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C.J.'s Corner

Comments from Dr. C.J. LaCivita, Executive Director, DRMI



The evolution of capabilities-based planning

In an earlier newsletter (October 2004), Dr. Robert McNab wrote about the relationship between capabilities-based planning (CBP) and the Planning, Programming and Budgeting System (PPBS) the U.S. Department of Defense has used as its top-level resources management system since the 1960s. At the time, there were some in the DoD who thought that CBP might replace PPBS. The thinking was that one could go from threats to the capabilities needed to meet the threats to a budget that bought the (See "C.J.'s Corner" on page 2.)

Feature Article

Scale Invariance with Specific Application to IED Violence in Iraq 2003-2007, by Drs. Jomana Amara and Robert McNab



What follows is a summary of the paper, "Scale Invariance with Specific Application to IED Violence in Iraq 2003-2007." This summary is intended to aid readers who are not familiar with econometric techniques. It contains no references or tables. For more detail, please refer to the actual paper, available at: <http://www.nps.edu/drmi/docs/DRMI Working Paper 08-02.pdf>



Power law distributions, or scale-invariant distributions, are used to describe the magnitude of events relative to their frequency of occurrence. The literature commonly cites, for example, earthquake intensity as following a power law in that many are small (and never felt); fewer are of sufficient intensity to be felt, and a small number exhibit catastrophic intensity. Power laws appear widely in biology, demography, earth and planetary sciences, economics and finance, computer science, and physics, among other fields of study. The power law distribution implies that events with orders of magnitude larger or smaller than the mean are more common, that is, the majority of observations are not clustered around the mean of the distribution.

More recent analyses suggest that other dimensions of violent conflict adhere to a power law distribution. Fatalities in intra-state conflicts in Iraq and Colombia and non-G7 global terrorism also appear to converge to a power law distribution. Previous analyses find fatalities per incident in Iraq appear to be distributed in a similar fashion to those resulting from non-G7 terrorism, (See "IED Violence" on page 13.)

C.J.'s Corner (Continued from page 1.)

capabilities. As we near the end of the current administration, what is the status of CBP?

As might be expected, CBP has evolved. Early efforts focused on determining a set of portfolios of capabilities that would encompass all the desired capabilities in a framework for making tradeoffs. The Joint Staff has now developed a three-tiered list of capabilities called the Joint Capabilities Areas. (For details, see: <http://www.dtic.mil/futurejointwarfare/strategic/jca101.ppt>)

Tier 1 has the following capabilities:

- Force Application
- Command & Control
- Battlespace Awareness
- Net-Centric
- Influence
- Logistics
- Force Support
- Corporate Management & Support

Each of these tiers is further decomposed into a second level of capabilities. Likewise, each of the second-level capabilities is decomposed into a third level. The systems that produce the capabilities are mapped to the third tier.

After mapping existing systems to the capabilities list, the cost of each capability was determined. This exposed a problem: the total cost of the capabilities was over 150% of the actual budget. As any graduate of DRMI's resources management courses might guess, the problem was that the mapping of systems to capabilities was not mutually exclusive, i.e., systems that provided multiple capabilities were mapped to more than one capability. A decision has since been made to make the mapping mutually exclusive.

Note that if the mapping of systems to capabilities is mutually exclusive and collectively exhaustive, then we have, in effect, a new program structure. Will the Joint Capabilities Areas replace the forty-five year old program structure? I don't know, but the difficulties encountered in the development of the new capabilities structure demonstrates the practical usefulness of the concepts taught at DRMI.

DRMI News

The International Program Gets New Name

DRMI has renamed the International Program the "Field Studies Program" or FSP. DRMI has developed and implemented the FSP to provide participants with an awareness and understanding of the following facets of the American democratic way of life: law of war, international peace and security, U.S. Government institutions, political processes, judicial system, free market system, media, education, health and human services, and diversity and American life.

The commencement of the IDMC 08-2 gives the FSP the opportunity to introduce a new tour to the schedule. On 18 October 2008, the participants will enjoy the Salinas/San Jose tour. DRMI has designed this tour to highlight the free market system. Participants will visit "The Farm," a large working farm located in the "salad bowl of America," Salinas, California. Participants will go on to San Jose, California where they will enjoy lunch and a tour of a small food industry business, the Gordon Biersch microbrewery; after the microbrewery tour, participants will tour the San Jose Tech Museum.

On 28 October 2008 to 2 November, the participants will travel to Washington, DC to visit the Pentagon, the State Department and other U.S. government agencies. DRMI has designed the Washington D.C. trip as part of the FSP to help participants learn more about the United States. It should be a very exciting trip this year as we will be in Washington D.C. the week before the presidential election.

IDMC 08-2 commences

The International Defense Management Course (IDMC) 08-2 began on 21 September. There are 51 participants from 24 countries. The first week of the course included an opening reception where they met their community hosts, the Tempo Military Planning Game, an attitude adjustment party, a Toro Park picnic with the faculty, and the Monterey peninsula tour.



IDMC 08-2 class photo.



IDMC 08-2 participants (from left to right), Mr. Ilirjan Tavaxhiu (Albanian MoD), LTC Agim Shahu (Albanian Army), and MAJ Genci Petanaj (Albanian Air Force) enjoy themselves at the Big Sur River Inn as part of the Monterey peninsula tour.



LTC Jesus Sacristan Martin (Spanish Air Force) takes a photo at the Coast Guard Pier on the Monterey peninsula tour.



IDMC 08-2 participants enjoy an American-style picnic at Toro Park. Clockwise from left to right: MAJ Ciprian Murariu (Romanian Army), LTC Krishna Dev Bhatta (Nepalese Army), COL Mamoutou Traore (Mali Army), and MAJ Khem Raj Sharma (Nepalese Army).

DRMI concludes DRMC 08-5

On 18 August 2008, DRMI began DRMC 08-5 with 28 participants from 12 countries. The course concluded on 12 September.



DRMC 08-5 class photo

Multi-Criteria Decision Making Course, by Dr. Eva Regnier



DRMI offered its Multi-Criteria Decision Making (MCDM) course (MCDM 08-2) in Monterey, CA from 18-29 August 2008. The course covered preference models for decisions with many objectives and requirements, using frameworks for both portfolio decisions and the choice of a

single alternative. The course demonstrated practical aspects of multi-criteria analysis, including organizational considerations and methods for eliciting preferences from decision-makers.

During the two-week course, participants worked on individual projects ranging from evaluating alternative jet fighters to creating a common objectives hierarchy to evaluate logistics options and to improve cooperation between logisticians and operators. The course ended with a guest lecture by Col. William Tarantino (USA, retired), who served as the modeling team chief for the U.S. Army's basing study for the 2005 Base Realignment and Closure.

There were thirteen participants from seven countries: Argentina, Colombia, Denmark, Israel, Romania, Taiwan, and the United States. The

faculty team consisted of Dr. Jim Airola, Dr. Diana Angelis, Dr. Jim Morris, Dr. Eva Regnier (course coordinator), and Dr. Kent Wall.



MCDM 08-2 class photo

Thailand MIDMC, by Dr. Anke Richter



DRMI faculty recently completed a two-week Mobile International Defense Management Course (MIDMC) in Bangkok, Thailand from 18-29 August. The DRMI faculty team in Thailand included Dr. Anke Richter, as the course coordinator, along with Dr. C.J. LaCivita, Dr. Natalie

Webb, LTC Fred Bellamy, and Senior Lecturer Allan Polley. This was DRMI's fifth course in Thailand (previous courses in 95, 97, 02, and 04) and it was wonderful to be able to continue our collaboration. The principal objectives of this course were to provide a multi-disciplinary resources management methodology and to offer an open forum for the exchange of ideas amongst a diverse mix of officials in order to improve their capability for meeting increasing demands for the effective and efficient allocation of scarce defense and non-defense resources.

The class consisted of 33 Thai military and civilian, including participants from the Office of Policy and Planning, Ministry Of Defense, the Supreme Command Headquarters, the Royal Thai Army, the Royal Thai Navy, the Royal Thai Air Force, the Ministry of the Interior, the Ministry of Justice, the Ministry of Foreign Affairs, the Secretariat of the Prime Minister and the Royal Aide-de-Camp. The inclusion of participants from the non-defense ministries enhanced the

course immensely as the varying groups had the ability to interact and discuss with each other, an opportunity they do not usually possess.



Thailand MIDMC participants at the closing ceremony

The course had high-level support as evidenced by the hospitality Lieutenant General Wuttinun extended to the DRMI professors. Lt. Gen. Wuttinun Leelayudth, a 1991 DRMI International Defense Management Course (IDMC) graduate and a 2002 DRMI Senior International Defense Management Course (SIDMC) graduate, also attended the closing ceremony. Lt. Gen. Wuttinun is Director, Office of Defense Resources Management, Supreme Command HQ.



At the Royal Barge Museum.

Looking to the future, the Thai government has proposed that DRMI return to Bangkok in 2010.



At the Queen's Royal Arts of Thailand exhibition at Lieutenant General Wuttinun's invitation.

DRMI concludes Iraq assessment

In January, at the request of the Multi-National Security Transition Coordination-Iraq (MNSTC-I), Dr. Robert McNab and Mr. Stephen Hurst began an assessment of the Government of Iraq's ability to efficiently and effectively manage public resources. DRMI concluded their resources management review on 21 August.

Iraq Resources Management Workshop, by Senior Lecturer Stephen Hurst



Upon conclusion of the resources management review, Lecturer Luis Morales joined Dr. Robert McNab and Senior Lecturer Stephen Hurst (workshop coordinator) in Iraq to conduct a Resources Management Workshop from 24-27 August 2007.

Over 40 participants from the Ministry of Defense, Ministry of Interior, Ministry of Planning and Development Cooperation, and National Center for Consultancy and Management Development (NCCMD) attended the resources management workshop. At the request of the Government of Iraq, the workshop focused on life cycle costing, effectiveness analysis, and project management. The workshop also facilitated inter-ministerial discussions on the budget preparation and execution process.



Dr. Robert McNab and Lecturer Luis Morales in discussion with Ms. Nisreen Shakir Ghani, National Centre for Consultancy & Management Development (NCCMD)

In the future, DRMI proposes to develop the Government of Iraq's capacity to conduct education in the area of resources management, specifically focusing on life cycle costing, project management, and budget preparation and execution.

Kazakhstan workshop, by Dr. Diana Angelis



Drs. C.J. LaCivita, Diana Angelis (course coordinator) and Bob McNab traveled to Astana, Kazakhstan to present a workshop from 28 July to 1 August on defense resources management for MoD budget analysts. This was the second in a series of workshops that will be presented in Astana to support resource management within the MoD. The workshop was held at the U.S. Embassy and included both military and civilian participants.

Topics covered included budget systems, Planning, Programming and Budgeting (PPB), civilian and reserve issues, cost concepts, acquisition issues, analysis of effectiveness, and strategic planning. This very successful workshop provided a great opportunity to exchange ideas.

In particular, the participants were interested in comparing the existing Kazak systems and processes to those used in the United States and discussed different approaches to resource allocation and decision-making.

Based on the results of this workshop, the Office of Military Cooperation at the Embassy sug-

gested that the follow-on workshop should concentrate on cost estimating for the Kazakhstan Brigade. DRMI is currently planning to visit Astana in November to lead this effort.

DRMI concludes DRMC 08-4

On 21 July 2008, DRMI began DRMC 08-4 with 48 participants from 12 countries. The course concluded on 14 August.



DRMC 08-4 class photo

Budget Preparation, Execution and Accountability Course, by LTC Mark Hladky



DRMI conducted an eight-day course titled, "Budget Preparation, Execution and Accountability" (BPEA) from 15-24 September. This course provided principles and concepts for preparing and executing defense budgets. The ten participants came from five different nations: Argentina, Colombia, Israel, Romania, and the United States.

DRMI faculty for the course included Dr. Diana Angelis, Lt Col Fred Bellamy (USAF), LtCol Scott Griffith (USMC), LTC Mark Hladky (USA) (course coordinator), Dr. Francois Melese, CDR Joel Modisette (USN), Lecturer Luis Morales, Senior Lecturer Al Polley and Dr. Natalie Webb. The faculty began the discussion with a general planning, programming, budgeting and execution system (PPBES) framework and illustrated how planning and programming supports national defense objectives and priorities. We then discussed how this kind of system allocates resources in the budget. The participants 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.



BPEA 08-1 class photo

Base Realignment, Closure and Economic Redevelopment Course, by Dr. Jim Airola

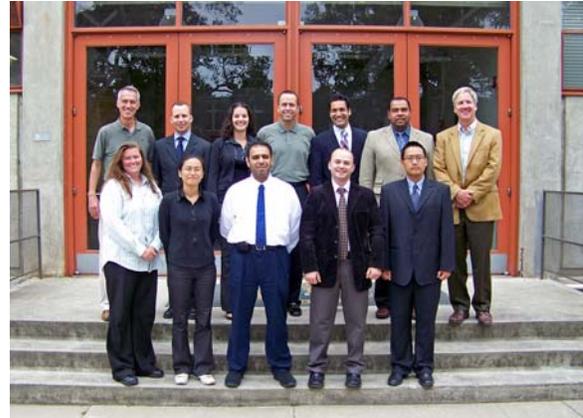


DRMI offered its Base Realignment, Closure, and Economic Redevelopment course (BRCER 08-1) in Monterey, CA from 4-15 August 2008. The course covered both the theory and the application of base "rationalization" and strategies for post-closure economic redevelopment.

During the two-week course, participants analyzed a number of case studies and gained a strong appreciation for the history and implementation of the base realignment and closure (BRAC) process in the United States. The course covered topics related to specific problems in other countries and all participants worked on individual projects specific to their home country. The course included an in-depth study of the analysis, closure, and redevelopment of former U.S. Army base, Ft. Ord, including an expert-guided field trip. The course was pleased to have Michael Houlemard, the head of the Ft. Ord Reuse Authority, participate as a guest speaker.

The course included ten participants from four countries: Israel, Saudi Arabia, Taiwan, and the United States. The faculty team consisted of Dr.

Jim Airola (course coordinator), Senior Lecturer Al Polley, LTC Mark Hladky, Dr. Anke Richter, Senior Lecturer Don Bonsper, and Dr. C.J. Lacivita.



BRCER 08-1 class photo

Participant News

IDMC 08-2 class notes

LTC Mohammed Mubarak M. Altiace (Saudi Air Force) has been promoted to Colonel. Congratulations, Col. Altiace!

Captain Safwat Matouq S. Kurdi (Saudi Navy) has been promoted to Rear Admiral. Congratulations, RADM Kurdi!

MCDM 08-2 class notes

Ms. Patricia Bonatti (Argentine MoD), who teaches decision analysis at the National Defense School, wrote that she was "happy with this experience."

Colonel Florian Toporan (Romanian Army) wrote a note of thanks "to all faculty staff and admin who gave us a lot of help and useful information."

DRMC 08-4 class notes

Major Ajaya Gururung (Nepalese Army) wrote that after his two-week vacation he will return to Nepal and "will be closely in contact with Mr. Mohan Prasai and Maj. Patrick A Kelly in ODC Office, U.S. Embassy in Kathmandu because of my appointment in my office."

SIDMC 08 class notes**

Captain Mohammed Amer Assiri (Saudi Arabian Navy) has been promoted to Commodore. Congratulations, Commodore Assiri!

Lalita Shankar, the wife of **BGEN P. R. Shankar** (Indian Army), sent DRMI Independence Day greetings.

Brig Tanveer Ullah Khan (Pakistan) wrote, "I have been promoted to the rank of a two-star General. Hope to keep in touch with all of you at DRMI, and wish you best of luck." Congratulations, Major General Khan!

Brigadier General P. Ravi Shankar (Indian Army) wrote, "I have great memories of every-one at DRMI. It was a terrific experience and will cherish it forever. More than the curriculum it was the human element in the form of all of you wonderful people who really made it happen. My wife joins me in wishing all the staff and families of DRMI the very best of health and happiness."

Brigadier General Giovanni Fantuzzi (Italian Air Force) wrote, "I'm fully back in the Office chaos and I'm missing the nice and easy time in Monterey! I did enjoy it all, the good lessons, the exceptionally nice company and the super environment."

Colonel Hasny Md Salleh (Malaysian Army) wrote: "Things are pretty 'cool' down here in Malaysia. The students are in their Joint Warfare Module with the Sea Power Center, an Australian Mobile Training Team taking on the subject. We are currently planning to take the students on their extra regional field trip to Germany, from 6 Oct through to 11 Oct. It would be good and we are looking forward to it."

**Photos from the SIDMC graduation ceremony are now available online at:
http://www.nps.edu/PAO/PhotoGallery/Galleries/DRMI_Summer2008/index.htm

DRMC 08-3 class notes

LTC Stefan Bush (German Army MoD staff) wrote to members of the "dream team," **Ms. Stephanie Arch** (U.S. Defense Contract Management Agency) and **LTC Abhiraj Acharya** (Nepalese Army), as well as his "fellow DRMECIANS" saying, "it really was a pleasure to have

met you all and my memories about Monterey are very strong and only the most positive ones."

IDMC 08-1 class notes

Ms. Laima Petrauskaite (Lithuanian MoD) wrote that, "I can apply my knowledge from DRMI at my job as I've moved to [the] Resource and Program Department. So far I see that it was much easier to study then to implement I really but I do hope that we'll succeed in our transformation." In another note, she elaborated on her department's actions. "[W]e are basically responsible for the implementation and development of PPBS. At the moment we are transforming our system and one of our goals is to implement capability based planning. So we are revising our functions in accordance with other departments (some new departments are being established) sharing responsibilities and tasks, reviewing all processes especially acquisition and planning with the attempt to reach the compromise between military and civilian, national and NATO planning systems' requirements and so on. That's why I told you that it was much easier to study then to implement and adopt theory in practice as you have to deal with other people who have different point of view, different understanding and different interest. But still hope that we'll succeed and we'll enhance our planning system linking inputs with outputs in the best possible way and achieving the desirable outcomes."

Colonel "Big Al" Hussain Jaber Al-Harbi (Saudi Arabian National Guard) sent DRMI his regards. Col. Al-Harbi also attended the DRMC, SGOP and BRCER courses.

IDMC 07-2 class notes

Colonel Yuriy Tsurko (General Staff of the Armed Forces of the Ukraine) wrote, "I congratulate you and all members of DRMI with Great Holiday of USA - Independence Day! I wish prosperity for your country, happiness, and good healthy, long years of life for you, your relatives and friends!"

SIDMC 07 class notes

Air Commodore Rahman Zilani Rahman (Bangladesh Air Force) wrote:

"I have just retired from the military service after serving for a long period, as long as 37 years!

My last position was the "Assistant Chief of Air Staff" of Bangladesh Air Force with the rank of Air Commodore.

The bigger news is that after retirement I have taken up your profession of teaching in the universities. My PhD from an American university just after completing DRMI course has greatly contributed in achieving my present profession.

I am presently teaching in two universities, the Dhaka University and the IBAIS University and soon I will join the third university as a visiting professor. I teach mechanical engineering degree program in one university and business communication in MBA program of another university. Like you, I am enjoying my present profession as I strongly believe in the saying, "Take a job that you love, then you don't have to work throughout your life." So I am enjoying, not working, really. [...]

DRMI news will remain as a source of inspiration and valuable treasure in my mind and soul forever. Let's look forward for better days in future.

Colonel Marcelo El Nayar (Argentine Joint Staff) wrote that he would be attending the Budget Preparation, Execution and Accountability (BPEA) course and that "it would be a pleasure to see DRMI's staff again."

Mr. Janko Steh of the Slovenian MoD (also of IDMC 97-1) thanked DRMI for including a note in the April Newsletter (Issue 24) about the six-month term European Council President being Slovenian. He kindly included the following link for those who would like more information: <http://www.eu2008.si>

IDMC 07-1

Colonel Makale Alidi (Botswana Defence Force) received a promotion to Brigadier General. Congratulations, BGEN Alidi!

DRMC 07-1 class notes

The Wall Street Journal recently quoted **LTC Rich Morales (USA)** in Yochi J. Dreazen's 30 July 2008 article, "Iraqi Insurgents Prove Elusive In Diyala Stronghold U.S. Troops Comb Towns and Gorges; Bombs, but No Men." LTC Morales commands Task Force 1-35AR in Iraq.

The article can be found online at:

<http://online.wsj.com/article/SB121732045784692913.html>

IDMC 06-2 class notes

Colonel Enrique Tonazzi Dieterich (Argentine Armed Forces Joint Staff) sent DRMI the following on 4 July, "Receive my congratulations in this important day for you, for your country and for the freedom of the world."

SIDMC 06 class notes



Major General Berndt Grundevik (Swedish Army) is now Chief of Staff of the Swedish Army. Congratulations, Major General Grundevik!

Colonel Harry Cockburn (New Zealand Defence Force) writes that he has "moved on from the Defence management/logistics world to the cocktail circuits of Defence diplomacy." As the defense attaché in Seoul, Korea, he spends time working "under the banner of United Nations Command, with exercises/liaison etc. related to the ROK/USFK coalition, or with the Military Armistice Commission doing inspections etc up in the DMZ."

IDMC 05-2 class notes

Colonel Dragan Zmajevic (Armed Forces, Bosnia and Herzegovina) sent DRMI Independence Day greetings.

IDMC 00-2 class notes

Mr. Guillermo Rodriguez (Air Force, Uruguay) wrote, "I got retired from the Air Force four years ago, and now I'm working at Carrasco Intl. Airport (Montevideo, Uruguay) as a Security Coordinator."

Curriculum Development, Teaching News and Service

CENTCOM Consultative Staff Talks, by Dr. Diana Angelis

Dr. Diana Angelis traveled to Tampa, Florida 11-15 August 2008 to discuss DRMI programs with delegations from Kyrgyzstan and Uzbekistan. She proposed a series of events to help the countries develop programming, analysis and budgeting capabilities. There was a tentative agreement for DRMI to do an assessment visit to Kyrgyzstan this fall with follow-on events next year. Uzbekistan is considering an initial DRMI visit sometime in FY 2010.

DRMI working with NATO to explore involvement in Afghanistan, by Dr. Jomana Amara

Dr. Jomana Amara is assisting the International Staff at NATO Headquarters in Brussels, Belgium to explore DRMI participation in setting up a long-term strategic view the development the Afghan National Army, developing longer term defense plans with an accountable financial planning system and giving assistance in defense reform issues. NATO/IS would organize a workshop in Kabul aimed at a wide range of Afghan MOD/General Staff personnel on possible force structures in the longer term. This workshop would take, as a starting point, a theoretical academic approach to the design of a future force structure and determine what kind of variables must be examined.

Staff and Faculty News

Dr. Jim Airola receives The Lieutenant Commander David L. Williams Outstanding Professor Award

At the 16 September NPS awards ceremony, the School of International Graduate Studies (SIGS) recognized Dr. Jim Airola as the recipient of The Lieutenant Commander David L. Williams Outstanding Professor Award.

The Williams Award is named for Lieutenant Commander David L. Williams, U.S. Navy, a National Security Affairs graduate of the Naval Postgraduate School in December 1996. In August 2000, Lieutenant Commander Williams joined the Office of the Chief of Naval Opera-

tions. This outstanding young naval officer was taken from us in the terrorist attack on the Pentagon on September 11, 2001. We honor this naval officer by placing his name on an award for an outstanding professor. We will continue to honor his memory at each graduation.

This award is presented quarterly to the faculty member of the School of International Graduate Studies who has demonstrated the greatest dedication to the learning and intellectual growth of students, in residence and abroad, and through that dedication had the greatest impact on the individual students and the course as a whole.

The Lieutenant Commander David L. Williams Outstanding Professor Award is presented to Assistant Professor James S. Airola, Defense Resources Management Institute. Professor Airola is one of DRMI's highest-rated teachers.

His most recognized contribution is his engaging, student-friendly classroom presentations that earn him very high ratings in course evaluations. His teaching stands apart because he regularly examines the foundations of the concepts and material that he is called upon to teach from the perspective of the students or participants. He then seeks the most effective means to convey those concepts, making subtle and complex topics seem simple. Jim's dedication to the learning and intellectual growth of participants, in residence and abroad, has truly had a tremendous impact on DRMI course participants and DRMI programs.

Unfortunately, due to Dr. Airola teaching schedule he was unable to attend. (He was teaching at part of the Argentina MIDMC at the time of the awards ceremony.) Dr. CJ LaCivita will present Dr. Airola with the award at the next DRMI faculty meeting. Congratulations, Dr. Airola!

News of Ms. Betty Field, former DRMI International Activities Coordinator

Many of you who were here between April 1972 and August 1995 will remember our former International Activities Coordinator, Ms. Betty Field. Ms. Field has not been feeling well and now finds herself home bound. We know that she would love to hear from any of her past participants. If you would like to send a card or letter (see address below) to her in care of DRMI, we will happily hand deliver your messages of love, encouragement and support. Thank you!



The two Mrs. Fields: Ms. Betty Field with her daughter-in-law, Erin Fields, at River Walk in San Antonio, TX.

Ms. Betty Field
c/o DRMI
699 Dyer Road, M5
Naval Postgraduate School
Monterey, California 93943
USA

DRMI welcomes Ms. Kathleen (Kathi) Noyes as the new Administrative Officer



DRMI would like to welcome aboard Ms. Kathleen (Kathi) Noyes as the new Administrative Officer. Ms. Noyes comes to DRMI with a degree in secretarial sciences and 16 years of experience in office administration in both the DoD and the private sector. She began her civil service career as a summer hire at the U.S. Naval Hospital in Philadelphia, PA, in 1972. Her federal

service has also included positions at the Directorate of Resources Management at the U.S. Army Field Artillery School, Fort Sill, OK, and as secretary to the Battalion Commander of the 3rd Battalion, 5th Infantry, Aschaffenburg, Germany.

Ms. Noyes has been working at the Naval Postgraduate School since 1997, holding various executive administrative support positions. She has served as the secretary to the Chairman of the Systems Management Department (Reuben Harris) and to three Deans of the Graduate School of Business and Public Policy (Reuben Harris, Kenneth Euske, and Douglas Brook). In 2003 Ms. Noyes became the executive assistant to the Associate Provost and Dean of Research (Leonard Ferrari) and later to the Interim Vice Provost and Dean of Research (Dan Boger). In this role, she also provided support to the Director of the Research and Sponsored Programs Office (Danielle Kuska) as well as to the twenty-plus faculty and staff comprising this function. Ms. Noyes has received numerous awards for her federal service. She is most proud of her Fort Sill Commander's "Work Friendly" Award, her "NPS Employee of the Year Award," and most recently, her "Sustained Superior Performance Award."

Ms. Noyes has two children, enjoys catering and special events management, loves to travel and has recently begun to learn Spanish.

DRMI bids LtCol Chris Page fair weather and calm seas in his next assignment



LtCol Chris Page (USMC) completed his assignment at DRMI and has taken a new assignment at Camp Lejeune in North Carolina. He recently wrote that he and his family "arrived intact and have started work." At Camp Lejeune, LtCol Page is assigned to the G8 staff and is heading up the program objective memorandum (POM) and requirements in particular for Special Operations Force (SOF) related items at the Special Operations Command (SOCOM). The POM bridges the requirements for implementation and execution. LtCol Page will focus on USMC and SOCOM resourcing processes within the DoD and to shore up the "internal approaches to getting resources." He notes that his assignment "should prove interesting and

rewarding” and that he “can really bring [his] DRMI experience to bear on solving practical problems.” He goes on to say that his position incorporates the things that DRMI teaches “in terms of requirements generation [Joint Capabilities Integration Development System] (JCIDS) to acquisition [Defense Acquisition System] (DAS) and resourcing [Planning, Programming, Budgeting and Execution (PPBE) and all the analysis involve[d] during these stages.” In closing, LtCol Page thanked DRMI for the “fine experience” he had over the last three years. DRMI wishes LtCol Page the best of luck in his new assignment.

DRMI welcomes LtCol Scott Griffith to the DRMI faculty



LtCol Scott Griffith (USMC) joined the DRMI faculty in June 2008. LtCol Griffith earned his BS in mathematics from the University of Wisconsin at Stevens Point (1991) and his MS in management, with distinction, from the Naval Postgraduate School (2002). His military

experience includes assignments as a CH-46 helicopter pilot, UAV mission commander, airfield safety officer, disbursing and finance officer, executive officer, and comptroller. His comptroller experience includes both working capital fund and appropriated fund tours.

Conference Presentations and Research

OSD requests Dr. Diana Angelis’s editing expertise for Strategic Management Plan

The Office of the Secretary of Defense asked Dr. Diana Angelis to help edit the “2008 DoD Strategic Management Plan,” published by the U.S. Department of Defense on 25 July 2008. The inaugural plan provides an “executive overview” of the governance and management framework as well as associated processes, in order “to deliver effective and efficient support to the warfighter” (p.1). DoD’s senior civilian and military managers will use the guide “to align their business operations with the performance priorities of the Secretary, and by the Military Departments, Defense Agencies, and the Combatant Commanders as the standard for assess-

ing whether the results achieved support the Secretary’s performance goals” (p.1). The Strategic Management Plan can be found online at: <http://www.defenselink.mil/pubs>

Dr. Jomana Amara lead investigator on TBI screening research team, by Dr. Jomana Amara

Dr. Jomana Amara was the lead DoD investigator in a research team comprised of Veterans Affairs (VA) Boston and Tampa personnel. The team submitted a concept paper that describes and analyzes the relationship between traumatic brain injury (TBI) screen/evaluation elements and practice patterns, accounting for the impact of co-occurring psychiatric conditions and other relevant factors. The paper also analyzes variations in assessments following a positive or negative screening for TBI and considers methods to improve follow up assessments considering co-morbid psychiatric conditions. The Health Services Research and Development Service (HSR&D) approved the concept paper for research on TBI screening instruments and processes for clinical follow-up, and requested a full proposal from the team.

Dr. Jomana Amara attends review on global power and conflict resolution, by Dr. Jomana Amara

Dr. Jomana Amara attended the International Institute for Strategic Studies Global Strategic review on Changing Trends in Global Power and Conflict Resolution. The conference consisted of six plenary sessions on the following: Russia, The International System and Current Conflicts; Regional Perspectives on Conflict Resolution; Climate Change and International Security; Current Conflicts: Afghanistan and Iraq; Europe and Conflict Resolution: Isolated or Engaged; and Economics, Security and Conflict Resolution. The conferences stressed that the interconnections of globalization require an awareness of the nexus among economics, governance, and security. Most wars are now conflicts within states, and fragile states account for most of them. But our knowledge about how best to respond remains thin. In addition, a key driving force in the world economy over the next few decades will be the rise of major developing countries as engines of economic growth, sources of capital and ultimately geopolitical powers in their own right. The rise of the developing countries will be a challenge to the pre-

sent world order, which is dominated by the economic and political power of the developed countries. This change in the balance of power poses critical questions for the sustainability of security, stability and good order. The tension between the emerging world and the established developed world is already taking place.

DRMI faculty receive NPS Acquisition Research Program Grant

The Acquisition Research Program at NPS awarded Dr. Diana Angelis and Dr. Francois Melese a grant. Along with Dr. Chip Frank and Mr. John Dillard (Graduate School of Business and Public Policy) they will continue their research into transaction cost economics and cost estimation. Drs. Angelis and Frank presented the initial results of this project in May at the Western Economics Association conference.

NPS Acquisition Research Program awards Dr. Francois Melese grant



Dr. Francois Melese received a grant from the NPS Acquisition Research Program along with Dr. Victoria Greenfield of the Naval Academy to investigate an alternative approach to structure Cost-Effectiveness "Analyses of Alternatives." They will propose six approaches to structure

multi-criteria decision problems in order to conduct what they call an "economic evaluation of alternatives."

Publications

Bailey, K. and R. McNab (2008). The Washing on consensus and Latin America's left turn: Has U.S. national security suffered as a result? *Security and Defense Studies Review* 8 (1), 1-21.

Franck R. and **F. Melese** (2008). Defense acquisition: New insights from transaction cost economics. *Defense and Security Analysis* 24 (2).

Henderson, D., **R. McNab**, and T. Rozas (2008). "Did inequality increase in transition? An analysis of the transitional countries of Eastern Europe and Central Asia." *Eastern European Economics* 46 (2), 29-50.

Looney, R. and **R. McNab**. (2008). Pakistan's economic and security dilemma: Expanded defense expenditures and the relative governance syndrome. *Contemporary South Asia* 16 (1), 63-82.

McNab, R. and R. Scott (Accepted for Publication). Non-Lethal weapons and the long-tail of warfare. *Small Wars and Insurgencies*.

Melese, F. (2008). New insights in defense management from transaction cost economics," *Phalanx: Military Operations Research* 41 (2).

Regnier, E.D. (2008). Public evacuation decisions and hurricane track uncertainty. *Management Science* 54 (1), 16-28.

Regnier, E.D. (2008). Doing something about the weather. *Omega: The International Journal of Management Science* 36 (1), 22-32.

IED Violence (Continued from page 1.)

suggesting that violence in both cases is characterized by a large number of low-intensity events. Furthermore, the power law appears to persist across different weapon types (IED, direct and indirect fire, explosives etc), suggesting that violence in Iraq is decentralized and results from a myriad of actors regardless of the weapons used (i.e. we should observe similar patterns for all breakdown of categories of violence or aggregation of categories of violence). Not only does the literature suggest that violence conforms to a power law distribution, but some have also gone so far to argue that the conflicts in Iraq, Afghanistan, Colombia, Indonesia, Israel, and Ireland are all converging to a universal distribution. Regardless of the mechanism by which fatalities are generated, the consensus in the literature is that power laws best approximate the organization of conflicts. Furthermore, there is wide agreement that conflicts dynamically evolve to a steady-state level of conflict. We should thus observe in Iraq a similar evolution of

fatalities towards the historically generated norm.

In this paper we explore two issues. The first is whether violence in Iraq is gravitating towards a steady state level of violence observed in other civil wars, such as those in Colombia, Sri Lanka, Sierra Leone, among others. We define steady state as violence conforming to a power law distribution. The second issue concerns the slope of the power law as being descriptive of the conflict. If the slope approaches the historically observed distribution, this would suggest that violence is evolving toward a known condition. The known condition is that the likelihood of observing an event with 100 fatalities should be the same as previously observed in Bosnia, Sri Lanka and other internal conflicts. Conditional on such an evolution, non-lethal alternatives, including economic development and political reconciliation, may prove to be more effective than lethal alternatives. Why? Non-lethal alternatives attempt to shift the entire distribution of violence downward while lethal alternatives, at least those practiced by democracies that are limited in terms of the application of violence, focus on segments (target a group) of the violence distribution.

We employ fatality data from the Iraq Body Count (IBC) for the purposes of this study. The IBC project attempts to establish an independent and comprehensive public database of civilian deaths in Iraq derived from media reports. The IBC requires a credible media report of an incident after January 1, 2003 for inclusion in its database. The IBC database reports civilian status, minimum and maximum number of reported deaths, date, time, location, type of target, and weapon. Through December 31, 2007, the IBC reports that a minimum of 81,020 Iraqis have died since January 1, 2003 from violent attacks.

In summary, we find that civilian fatalities did conform to a power law distribution from 2003 to 2005. We thus confirm the findings previously reported in the literature. The significant increase in violence and the shift in violence to larger scale attacks undermined this relationship. We find that violence from 2003-2007 and 2006-2007 does not conform to a power law relationship. Iraq entered a chaotic phase of internal conflict in 2006, resulting in a significant increase in civilian fatalities. Additional U.S. troops did mitigate the growth in fatalities in 2007, but violence failed to return to its adherence to the power law distribution. This chaotic violence may explain why attempts to use economic and political incentives in 2006 were not as fruitful as projected. This result suggests that the 'surge' of additional U.S. combat brigades in 2006 did mitigate the rapid increase in civilian fatalities but possibly did not stabilize the violence. Violence against civilians in Iraq, however, currently does not appear to conform to previously observed steady states, suggesting that the environment remains complex and non-lethal alternatives, including local economic development and political reconciliation, may not prove to be as effective as initially thought. The observed decline in violence against U.S. forces in 2007 may have been a precursor to the observed decline in violence in 2008. Time and resources permitting, we hope to explore these issues as well as whether different types of weapons systems conformed to the power law distribution.

DRMI Brochure

The 2009 Defense Resources Management Course brochure is now available. If you would like copies, please contact the Admin Office at 831-656-2104 (DSN 756) or send e-mail to DrmAdmin@nps.navy.mil

Future Mobile Courses

Calendar Year 2008

Dates	Country
29 SEP – 10 OCT	Canada (FMS)
27 OCT – 31 OCT	Serbia
27 OCT – 30 OCT	Iraq (conference)
02 NOV – 06 NOV	Iraq (workshop)
03 NOV – 07 NOV	Kazakhstan
17 NOV – 21 NOV	Mexico
01 DEC – 05 DEC	Madagascar/Comoros

Calendar Year 2009

09 FEB – 20 FEB	El Salvador
24 MAR – 28 MAR	Congo-Kinshasa
04 MAY – 08 MAY	Honduras
11 MAY – 15 MAY	Bosnia & Herzegovina

Future Resident Courses

Calendar Year 2009

Course Name	Course Number	MASL Number	Dates	Duration (Weeks)	Pairing Option
Defense Resources Management Course	DRMC 09-1	P162002	05 JAN – 30 JAN	4	MCDM 09-1
Multi-Criteria Decision Making	MCDM 09-1	P162012	02 FEB – 13 FEB	2	DRMC 09-1
International Defense Management Course	IDMC 09-1	P162003	02 FEB – 15 APR	11	
Defense Resources Management Course	DRMC 09-2	P162002	20 APR – 14 MAY	4	SGOP 09-1
Streamlining Government through Outsourcing, Privatization and Public/Private Partnerships	SGOP 09-1	P162011	18 MAY – 22 MAY	1	DRMC 09-2
Defense Resources Management Course	DRMC 09-3	P162002	18 MAY – 12 JUN	4	

Calendar Year 2009 (continued)

Course Name	Course Number	MASL Number	Dates	Duration (Weeks)	Pairing Option
40th Annual Senior	SIDMC 09	P162004	22 JUN – 17 JUL	4	
Defense Resources Management Course	DRMC 09-4	P162002	20 JUL – 13 AUG	4	MCDM 09-2
Risk Management Course	RISK 09	P162000	03 AUG – 14 Aug	2	DRMC 09-5
Multi-Criteria Decision Making	MCDM 09-2	P162012	17 AUG – 28 AUG	2	DRMC 09-4
Defense Resources Management Course	DRMC 09-5	P162002	17 AUG – 11 SEP	4	BPEA 09
Budget Preparation, Execution and Accountability	BPEA 09	P156600	15 SEP – 24 SEP	1.3	DRMC 09-5
International Defense Management Course*	IDMC 09-2	P162003	21 SEP - 04 DEC	11	

* This course convenes in one fiscal year and continues into the next fiscal year.

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