2013

Graduate School of Business and Public Policy (GSBPP) Research Newsletter / Spring 2013

Monterey, California : Naval Postgraduate School
Faculty Research

Dr. Thomas Albright, Professor of Accounting at the Graduate School of Business & Public Policy (GSBPP) at the Naval Postgraduate School (NPS), holds a Doctorate in Accounting from the University of Tennessee and a Certified Public Accountant (CPA) certificate from the State of California.

Professor Albright joined the GSBPP faculty in August 2012. Prior to his appointment at NPS, he was the J. Reese Phifer Faculty Fellow and Professor of Accounting at the Culverhouse School of Accountancy at the University of Alabama (UA). For the past twenty-two years at UA, his teaching and research interests have been in the area of cost management. Dr. Albright has conducted research primarily at manufacturing and service industry sites to develop better cost-management and performance measurement systems. His publications include academic and professional journal articles, instructional cases, and textbooks.

“I have developed a broad perspective on my role as an accounting researcher, as my research and teaching interests have been influenced by my relationships with student groups. My Master of Business Administration (MBA) and Executive MBA students often have been a source of interesting research questions, and their organizations have served as research settings. During the past ten years, most of my research has been in the area of performance measurement, in particular, the Balanced Scorecard. This is an interdisciplinary metrics-based performance measurement system that has significant applicability to my future research at NPS.”

A passion for new challenges and the opportunity to work and expand his research within such a renowned university were the main reasons Professor Albright joined the GSBPP family. “I love to learn and to accept new challenges. My experience with MBAs, Executive MBAs, and Master of Accountancy students at UA was

(continues on page 2)
very rewarding, yet I saw the opportunity at NPS to expand my teaching and research interests into a new environment.”

A combination of relevant, unique programs and a well-established and supported teaching and research environment made GSBPP a very attractive place to be.

“NPS offers a unique opportunity to earn a defense-related MBA. Students are exposed to subject matter experts in both the public and private sector, and there is a strong culture of excellence in the classroom. NPS offers also a rich and diverse environment for faculty research, both academic and applied. The teaching environment offers reasonably-sized classes that encourage interaction with students who are motivated, experienced managers.”

When asked what he likes the most about working with students and faculty at GSBPP, Albright answered:

“At GSBPP the faculty is very collegial and supportive. I appreciate the students’ discipline and their mature approach to their studies. Because I have always been a student-oriented professor, relationships inside and outside the classroom are important to me. The environment here at GSBPP seems to foster these relationships. In addition, the administrative leadership does a very good job of communicating important issues to the faculty and seeking input on decisions. The culture at GSBPP encourages openness and honest discussion.”

One of Professor Albright’s favorite stories is when he and his wife attended the 218th U.S. Navy Supply Corps Birthday Ball during the 2013 winter quarter where they both were able to enjoy and experience the tradition-rich military culture present on campus and meet the students’ spouses, leaving “with a much better understanding of our military families’ challenges and opportunities.”

During his teaching at UA, Albright was presented the Faculty of the Year award on several occasions by graduating MBA classes. In 2005, the UA National Alumni Association awarded him with the Outstanding Commitment to Teaching Award. Recently, Professor Albright was also chosen as recipient of UA’s Dr. James Cashman Faculty Award by the Tuscaloosa-EMBA Class of 2013. Award by the Tuscaloosa-EMBA Class of 2013.

Selected Publications
by Professor Thomas Albright


An Organizational Analysis of Manpower Requirements for the Navy’s Energy Program

(Research Abstract by LTJG Nicholas Devorak)

In August 2011, the Secretary of the Navy (SECNAV) took the stage at the Naval Postgraduate School (NPS) and outlined the contributions that NPS is making to the SECNAV’s directive and Department of the Navy (DON) energy initiatives, including the establishment and implementation of new energy-related degree programs and a lecture series that would develop officers’ skills in supporting energy independence for the DON. NPS has established four energy-focused degree plans in the areas of Operations Analysis, Financial Management, Mechanical and Electrical Engineering, all of which will grant a subspecialty code to officers upon completion of any of the four programs.

An analysis of the current force structure requirements was necessary to assess and implement a new direction. At the present time, the Navy utilizes petroleum management officers as energy managers. Unfortunately, the Navy Officer Billet Classification (NOBC) codes assigned to these officers do not translate into identifying with the billets associated with the energy SSCs. The billets being assigned the new subspecialty codes have retained their titles and descriptions prior to the additional training in energy-related issues. Analysis shows a recommended solution to this issue is to establish allot and ashere general Energy NOBCs that could be assigned as either a primary or secondary NOBC Energy billets, allowing commands and officers to accurately relate and identify the duties and task associated with a billet.

Student’s Background

LTJG Nick Devorak is a 2009 graduate of the NROTC program at the University of South Florida through the STA-21 program, where he received a Bachelor of Arts in Political Science. LTJG Devorak is a Human Resources Officer and is currently a NPS MBA student in Financial Management with an Energy focus. Upon completion of his degree, LTJG Devorak will report to Naval Expeditionary Combat Command Pacific as an Administration Officer.
**Financial Management**

**Peer-Reviewed Articles**


**Invited Articles**


**Manpower & Economics Management**

**Peer-Reviewed Articles**


- Peer-Reviewed Book Chapters


**Organizations & Management**

**Peer-Reviewed Articles**


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Multi-Modal Information Sharing Team (MIST) has been conducting action research workshops in domestic ports since 2008. The MIST provides a framework and process for the collaborative exploration of information sharing across the port multi-modal community. The MIST emphasizes the private sector perspective to ensure that government stakeholders are leveraging this critical player in the sharing of all hazards threat information. The MIST research team is comprised of Dr. Susan Hoevevar (GSBPP), Anita Salem (GSBPP), Wendy Walsh (MOVES), and Lyla Englehorn (CRUSER).

The most recent workshop was conducted for the maritime community in the Port of Oakland and sponsored by the Office of the Director of National Intelligence (ODNI), Global Maritime and Air Intelligence Integration (GMAII). Participating organizations included multi-modal representatives from both public and private sector such as the Port of Oakland, US Coast Guard, Customs and Border Protection, San Francisco Marine Exchange, Union Pacific, Chevron Petroleum, Oakland Truckers 511 (OT-511), Brokers’ Association, APL shipping, and the Northern California Regional Information Center. The focus of the workshop was to identify both challenges and opportunities to improve information sharing among public and private stakeholders.

Research findings from prior workshops were presented and participants elaborated these to the Oakland context. In addition, the Inter-organizational Collaborative Capacity (ICC) research model (Hocewar), was used to structure a discussion of both the strengths and limitations of information sharing for the Port of Oakland. This plenary discussion was followed by break-out groups that examined three topics in detail. Two of the groups looked at the implications of MIST research findings and the ICC model to improve and expand an existing information sharing system (OT-511) and one currently under development (Oakland Domain Awareness Center). The third group examined issues related to cyber security and the implications of improved information sharing.

Each break-out group developed specific recommendations for action which were analyzed by the MIST team to create a “Systems Roadmap” for developing improved information sharing systems. The components of this roadmap include:

- **Analyze Needs:**
  - Determine partner needs and benefits
  - Establish metrics of success
  - Understand existing systems
  - Determine sources of information
  - Determine sustainable resources

- **Develop Systems:**
  - Establish needed relationships
  - Identify partner roles and responsibilities
  - Develop a collections and distribution system
  - Develop a marketing/communications plan

As a result of the MIST workshop, the local Coast Guard’s Area Maritime Security Committee (AMSC) established a new subcommittee focusing on information sharing. This subcommittee adopted the roadmap that they developed as the committee charter and are currently using the roadmap to structure their process for improving information sharing. In addition, based on the valuable information that they provided to the overall process, the AMSC created the first committee seat for the trucking community. These activities should help local stakeholders improve all hazards information sharing among public and private sector stakeholders in the San Francisco Bay region.
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Lt. Jeff Tomaszewski

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Sponsor: PACFLT N-4

The Center for Defense Management Research received a request from U.S. Pacific Fleet (PACFLT) N-4 to build a business case and model that can be used to optimize the investment in Theatre Security Cooperation (TSC) port visits in its area of responsibility (AOR). Applying a holistic approach, the intent is to look beyond the typical factors used in port visit sites decisions and instead account for a broader set of factors, including military, diplomatic and economic effects, when determining the value of port visit engagements.

Phase 1 of this research project established a cost-benefit analysis framework that could be applied to port visits in the PACFLT AOR and identified the relevant political, military, cost and economic factors associated with them. Phase 2 further refined these factors using regression analysis to design a valuation model capable of producing a relative value rating of port visits by ship class. Phase 3 developed and tested an optimization model that can be used by PACFLT decision makers when deciding between alternative port visits. A CD containing the necessary modeling software was provided to the sponsor. It can be easily used by PACFLT planners as it is or alterations can be accommodated to allow for future changes in valuation criteria.

This project involved seven student researchers. A Conrad thesis by LT Myron Lind addressed phase 1; an MBA project by LCDR Jaime J. Siqueiros, LCDR Daniel J. Vetsch, and LCDR Romeo B. Romeo addressed phase 2; and an MBA project by LCDR Autumn L. Daniel, LCDR Bryan A. Boggs, and CDR Syed N. Ahsan built the final optimization model in phase 3. This work was also supported by research assistants Christina Hajj and Sally Baho. Professor Doug Brook was the project’s principal investigator; Dr. Dan Nussbaum and Dr. Jeremy Arkes served as thesis/project advisors.

Lt. Jeff Tomaszewski, served 9 years enlisted time prior to his graduation from Embry-Riddle Aeronautical School Daytona Beach Florida 2002 with a Bachelors of Science Aviation Management.

He began his naval career February 1996 as an Aviation Mechanist Mate. He graduated the same year from (A-school) in Millington, TN, a technical training school, and three months later from (C-school) Jacksonville, FL, an additional in-depth training school which focuses on troubleshooting and related principles of flight and aircraft engines. He was first assigned to Patrol Squadron SIXTEEN (VP-16), Jacksonville, Fl. until 2000 with a follow on tour at Aircraft Intermediate Maintenance Department (AIMD) in Jacksonville, FL. In 2005 he attended and was commissioned at the Officer Candidate School (OCS) Pensacola, Fl.

Once commissioned, he was assigned to Patrol Squadron FOUR (VP-4) Kaneohe, Hawaii as the Maintenance Material Control Officer until 2008. The same year he enrolled at NPS GSBPP, attaining a MBA and graduating in December 2009.

His experience at GSBPP not only provided him with the skill necessary to perform his future assignments but it also provided him with a better understanding of how the complex system of DoD works.

"I remember constantly thinking while attending NPS, "how am I going to remember all this information?" Within a few months of graduation I found myself on an aircraft career, overseas and in the position briefing senior military officials. NPS provided the knowledge and resources which gave me the confidence to meet and often exceed expectations of my direct chain of command."

"In addition, courses from the financial and budget classes to the logistics focused areas of these have continually provided me the ability and resources to apply each day out in the Fleet as I continue my naval service." Part of the experience for LT. Tomaszewski was also the networking opportunity that the program offers, "The daily interaction with other service members, Department of Defense personnel and the civilian workforce. This opportunity provided me a better understanding of how dynamic and diverse the government workforce truly has become."

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A favorite story that Lt. Tomaszewski recalls from his time at NPS is the participating in the inaugural bike ride from NPS to San Francisco as a member of the NPS Cycling Club. “The group of gentlemen and ladies (military/civilian) that were part of organizing and supporting made that trip one to remember.”

After graduation Lt. Tomaszewski was stationed onboard the USS Nimitz and held the Division Officer positions for Quality Assurance, Airspeed, IM-3, IM-4, and IM-5. Currently, Lt. Tomaszewski holds an assignment as Assistant Officer in Charge, Fleet Readiness Center Southwest Site North Island. He has made multiple deployments throughout the 3rd, 5th and 7th Fleet Area of Operation with two separate tours to Iraq.

When asked if he would recommend to prospective students to consider the programs offered through GSBPP Lt. Tomaszewski stated, “NPS provides an opportunity of higher education which develops our skills and provide us resources to utilize as we continue our service or career. It is incumbent upon us to proactively seek every opportunity while attending. Finally for the students/sponsors, it requires constant commitment and dedication to be successful, trust your professors and facility members for they will provide you everything you need to be extremely successful as move on.”

Congratulations to Dr. Thomas Albright Professor of Accounting at GSBPP (above), recipient of the Dr. James Cashman Faculty Award. Dr. Albright, a former professor at the University of Alabama where he taught for 22 years primarily to MBA, Executive MBA, and Masters of Accountancy students, was chosen as recipient of this award by the Tuscaloosa-EMBA Class of 2013.

“I taught these students in the first year of their program and then moved to Monterey. It is very rewarding to know that I had an impact on my last group of students at UA,” stated Dr. Albright.

The Cashman Faculty Award was established in honor of Professor Jim Cashman, who died in December 2011. He taught management at UA’s Culverhouse College of Commerce and Business Administration, served as coordinator of the management program area and was the co-founder of the Business Honors Program within the business school.

Professor Cashman was a nationally renowned expert on the automotive industry and helped to develop Saturn from a concept to a reality. He often released interviews on National Public Radio and regional and worldwide television.

“Jim was a friend and colleague for many years; receiving the award honoring his memory is very special to me,” said Dr. Albright.
Liskin Teaching Award

Congratulations to Dr. Michael Dixon, Assistant Professor of Operations Management (above), winner for the second time of the GSBPP Liskin Teaching Award. Dr. Dixon has been recognized by the graduating resident students for the great energy and the many innovations he brings to his classes.

Hail and Farewell

Hail to the new members of GSBPP:

CAPT Michael (Mike) K. Smith, RAN Liaison Officer from Australia and military faculty; and

CDR Rich Nalwasky, USN, who will teach Acquisition Management and Defense System Contracting.

Farewell to LCDR Bryan Lundgren who has been relieved from his assignment by CDR Rich Nalwasky. LCDR Lundgren's next assignment will be in Bath, Maine.

United Nations Global Service Centre Contract Management Conference

Dr. Aruna Apte (right), Associate Professor of Operations and Logistics Management and President of the Production and Operations Management Society (POMS) at the Humanitarian Operations and Crisis Management (HOCM) College, organized and presided over The Second Annual Mini-Conference of the POMS HOCM College held in Denver on May 2, 2013. The conference provided insights on the relevance and importance of operations management in supporting humanitarian systems by alleviating human suffering under conditions triggered by natural and man-made disasters. The event also highlighted how operations management can support a sustainable transition of disaster relief efforts into longer-term development. Presenters included a humanitarian logistics practitioners, military officers, government representatives, and senior academics from diverse backgrounds.

Dr. Aruna Apte also presented the paper Evacuating People with Mobility-Challenges in a Short-Notice Disaster co-authored with colleague Dr. Susan Heath, Assistant Professor of Operations and Logistics Management at NPS, at the 24th Annual Production and Operations Management Conference held in Denver from May 3-6, 2013.

Paper abstract:

In past disasters, arrangements have been made to evacuate people without their own transportation, requiring them to gather at select locations to be evacuated. Unfortunately this type of plan does not help those people who are unable to move themselves to the designated meeting locations. In the U.S., according to the Post-Katrina Emergency Management Reform Act of 2006, state or local governments have the responsibility to coordinate evacuation plans for all populations. These include those with disabilities. However, few, if any, have plans in place for those who are mobility-challenged. The problem of evacuating mobility-challenged people from their individual locations in a short-notice disaster is a challenging combinatorial optimization problem. In order to develop the model and select a solution approach, we surveyed related literature. Based on our review, we formulate the problem and develop an ant colony optimization algorithm to solve it.

Associate Professor Rene Rendon presented his research on Analysis of Department of Defense Contract Management Processes at the United Nations Global Service Centre contract management conference in Brindisi Italy on June 19, 2013.

Using a video teleconference link (with the technical assistance of Mr. Bon Truong, GSBPP administrative support) between GSBPP and the United Nations Global Service Centre, Rendon provided an hour and a half session on his research involving the assessment of Army, Navy, and Air Force contracting process capability, identifying contracting process improvement opportunities, and recognizing contracting process capability enablers.

Rendon also fielded questions on contract management lessons learned and best practices. The conference was attended by the chiefs of contract management units, contract managers, and procurement specialists from the United Nations peacekeeping missions and headquarters. (On the left, Dr. Rendon during the VTC conference)
Vice Chief of Naval Operations Visits NPS

Vice Chief of Naval Operations (VCNO) Adm. Mark Ferguson (above) met with NPS students, faculty and staff during his campus visit on April 25. He discussed the current direction of the Navy, and shared his vision for the future with the NPS community. He talked about his experience in working with the Navy’s budget and stated that “in spite of the fiscal uncertainty, there has never been greater demand for our Navy and Marine Corps forces around the globe. It is unprecedented. With our 283 ships in the Navy, more than half are underway on any given day.”

As a graduate of NPS’ computer science program, Adm. Ferguson recalled and shared with the students his own experiences as a student at NPS, highlighting how important graduate education has revealed in his military career, emphasizing once more the relevance of NPS and what the institution produces.

“My experience here set me on a lifelong course with a love of learning. That and the exposure to innovation are the critical components of what this school generates,” said Adm. Ferguson. “Coupling academic rigor with operational experience develops dynamic officers, capable of solving some of the military’s most complex problems.”

During his visit, Adm. Ferguson took also part in the semi-annual meeting of the university’s Board of Advisors subcommittee.

Rear Adm. Terrence E. McKnight Secretary of the Navy Guest Lecture (SGL) series

NPS Alumnus Rear Adm. Terrence E. McKnight (above) visited NPS on June 4 as part of the Secretary of the Navy Guest Lecture (SGL) series, where he shared his experience fighting pirates in the Gulf of Aden and in the Arabian Sea between Yemen and Somalia with NPS students, faculty and staff.

McKnight said that poverty and poor governance of the Somali state are the result for East African piracy. Furthermore, conditions such as war, tribalism and the absence of either a Somali Navy or Coast Guard provide excellent opportunities for the young men off Somalia’s northern coast to engage in piracy.

“The U.S. Navy has been fighting pirates since its very beginning,” said McKnight. “Most pirates are 19-20 year-olds in skiffs with small arms, AK-47s and rocket propelled grenades…Piracy is a land problem, to defeat it you must solve the governance problem.”

McKnight also discussed his recent book titled ‘Pirate Alley,’ about which his anti-piracy Task Force 151 off the Somali coast is described together with the U.S. efforts to check piracy.

Since Somali pirates are often seeking ransoms, McKnight suggests that legislation be introduced that would prevent the payment of ransoms to pirates in U.S. dollars.

Read more at: http://www.nps.edu/About/News/NPS-Alumnus-Recounts-Efforts-to-Defeat-Piracy-During-Latest-SGL.html

U.S. Army Gen. Keith B. Alexander, Keynote speaker for the 2013 Spring Graduation Ceremony

U.S. Army Gen. Keith B. Alexander (left), Commander, U.S. Cyber Command and Director, National Security Agency/Chief, Central Security Service was the keynote speaker for the NPS 2013 spring graduation ceremony in King Auditorium, June 21.

During his speech, Gen. Alexander, an alumnus of NPS who holds a degree in systems technology (electronic warfare) and a degree in physics from the school, stressed the importance of the NPS’ cyber curricula and of educating students in information technology and computers providing them with the technical skill necessary to identify and neutralize future threats to the country.

“What NPS does is train people at the fundamental level on how these things operate … students can then take that deep technical understanding and use it in military operations around the world.”

Alexander was also inducted into the NPS Hall of Fame for his accomplishments, contributions and continuous commitment to the country. He is the 20th inductee into the hall, among other highly-distinguished graduates such as former Commandant of the Marine Corps General Michael W. Hagee and 17th Chairman of the Joint Chiefs of Staff Adm. Mike Mullen.

Read more at: http://www.nps.edu/About/News/U.S.-Cyber-Command-Chief-Inducted-Into-NPS-Hall-of-Fame.html

GSBPP Management Programs Rank 46th in the Nation

According to “U.S. News World Report”, the resident MBA and MS in Management degrees offered by the GSBPP rank 46th on the list of the best 266 schools that offer the Public Administration/Public Policy curricula. The list of ranked schools includes the nation’s top public and private universities, including U.C. Berkeley, Duke, Princeton, Stanford, and Harvard. The GSBPP curriculum’s ranking is based on feedback from the school Deans and department Chairs from the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) member programs. NASPAA is the premier accrediting association for schools of public administration.

GSBPP "offers instructional programs that are designed with a strong national security orientation and strike a delicate balance between business management and public policy/public administration," says Dr. Gates, Dean of GSBPP. "After graduation, students fill jobs managing the business of defense, setting defense policy, and providing defense sector administration." Delivered through a variety of resident and distributed modes, the courses reflect the needs of the Armed Services and other government agencies.

This recognition, together with the concurrent AACSB business school accreditation, guarantees both sponsors and students that GSBPP programs and core curricula provide a high level of education and impart the skill necessary to fulfill all the prerequisites required for success in future defense administration and management assignments.
Pre-Graduation Awards

The ceremony for the spring quarter faculty and student awards will be held in King Hall on September 17, 2013.

Graduation Ceremony

On September 27, 2013, NPS students, faculty and family will gather at 10:00 a.m. in King Auditorium to celebrate the summer quarter graduating class.

17th Annual International Conference on Industrial Engineering - Theory, Applications and Practice

Dr. Geraldo Ferrer (left) Associate Professor of Operations and Logistics Management at GSBPP, has been invited by leaders in the department of Industrial Engineering at the Pusan National University to be the keynote speaker at the International Conference on Industrial Engineering in Busan, Korea from October 6-9, 2013.

The premier international conference in the field of industrial engineering, the conference was established to "disseminate significant research results, technical and methodological applications, case studies, and surveys, bringing together in one place, developments in Industrial Engineering areas that are of interest to both researchers and practitioners."

More information is available at: http://journals.sfu.ca/ijietap/index.php/ijie/announcement/view/10

Featured Story

Lightning Strikes Twice at GSBPP

"Lightning never strikes twice" says the old adage but this time it did at the Graduate School of Business & Public Policy (GSBPP).

During the Award Ceremony on June 11, LCDR Autumn Daniel, who graduated on June 21 from GSBPP’s Acquisition and Contract Management curriculum, was honored with four outstanding awards, including the Navy League Award for her thesis titled "Cost Benefit Analysis of a Port Visit: Development And Testing of a Port Visit Optimization Model (Phase 3)." The research "introduced a means to quantify the decision process used in selecting Theater Security Cooperation (TSC) port visit engagements by United States Navy (USN) vessels".

LCDR Daniel is one of only two students at GSBPP who have been conferred this award. The other winner was CDR Pritchard Marcus, who was presented with the award prior to his graduation in June 2003 from GSBPP’s Financial Management curriculum. His thesis titled ‘A Navy Escrow Account: Increasing Financial Flexibility,’ introduced a "A Navy escrow account that provides a buffer for rapidly shifting requirements and budgetary shortfalls. It creates an incentive for generating cost savings and the means to redistribute those savings toward emergent financial demands or unfunded requirements."

Lt. Cdr. Autumn Daniel, left, is presented with the Navy League Award for Highest Academic Achievement, one of her four awards, by U.S. Coast Guard Auxiliary National Staff Officer Dr. Tracy Schultz during the Spring Graduation Awards Ceremony in Watkins Hall Auditorium, June 11. (U.S. Navy photo by Javier Chagoya)

LCDR Daniel enrolled in the Acquisition and Contract Management curriculum at GSBPP in 2012.

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"The Acquisition and Contract Management curriculum was challenging, but also very rewarding" said LCDR Daniel. "GSBPP (and NPS in general) was an excellent academic experience. I had the opportunity to learn from some truly outstanding professors, thesis advisors and classmates. Not only was I able to reconnect with some of my fellow Supply Corps officers, but I also had the opportunity to meet and interact with officers from other services and countries, which undoubtedly added mightily to the education I received. I will leave NPS with a myriad of tools that I will be able to utilize and apply throughout the rest of my career, and I know without a doubt that the experience has helped me to become a more well-rounded Naval Officer."

After graduation, LCDR Daniel reported to the USS CARL VINSON (CVN 70) as the Principal Assistant for Services.

CDR Pritchard noted as the most rewarding aspect of his experience at GSBPP that "Without a doubt, it was the ability to interact with the faculty and their collective openness that made the program so rewarding. There was an ability to challenge assumptions and engage in real debate that changed the dynamic from a 'professor lecture – student learn' environment to more of a 'collaborative learning' environment.'

His experience at GSBPP has substantially impacted his career.

"My time at NPS, specifically within GSBPP, provided numerous tools and skills that I employed throughout my time as Commanding Officer of VFA-25 and throughout my "MBA payback tour" with the Office of the Secretary of Defense (OSD). Developing critical thinking skills, outside of one's warfare specialty, is something you really do not appreciate at the time or even at graduation. The value of the NPS MBA is something that you rediscover as new challenges are presented."

CDR Pritchard enjoyed the challenges presented by the Financial Management curriculum, highlighting the thesis process as the most rewarding aspect of all, "...although no student would ever say that at the time. It is a unique opportunity to combine the various elements of your education and career experiences in a focused research effort. As a Conrad Scholar, the additional opportunity to brief your thesis results and recommendations to the DON's financial management leadership is an invaluable experience."

After retiring from his military career, CDR Pritchard worked as Deputy Program Manager for the SMART (Science, Mathematics and Research for Transformation) Scholarship Program at NPS and as Chief Operations Officer for a private company. He currently works as Travel Officer at NPS.

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GSBPP Faculty and Programs

Academic Areas

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Executive Management Degree Program  
- Executive MBA

Professional Development Programs  
- Advanced Acquisition Program  
- Practical Controllership Course  
- Acquisition Management Distance Learning Program  
- Cost Management Certificate Program  
- Conrad Scholar Program

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