2011-01

DRMI Newsletter / January 2011 Issue 34

Monterey, California. Naval Postgraduate School

http://hdl.handle.net/10945/27421
DRMI Program Mission

The goal of DRMI’s programs is to enhance the effective allocation and use of scarce resources in modern defense organizations by developing participants’ analytical decision-making skills. DRMI faculty teach key concepts in management, economics and quantitative reasoning. In addition, the DRMI curriculum uses real-world cases in contexts that include contemporary issues.

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Get promoted? Change jobs? We want to hear from you! Stay connected with DRMI by sending us your news and making sure we have your current e-mail address. When a new newsletter becomes available, we’ll send you an email with a newsletter link so you can keep in touch with your classmates and stay informed as to the latest with DRMI. Send your news to drmiadmin@nps.edu.
C.J.’s Corner

Comments from the Director

We at DRMI strive to provide current and relevant education and to do this, we use a number of methods. For one, course participants complete an end-of-course questionnaire that specifically solicits input on the relevancy and currency of course content. All faculty read these questionnaires, and the evaluations are a primary input into our curricula reviews. Beyond course evaluations, we use a variety of means to stay up to date. DRMI faculty are Naval Postgraduate School faculty required to conduct research that supports our curricula. They also attend conferences that help them remain current in their fields. As a result, they are continuously bringing new material and issues to our courses. Faculty also meet with various officials and visit the Pentagon to stay abreast of current issues.

A result of these efforts is that we have introduced a number of new course offerings over the last five years. Typically, these courses take a portion of our resident resources management courses and examine them in more depth. For example, our two-week Multi-Criteria Decision Making Course is an in-depth treatment of the cost-effectiveness material contained in Defense Resources Management, International Defense Management and Senior international Defense Management courses. In response to input from former and potential course participants, our newest offering is a one-week course on performance management and budgeting (course content described right).

We at DRMI wish you a prosperous new year and hope to see you in Monterey for one of our courses soon.

Resident Programs

DRMI announces new resident course

DRMI will soon offer a new resident course on performance management and budgeting. The one-week course begins with planning-to-budgeting and government accounting systems and different types of and uses for budgets. It provides a foundation for performance management and budgeting by developing top-level goals and objectives, examining indicators of performance and performance hierarchies, and showing how indicators can be used in budgeting systems. The DRMI faculty will present real world and teaching examples of measures of efficiency and effectiveness, and how those measures impact budget decisions and implementation. The first course will take place 4-8 April 2011 and is open to US and international participants.

For more details please contact DRMI: drmiadmin@nps.edu.

DRMI Conducts Budget Preparation, Execution and Accountability (BPEA) Course

DRMI conducted an eight-day BPEA course from September 20-29. The course provided principles and concepts for preparing and executing defense budgets. The 12 participants in the course came from five different nations: Colombia, Israel, Lebanon, Liberia and the United States. Through lectures, discussions, exercises and case studies the participants worked through the process of translating top-level guidance and integrating it at lower organizational levels to create a defensible budget, implement funds control and establish performance management in the resource allocation process.

International Defense Management Course (IDMC) Graduates

IDMC 10-2 graduated on 10 December, concluding a most successful eleven weeks in Monterey. The international participants and DRMI were pleased to have 19 (Foreign Area Officers – Cultural Ambassadors Program (FAO-CAP)) volunteers attend the graduation. The 38 participants from 24 countries are now home and have the opportunity to apply resources management concepts and ideas they learned during the course. The IDMC marks the end of the most extensive six-month resident schedule in the Institute’s more than 45 years of operation. Next year promises to have more of the same with the addition of a new resident course on performance management and budgeting in April. For now the Institute will start its normal end-of-year curriculum review in order to be ready for the first resident DRMC in January.
Mobile Programs

**DRMI offers workshop in Kazakhstan**

Associate Professors Diana Angelis and Anke Richter visited the National Defense University in Schuchinsk, Kazakhstan to present a workshop on Multi-Criteria Decision Making Sep 20-23. Dr. Angelis and Dr. Richter introduced participants from the Ministry of Defense to concepts and techniques for choosing among alternatives when there are multiple stakeholders and multiple objectives. The participants explored issues associated with such problems through a hands-on case study illustrating ideas presented in the workshop. The Kazakhstan workshops are part of DRMI’s on-going efforts in Central Asia and complement similar efforts in Tajikistan and Kyrgyzstan.

**DRMI renews efforts in South Africa**

After a seven year hiatus due to US sanctions related to South Africa’s membership in the International Criminal Court, DRMI conducted its fifth mobile course in South Africa 20-23 September. Senior Lecturers Al Polley and Don Bonsper, Associate Professor Jonathan Lipow and LCDR Anthony Seifert offered the course to 29 participants representing the South African DoD, Army, Air Force, Military Health Service and Navy. Plans were discussed for another course next spring and for two South African National Defense Forces participants to attend DRMI’s 2011 SIDMOC. However, the current US human rights vetting policy (the so-called “Leahy” Policy), has been a source of irritation for the South African National Defense Force and jeopardizes continued South African participation. Granting South Africa “fast track” status in acknowledgment of their creation of Truth and Reconciliation Commissions after apartheid ended might go a long way to smoothing the relationship.

**DRMI continues work in Tajikistan**

LTC Mike Nixon and Senior Lecturer Al Polley traveled to Dushanbe, Tajikistan to deliver a four day workshop from 26-29 October on the concepts of strategic budgeting. Six Tajik officers from the Ministry of Defense and the Committee for Emergency Situations attended. DRMI conducted this workshop, the third in a series of related workshops in Tajikistan, under OSD-Policy’s Defense Institution Building-Warsaw Initiative Fund (DIB-WIF) program. DRMI plans to continue with two workshops per year through FY12.

**DRMI returns to Macedonia**

After more than six years since the first Mobile International Defense Management Course in Macedonia, DRMI returned 6-10 December to deliver an intense one-week course on strategic programming and budgeting. Twenty-two participants from a variety of organizations within the Ministry of Defense attended the course taught by Professor CJ LaCivita and Associate Professors Anke Richter and Natalie Webb (coordinator). DRMI faculty focused on building a system to better connect defense goals and objectives with available defense resources. At the request of Macedonian officials, faculty placed particular emphasis on the importance of programming, which is the key component to make the connection. The course was held in the resort area of Ohrid, which proved to be a perfect setting in terms of facilities and separation from offices in Skopje. DRMI expects to continue the renewed relationship with Macedonia both with mobile courses and participants in resident courses in Monterey.

**DRMI offers second 2010 workshop in Kyrgyzstan**

Senior Lecturer Allan Polley and Lecturer Mark Hladky traveled to Bishkek to deliver a four day strategic budgeting workshop 15-18 November. The focus was on making trade-offs among competing goals and used the Kyrgyz military’s five modernization priorities as the context. Seven officers attended representing the Ministry of Defense, four represented the Border Services and one represented the Interior Forces. This workshop was the fourth in a series of related workshops DRMI has conducted in Kyrgyzstan. DRMI plans to continue offering two workshops per year through FY12.
Mobile Programs (cont.)

Iraq Senior Security Management Course
Lecturers Luis Morales and Mark Hladky conducted an integrated Iraqi Senior Security Management Course in Istanbul, Turkey from 5-16 Dec 2010. Forty-one participants, including 28 general officers, attended, representing three Iraqi security ministries. The DRMI portion of the course consisted of eight days of instruction focused on providing a framework and executive “toolkit” for senior leaders to integrate ministerial planning and resource allocation processes. The instruction was conducted as a workshop with lectures followed by exercises and case studies that allowed the participants to apply the concepts learned. Some topics covered included Linking Strategic Plans to Budgets, Conducting a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis; Identifying Strategic Issues, Capabilities-Based Planning, and Cost Effectiveness Analysis. The three days of Iraqi MoI-led instruction focused on the methodology and procedures that MoI will implement in 2011 for the Ministry’s 2012 planning and budget submission cycle. The participants worked diligently, asked many questions, and overall seemed extremely pleased with the course.

Research and Publications

Robert McNab and Karen Guttieri win research award
The United States Army Civil Affairs and Psychological Operations Command (Airborne) awarded Associate professor Robert McNab and Dr. Karen Guttieri $700,000 to conduct reimbursable research and education in the area of stabilization and reconstruction for the 2011 fiscal year.

Anke Richter presents to San Francisco State University and at the INFORMS Annual Meeting
Associate Professor Anke Richter presented a talk entitled “Conducting health economic assessments in cardiovascular disease” to the Decision Sciences department at San Francisco State University on Friday, Nov 5, 2010. Just two days later, Dr. Richter presented at the Institute for Operations Research and Management Sciences (INFORMS) Annual Meeting in Austin, TX, held from 7-10 November. Her talk was entitled, “Recommendations for increasing the use of resource allocation models in public health.”

Jay Simon presents at the INFORMS Annual Meeting
Assistant Professor Jay Simon attended the INFORMS Annual Meeting in November 2010. His paper titled, “Decision making with prostate cancer: A multiple-objective model with uncertainty” was a finalist for the Pierskalla Award given by the Health Applications Section. He also presented ongoing work titled, “Modeling reference-dependence with uncertainty” in the Decision Analysis track.

Faculty and Staff News

Diana Angelis teaches in Systems Engineering
Associate Professor Diana Angelis taught SE3100, Introduction to Systems Engineering, during the fall 2011 quarter. Dr. Angelis has a joint appointment with the Systems Engineering department and is a member of the team developing and teaching this course as part of a DoD research project. The course introduces the concepts and principles used by systems engineers and challenges students to develop their critical thinking skills and approach problems in a holistic manner. There are 50 students enrolled in the course.

Jonathan Lipow teaches international economics
During the summer quarter, Associate Professor Jonathan Lipow taught a course in international economics to students in NPS’ National Security Department. Students from all branches of the
Faculty and Staff News (cont.)

US military, as well as officers from Saudi Arabia and Moldova, participated in the course. The course focused on the application of economic ideas to problem solving in various areas of public policy, including immigration policy, environmental policy, economic development, and counter-insurgency.

Robert McNab supports OSD-Policy and serves academic communities

Associate Professor Robert McNab traveled to Amman, Jordan in December, 2010 in support of the Office of the Secretary of Defense - Policy bilateral discussions with the Jordanian Armed Forces. Dr. McNab discussed the assessment of capabilities and the linkages between policies, plans, capabilities, programs, and budgets. In addition, Dr. McNab was the second reader on David Ehrlich’s thesis “Americans’ access to space: Assuring future affordability.” Mr. Ehrlich’s thesis earned the National Security Affairs's outstanding thesis award for the fall 2010 quarter. Dr. McNab also reviewed papers for Public Budgeting and Finance and Publius.

Robert McNab teaches two courses

Dr. McNab taught GP 3300, Introduction to Analytic Methods, for the Global Public Policy Academic Group’s graduate certificate in Security, Stabilization, and Development in Complex Operations. He also taught NS 3042, Economics of Insurgencies and Stability Operations, as part of the Stabilization and Reconstruction curriculum in the National Security Affairs Department.

Kathi Noyes and Mary Cabanilla attend conference

Administrative Officer Kathi Noyes and Assistant Administrative Officer Mary Cabanilla attended the International Military Student Officer (IMSO) Conference in Pensacola Beach, FL from 1-5 Nov 2010. The conference is a working-level meeting for command personnel involved with the administration of International Military Students (IMS) receiving training at US Navy schools and operational commands. It is a forum used to discuss problems encountered in the management of IMS, share ideas, and obtain information of the latest security cooperation training policies and procedures.

Anke Richter serves as National Science Foundation reviewer

Associate Professor Anke Richter served as a reviewer for the National Science Foundation (NSF) in October in Washington, DC. She was part of the National Science Foundation Peer Review Panel to evaluate CAREER proposals submitted to the Service Enterprise Systems program. CAREER awards are for outstanding faculty early in their academic careers, and require senior experts for proposal review. As noted in the NSF description, "The Faculty Early Career Development (CAREER) Program is a Foundation-wide activity that offers the National Science Foundation's most prestigious awards in support of junior faculty who exemplify the role of teacher-scholars through outstanding research, excellent education and the integration of education and research within the context of the mission of their organizations. Such activities should build a firm foundation for a lifetime of leadership in integrating education and research.”

Anke Richter offers lectures in Nice, France

Associate Professor Anke Richter was a guest lecturer in the course, Seminar in Project Management, offered by the San Francisco State-University of Nice MBA Program. Dr. Richter taught the Project Management in Government module. This seminar is an international, cohort based program taught in Nice, France in the fall and in San Francisco in the spring. Approximately half of the 15 students come from the United States and the others come from around the world, typically European and Asian countries.

Natalie Webb attends conference and serves nonprofit academic community

Associate Professor Natalie Webb presented a paper at the annual Association for Research on Nonprofit Organizations and Voluntary Action conference held 17-20 November in Alexandria, VA. The paper, titled, “What the military knows about NGOs,” is coauthored with Professor Rikki Abzug of Ramapo College, and Associate Professor Anke Richter. Dr. Webb also attended the board meeting for Nonprofit Management and Leadership (NML), at the same conference. This fall she also reviewed manuscripts for NML and for Nonprofit and Voluntary Sector Quarterly.

Kent Wall assists Argentine MoD with risk assessment system

Upon completion of DRMI’s latest mobile course in Argentina, Professor Kent Wall was asked to stay an extra week, 20-23 September, to present a series of lectures on the quantitative definition of risk and to participate in discussions concerning the development of a risk assessment system to be used in strategic planning. Professor Wall delivered four formal lectures at the Ministry of Defense Headquarters on 20-21 September. On 22 September, he presented a risk assessment workshop for the Strategic Planning Secretariat housed in the National Geographical Institute, and on 23 September, participated in detailed discussions concerning implementation of the ideas contained in the previous day’s workshop. The entire effort was an unqualified success.

Jay Simon joins editorial board

Assistant Professor Jay Simon joined the editorial board of the INFORMS journal Decision Analysis on 1 January 2011, and looks forward to helping contribute to the quality and impact of both the journal and the field.
Recent DRMI Graduates

DRMI congratulates all the recent graduates!
**Additional Articles**

**DRMI graduate under consideration for Northern Nigeria Presidency**

Ibrahim Babangida

General Ibrahim Badamasi Babangida was born on August 17, 1941. He is fondly referred to as IBB. Babangida was Nigeria’s military president between August 27, 1985 and August 27, 1993. He emerged president following a coup against the administration of General Muhammadu Buhari in which he was serving as Chief of Staff. Babangida led Nigeria through a transition programme that commenced in 1987 and ended with the annulment of the June 12 presidential election. The action led to a long-drawn political crisis that threatened the unity of the country.

A native of Gwari ethnic group, Babangida was born in Minna, Niger State. He joined the Nigerian Army on December 10, 1962 and served in an administrative capacity under the military government of General Olusegun Obasanjo. He was involved in the Nigerian coup of 1976, when he was to sent to lead a loyal troop to ‘liberate’ a radio station from where one of the coup plotters, Col. Ukar Dimka who was his close friend was broadcasting the coup announcement. Babangida was to prevent Dimka from making further announcements over the air waves. Although he did prevent further broadcasts, Col Dimka also managed to escape.

He studied at the India Military School in 1964 and attended the Royal Armoured Centre from January 1966 to April 1966. He was also at the Advanced Armoured Officers’ course at Armoured school from August 1972 to June 1973. He left there to attend the senior officers’ course, Armed Forces Command and Staff College, Jaji from January 1977 to July 1977, and later attended the Senior International Defence Management Course, Naval Postgraduate school, United States in 1980.*

Babangida’s first marriage under Islamic law has never been publicised. He was, however, married to Maryam, (now late) who in turn, became Nigeria’s First Lady during the period Babangida was president. They have four children: two boys and two girls. Maryam Babangida died of ovarian cancer on December 27, 2009. His annulment of the June 12 presidential election believed to be won by Chief M.K.O. Abiola, his friend, became the defining issue for his eight year administration. But he is believed to have a wide network of contacts, both local and international, coupled with his experience as a former military president.

Excerpt from Olawale Olaleye, BBC Monitoring America, November 21, 2010.

*Added by DRMI

**A Small World**

Navy Chaplain Captain Dan Deaton attended DRMC 05-3. He had been the chaplain with Second Battalion, 9th Marines earlier in his career, which is the same unit Senior Lecturer Don Bonsper served with in Vietnam. Dan is now the Deputy Joint Staff Chaplain and accompanied the Chairman, JCS to Afghanistan in mid December where he visited the current version of the Second Battalion.

Don Bonsper