe, government, and industry who are well placed to shape and promote future research in acquisition.

NATO Building Integrity Conference

NATO Building Integrity Conference held February 23-25, 2011 in Monterey, California. The 2011 Building Integrity Conference is an invitation-only conference supported by the U.S. Office of the Secretary of Defense and cohosted by NATO and PS as the USPTC. This conference will bring together representatives of national delegations from NATO Headquarters as well as representatives from national capitals.

The objective of the conference is to review the progress of NATO's Building Integrity Initiative. Building integrity in Defense establishments remains an integral part of NATO's program of cooperation. The Building Integrity Initiative launched in November 2007 and has been successful in developing practical tools and approaches to build integrity, increase transparency, and promote accountability in the defense sector.

Workshops

International Defense Acquisition and Resource Management (IDARM) Workshop

Three follow-on procurement workshops are planned for February 2011. The next two-week workshop will be held at NPS for a group of Iraqi procurement personnel. IDARM was established in 1997 to provide executive education short courses in the area of international acquisition, procurement and logistics to developing countries. IDARM teaches approximately sixteen courses a year, as well as five on-campus courses in the spring and fall.

Navy Strategic Communication Workshop

Three day workshops designed to help Navy senior leaders, officers and civilians in the development and implementation of a strategic communication planning process. The workshop will be conducted March 29-31, 2011 at the Center for Executive Education at NPS Monterey.

Human Resources Center of Excellence New Course

The Human Resources Center of Excellence offers a HR Basics– RC course to be held on March 23-25 and June 15-17, 2011. Admission is reserved only to HR officers.

Graduation Ceremony

December 17, 2010 NPS students, faculty and family will gather at 10:00 a.m. in King Auditorium to celebrate the graduating class of Fall 2010. VADM Richard W. Hunt, Commander, United States 3rd Fleet, will offer a congratulatory speech to the graduating class.





Marine Studies Smartphones in the Battlefield From Both Sides of the Fence

Dual-degree student Marine Corps Capt. Joshua Dixon holds up a smartphone, a tool he studied as both a technologist and an acquisition professional during his time at NPS researching how to optimize global and regional mobile communications and applications in the battlefield. Dixon discussed the results of his efforts and outlined next steps during the latest Cebrowski Institute Brown Bag lecture, held Monday, Nov. 29, in Glasgow Hall.

After completing a Computer Science (CS) degree six months early, Dixon asked for a six-month extension to then complete an MBA, now in his penultimate quarter. While his CS thesis dealt with delivering smartphone capabilities to the battlefield, his MBA thesis focuses on evaluating the cost associated with each of his six concepts of deploying various Smartphone communication architectures. "At the moment each of the services use different contracts for service providers, differing handsets or mobile devices and various formats for secure voice communications," said Dixon.

The question still stands ... What is the optimal solution for integrating the capabilities associated with typical smartphones into a secure and reliable wireless, ad-hoc, highly-mobile tactical military communications network? The Military Wireless Communications team, of which Dixon is a principal investigator, has acquired \$2.5 million in research funding from several sponsors and has collaborated with others who are working towards answering that very question.

Although his current investigations deal only with the narrow market of wireless communications, his systematic approach for tailoring user needs to handset systems dramatically reduces costs over time. Dixon adamantly notes that, in spite of tangled contractual methods, it is possible to get the best solution to troops whose lives depend on secure communications. *(U.S. Navy photo by Javier Chagoya/Released.)*

GSBPP Faculty and Programs



Academic Areas

Acquisition Management

Chair: John T. Dillard
Phone: 831-656-2650
Email: jtdillar@nps.edu

Financial Management

Chair: Kenneth J. Euske
Phone: 831-656-2860
Email: kjeuske@nps.edu

Manpower and Economics

Chair: Stephen L. Mehay
Phone: 831-656-2643
Email: smehay@nps.edu

Operations and Logistics Management

Chair: Kenneth H. Doerr
Phone: 831-656-3625
Email: khdoerr@nps.edu

Organizations and Management

Chair: James Suchan
Phone: 831-656-2905
Email: jsuchan@nps.edu

Enterprise and Information

Chair: Douglas Brinkley
Phone: 831-656-2771
Email: brinkley@nps.edu

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

Executive Management Degree Programs

- Executive MBA
- Master of Executive Management

Professional Development Programs

- Advanced Acquisition Program
- Practical Comptrollership Course
- Acquisition Management Distance Learning Program
- Army Cost Management Certificate Program

