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DRMI (Defense Resources Management Institute)

DRMI Newsletter, 2002-2016

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## DRMI Newsletter / July 2011 Issue 36

Monterey, California. Naval Postgraduate School

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# DRMI Newsletter

Issue 36

[www.nps.edu/DRMI](http://www.nps.edu/DRMI)

July 2011

## 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.

### Send Us Your News!



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](mailto:drmiadmin@nps.edu).

## Issue 36 Highlights

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DEFENSE RESOURCES MANAGEMENT INSTITUTE



**Francois Melese**  
Executive Director,  
DRMI

## Musings from Francois Melese

### DRMI's New Executive Director

As many of you know, the president of the Naval Postgraduate School recently appointed me the next executive director of the Defense Resources Management Institute (DRMI). It is with great pleasure that I accept this position to serve DRMI's talented faculty and staff. Most of all, I look forward to keeping in touch through this newsletter with our growing community of Drmecians. Together, we have an extraordinary opportunity to build a network of informed consumers of analysis better able to tackle the complex defense resources management challenges that lie ahead. The greater the pressure on defense budgets, the greater the value of a DRMI education. Efficiency, cost-effectiveness, linking budgets to performance, managing risk and dealing with change are more important now than ever before. We can answer our defense management challenges and help create a more peaceful world by applying the frameworks, tools, and concepts we learned at DRMI. Improving the allocation of scarce resources over time and under uncertainty is sure to increase global security and contribute to economic recovery. I look forward to working with you to share ideas that will benefit us all as a global community, and invite you to join us on our Facebook page and by contributing to this newsletter.

I would like to express my deepest gratitude to Professor CJ LaCivita who served as DRMI's executive director for nearly 18 years. In that time CJ led and managed over 50 faculty and staff in  
*(continued on page 4)*

## Resident Programs

### SIDMC 2011 Commences

At press time, DRMI's faculty and staff are busy preparing materials, case studies, workshops and real-world examples for the Senior International Defense Management Course commencing with an opening reception on Sunday, June 26. Forty-five flag officers and senior civilians from 30 countries are scheduled to attend. The participants will visit the Intel Museum in Santa Clara and the USS Hornet in Alameda, have lunch and a tour at Neptune's Palace at Pier 39 in San Francisco and a city tour of San Francisco during the course. They will graduate on July 22. We are looking forward to the course.

### IDMC 11-1 Graduates

International Defense Management Course 11-1 visited Washington DC 15-20 March as part of the Field Studies Program. Twenty international officials from 16 countries enjoyed the opportunity to visit the nation's capital to see its historical sites and to receive briefings from various organizations. On the professional side, highlights included briefings by analysts from the Institute for Defense Analysis in Alexandria, Virginia. On the "getting to know the capital" tour, highlights included lunch with California Congressman Sam Farr and the opportunity to visit the 112th Congress as legislators debated the issue of public funds being used to support the non-profit organization National Public Radio (NPR). The participants also enjoyed a day trip back in time to Colonial Williamsburg and Jamestown, Virginia. The class graduated April 20.

### DRMI holds new Performance Management and Budgeting Course

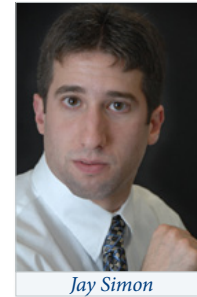


*Natalie Webb*

DRMI Professor CJ LaCivita, Associate Professors Robert McNab and Natalie Webb, Lecturer Luis Morales and LTC Mike Nixon conducted DRMI's first week-long PMB course April 4-8. Twenty-three participants from four countries participated. A highlight of the course was a presentation by each partici-

pant on performance management and budgeting in their own organizations. We look forward to the next offerings in 2012.

### DRMI conducts Risk Management Course



*Jay Simon*

From April 11 - 22, 15 participants from six countries (Australia, Israel, Jordan, Saudi Arabia, Turkey, and the US) took part in the Risk course taught by Professor Kent Wall (course coordinator), Associate Professors

Diana Angelis and Anke Richter and Assistant Professor Jay Simon. In the first part of the course, faculty developed a quantitative definition of risk and the skills needed to conduct risk assessments. In the second part of the course, faculty introduced basic risk management techniques and explored their application to several areas of defense resources management. Participants applied these lessons in case studies and in the final exercise, which consisted of individual and small group projects on problems in risk analysis and risk management they have encountered in their own careers.

### DRMI Faculty Offer Streamlining Government Course

DRMI completed its annual Streamlining Government through Public-Private Partnerships course 2-6 May with eight participants from Armenia, Israel, Singapore, and the United States. Professor Francois Melese (course coordinator) taught the course along with Associate Professor Jonathan Lipow, Lecturer Mark Hladky, and Senior Lecturer Larry Vaughan. The course, more timely than ever given the fiscal crises plaguing countries throughout the world, focused on methods of enhancing the efficiency of defense organizations through better exploitation of opportunities offered by the private sector. Strategies evaluated during the course included outsourcing, privatization, and public-private partnerships. The course combined economic, financial, and legal theory along with real world case studies drawn from the experience of the DoD and several ministries of defense. As part of



## Resident Programs (cont.)

the course, participants prepared strategic proposals for new public-private partnerships or outsourcing initiatives for their own defense organizations with the assistance of the DRMI faculty.

### DRMI Hosts Economics, Research and Development and Budgeting Course

DRMI hosted a group of 21 government analysts interested in economics, research and development, technology and budgeting for a three-day course May 10-12. Associate Professor Natalie Webb developed and coordinated the course. Professors John Arquilla (Defense Analysis), Associate Professor Dick Doyle and Senior Lecturer Chip Franck (Graduate School of Business and Public Policy), Associate Professor Clay Moltz and Lecturer Feroz Khan (National Security Affairs) and Senior Lecturer Gary Langford (Systems Engineering) presented sessions and facilitated discussions on topics ranging from space systems to gap analysis to economics and budgeting for R&D around the world. A second iteration of the class will be held in the Washington, DC area in September.

### DRMC 11-2 Graduates

The Defense Resources Management Course 11-2 began 25 Apr and graduated 19 May. Participants included officers and civilians from eight allied countries plus the United States.

### DRMC 11-3 and IRMC 11-2 Begin and End on the Same Dates

On Monday May 23, DRMI simultaneously started DRMC 11-3 and the Iraq Resources Management course (IRMC) 11-2. The DRMC consisted of participants from 11 countries plus the US, while the IRMC had 22 officials from the Ministry of Interior of Iraq. Both courses graduated 17 June 2011.

### Special Guest Speakers at IRMC 11-2

DRMI was honored to host a group of guest speakers for discussions with our IRMC 11-2 class on Wednesday, June 8, 2011 after their tours of the Monterey Police Department and Monterey Fire Department.

The group showcased the interaction of the police department and the judicial system. Monterey Deputy Chief of Police Mike Aspland and Public Defender Jim Egar, J.D. had a very lively and educational debate about the role of the police and the role of the courts, attorney and public defenders. They discussed the inherent tension between police, who are responsible for public security, and the public defender who is responsible for protection of an individual's rights. These two sides seem at odds with each other but both are vital to the proper functioning of an internal security system. It is necessary to ensure that the balance between individual liberties and public security is properly maintained to preserve society's best interest. The interchange between Chief Aspland



*DRMC 11-3 Students attend lecture*

and Public Defender Egar was, in terms of civic enlightenment, exceptional.

Monterey Police Officer Lieutenant Jeff Jackson discussed resources management issues in a police department. He talked about shift assignments with very limited resources, i.e. 50 total police officers for a city that varies in population from 30,000 to 70,000 people (due to tourism). He also explained interagency cooperation and the training required by individual officers who are responsible for crime scene investigation as well as direct law enforcement. He said that police here are very well paid due to the education required and to minimize the potential for corruption.

Michael Stuebinger, Antiterrorism Officer, US Army currently stationed at the Defense Language Institute (DLI) in Monterey spoke about the interagency cooperation between the police departments and the military when addressing local and national terrorism threats. Special agent Kurt Brommund, from the Military Criminal Investigation Division assigned to DLI, who had attended the tours of the police and the fire departments with the class earlier in the week, addressed questions concerning interagency operations. Also special agent Brommund recently returned from duty in Iraq and Afghanistan and provided invaluable insights into the more recent relations between the US military and Iraqi Ministry of the Interior (MOI).



*DRMC 11-2, Monterey peninsula tour*

## Musings from Francois Melese (cont.)

developing and delivering internationally recognized defense resources management programs including courses, workshops, seminars and military assistance. Thousands of senior and mid-grade military officers and civilian officials from the U.S. and over 165 nations have attended these programs. Professor LaCivita's outstanding performance has contributed to the successful achievement of both the Naval Postgraduate School's and DRMI's missions, and is in keeping with the highest traditions of service to the United States Navy. We are extremely grateful to our friend and colleague, CJ, who looks forward to returning to full-time teaching and research after almost two decades of service to the Institute. Thank you CJ! ■

## Facebook

### Would you be my friend?

Facebook is a free social networking website offering a method for "friends" to exchange electronic messages and digital photos. Facebook is user-friendly and it is easy to create an account. To find DRMI on Facebook, search for "DRMI Courses" and click on the button. It would be extremely helpful if past participants would include a message indicating when they attended DRMI when sending the friend request. At the last count, DRMI had over 250 friends; will you be our next? ■

## Resident Programs (cont.)

### Saudi Officers Complete Independent Studies with DRMI Faculty



Anke Richter

Associate Professors Anke Richter and Natalie Webb led four Saudi National Guard (SANG) officers in an independent study course on leadership and participation from January until May.

Each officer researched and presented an aspect of leadership and participation, and discussed the relevance of the concepts and ideas studied to their own organization. We look forward to continued association with the SANG as its officers work with DRMI faculty on topics of special interest to them. ■

## Mobile Programs

### DRMI team completes mobile course in Indonesia

DRMI returned to Indonesia for the first time since 2005 to conduct a two week mobile course from 21 March to 1 April. Twenty-nine military and civilian participants representing every military service and the Ministry of Defense attended the course taught at the Ministry of Defense's excellent teaching facility, the Education and Training Center (Badiklat) in Jakarta. Associate Professor Anke Richter, Senior Lecturer Steve Hurst, and Lecturer Mark Hladky (course coordinator) presented the course, which



Mark Hladky



Class Photo, Indonesia

## DRMI Opens Resident Courses to GS-09 and Above

DRMI recently changed its policies for attendance in resident courses: US officers (active or reserve) and international military officers of grades O-3 and above and civilian officials of grades GS-09 and above or equivalent are now eligible to attend. These courses examine the long-term implications of today's decisions by analyzing the tradeoffs among competing goals as well as among competing alternatives in terms of their costs, effectiveness and risks. Emphasis is placed on the economic, efficient and effective development of multi-year budgets in an environment with scarce resources. The courses are appropriate for decision-makers and analysts at all levels of an organization and for those working in financial management, strategic planning, and program/project management. Current course offerings include: Defense Resources Management Course, Multiple Criteria Decision Making Course, Budget Preparation and Accountability Course, Risk Management Course, Streamlining Government Course and Performance Management and Budgeting Course. For more information, please visit: [www.nps.edu/DRMI](http://www.nps.edu/DRMI).



## Mobile Programs (cont.)

focused on teaching economic, quantitative and management concepts that support the effective and efficient allocation of scarce public sector resources. The course occurred at a most opportune time as Indonesia is trying to decide what defense capabilities it requires in allocating a very small defense budget (less than 1% of GDP). The Indonesian Ministry of Defense has in place an extensive professional military education program, as evidenced by the participants who were well prepared and quickly grasped the concepts presented during the course. DRMI hopes to continue to be a part of the military education program in Indonesia with future courses that address Indonesia's resource management challenges.

### Kyrgyzstan Workshop



Al Polley

Professor Francois Melese and Senior Lecturer Al Polley conducted a four-day workshop in Bishkek, Kyrgyz Republic, 4-7 April 2011. The workshop agenda focused on four key decision criteria—costs, effectiveness, time, and risks. The context for much of the discussion was Kyrgyz Minister of Defense General Isakov's "Top Five" priorities. Workshop participants discussed the relative importance, differing timeframes, and costs for these priorities. Additionally, each of the eight participants prepared three briefings: one that linked their organization's goals and objectives with the outputs necessary to produce those goals, the activities associated with each output, and the inputs connected to each activity; one that linked the input costs to their activities and/or outputs; and lastly, a framework to measure and assess the capabilities and effectiveness of the outputs of their organizations. This was the sixth in a series of CST approved DRMI workshops to be conducted in Bishkek in the last three fiscal years (*see related article on CSTs, page 6*).

### DRMI Conducts Back-to-back Courses in Iraq

DRMI recently conducted two Iraqi planning and budget officer courses with the Ministry of Interior (MoI) in Baghdad.

The first course was taught by Senior Lecturer Steve Hurst and Associate Professor Jonathan Lipow 11-22 April and included 75 mid- and upper-level officers. The second course immediately followed with Lecturer Luis Morales and LTC Mike Nixon delivering the course 25 April – 6 May for 80 additional participants. Both courses offered a set of concepts and analytical tools that have broad application in the areas of security planning and budgeting. DRMI has established a strong relationship with the MoI during the last few years that has resulted in the MoI being recognized as the leading ministry in planning and resources management.



Steve Hurst

### DRMI Offers Two-week Defense Resources Management Course to NSA



CJ LaCivita

A DRMI team consisting of Professors CJ LaCivita, Jim Morris, Kent Wall, Assistant Professor Laura Armev and Senior Lecturer Phil Costain conducted a two-week Defense Resources Management Course for the National Security Agency 25 May – 6 June. The course was held at the Maritime Learning Center, located near the Baltimore-Washington International Airport. The forty participants represented a diversified audience, coming from different areas involved in resources management. This was the first course DRMI conducted for the NSA since 2006, having previously conducted four courses in 2002-2006.

### DRMI Faculty Conducts Working Group in Peru

Associate Professor Natalie Webb joined a team of faculty and consultants working with the Peruvian Ministry of Defense and armed forces as part of the Defense Security Cooperation Agency's Defense Institution Reform Initiative (DIRI) program the last week of May.

The U.S. DIRI team met with the Peruvian group to discuss defense planning and budgeting for results. Over a two-day period, the group discussed the issues and challenges facing the MoD and military services in creating and integrating a framework within which defense organizations can link goals to programs to budgets.

### DRMI Faculty Conduct Course as Part of Malaysia Armed Forces Defense College

DRMI conducted a two-week Mobile International Defense Management Course at the Malaysia Armed Forces Defense College (MAFDC) in Kuala Lumpur from June 1-10. Professors CJ LaCivita and Jim Morris, Associate Professor Bob McNab (course coordinator), Assistant Professor Jay Simon and

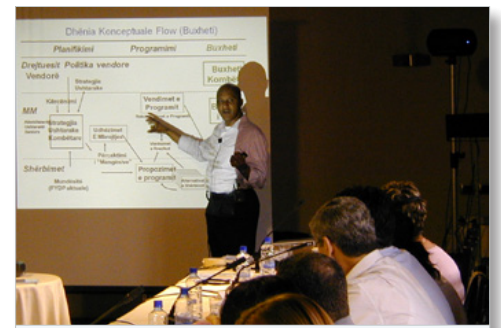


Bob McNab

LCDR Anthony Seifert offered the course as an integrated part of the MAFDC's Master's degree program for senior officers in the Malaysian armed forces. Forty students, including members of the armed forces of Brunei, Indonesia, Philippines, and Singapore, participated in the course. DRMI has been part of the MAFDC curriculum since 1999.

### DRMI Faculty Conduct Budget Preparation, Execution and Accountability Course in Albania

Lecturers Luis Morales, LTC Mike Nixon, and Mark Hladky conducted a one week Budget Preparation, Execution and Accountability Course in Tirana, Albania



Luis Morales lecturing in Albania

## Mobile Programs (cont.)

from 6-10 June. The course explored how government budgets are formulated, prepared, and executed in a manner that links the budget to the national security strategy. This included a discussion of Albania's fiscal management structure and fiscal challenges



Mike Nixon with discussion group in Albania

the first day of the course. Nineteen participants from the Ministry of Defense worked through several case studies designed to capture 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 and accountability in the resource allocation process.

### DRMI Attends the Security Cooperation Education and Training Working Groups (SCETWGs)



Larry Vaughn

Each of the United States' geographic combatant commands holds an annual SCETWG, primarily to review International Military Education and Training (IMET) spending plans. The SCETWGs are attended by country

teams from the relevant regions' US Embassies, as well as representatives from roughly 20 schools. DRMI has attended the SCETWGs regularly since the early 1990s and this year was represented at the CENTCOM SCETWG (Tampa, Florida; 21-24 March) by Lecturer Luis Morales, at the SOUTHCOM SCETWG (Miami, Florida; 12-15 April) by Senior Lecturer Larry Vaughn, at the

EUCOM SCETWG (Grainau, Germany; 2-6 May) by Senior Lecturer Don Bonsper, and at the AFRICOM SCETWG (Grainau, Germany; 9-13 May) by Senior Lecturer Al Polley. This year, the US Pacific Command did not permit schools to send representatives, but Associate Dean Gary Roser from the Naval Postgraduate School International Program Office was allowed to represent all of the so-called "IMET" schools.

The SCETWG is an opportunity for the DRMI representative to clarify the role DRMI can play with our international security partners. Sometimes this involves participation in DRMI's resident courses in Monterey and sometimes it involves mobile courses in our partner countries. Our country teams have to consider the costs and benefits of these two alternatives relative to the educational goals of the country they are working with. If they want to quickly build a large cohort with basic familiarity with multi-year budget making, the mobile course offers a cost-effective approach. On the other hand, if the goal is to develop a deeper understanding of analytical reasoning and how to integrate strategic goals with budgets, DRMI's resident courses may be more appropriate, though fewer participants can be educated. These discussions allow the DRMI representative to use the country team's resource allocation problem as the context to illustrate the analytical tools that DRMI teaches.

### DRMI Attends the US Central Command's Consultative Staff Talks (CSTs)

From 12-27 May, the US Central Command held a CST with each of the five Central Asian republics-- Kazakhstan, Turkmenistan, Uzbekistan, Tajikistan, and Kyrgyzstan. These events differ from the SCETWGs (*described, left*) because the security partner nation sends a delegation to the bilateral discussions. The objective of each CST is to identi-



Luis Morales

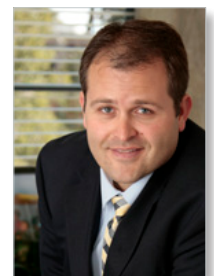
fy security objectives that are shared by both the US and the partner nation, and then to determine which events to conduct in support of those objectives. The groundwork for the CSTs is laid in the partner nation several months earlier at an Action Officer Working Group (AOWG) meeting.

The CST reviews the AOWG's preliminary plan, makes appropriate modifications, identifies the necessary funding, and creates a tentative schedule for the next fiscal year's events. Feedback from the current fiscal year's events is shared to ensure the principles of security cooperation are followed. To be successful, efforts must be 1) persistent, because security cooperation and international relations take time to develop, 2) focused on mutual objectives, and 3) integrated between different organizations. A typical annual plan will have 50-100 engagements per country, each lasting between two days and several weeks. ■

## Research and Publications

### Hansen Publishes Book

Assistant Professor Jason Hansen, in on-going collaborative work with researchers from the University of New Mexico, had a book published. The Water Research Foundation recently published *Assessing Customer Preferences and Willingness to Pay: A Handbook for Water Utilities*.



Jason Hansen

### Lipow and Melese Publish Defense Paper

A paper by Associate Professor Jonathan Lipow and Professor Francois Melese was accepted for publication in the September 2011 edition of *Defense & Security Analysis* (Volume 27, Number 3). The paper, entitled "Economic and security implications of Afghanistan's recently discovered mineral wealth," raises serious questions regarding the likely significance of natural resource exploitation as a means of developing Afghanistan's economy and furthering counter-insurgency efforts.



## Mobile Programs (cont.)

### Richter Publishes Two Papers

Associate Professor Anke Richter has had two articles appear in press this spring. One appeared in the *American Journal of Disaster Medicine* in the March/April 2011 edition, Vol 6 No 2. It is titled, “Strengthening hospital preparedness for chemical, biological, radiological, nuclear and explosive events: Clinicians’ opinions regarding physician/physician assistant response and training” by Joan McInerney and Anke Richter. Dr. McInerney, now the chief medical officer of the New York/New Jersey Veterans Healthcare Network, was Dr. Richter’s thesis student at NPS.

The second article, “The impact of inclusion criteria in health economic assessments” by Anke Richter, Patricia Thieda, Kylie Thaler, and GERAL Gartlehner, was published in issue 9:3 of *Applied Health Economics and Health Policy* (2011, p 139-148). This paper resulted from a series of studies on the benefits of preventative care intervention to mitigate cardiovascular complications. The studies were conducted by Austria’s public health service.

### DRMI Faculty Review Academic Submissions

Assistant Professor Jason Hansen, in March and May, reviewed journal articles for *Contemporary Economic Policy*. In April, he reviewed an article for the *Journal of Regulatory Economics*.

Associate Professor Anke Richter served as a reviewer for several academic, peer-reviewed papers including a paper on medical resources allocation in a disaster event for the *Journal of Medical Decision Making*, a paper on pharmaceutical reference pricing for *Health Policy*, a paper on cancer treatment options for *Healthcare Management Sciences*, and a paper on biosecurity and pandemic policy for the journal *Homeland Security Affairs*. Dr. Richter also serves on the editorial board of *Homeland Security Affairs*.

In May, Associate Professor Natalie Webb reviewed articles for *Nonprofit Management and Leadership*. ■

## Faculty and Staff News

### Bonsper Visits Afghanistan



Don Bonsper

Senior Lecturer Don Bonsper joined a NATO team that visited Kabul, Afghanistan 9-14 April as part of the NATO Building Integrity (BI) Initiative. The purpose of the visit was to interview top levels of the ministries of interior and defense in terms of their self-assessed strengths and weaknesses in the areas of integrity, transparency, and accountability.

The following link is related to the BI program and includes an interview with Associate Professor Bob McNab.

[http://www.nato.int/docu/review/2011/Social\\_Medias/Dark-Side-Social-Media/EN/index.htm](http://www.nato.int/docu/review/2011/Social_Medias/Dark-Side-Social-Media/EN/index.htm)

### Bonsper Represents DRMI and NPS at NATO Building Integrity Workshop

Senior Lecturer Don Bonsper joined 14 senior officials from seven countries as the DRMI/NPS representative to a workshop at the UK Defense Academy 1-3 June for the NATO Building Integrity (BI) Initiative. The purpose of the workshop was to inform the participants of the status of the BI program and to present the need for an increased

number of international teachers to help with the delivery of the BI course both at the NATO School in Oberammergau, Germany and on-site in other countries. The primary areas of focus right now are Afghanistan and Southeastern Europe. DRMI/NPS expects to maintain a close relationship with the NATO initiative to ensure there is no duplication of effort or conflict with DRMI courses.

### Hansen Participates in Regional and International Conferences

Assistant Professor Jason Hansen attended conferences to present two pieces of his current research: “A Dynamic Approach to Managing Corruption: Exploring the Optimal Path of Oversight” and “On the Economics of Optimal Urban Groundwater Management in the Desert Southwest.” Additionally, he reviewed other researchers’ work at each conference. At the 91st Southwestern Economics Association Annual Meeting in Las Vegas, Nevada, he discussed a paper on the economic stimulus of tax rebates. At the 9th Biennial Pacific Rim Conference of the Western Economic Association International in Brisbane, Australia, he reviewed papers on risk mitigation in land management and water efficiency in agriculture for developing countries.



Don Bonsper (left) with other members of NATO peer review team in Kabul



## Future Course Dates

DRMC courses now open to GS-09 and above and officers of rank O-3 and above.

### Tentative Resident Course Schedule For 2011

- **27 June - 22 July**  
42<sup>nd</sup> Senior International Defense Management Course 11
- **25 July - 18 August**  
Defense Resources Management Course 11-4
- **22 August - 2 September**  
Multi-criteria Decision Making Course
- **22 August - 16 September**  
Defense Resources Management Course 11-5
- **19 - 28 September**  
Budget Preparation, Execution and BPEA Accountability Course
- **26 September - 9 December**  
International Defense Management Course 11-2
- **14 -21 October**  
Multi-criteria Decision Making Course

## Faculty and Staff News (cont.)

### Wall Speaks at Professional Development Institute Workshop



Kent Wall

In early June, Kent Wall presented a three hour mini-course entitled, "Introduction to risk management" for the American Society of Military Comptrollers Professional Development Institute during their annual meeting in Minneapolis, MN. He also represented DRMI in the "Defense-Wide" session during Wednesday's "Service Day" activities. The topic here was "Educational Opportunities at DRMI."

### Richter Represents DRMI to Navy Supply Reserve Community

Associate Professor Anke Richter represented DRMI at the 2011 Navy Supply Reserve Community Workshop in Pittsburgh, PA, June 3-5. During this conference she introduced this community to DRMI, and we look forward to welcoming participants from this excellent group to classes at DRMI in the upcoming year.

### DRMI Faculty Graduates from Leadership Course

Associate Professor Natalie Webb recently graduated from a 10-month program, Leadership Monterey Peninsula, in which she spent over 100 hours in class, on field trips, making site visits, experiencing leadership activities and hearing expert speakers share expertise on topics relevant to leadership and the local community. NPS and DRMI sponsored her participation in support of the program's overall goals: to heighten awareness of key business, government and community organizations; to provide in-depth perspectives on community issues and challenges and to increase leadership skills and promote placement in high profile stewardship. Her team's project for Special Kids Crusade, a nonprofit organization serving children with disabilities and their families residing in Monterey County, provided strategic and operational recommendations for enhancing a program that teaches children about abilities and disabilities. She expects to continue to be active in the local community by volunteering for this organization. ■



Don Bonsper and other international participants at NATO Workshop

## Recent DRMI Graduates

DRMI congratulates all the recent graduates!



*Class Photo: DRMC 11-2*



*Class Photo: IDMC 11-1*



Recent DRMI Graduates (cont.)



*Class Photo: IRMC 11-2*



*Class Photo: PMB 11*



Recent DRMI Graduates (cont.)



Class Photo: RISK 2011



Class Photo: SGOV 2011



## Recent DRMI Graduates (cont.)



*Class Photo: DRMC 11-3*

## Additional Reading

### SIDMC 2008 Malaysian Grads Do Well

*By Don Bonsper*

Three senior Malaysian officers have added more stars to their uniforms since leaving DRMI in the summer of 2008. In 2010 Brigadier General Hasny Mohamad Salleh received his first star and Rear Admiral Mohamad Noh received his second star. Then in 2011 General Zulkifli Zainal Abidin received his 4th star and assumed his new duties as the Chief of the Malaysian Army. DRMI sends its sincere congratulations to all three officers and wishes them the very best in the future. ■



*SIDMC 2008 participants enjoy the week one picnic at DRMI*