Graduate School of Business and Public Policy (GSBPP) Research Newsletter / Spring 2011

Monterey, California ; Naval Postgraduate School
Featured Faculty Research

Associate professor of Economics Elda Pema received both her MA and PhD from Michigan State University. She joined the Manpower Systems Analysis curriculum in 2003. Since then, she has been teaching Manpower Data Analysis I and II, Economics and the Global Defense Environment, and Manpower Economics, and she has worked on a number of DoD-sponsored research projects.

Dr. Pema’s work on program evaluation has been published in several refereed journals. In particular, her comprehensive analysis of the Junior Reserve Officer Training Corps (JROTC) sheds light on a recently controversial program for at-risk youth. While the JROTC does increase enlistment rates and has school-wide spillover effects on enlistments of non-participants, it also affects students in other dimensions.

In particular, the JROTC reduces high school dropout rates for African Americans and improves self-esteem for females. Professor Pema’s paper, published in the Economics of Education Review, finds that the effect of the program is not limited to the high school period. JROTC recruits who enlist are less likely to attrite and more likely to reenlist compared to other recruits. These findings have broader implications for high school interventions in general, especially vocational programs and programs targeting at-risk youth.

More recently, Dr. Pema has been working on evaluating the effect of Tuition Assistance (TA) on retention and promotion in the Navy. This program provides funding for college education and, in recent years, has experienced a large increase in its distance learning (DL) component. While the literature disagrees on whether tuition subsidies increase or decrease retention, Dr. Pema’s research finds that TA improves both retention and promotion. Her study uses several techniques to deal with self-selection into the program. Her study also finds that the program has greater retention effects for women and minorities, suggesting that the TA program may improve diversity.

Select Recent Publications:

Featured Student Project

**Financing Naval Support for Humanitarian Assistance & Disaster Response: An Analysis of Cost Drivers and Cash Flows**

The United States Department of Defense (DoD) does not budget for contingencies. The DoD does not set aside funds in the expectation of war, disaster, or other unexpected catastrophes, where obligation of those funds is contingent on the event actually occurring. This includes budgeting ahead for possible humanitarian assistance and disaster response (HA/DR) operations.

Stability operations are now a core U.S. military mission, and HA/DR is one of six expanded core capabilities for the Navy, Marine Corps, and Coast Guard enumerated in the newest maritime strategy: A Cooperative Strategy for 21st Century Seapower. This represents a monumental strategic shift for an establishment traditionally defined by hard power assets.

This study uses a disaster categorization method based on size of the area affected and speed of disaster onset, and it employs a multiple, flexible design case study method that analyzes incremental cost data from the responses to the 2004 Indian Ocean tsunami, the 2010 Haiti earthquake, and the 2010 Pakistan floods. Costs are analyzed for both their timing and the associated functional service provided and are presented in graphical format.

Despite the variety of HA/DR operations and the common belief that every disaster is different, this research identifies similarities in cost timing and function that exist across three of the four types of disasters. These findings provide insight into expected future demand and highlight the functions that represent the greatest leverage points for future optimization.

**Study Results**

Decision-makers should expect an obligation profile for HA/DR to reflect the speed of disaster onset. Helicopter vertical lift will be the most demanded service and will generate the greatest costs. The DoD is best suited to provide this service because it possesses the ready fleet of such assets. Ship operations should be used in a way that best supports the primary helicopter mission. Large, flat flight decks on capital ships provide the best platforms.

A hospital ship is a significant investment in an HA/DR mission, with huge up-front costs for deployment. In most cases, a distributed medical treatment facility, such as a field hospital or a hospital in a large-deck amphibious ship or aircraft carrier, might provide the required level of service with greater immediacy than a hospital ship. The U.S. Navy should compare the costs to optimize the delivery of aid. By linking the benefits to the costs, planners will be able to optimize resources in future HA/DR missions. The U.S. Navy should apply the same lessons learned in cost estimating to these contingency operations.
The DoD should apply the concepts of human terrain mapping and crowd sourcing to the requisition and delivery of aid. Investments in information sharing for aid requisition, logistics, aircraft scheduling, geo-location, and mission feedback may yield improved efficiencies, helping to bridge the information gap between local officials and medical service providers. Past demand for helicopters should provide insight into the services needed in the future. Information sharing and collaboration will leverage the military’s core competencies and limited resources, allowing the DoD to respond to disasters around the world.

**About the Student**

Stephen A. “Pup” Ures, Lieutenant Commander, United States Navy is a naval aviator and fighter pilot with over 2,900 flight hours in the F/A-18 Hornet, F-14 Tomcat, T-45A, and T-34C. He has completed five combat deployments, logged 722 carrier landings, and flown over 400 combat flight hours supporting Operations Southern Watch, Enduring Freedom, and Iraqi Freedom. His afloat tours include service with the Black Aces of VFA-41 and the Tomcatters of VF-31. Ashore Ures served with the Rough Raiders of VFA-125 and the Evaluators of Air Test and Evaluation Squadron NINE Detachment, Point Mugu.

Ures is currently assigned to the Naval Postgraduate School in Monterey, California, where he is a Conrad Scholar, studying finance and working toward a Master of Business Administration. His next assignment will be at the Naval Center for Cost Analysis, Washington, DC.
Business

Enterprise Management

~ Lucas, G.

Summary: Lucas quarrels with Richard W. Miller’s attack on the adequacy of conventional “just war” reasoning, and especially with his assertion that the only legitimate reason for remaining in Afghanistan is the preservation of at least the appearance of unilateral American supremacy in the international order (a justification that conventional JWT finds illegitimate). The time has long past in this decade-long war, Lucas responds, when its conduct or eventual outcome could alter the perceptions or expectations, or strengthen the resolve, one way or another, of America’s global adversaries. Rather, the concerns remain as they were at the outset: defeating and disbursing al Qaeda and capturing or killing its leadership, and establishing a stable and minimally just state under a reasonable rule of law in their place. Otherwise, it is concern for stability in neighboring Pakistan, and for countering Iran’s ominous nuclear ambitions, rather than “star chamber” speculations regarding “American hegemony,” that still constitute legitimate considerations for continuing our military presence in that region. Speculations regarding the eventual decline of American global ought not to play a decisive role in determining whether to remain or withdraw from the region.

Operations & Logistics Management

~ Apte, A., & Heath, S.

Summary: The United States Department of Defense (DoD) is a well-equipped and well-trained federal agency capable of providing assistance to relief efforts in a domestic disaster. However, the existence of several different levels of civil response, the variety of the agencies that become involved in the response, the regulations governing the DoD’s involvement, and a lack of understanding of the services the DoD can provide during a disaster lead to confusion that hinders the effectiveness of the response efforts. The paper addressed the lack of understanding by a number of disaster relief professionals of the exact role of the DoD, as well as of the boundaries within which it must operate, during a domestic disaster response. This paper outlined the recently standardized civil response process for small-to large-scale disasters involving local, state, and federal government organizations, as well as explained the processes for requesting DoD support and the roles DoD organizations can play. Insights and further research opportunities were also presented.
Management


~ Lindsey, L., Dunbar, N., & Russell, J.

Summary: The workplace poses unique challenges for liars, especially for deception between supervisors and subordinates. The current study examined deception in the workplace between supervisors and subordinates in order to explore perceptions of deception and the relationship between power and deception. Participants were recruited from organizations and universities and asked to report their perceptions of power in their manager–subordinate relationships, perceptions of deception, and perceptions of the risk involved with a recent lie they told to a supervisor or subordinate. Results indicated that the perceived power difference between supervisors and subordinates was substantial, power impacted perceptions of deception in the workplace and how deceptive messages were crafted, and very few of the reported lies were detected. Theoretical implications of the findings were discussed.

Manpower & Economics


~ Hsia, R. Y., Kellermann, A., & Shen, Y.

Summary: Between 1998 and 2008, the number of hospital-based emergency departments (EDs) in the United States declined, while the number of ED visits increased, particularly visits by patients who were publicly insured and uninsured. Little is known about the hospital, community, and market factors associated with ED closures. Federal law requiring EDs to treat any patient in need, regardless of the patient’s ability to pay, may make EDs more vulnerable to the market forces that govern U.S. health care. The object of this research was to determine hospital, community, and market factors associated with ED closures. After evaluating three sets of risk factors—hospital characteristics, county population demographics, and market factors—the research concluded that from 1990 to 2009, the number of hospital EDs in nonrural areas declined by 27%, with for-profit ownership, location in a competitive market, safety-net status, and low profit margin associated with increased risk of ED closure.
Acquisition Management

Articles in Proceedings


~ Hawkins, T., Muir, W., and Hildebrandt, G.

Financial Management

Peer-reviewed journal articles


~ Doyle, R. B.

Articles in Proceedings


~ Wang, C., and Miguel, J. S.

Working Papers


~ Wang, C., Wang, N., and Yang, J.

Management

Peer-reviewed journal articles


~ Lindsey, L.L.M., Dunbar, N. E., and Russell, J.

Manpower & Economics

Peer-reviewed journal articles


~ Shatnawi, D., Oaxaca, R., and Ransom, M.


~ Hsia, R.Y., Kellermann, A., and Shen, Y.

Operations & Logistics Management

Peer-reviewed journal articles


~ Apte A., and Heath, S.

Peer-reviewed Articles in Proceedings


~ Apte A., and Yoho, K.


~ Apte A., and Yoho, K.
Collaborations and Sponsored Programs

Practical Comptrollership Course (PCC)

The PCC is specifically designed for Department of the Navy (DoN) civilians and military officers who are either incumbent or about to report to responsible positions in financial management at the headquarters, major command, or field activity level. The course’s main objectives are to provide education that is required by the DoN Financial Management career program roadmaps, to help students progress upward in their careers, and to make them more valuable to their organizations.

The program is offered six times per year and most courses are taught at Navy concentration areas, such as San Diego or Norfolk, in order to reach out to students who might not be able to travel. The course is five days in length, with content that reaches across all disciplines of financial management and comptrollership, including the congressional budget process; the federal budget; planning, programming, budgeting, and execution (PPBE); fiscal law; the reimbursable, working capital fund; accounting; internal controls; and auditing and acquisition. Classroom time is employed on analysis, exercises, problem solving, scenario building, and other hands-on activities. The course focuses more on teaching students critical thinking and analysis skills rather than on the mechanics of financial management.

Lisa Potvin, CDFM-A, is the program manager and the only instructor for the course.
Additional information on PCC is available at www.nps.edu/gsbpp/pcc

Master in Cost Estimating and Analysis (MCEA) Degree Program

This one-of-a-kind program is sponsored by the Naval Sea Systems Command (NAVSEA). It was jointly developed between the Naval Postgraduate School (specifically, by the Graduate School of Operational & Information Sciences [GSOIS] and the Graduate School of Business & Public Policy [GSBPP]) and the Air Force Institute of Technology (AFIT). This 24-month, distance learning program is designed to educate U.S. military officers, U.S. government civilians, and DoD contractors in the field of cost estimation and to aid organizations in meeting government expectations with greater cost accuracy and realism. The MCEA curriculum is also designed to fulfill the training requirements for DAWIA Levels I, II, and III.

Clockwise from left: Professors Wayne Hughes, Tom Hamrick, Kevin Maher, Research Assistant Kira Waxer, Professors Greg Mislick, Dan Nussbaum and John Van Hise

continued on page 8 ››
The program is led by Dr. Daniel Nussbaum and Greg Mislick, USMC (Ret.) of GSOIS and by professor Alfred Thal of AFIT, and it includes selected courses from the NPS Operations Research Department, the GSBPP, and AFIT, with a specific focus on military cost-related topics.

Courses are delivered both through video tele-education (VTE) classes, which meet once per week for three hours during the workday, and asynchronous web-based online instruction, which allows students to flexibly work on the courses at their convenience each week.

The first cohort began on March 28, 2011, with GSBPP professor John Dillard teaching Acquisition of Defense Systems and will follow with GSBPP professors Dick Doyle and Phil Candreva teaching courses in Financial Management Policies and Practices in September 2011 and January 2012, respectively.

CDR Kevin J. Maher, USN (Ret.), is the academic associate for this curriculum and helps oversee the program.

www.nps.edu/video/portal/Video.aspx?enc=JkJoOpnrBNc8itOw2LqZ4p8wswvm0V1v

**Master of Science in Contract Management**

This is a distance learning program that runs eight quarters and features a curriculum that embodies an interdisciplinary approach to problem solving and analysis, including quantitative financial analysis, economics, and public- and private-sector operations. The program, designed for civilians in the Department of Defense and other federal government agencies, provides an advanced education in the concepts, methodologies, and analytical techniques necessary for successful management of acquisition and contracting with complex organizations.

The course is delivered through a combination of video-teleconferencing and resident classes, including a one-week resident session at NPS and a two-week on-site session.

The course uses case studies,teaming exercises, hands-on applications, active participation, and other lecture and laboratory tasks, which will enable students to develop and hone their critical-thinking and problem-solving skills within actual situations.

Cory E. Yoder is the academic associate for this curriculum.

Dr. Walter E. Owen is the program manager.

Ronda Spelbring is the program administrator.
Sponsored Projects

Acquisition Management

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

“Advanced Acquisition Program Phase Two”
**Sponsor**: Naval Undersea Warfare Center (NUWC) Division Newport

Management

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

Manpower & Economics

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

Financial Management

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

Sponsored Research Programs

Acquisition Research Program

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

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”
- “Match Navy Recruiting Needs Using Social Networking and Lexical Link Analysis”
- “Using Prediction Markets for Navy Total Force Management”, and
- “Laboratory Analysis of Navy Selective Reenlistment Bonus (SRB) Policies”
Alumni Spotlight:
Lieutenant Colonel Alice W. Treviño

About the Alumna

Lieutenant Colonel Treviño graduated from Francis Joseph Reitz High School in Evansville, Indiana, in 1989 as the class valedictorian. She was commissioned from the U.S. Air Force Academy in June 1993 with a Bachelor of Science in Management. She began her career in 1993 as acquisitions manager for the Communications Systems Program Office, Scott AFB, Illinois. Later, she was assigned to Brooks AFB, Texas, managing systems and operational contracts for the Human Systems Wing. She served as Chief of the Contracting Office, Izmir Air Station, Turkey, in 1999.

In 2000, she became a contracting officer for $110 million worth of military satellite contracts at Hanscom AFB, Massachusetts. Following this assignment, she served on the Secretary of the Air Force Inspector General’s staff in the Complaints Resolution Directorate for two years. In 2004, Treviño assumed command of the 35th Contracting Squadron, Misawa Air Base, Japan, leading 36 U.S. military and Japanese civilian professionals providing contracting support for joint and bilateral operations of a combat-ready F-16 wing. In 2006, Lt. Col Treviño attended Intermediate Developmental Education at the Naval Postgraduate School and earned a Master of Business Administration in Transportation Management. Following graduation from NPS, she was assigned to the U.S. Transportation Command at Scott AFB, Illinois, and served as Deputy Chief of the Distribution Process Owner Program Integration Branch, Executive Officer and Special Assistant to the Director of Strategy, Policy, Programs and Logistics Directorate. In her nearly 18-year career, she deployed three times. In 1998 as the Theatre Head of Contracts Executive Officer, she supported NATO Stabilization Force in Zagreb, Croatia. In 2001 she deployed as the Chief of the Contracting Office for Seeb Air Base, Oman, and, most recently in 2009, she served the U.S. Central Command Deployment and Distribution Operations Center as Program Manager for Theater Express, a $400 million intratheater commercial airlift program. She is a fully qualified Joint Specialty Officer.

Thesis

The research of Lt. Col. Treviño and her co-author, Lt. Col. Matt Paskin, is titled "Employing Organizational Modeling and Simulation of the KC-135 Depot’s Flight Controls Repair Cell," and it employed computational organizational modeling techniques to identify improvement opportunities with the KC-135 Depot Repair process.
In addition, the study presented organizational design alternatives for decision makers to enhance the flight controls repair process. In their research they concluded that the more visualization and transparency provided to decision makers before executing potential organizational design modifications, the better prepared they are to make those decisions.

Following her December 2007 graduation, Lt. Col. Treviño published an article (co-authored with Lt. Col. Matt Paskin) based on their NPS thesis, which earned them third place in the DAU Alumni Association’s first annual Hirsch Research Paper Competition. They were both featured in the Defense Acquisition Review Journal of April 2008.

**Current Mission**

Treviño is Commander, Air Education and Training Command Contracting Squadron. She leads 104 professionals and executes a $19 billion portfolio of contracts supporting 13 Air Education and Training bases and the Headquarters, AF Civil Engineering, AF Recruiting Service, AF Security Assistance Training, and AF Security Forces.

For her next assignment, Lt. Col. Treviño will PCS this summer to the Industrial College of the Armed Forces (ICAF) at National Defense University with the mission to prepare future executives for leadership and success in developing national security strategy and policy.

*This information was released with permission of Lt. Col. Alice W. Treviño.*
Seventeen faculty members were awarded by NPS President Daniel T. Oliver during a Promotion and Tenured Ceremony on May 12, 2011.

From the Graduate School of Business & Public Policy, four faculty members were promoted and tenured for their outstanding contributions to NPS. Associate professor Geraldo Ferrer was tenured as associate professor for his contributions in pioneering analyses of tracking technologies to improve supply chains, closed-loop supply chains, and performance improvement of depot-level operations.

Assistant professor Cynthia King received promotion to associate professor and tenure in recognition of her work on the rhetoric of public policy, particularly the relationship between language, social interaction, and policy adoption.

Assistant professor Elda Pema received promotion to associate professor and tenure in recognition of her contributions to military manpower and personnel analysis, especially the comprehensive analysis of the Navy’s voluntary education programs and the high school JROTC program.

Professor George Lucas was tenured as full professor for his contributions in research and writing in the area of philosophy and military ethics. His leadership in the field of applied military ethics is exemplary.

Rear Admiral John J. Schieffelin Award
Senior lecturer Cory E. Yoder was the recipient of the Rear Admiral John J. Schieffelin Award for Teaching Excellence in the Graduate School of Business & Public Policy. The announcement was made by Executive Vice President and Provost Leonard A. Ferrari on April 6, 2011. Professor Yoder received the award at the spring 2011 awards ceremony.
Louise D. Liskin Faculty Award

Professor Keenan Yoho, was the recipient of the Louise D. Liskin Faculty Award for teaching excellence. This is professor Yoho’s third consecutive GSBPP Liskin award, which distinctly elects him as one of GSBPP’s outstanding classroom instructors. The award was presented to professor Yoho during the spring 2011 awards ceremony on June 7.

Congratulations to Our Student Award Winners for June 2011

Lt. Cdr. Stephen Ures, Navy pilot, was the recipient of four prestigious awards: the Rear Admiral Thomas R. McClellan Award for Academic Excellence in the Graduate School of Business and Public Policy, the Department of the Navy Award for Academic Excellence in Financial Management, the Louis D. Liskin Award for Excellence in Business & Public Policy, and the Conrad Scholar Award for Distinguished Academic Achievement in Financial Management.

Maj. Abizer Tyabji, Air Force pilot, was the recipient of two prestigious awards: the Department of the Air Force Award for Academic Excellence in Financial Management and the Air Force Association Award for the Outstanding U.S. Air Force Student.

Naval Supply Systems Command Award for Academic Excellence in Management
Lt. Cdr. Joseph Gilmore, Navy Supply Corps Officer

The Louis D. Liskin Award for Excellence in Business & Public Policy
Lt. Cullen Greenfield, Navy Surface Warfare Officer

Conrad Scholar Award for Distinguished Academic Achievement in Financial Management
Lt. Cdr. Seth Thornhill, Navy Supply Corps Officer
Lt. Joel Godfrey, Navy Submarine Officer
Lt. Xyrone Ocampo, Navy Surface Warfare Officer

Army Acquisition Corps Award for Scholastic Achievement
Mr. Michael Bowman, Department of the Army Civilian

RADM Eaton Logistics Award for Outstanding Achievement
Lt. Cameron Ingram, Navy Surface Warfare Officer

Graduate School of Business & Public Policy Faculty Outstanding International Student Award
Capt. Tord Lien, Norwegian Air Force Officer
Events

GSBPP professor Douglas A. Brook presented his paper “CFO Act Financial Statements: Testing the Private Sector Analogy” on April 14, 2011, at the Western Social Sciences Association Annual Conference, Public Budgeting and Finance Section, in Salt Lake City, Utah.

The paper examined the users and uses of corporate financial statements and looks at the common financial analytical tools of the private sector to determine if there are useful analogies for federal financial statements. In the paper professor Brook found that the private-sector analogy has limited applicability and suggested that a different model needs to be developed to derive full value from federal financial reports.

In March 2011 assistant professor Dina Shatnawi presented “Movin’ on Up: Hierarchical Segmentation and Gender Wage Gaps,” co-authored with Ronald Oaxaca and Michael Ransom, at the Society of Labor Economists Annual Meetings in Vancouver, Canada. The paper examined how standard wage specifications integrated with a model of hierarchical segregation might perform in wage decompositions that seek to measure the contributions of endowments, pure wage discrimination, and segregation.

GSBPP associate professor Gail Thomas participated at the International Communication Association Conference held in Boston, Massachusetts, on May 26–30, 2011. Professor Thomas, together with her colleagues Patti Riley, Rebecca Weintrub, and Allison Noyes from the University of Southern California Annenberg School, co-presented their paper “Good Governance Through Strategic Communication: A CCO Approach,” which presents a theoretical framework for developing a self-reinforcing cycle of capacity building through stakeholder relationship engagements, strategic leadership, media communication, networking, and knowledge generation. The findings were presented from interviews with 51 “good governance” experts.

During the 3rd Global Advances in Business Communication Conference and Exhibition, held in Johor, Malaysia, on June 8–10, 2011, professor Thomas co-presented with Professor Ulrike Murfett from the Nanyang Technological University in Singapore the paper “The Strategic Contingency Model: Towards an Integrated Framework for Teaching Management Communication.” The presentation offered choice-based management communication strategies that bring clarity and rigor of thinking to the complexities of communicating in diverse environments. The integration of several frameworks into one model for management communication brings many benefits for both the graduate and undergraduate levels.

Professor Shen’s work “Factors Associated With Closures of Emergency Departments in the United States” appeared in the May 18 issue of the Journal of American Medical Association (JAMA), one of the top three medical journals of all time, and a special report related to the aforementioned article was aired on WMAQ (NBC5VT) news station in Chicago on May 17, 2011.

Professor Shen also appeared on a live segment of MSNBC news where she released an interview on the same study on May 20, 2011.

On April 14 associate professor Rene Rendon (GSBPP) presented his paper “Contract Management Lessons Learned” on contract management process maturity at the International Defense Acquisition Resource Management (IDARM) Acquisition and Contract Management course held on the NPS campus. The course was attended by over 30 Iraqi acquisition and contracting officials and included translators providing sequential translation.

GSBPP assistant professors Aruna Apte and Keenan Yoho participated in and presented their paper “Strategies for Logistics in Case of a Natural Disaster” at the following conferences:

- The 40th Annual Meeting of Western Decision Sciences Institute in Portland, Oregon, in April 2011
- The Annual Conference of Production and Operations Management Society in Reno, Nevada, in May 2011
- The 8th Acquisition Research Symposium in Monterey, organized by the Acquisition Research Program at the Naval Postgraduate School, in May 2011.

At the Annual Conference of Production and Operations Management Society, professor Apte’s expertise in the subject matter gained her the role of track chair for “Humanitarian Operations and Crisis Management,” which had nine sessions and over 30 papers. Furthermore, she was elected the first president of the college called “Humanitarian Operations and Crisis Management” that was launched within the society at the aforementioned conference in May 2011.

David Henderson, associate professor of economics in the GSBPP, attended the annual meetings of the Association for Private Enterprise Education in Nassau from April 10–12. He gave a speech about his blog, “Econlog,” ranked in the top 25 economics blogs by the Wall Street Journal. He also presented two papers: The first, titled “War is a Government Program,” was presented in a session he organized on “The Economics of War and Foreign Policy,”
and the second was on the relevance of Henry Hazlitt’s Economics in One Lesson for today’s economic policy issues. At the conference, professor Henderson was voted in as a member of the Association for Private Enterprise Education (APEE) Board.

On April 17 he presented “How Canada Turned Budget Deficits into Surpluses without Major Tax Increases—and How the U.S. Can Do the Same” at the Hoover Institution’s spring retreat at Stanford University. Among the other speakers were Stanley McChrystal, Condoleezza Rice, Michael Boskin, and George Will.

In May, Forbes.com published an article co-authored by professor Henderson and Charles Hooper titled “The Federal Government Bares Its Teeth at a Pharma CEO.” The full article can be read at www.forbes.com/2011/05/05/forest-laboratories-profits-health.html.

On May 13, professor Henderson gave the keynote speech, “We Can Cut Government Spending,” at Advancing Liberty, Creating Change, a City Symposium held by the Institute for Humane Studies and the Mercatus Center in San Francisco.

On June 19, professor Henderson and Paola Gilbert, a Muslim instructor at Monterey Peninsula College, served in a panel titled “Is Iran A Threat?” The panel was held at the Peace Resource Center in Seaside, California, and was open to the public. Professor Henderson argued that the Iranian government is not a threat to America and that the various arguments claiming it is a threat are all lacking.

GSBPP associate professor Jeremy Arkes presented the paper titled “Decomposing Racial/Ethnic Disparities in Adjudicating Drug Offenses in California” at the 5th Annual Conference of the International Society for the Study of Drug Policy held in Utrecht, Netherlands on May 23–24, 2011. The study used administrative data on a random sample of de-identified drug arrestees and the Oaxaca decomposition model. Using this model, he decomposed racial/ethnic disparities in the adjudication of drug offenders into those attributable to racial/ethnic differences in their characteristics (offense severity, prior record, and location) versus those attributable to differences across groups in how those characteristics are weighed in the justice system.

10th Annual Navy Workforce Research and Analysis Conference.
The Navy Workforce Research and Analysis Conference was held Wednesday, May 11–Friday, May 13, in Rosslyn, Virginia. The title for this year’s conference was “Executing Supply Chain Management: Maximizing Efficiencies in MPTE.” The conference targeted strategic, tactical, and operational areas such as Selection, Classification, Recruiting/Accessions; Retention/Attrition; Requirements Determination-Manpower/Training; and others. The workshop was sponsored by the Center for Naval Analyses and co-sponsored by NPS, CAN, N1, and ONR. The following GSBPP faculty and staff participated in and presented at the conference: Dr. Yu-Chu Shen, Dr. Jeremy Arkes, Dr. Stephen Mehay, Ms. Carol Stoker, Dr. Elda Pema, Ms. Alice M. Crawford, Dr. Noah Myung, and Dr. Pete Coughlan.
United States Marine Corps Acquisition Excellence Day
On June 8, 2011, GSBPP senior lecturer Dr. Charles Pickar represented NPS at the USMC Acquisition Excellence Day in Quantico, Virginia, sponsored by MARCORSYSCOM. With several hundred attendees from around the country, dozens of them stopped by the NPS booth to express their interest in the GSBPP degree and non-degree programs for acquisition education.

Dr. Pickar also provided an information brief to Brigadier General Frank L. Kelley, Commander of the USMC Systems Command. BGen Kelley was briefed on the Advanced Acquisition Program (AAP), the Master of Science in Program Management (MSPM), the Master of Science in Contract Management (MSCM), and the Executive Master in Business Administration (EMBA) programs. He was interested in having more detailed discussions during the next July meeting about the education of his workforce in Quantico.

A second meeting was held with Colonel Mike Bergerud, the MARCORSYSCOM Chief of Staff, who asked for more information about programs that were “ready to go,” such as the MSPM, the MSCM, and the AAP programs. He expressed a strong interest in the AAP offerings and the various ways that NPS could deliver the education (in person, on the Internet, and by VTC).

Human Resources Basic Course
On June 13–17, 2011, the Human Resource Center of Excellence (HRCOE) hosted a course for Navy human resources officers to prepare them for future challenges. This five-day course, entitled “HR Training for our Newest HRs,” was held at NPS GSBPP in Ingersoll Hall and gave Navy students a glimpse of the responsibilities and challenges faced in the Navy Total Force. These fields of study included recruiting, manpower, personnel, training, and education.

GSBPP Economic Seminar Series
On April 6 Dr. Trey Miller, associate economist at the Research and Development (RAND) Corporation, presented his research “Effects of Bonuses on Active Component Reenlistment Versus Prior Service Enlistment in the Selected Reserve.” The paper examined the impact of Active components’ Reenlistment Bonuses and Reserve Component Prior Service Enlistment and Affiliation Bonuses on the decision of active duty personnel near the end of their enlistment contract to reenlist in the Actives, join the Selected Reserves, or leave the military.

On May 4 Dr. Neale Mahoney from Stanford University talked about his paper “Do Expiring Budgets Lead to Wasteful Year-End Spending? Evidence from Federal Procurement,” which examined the relative quality of year-end spending using a newly available dataset that tracks the quality of $130 billion in information technology projects made by federal agencies.

Read more at www.stanford.edu/~nmahoney/Mahoney%20Wasteful%20Year-End%20Spending.pdf

On June 1, assistant professor Latika Chaudhary from Scripps College presented her paper “The Labor Market Returns to a Private Two-year College Education.” A lengthy amount of literature on this topic, estimating the returns to education has largely ignored the for-profit sector. The paper offered the first causal estimates of the earnings gains to private two-year colleges, the vast majority of which are for-profit institutions.

Read more at http://pages.scrippscollege.edu/~lchaudha/Cellini&Chaudhary_returns.pdf
GSBPP Management Group Seminars

On May 10, GSBPP assistant professor Ned Powley presented his paper, co-authored with Mark Nissen of the IS Department, “Structure and Trust as Contingency Factors in Crisis: Laboratory Experimentation in a Counterterrorism Context.” The paper discussed organization design and trust in organizations exposed to threat and crisis. In particular, it examined trust from a contingency theory framework and hypothesized that trust levels vary depending on different organizational designs. Using data from the laboratory experimentation tool ELICIT, a multiplayer simulation, the study looked at performance outcomes to determine optimal organization designs. The study offered implications for leaders responsible for responding to threat and crisis and suggested research implications for scholars interested in trust and organizational design.

The Management Group hosted Neil Walshe of the University of San Francisco on May 31, 2011. He presented his work entitled “Diffusing Courage: Lessons from the Northern Ireland Conflict.” Courage has been described as the capacity to promote virtue in the face of adversity; the ability to do what is right regardless of the consequences and the decision to endure suffering for a noble cause. Walshe’s study highlighted that courage is experienced across occupational settings and is often expected in certain occupations. To access the experience of courage at work, he conducted semi-structured interviews with members from the British and Provisional Irish Republican Army. The study represents both an initial exploration and an important challenge to how courage and virtue are viewed in the workplace, particularly in a military context.

Space Plug-and-Play Architecture (SPA) Strategic Analysis Study Group

On June 21–22, the Space Plug-and-Play Architecture (SPA) Strategic Analysis Study Group met at the Naval Postgraduate School for a technical interchange. The group is composed of representatives from the Air Force Research Laboratory (AFRL, Kirtland AFB, NM), and NPS (Dr. Chip Franck, GSBPP, and Dr. Dan Nussbaum, OR). The purpose of the study is to assist Air Force decision makers as to the advisability of continuing to fund the initiative, which would result in common satellite buses with integrating standards for payload elements (e.g., sensors). (A good analogy is plug-and-play peripherals for personal computers through USB ports and associated integrating standards). The study group will fully define requirements and measures of merit, assess technical maturity of the relevant cost estimates, and do a business case analysis of the SPA architecture. The study will report its findings and conclusions to senior AFRL decision makers in late September. This meeting is one of a series held at NPS and Kirtland AFB.
Highlights

Captain Mark M. Jarek, USN, and Lieutenant T. Taryne Williams
Highlight GSBPP EMBA Program’s Strengths and Benefits

During the week of March 21st, Commanding Officer Captain Mark M. Jarek, USN, and Lieutenant T.Taryne Williams, Fleet Intelligence Training Center, San Diego, attended the “Center for Cyber Warfare Short Course” at the Naval Postgraduate School. During their stay, they met with Bill Hatch, CDR, USN (Ret.), program manager of the Executive Master in Business Administration (EMBA) at GSBPP, to further discuss the program and a potential EMBA capstone project.

Captain Jarek and Lieutenant Williams are currently enrolled in the third quarter of the Naval Postgraduate School’s Distance Learning EMBA program. They indicated their experience in the EMBA program has been a “very positive experience to date.” Both CAPT Jarek and Lt. Williams defined the program as flexible, very relevant, and allowing them to stay in line with their current work environment. They both boasted having already had the opportunity to apply many of the program’s learning objectives to their commands’ everyday operations.

Capt. Jarek and Lt. Williams stated that the school’s reputation, the program’s extraordinary focus on subjects such as financial management, and the program’s flexibility were the catalysts in their decision to enroll in the program. The program’s flexibility is a very important aspect of their ability to participate. Lt. Williams noted, “I can take courses without leaving my post.”

When asked if he would recommend the NPS EMBA program to others, Capt. Jerek stated,

“I do it all the time; it is an exceptional program and very helpful for anybody considering a business career in the Navy.”

ARP Symposium

On May 11–12, 2011, NPS hosted the 8th Annual Acquisition Research Symposium in Monterey, CA.

The theme of the event was “Acquisition Research: Creating Synergy for Informed Change.” During this two-day event, panelists in 25 different sessions offered perspectives and insights on the difficulties facing acquisition leaders and professionals.

The symposium featured research carried out under the Naval Postgraduate School’s Acquisition Research Program. The papers and presentations were conducted by researchers from universities and institutions around the world, and among them were distinguished guest speakers and panelists.

The Honorable Jacques S. Gansler, Director of Maryland’s Center for Public Policy and Private Enterprise and former Under Secretary of Defense for Acquisition Technology and Logistics, delivered remarks on recent major acquisition issues as part of a plenary panel on the first day of the symposium.

U.S. Army Lieutenant General William Phillips, Principal Military
Deputy to the Assistant Secretary of the Army (Acquisition, Logistics, and Technology), offered a keynote address on the second day of the event outlining the importance of responsible spending and the value of having qualified military and civilian DoD leaders in this area.

“When we look at trying to hire people with government acquisition backgrounds, there just are not a lot of people coming out of [traditional] universities,” Gansler noted. “So the concept behind this symposium, I think, is so important. And over time, it has grown and brought much more attention to acquisitions.”


Honorable Robert F. Hale Speaks to GSBPP Faculty and Students

On May 13 the Honorable Robert F. Hale, Under Secretary of Defense (Comptroller) and Chief Financial Officer of the U.S. Department of Defense, visited the GSBPP. He spoke to financial management MBA faculty and students and gave a presentation titled “Financial Management in an Era of Austerity,” which focused on the 2012 budget and strategic challenges such as U.S. troops remaining deployed, the proliferation of weapons of mass destruction, violent extremists, rising peer competitors, global security, and world-wide natural disasters.

Other topics touched by Mr. Hale were reductions in defense spending by $400 billion over 12 years and in non-defense spending by $770 billion and the need for a clearer framework for training and shaping the financial management workforce.
Biography

The Honorable Robert Hale, Under Secretary of Defense (Comptroller), is the principal advisor to Secretary of Defense Robert M. Gates on all budgetary and fiscal matters, including the development and execution of the Defense Department’s annual budget of more than $600 billion. As Chief Financial Officer, Mr. Hale also oversees the Department’s financial policy, financial management systems, and business modernization efforts. At the time of his nomination by President Barack Obama in January 2009, Robert Hale was Executive Director of the American Society of Military Comptrollers (ASMC), the professional association of Defense financial managers.

For three-and-a-half years, he led the society’s certification program (the Certified Defense Financial Manager program), as well as training programs, a professional journal, and other activities, including ASMC’s National Professional Development Institute, an annual conference that attracts more than 3,500 participants.

From 1994 to 2001, Mr. Hale served in the Pentagon as the Assistant Secretary of the Air Force (Financial Management and Comptroller), where he was responsible for annual budgets of more than $70 billion, efforts to streamline Air Force financial management, and compliance with the Chief Financial Officers Act.

For the 12 years prior to his Air Force service, Mr. Hale headed the National Security Division at the Congressional Budget Office (CBO), developing quantitative analyses of major defense budget issues and testifying frequently before congressional committees.

Earlier in his career, Mr. Hale was a senior fellow and head of the acquisition and grants management group at LMI, a consulting firm specializing in service to the federal government. He also spent three years as an active duty officer in the U.S. Navy and served as a staff analyst and study director at the Center for Naval Analyses.

Mr. Hale graduated with honors from Stanford University with a B.S. in mathematics and statistics. He also holds a Master’s degree in operations research from Stanford and an MBA from the George Washington University. He is a Certified Defense Financial Manager (CDFM), a fellow of the National Academy of Public Administration, and a past member of the Defense Business Board.

Official Foreign Visit: Moldovan Delegation

Col. Milhail Buclis, President of the Military Academy of the Armed Forces of Moldova, and two members of the delegation Ltc. (Ret.) Sofronescu, Branch Head Researcher and Coordinator, Defense Researches Branch, Centre for Security Defense and Strategic Studies, and Ms. Diana Gudiuc, Researcher, Security Researches Branch, Centre for Security Defense and Strategic Studies, visited NPS Campus on May 23–28. The objective of their visit was to observe and learn how NPS is structured and able to maintain a robust research capability. Their agenda included briefs and discussions with faculty members from the GSBPP and other schools on campus as well as with other campus entities regarding how NPS incorporates and accomplishes research and examples of this research.
Annual Cultural and Organizational Awareness Forum Cooperative Engagement for Partnership Capacity: Africa as a Model for Whole of Government

The Naval Postgraduate School and the Armed Forces Communications and Electronics Association (AFCEA) International hosted the Culture and Organizational Awareness Forum on June 13–16 in Monterey, CA. The event addressed issues and cultural themes facilitating discussions related to a particular Combatant Command’s Area of Responsibility (AOR). The forum focused on Africa and the role of the United States Africa Command (U.S. Africa Command) in supporting African stability by enhancing partner capacity. A series of focused breakout sessions on Security Sector Reform (SSR) complemented the general sessions.


Other guest speakers present at the conference included the following: General (Ret.) Lamine Cisse, President of the Board at Partners for Democratic Change, Senegal; Mr. Karl Wycoff, Deputy Assistant Secretary for African Affairs, U.S. Department of State; David Hartman, author and former host of Good Morning America, who interviewed in a fireside chat former Deputy Assistant Secretary of State for Africa John Woods, and former Ambassador to Haiti, Timothy Carney.

Ambassador Vicki Huddleston, Deputy Assistant Secretary for Africa, Office of the Secretary of Defense, closed the forum with her speech “Where Do We Go from Here? Engaging Across the U.S. Government and Africa for Effective Partnerships.”

Biography

Ambassador Holmes, a senior U.S. diplomat, has been Deputy to the Commander for Civil-Military Activities, U.S. Africa Command, since September 2009. Prior to his appointment, Ambassador Holmes was the Cyrus Vance Fellow in Diplomatic Studies at the Council on Foreign Relations (CFR), where he focused on Africa, foreign assistance, and U.S. diplomacy.

From 2005 to 2007, he was the elected president of the 13,700-member American Foreign Service Association (AFSA). Ambassador Holmes served as the U.S. Ambassador to the Republic of Burkina Faso from 2002 to 2005 and was director of the Africa Bureau’s Economic Policy Office from 1999 to 2002.

Ambassador J. Anthony Holmes
Deputy to the Commander for Civil-Military Activities U.S. Africa Command
First Distance Learning Civilian Executive MBA Graduating Class

Students, faculty, and family gathered to celebrate the first civilian EMBA graduating cohort of the Naval Postgraduate School’s Distance Learning Degree Program on June 16. The first civilian program began with the 807-094 cohort in 2009. After 24 months of distance learning, they became the “Plank Owners” of the program and were honored with a Plank Owner certificate during the EMBA Convocation Ceremony, held in the Tower Room of Hermann Hall.

During his speech, GSBPP Dean William Gates stated, “In a few conversations I had with graduating students, I heard that class concepts could be applied, in real time, to your current work repeatedly throughout your program. This is a unique attribute of a part-time DL program, where students complete their course work while immersed in jobs that use the knowledge and skill they are honing.”

Dean Gates continued, “Defense Department civilians require the same knowledge and skills as the officer corps and use this knowledge every day in their typically longer careers (no deployments to drive ships or fly planes, and no retirement after 20 years). It is very appropriate for NPS to extend the defense-focused education it provides military officers to the defense-sector civilian population.”

The Dean also highlighted the Navy’s advantageous return on investment (ROI) through this program, which is characterized by its commitment to educating the civilian workforce:

“Our of the five EMBA capstone projects completed for this cohort, the reported cost savings from three that can be implemented immediately total between $4.6 and $6.9 million. That represents an ROI for between 575% and 862.5%. ROIs on this order of magnitude have been common for our Active Duty EMBA program, and we expect similar results from future civilian cohorts.”

Frank Rendon, BUPERS Deputy Comptroller and a graduate of the program, highlighted the benefits of the program as follows:

“Given my current job as the BUPERS Deputy Comptroller, the financial management, management, and acquisition and program management knowledge, skills and abilities that I gained from the overall Executive MBA program advanced my analytical and critical thinking of issues that I currently face.”

Mr. Rendon went on to describe one of the benefits of the distance learning program:

“The greatest benefit of working and simultaneously taking Executive MBA courses is that I can apply recently learned theoretical knowledge into my everyday thought process when dealing with everyday issues. This daily application of current academic knowledge helps me develop my analytical and critical thinking skills and abilities with real-world issues.”

continued on page 24 >>
In line with Dean Gates’ statement, Mr. Rendon confirmed that the returns to the Navy through this program are intangible and unlimited: “This EMBA program allows the students to fill their ‘tool box’ with fresh new techniques and methods when dealing with new issues. I truly believe that the Navy benefits from always developing their personnel. The benefit may not always be a tangible return on investment, but it still exists.”

**Spring 2011 Graduation Ceremony**

On June 17, NPS students, faculty, and family gathered at 10.00 a.m. in King Auditorium to celebrate the graduating class of spring 2011. RADM (Ret.) David Oliver, Chief Operating Officer of EADS North America, offered the congratulatory speech at commencement.

**Biography**

David R. Oliver Jr. is the Chief Operating Officer of EADS North America, with responsibility for the full scope of company operations. Mr. Oliver’s diverse career has included extensive experience in government, industry, and the military. He has served as a flag officer in the military, a CEO in industry, a small business owner, and a Senate-confirmed political appointee. Immediately prior to joining EADS North America, Oliver answered the Administration’s request to serve in the early days in Iraq as the Director of Management and Budget for the Coalition Forces. In his second Administration, President Clinton appointed Oliver to serve as Principal Deputy Under Secretary of Defense for Acquisition, Technology, and Logistics, a position he was confirmed to by the Senate after having worked as an executive at Northrop Grumman Corporation and Westinghouse. Oliver retired from the U.S. Navy in 1995 as a Rear Admiral (Upper Half). He served at sea aboard both diesel-electric and nuclear submarines, commanding a nuclear submarine as well as two submarine groups, one in Japan and one in San Diego. He was also Chief of Staff of the Seventh Fleet in the Pacific. All of his at-sea duty occurred during the Cold War. His final military tour was as Principal Deputy to the Navy Acquisition Executive.

Mr. Oliver’s military decorations include the Defense and Navy Distinguished Service Medals as well as six awards of the Legion of Merit. His awards for public service include the Bronze Palm to the Department of Defense Award for Distinguished Public Service as well as the Army and Navy Public Service Awards.

Mr. Oliver was born and grew up in Indianapolis, Indiana. He graduated from the United States Naval Academy in Annapolis, Maryland. Subsequently, in addition to nuclear training, he received a Master of Arts in Political Science and International Affairs (Middle East) from American University. He is the author of Making It in Washington, his wife’s (an attorney and senior civil servant) biography, Wide Blue Ribbon, and a leadership book titled Lead On. Oliver is a member of the Veterans of Foreign Wars as well as the American Legion and is an Associate Fellow of the National Defense Industrial Association.
Upcoming Conferences

Western Economic Association
Several GSBPP faculty members will participate in the 86th Annual Western Economic Association Conference from June 29 through July 3, 2011, in San Diego, California. The Western Economic Association (WEA) is a regional economic conference that has relevance to NPS because it has a series of defense economics sessions. GSBPP faculty members who plan to participate in the conference are professors Jeremy Arkes, Peter Coughlan, Raymond Franck, William Gates, Ira Lewis, David Matthews, Stephen Mehay, Noah Myung, and Elda Pema.

American Accounting Association
GSBPP faculty members professor Wang and professor Euske will be participating in the annual American Accounting Association Conference in Denver, Colorado, from August 6-10, 2011. The theme of this year’s conference is “Engage to Make a Difference,” and it will feature presentations from national scholars in accounting and will offer networking and recruitment opportunities. Other participants include publishers, auditing firms, and industry leaders. Professor Wang will also be presenting his latest research, co-authored with professor Joseph San Miguel, titled “Designing Optimal Defense Contracts: Are Cost-plus Contracts (Justifiably) Out of Favor?”

Academy of Management
The 2011 Annual Meeting of the Academy of Management will take place in San Antonio, Texas, from August 12–16. The theme of the conference will be “West Meets East: Enlightening, Balancing, and Transcending.” Businesses, managers, and scholars from different countries will explore and discuss global diversity, balancing differences, and transcending divides.

Participants from the GSBPP will be: professor Kathryn Aten, who will discuss her paper “Frames Fear and Trust: Nanotechnology Stories and the Emergence and Evolution of Technology Frames,” at the Cognition in the Rough Symposium; professor Gail Thomas, who will present her paper “Monsanto’s Entry to Genetically Modified Food: A Discursive Perspective of Organizational Institutionism”; and professor Marco DiRenzo, who will present his study “A Longitudinal Examination of the Effects of E-mentoring of Protégés’ Career Aspirations.”

Operations Management Association Conference
GSBPP assistant professor Aruna Apte will participate in the 18th European Operations Management Association Conference, held from July 3–6 in Cambridge, UK. She will present her paper “Capabilities and Competencies in Humanitarian Operations,” which has been accepted in the refereed proceedings.

World Conference on Educational Multimedia, Hypermedia, & Telecommunications
GSBPP professor Benjamin Roberts will participate in the World Conference on Educational Multimedia, Hypermedia, & Telecommunications 2011 in Lisbon, Portugal, from June 27 to July 1, where he will present his co-authored paper “Orientation and Engagement of Systems Engineering Distance Education Students.”

continued on page 26
Planning for Engagement with CGH/AD—Planning for Aspen 2012

Between July 30 and August 1, associate professor Deborah Gibbons will be attending a conference entitled “Planning for Engagement with CGH/ADC—Planning for Aspen 2012” in Aspen, Colorado. This meeting will assist the U.S. Center for Disease Control’s new Center for Global Health as it develops its international communication and coordination strategies. The gathering will bring together 23 academic researchers to advise and produce a joint research plan with the Associate Director for Communications of the Center for Global Health (CGH) and four of her team members.

National Contract Management Association (NCMA)

The National Contract Management Association (NCMA) World Congress 2011 will be held from July 10 to July 13 in Denver, Colorado. This is the year’s premier event for contract, procurement, and acquisition professionals. GSBPP professors who will attend and make presentations at the conference are as follows:

- Dr. Rene Rendon, “Critical Success Factors in Contract Management”
- Dr. Rene Rendon and Dr. John Wyatt (California Polytechnic University), “Ensuring Student Success in Contract Management Education Programs”

Workshops

Human Resources Center for Excellence

The Human Resources Center for Excellence offers a two-week HR Advanced Course to be conducted at the GSBPP on September 11–24, 2011. The course is designed for Navy human resources officers, designators 1200, 1205, and 1207.

Foundation of Teaching and Learning Short Course

The second session of the Foundation of Teaching and Learning Short Course will be offered on July 22 and 29 and on August 5 and 12. The workshop will examine theories about human intelligence, motivation, and other behavioral sciences and learning theory within the context of outcomes for student learning and knowledge and disciplinary constructs for a particular course.
The Graduate School of Business & Public Policy Maintains Prestigious AACSB International Business Accreditation

The GSBPP has maintained its business accreditation by AACSB International, the Association to Advance Collegiate Schools of Business. Founded in 1916, AACSB International is the longest serving global accrediting body for business schools that offer undergraduate, master's, and doctoral degrees in business and accounting.

The AACSB report highlighted the GSBPP’s accomplishments across all the degree programs and specifically emphasized the GSBPP’s Assurance of Learning program and the school’s initiatives efforts in expanding and growing such a program:

“There are few programs reviewed as thoroughly as theirs, or from as many different angles, including faculty directly assessing student performance, their primary employers assessing on-the-job post-graduate performance, and the students assessing individual classes and providing quarterly feedback on program progress. They have expanded their Assurance of Learning (AoL) program aggressively. While their assessment program continues to mature, it remains systematic, robust, and sustainable.”

Only 620 schools of business, or less than 5% worldwide, have earned this distinguished hallmark of excellence in management education. To maintain accreditation, a business program must undergo a rigorous internal review every five years, at which the program must demonstrate its continued commitment to the 21 quality standards relating to faculty qualification, strategic management of resources, interactions of faculty and students, as well as a commitment to continuous improvement and achievement of learning goals in degree programs.

“It takes a great deal of self-evaluation and determination to earn and maintain AACSB accreditation,” said Jerry Trapnell, vice president and chief accreditation officer of AACSB International. “Schools not only must meet specific standards of excellence, but their deans, faculty, and staff must make a commitment to ongoing improvement to ensure continued delivery of high-quality education to students.”

From the right: Jerry Trapnell, Executive Vice President and Chief Accreditation Officer of AACSB International, GSBPP Dean William R. Gates, and John J. Fernandes, President and CEO of AACSB International.
School Quick Facts

Students average on board on 2010:

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<thead>
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<tbody>
<tr>
<td>Full-Time Resident</td>
<td>234</td>
</tr>
<tr>
<td>Distance Learning</td>
<td>326</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>560</strong></td>
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Resident Degree Students by Service:

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<th>Service</th>
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<tbody>
<tr>
<td>Navy</td>
<td>128</td>
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<tr>
<td>Marine Corps</td>
<td>35</td>
</tr>
<tr>
<td>Army</td>
<td>18</td>
</tr>
<tr>
<td>Air Force</td>
<td>16</td>
</tr>
<tr>
<td>Civilian</td>
<td>6</td>
</tr>
<tr>
<td>International</td>
<td>32</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
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Number of Degrees Conferred by GSBPP in 2010: 293
Student Faculty Ratio: 9.9

Faculty:

<table>
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<tr>
<th>Category</th>
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<tbody>
<tr>
<td>Civilian from top PhD programs</td>
<td>73</td>
</tr>
<tr>
<td>Active Military</td>
<td>4</td>
</tr>
<tr>
<td>Retired Military</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
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</table>

Major Research Centers and Programs:

- Acquisition Research Program
- The Center for Defense Management Research
- The Human Resources Center of Excellence

*Faculty and staff with significant expertise in every particular area run the centers and programs.*

Accreditation:

- Association to Advance Collegiate Schools of Business
- The National Association of Schools of Public Affairs and Administration

*Sources: Office of the Registrar & Office of Institutional Research, and GSBPP.*

GSBPP Faculty and Programs

Academic Areas

**Acquisition Management**
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**Operations and Logistics Management**
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**Organizations and Management**
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**Enterprise and Information**
Chair: Douglas Brinkley  
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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