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GRADUATE SCHOOL OF BUSINESS & PUBLIC POLICY

Quarterly Research Newsletter

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ASSOCIATE PROFESSOR WILHEMINA PIZZINI

Financial Management

Faculty Research

Mina Pizzini, an Associate Professor of Financial Management at the Graduate School of Business & Public Policy (GSBPP) at the Naval Postgraduate School (NPS) holds a Doctorate from the Wharton School at the University of Pennsylvania and a Master of Business Administration from the Tuck School of Business at Dartmouth College. Pizzini received her Bachelor of Science degree in Commerce from the University of Virginia and earned her Certified Public Accountant (CPA) certificate shortly after graduation. Prior to joining the NPS faculty in 2012, Pizzini was on the faculties of Southern Methodist University and the University of Texas at Dallas, where she taught cost management and management accounting to both undergraduates and graduate students. Pizzini's professional work experience includes five years in auditing and finance.

Broadly, Pizzini's research investigates determinants of management control system design and related performance effects. She conducts empirical studies that combine private, survey-based data on control system design with publicly available archival data on organizational structure and performance. Pizzini's most recent publications examine incentive system design in physician practices and the role of firms' internal audit functions in the financial reporting process. For example, her research shows that, under the right conditions, group-based incentives for physicians are as effective in inducing effort as individual incentives. Pizzini's work on internal auditing expanded the auditing literature by identifying and measuring specific internal auditor practices and procedures that are associated with the prevention and detection of material weaknesses in the financial statements. Currently, Pizzini is a co-author on a large field study that quantifies both the benefits and costs of turnover in the hotel industry. She has published articles in the field's foremost journals including "The Accounting Review," "Journal of Accounting and

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Economics,” and “Accounting, Organizations and Society”. For the past three years, Pizzini has served on the leadership board at the annual meetings of the Management Accounting Section of the American Accounting Association (AAA), and at the 2013 AAA meeting, was appointed chair of the committee to select the best management accounting manuscript. Pizzini has also served as a reviewer for numerous top

journals including “The Accounting Review,” “Journal of Accounting Research,” “Journal of Accounting and Economics,” “Contemporary Accounting Review,” “Accounting, Organizations and Society,” “Management Science,” and the “Journal of Labor Economics.”

SELECTED
Publications

“Relationships Among Employee Turnover, Customer Satisfaction, and Organizational Profitability,” with James Hesford and Mary Malina.

“The Impact of Internal Audit Function Quality and Contribution on Audit Delays,” with Shu Lin and Douglas Ziegenfuss. Preparing for second round submission to “The Accounting Review.”

“The Judgmental Effects of Strategy Maps in Balanced Scorecard Performance Evaluations,” with Rajiv D. Banker and Hsihui Chang. “International Journal of Accounting Information Systems.” 2011,12(4):259-279.

“The Role of the Internal Audit Function in the Disclosure of Material Weaknesses,” with Shu Lin, Mark Vargus, and Indranil Bardhan. “The Accounting Review.” 2011, 86(1): 287-324.

“Group-Based Compensation in Professional Service Firms: An Examination of Medical Group Practices.” “The Accounting Review.” 2010, 85(1): 343-380.

“Performance-Based Compensation in Member-Owned Firms: An Examination of Medical Group Practice,” with Christopher D. Ittner and David F. Larcker. “Journal of Accounting and Economics.” 2007, 44(3): 300-327.

“The Relation between Cost-System Design, Managers’ Evaluation of the Relevance and Usefulness of Cost Data, and Financial Performance: An Empirical Study of U.S. Hospitals.” “Accounting, Organizations and Society.” 2006, 31(2):179-210.

“The Balanced Scorecard: Judgmental Effects of Performance Measures Linked to Strategy,” with Rajiv D. Banker and Hsihui Chang. “The Accounting Review.” 2004, 79(1):1-23.



MILITARY RETIREMENT
Study

Thesis title: “Military Retirement Reform: An Expected Value Approach”

After graduating from the University of Illinois at Chicago in 2006, Captain Chu attended the Marine Officer Basic School and the Marine Ground Supply Officer Course. Captain Chu then served with 1st Reconnaissance Battalion, 1st Marine Division for three years and at Security Battalion, MCB, Camp Pendleton for one year prior to reporting to the Naval Postgraduate School. Captain Chu is studying Financial Management



Capt. Adam Chu, USMC

in the Graduate School of Business and Public Policy, and was selected

to participate in the Conrad Scholar Program. The title of Captain Chu’s thesis is “Military Retirement Reform: An Expected Value Approach.” After graduating, Captain Chu will be reporting to U.S. Marine Corps Forces Special Operations Command.

In July 2011, the Defense Business Board (DBB) made recommendations to the Secretary of Defense for modernizing the military retirement system. If implemented, the plan would significantly modify military retirement, shifting it from its inception as a defined benefit plan to a defined contribution plan. In response, the Department of Defense (DoD) and each of the services have been exploring alternative retirement system designs.

To support this effort, Adm. Mark E. Ferguson III, Vice Chief of Naval Operations, tasked NPS and GSBPP to study the military retirement systems’ options under consideration and propose a plan both for transition and implementation. The final report will model the proposed alternatives, examine different transition options for current active duty service members, and explore related force-shaping issues. GSBPP Master of Science (MS) thesis and Master of Business Administration (MBA) project students are supporting this research, illustrating the synergy between the Navy’s operational needs and research questions, faculty expertise, and student education.

Three Conrad Scholars who graduated in fall 2012 addressed portions of this analysis and presented their results to Rear Adm. Joseph P. Mulloy (N82), the Financial Management curriculum sponsor. Capt. Adam Chu developed an expected net present value (NPV) model to compare the current and alternative retirement options from the individual service member’s perspective, accounting for the probability that service members reach 20 years of service, and fully vest in the both the current system and the alternatives under consideration. The results depend critically on the interaction between the probability of vesting, individual discount rates, and expected interest rates. Lt. Chad Kalocinski used the NPV model to explore alternative transition options, including complete, partial, or no grandfathering for current service members. The results indicated that complete grandfathering is often not the best alternative; many service members have higher NPV’s under partial or no grandfathering. Lt. Cmdr. Kevin McNulty used an options-based approach to calculate the value of choice (to leave the military) inherent in the alternative retirement systems — which is not captured in a standard NPV analysis — and found that standard NPV models underestimate the value of the proposed alternatives. *(cont. on page 4)*

Thesis title: “Retirement Reform: Implementing Proposals”



Lt. Chad Kalocinski, USN

Lieutenant Chad Kalocinski is originally from the suburbs of Chicago, Illinois where he attended Fenwick High School. He earned a degree in economics from the United States Naval Academy in 2002. Upon graduating, he reported to the USS Defender where he earned his Surface Warfare Qualification. He then laterally transferred to Naval Special Warfare where he conducted three deployments with SEAL Team FIVE before reporting to the Naval Postgraduate School.

Research





Prior to their graduation in December 2012, Capt. Chu, Lt. Cmdr. McNulty, and Lt. Kalocinski were selected to brief their theses in Washington D.C. to the Honorable Gladys Commons, Assistant Secretary of the Navy (Financial Management and Comptroller) and Rear Adm. Joseph P. Mulloy, Director of the Office of Budget. Dr. Bill Gates, Dean of GSBPP, Dr. Kenneth Euske Professor of Financial Management, Conrad Chair and Professor of Accounting, Retired Capt. Henry J. Sanford, and Mr. Charlie Cook also attended the briefing.

Lt. Dan Washington expanded on this research and proposed an experimental analysis to estimate service members' personal discount rates over both the near- and long-term to help validate discount rates assumptions in the NPV models, including allowing for changes in discount rates over time. Evidence indicates that discount rates are higher for near-term payments, but that information is not incorporated into current retirement system NPV analyses.

Thesis title: "An Options-Based Approach to Valuing Military Retirement"



Lt. Cmdr. Kevin McNulty is a Supply Corps Officer (designator 3100). After graduation, he will report to the Naval Air Systems Command as a financial manager. Lt. Cmdr. McNulty is a graduate of the University of Maryland, College Park, where he earned bachelor's degrees in Journalism (1999) and Economics (2000). He earned his commission in 2001 through Officer Candidate School.

Lt. Cmdr. Kevin McNulty, USN

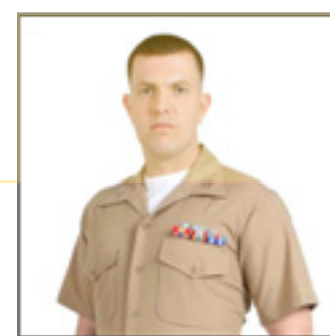
Lt. Cmdr. McNulty has completed two sea tours and two shore tours. His sea tours include: Supply Officer on the USS Louisville (SSN 724) from 2002 to 2004 and Stock Control/Aviation

Support Officer on the USS Kitty Hawk (CV 63) from 2006 to 2008. His shore tours include: Material Processing Officer at the Defense Distribution Center in Yokosuka, Japan, (2004-2006); and Deep Submergence Officer at NAVSUP Weapons System Support (2008-2011), where he managed wholesale inventory for submarines and deep-submergence vehicles. Lt. Cmdr. McNulty is an avid Baltimore Orioles fan and enjoys hiking and photography.

Capt. Jason Schneider and Lt. Neil Euben compared the current retirement system to the DBB proposal and surveyed students at NPS regarding their attitudes toward military retirement and the DBB's proposed changes. They concluded that, compared to the current retirement system, service members would fare significantly worse at retirement (after 20 years of service) under the DBB plan. Furthermore, service members are overwhelmingly against revamping the existing retirement plan, and favor a hybrid plan over a defined contribution plan.

In future research, Lt. Cmdr. Rick Gaines will examine lessons learned from a previous retirement reform effort, referred to as REDUX. In addition, Capt. Aaron Masaitis, and Capt. Andre Lataste will conduct a conjoint survey to service members at different years of service to determine when the retirement system becomes a significant factor in retention decisions, and how changes in the retirement system might affect those decisions. These results, the supporting faculty research, and the final retirement report will be presented in a subsequent newsletter.

Thesis title: "The Potential Effects of the Defense Business Board Military Compensation Task Group's 2011 Recommendations on Active Duty Service Member Retirement"



Capt. Jason Schneider, a logistics officer in the United States Marine Corps (USMC), graduated from Texas A&M with a Bachelor of Science degree in Political Science. Prior to joining the USMC, he worked as a congressional aide in Washington, D.C. and Texas. He earned his commission through the Officer Candidate Course in Quantico, VA in 2005.

Capt. Jason Schneider, USMC

Schneider's previous duty assignments included: Assistant Regimental Logistics Officer at 10th Marine Regiment, Camp Lejeune, NC; Effects Plans Officer at Combined Joint Task Force - Horn of Africa; Logistics Officer at Second Radio Battalion, Camp Lejeune, NC; Joint Planner at 101st Sustainment Brigade, Bagram, Afghanistan; House Liaison Officer at Marine Corps Office of Legislative Affairs, Washington, D.C.

Capt. Schneider received his MBA in Financial Management from NPS in December 2012. He is currently assigned to Marine Corps Logistics Command in Albany, GA.

Thesis title: "The Potential Effects of the Defense Business Board Military Compensation Task Group's 2011 Recommendations on Active Duty Service Member Retirement"



Lt. Neil Euben, a naval Civil Engineer Corps (CEC) Officer, graduated from Jacksonville University with a Bachelor of Science degree in Mathematics and also from the University of Florida with both a Bachelor of Science and Master of Science degree in Electrical Engineering. Prior to joining the Navy, he worked as a software engineer in the telecommunications industry in Dallas, TX. He earned his commission through Navy Officer Candidate School in Pensacola, FL in August 2003.

Lt. Neil Euben, USN

His previous duty assignments included: Assistant Resident Officer in Charge of Construction at Naval Air Station Key West; Company Commander Naval Mobile Construction Battalion FOUR in Port Hueneme, CA; Charlie Company Commander at Naval Construction Training Center in Port Hueneme; Assistant Public Works Officer Base Operations at Commander Fleet Activities in Yokosuka, Japan; Program Manager for Afghan National Army construction projects at Combine Security Transition Command - Afghanistan in Kabul. Lt. Euben received his MBA in Financial Management from NPS in December 2012, and is currently assigned to Naval Facilities Engineering Command Southwest in San Diego, CA.

Thesis title: "Eliciting Discount Rates in Military Personnel"



Lt. Clarence Daniel Washington Jr. graduated from the United States Naval Academy (USNA) in 2003 with a Bachelor of Science degree in Economics and reported to Pensacola, FL for pilot training, where he earned his Navy Wings of Gold.

Lt. Clarence D. Washington, USN

His first operational tour was with the world famous HSL-48 Vipers, where he deployed aboard the USS Samuel B. Roberts (FFG-58). Later in his career, Lt. Washington was accepted for lateral transfer to the Navy Human Resources community and reported to Naval Recruiting District Seattle as the Department Head for Officer Recruiting in May 2008. Following a highly successful recruiting tour,

Lt. Washington reported to NPS in July 2011 to study financial management. Following NPS, Lt. Washington's assignment will be as a manpower analyst at Staff of the Chief of Naval Personnel.

Lt. Washington is married to Maggie Washington, formerly of Portland, OR, and is a new father to Clarence Daniel Washington III, born in Monterey in March 2012.





ACQUISITION MANAGEMENT

Peer-Reviewed Articles

Rendon, R.G., Huynh, T.V. & Osmundson, J.S. (2012). "Contracting Processes and Structures for Systems-of-Systems." "Acquisition, Systems Engineering," 15, (4).

Books

Yoder, C. E., Nix, D., Long, B., Center, C. L. et al, (October 2012). Defense Contingency Contracting Handbook, version 4.

ORGANIZATIONS & MANAGEMENT

Peer-Reviewed Articles

Nardon, L. & Kathryn, A. (2012) "Valuing Virtual Worlds: The Role of Categorization in Technology Assessment." "Journal of the Association for Information Systems," 13 (10) Article 4.

Available at: <http://aisel.aisnet.org/jais/vol13/iss10/4>

Book Chapters

Hocevar, S.P. (2012). "Building Collaborative Capacity for Maritime Security." In J. Scott (Ed.), "Conflict and Cooperation in the Global Commons," (pp. 123-139). Washington, D.C.: Georgetown University Press.

MANPOWER & ECONOMICS MANAGEMENT

Peer-Reviewed Articles

Pema, E. & Mehay, S. (October 2012). "Career Effects of Occupation-Related Vocational Education: Evidence from the Military's Internal Labor Market." "Economics of Education Review," 31(5), 680-693.

Technical Reports

"Training Practices for Surface Warfare Junior Officers." William R. Bowman, Alice M. Crawford, William D. Hatch, 2011.

OPERATIONS & LOGISTICS MANAGEMENT

Peer-Reviewed Articles

Apte, U., Karmarkar, U. & Nath, H. (2012). "The U.S. Information Economy: Value, Employment, Industry Structure, and Trade." "Foundations and Trends in Technology, Information and Operations Management," 6(1), 1-179.

"The Navy was looking for a way to reduce the time that URL officers were away from their communities while they earned a master's degree. The solution was a mixed mode program which combines two quarters of distance learning (DL) with four quarters as a NPS resident student.

The benefit is that URL officers will only be away from their communities for twelve months and will return with a master's degree and completion of their JPME requirements. We will have nine students in our first cohort this month. We think this may become a popular program with the URL communities."

Wythe Davis, Lecturer of Budgeting, GSBPP



Announcing the Master of Art in Management (MAM)

GSBPP has designed a new degree program: a Master of Arts in Management, which was approved in December 2012 by the NPS Academic Council, and will begin in January 2013. The objective of the new program is to provide the DoN with leaders and managers in the new business defense environment that are trained and skilled in financial management and capable of using accurate, timely and relevant information and analysis to support DoN decision makers.

The new program is specifically designed to meet the needs of the Unrestricted Line Officer (URL) community such as Aviators, Surface Warfare Officers (SWO), and especially Submariners. The eighteen-month program will be a hybrid of six months of distance learning (DL) courses and twelve months of full-time residential courses. Students will take classes from the MBA core courses such as Organizational Effectiveness, Economics of Global Defense Environment and Operations Management, as well as specific financial management courses such as Defense Financial Management Practice.

Additionally, students will be able to satisfy their Joint Professional Military Education (JPME) conditions required by the Navy by taking courses like Strategy & War, Systems Acquisition, and Theatre Security Decision Making.

Undergraduate requirements for entry into the program are a minimum GPA of 2.60; and proven proficiency in Calculus with a passing grade of C or better. The sponsor of the MAM (834) curriculum is N8/N82, Rear Admiral Joseph P. Mulloy, Deputy Assistant Secretary of the Navy for Budget (FMB), Director, Fiscal Management Division, OPNAV (N82). Upon completion of a final capstone project, students will be awarded a Master of Arts in Management.

For more information about the new degree program, please contact Wythe Davis, Academic Associate for Financial Management at: rwdavis@nps.edu





Description: Defense Contingency Contracting Handbook, Version 4.
Author: Cory Yoder
Date: 2012

GSBPP Senior Lecturer Elliot Cory Yoder was recently cited as one of four contributing authors – along with others in the working group, project management, and production and program support personnel — in the fourth edition of the Defense Contingency Contracting Handbook. The Handbook is approved and sponsored by the Office of the Undersecretary of Defense, Defense Procurement and Acquisition Policy, Director Richard Ginman who required each military department to incorporate the Handbook into their deployment training and utilization for contingency contracting officers.

The Handbook is used by officers and enlisted by all services of the DoD for training purposes, and as an operational field manual during wartime missions in areas such as Iraq and Afghanistan, and during disaster relief operations, and challenging operational environments. The revision “scrub” of the third version of the Handbook (also with contributions by Yoder) began over a year ago. Yoder and his fellow co-authors and contributors — Dr. Dayne Nix, Naval War College (NWC)/NPS; Professor Bill Long, Defense Acquisition University; and Maj. Chris Center — all contributed and provided originally authored content elements to Version 4 of the Handbook. In addition, as part of their course work and comprehensive two-week final exam, over 15 students from the Contingency (Expeditionary) Contracting course at GSBPP were asked to review the third edition of the Handbook and to select two or more areas to review and update according to the parameters established for content areas. These submissions, along with the original submissions from Yoder, Nix, Long and Center, and the myriad contributions from the working group and program staff at Defense Procurement and Acquisition Policy (DPAP) and Logistics Management International (LMI), were instrumental in capturing and publishing the latest legislative and regulatory changes as well as best practices and sound protocols. The fourth edition of the Handbook represents both cutting-edge research and authored contributions from NPS researchers and the large-scale business the institution serves.

The results were compiled in a final draft and presented to the Office of the Undersecretary of Defense and publisher LMI, which, in early August 2012, fully approved the initial printing of 12,000 copies. The Handbook pocket-sized format will be distributed to all components in each department of the DoD.

The book is available electronically at the DPAP website: <http://www.acq.osd.mil/dpap/ccap/cc/jcchb/>.

Description: Strategic Acquisition of Navy Unmanned Systems: Analysis and Options
Author: Nicholas Dew
Date: 2012

DoD and DoN have many emerging robotic needs and potentialities. The U.S. is strong in defense robotics, especially Unmanned Aerial Systems, but fundamental weaknesses in the U.S. robotics innovation system in which defense robotics is embedded are noted. Since the long-term scale of commercial robotics is far greater than military robotics, the U.S. needs to develop a stronger national robotics innovation system to support the long-term development of defense robotics.

Traditionally, the policy response to such needs has involved stimulating the supply side. This report identifies robust local U.S. demand for robotics as a critical element in developing a thriving U.S. robotic innovations system. Therefore, while some DoD acquisition strategies attend to industry development via supply-side elements (such as research and development support for major suppliers, Small Business Innovation Research initiatives, etc.), this research suggests that these initiatives must be complemented with a set of pro-demand-side acquisition strategies.



Rear Adm. (Select) Michael E. Jabaley
Vice Commander, Naval Sea Systems Command

Rear Adm. (select) Michael E. Jabaley graduated with high honors from Vanderbilt University in 1984 with Bachelor of Science degrees in Mathematics and Computer Science. Following commissioning via Officer Candidate School in Newport, RI, Rear Adm. (select) Jabaley had one year of nuclear power training, taught as an instructor at the S8G land-based nuclear reactor prototype for an additional year, and then served from 1987 to 1989 as a division officer in USS Drum (SSN 677), making two deployments to the Western Pacific.

Rear Adm. Jabaley (select) served for two years in Naples, Italy, on the staff of Commander, Submarine Group Eight, before returning to the fleet in 1992 as engineer officer in USS Ohio (SSBN 726) (Blue). During his tour, he completed three strategic deterrent patrols, served as the combined crew engineer for the first SSBN 726 class engineered overhaul, and completed the post overhaul shakedown in Port Canaveral, FL.

From 1995 to 1997, Rear Adm. Jabaley (select) served as a technical assistant to the Director, Naval Nuclear

“ The NPS EMBA program is unique because it specifically focuses on the Defense Acquisition Corps. Several of the classes deal directly with the government budgeting process, and the courses specific to program and project management are also very helpful ”

Rear Adm. Jabaley

Propulsion, in Arlington, VA, and from 1997 to 1999, as executive officer in USS City of Corpus Christi (SSN 705), deploying to the Mediterranean Sea. Rear Adm. Jabaley (select) then served on the staff of the Joint Chiefs of Staff as an operations officer in Nuclear Operations.

Rear Adm. Jabaley (select) relieved command of USS Louisville (SSN 724) on May 24, 2002, where from September to May 2003, the ship deployed to the western Pacific, Arabian Gulf, and Red Sea, launching Tomahawk missiles in support of Operation Iraqi Freedom. Following his command tour in August 5, 2004, Rear Adm. (select) Jabaley served as senior Inspector of the Tactical Readiness Evaluation Team and Force Navigator on the staff of Commander, Submarine Force U.S. Pacific Fleet until July 2005.

(cont. on page 10)





He then served as deputy commander, Submarine Squadron One in Pearl Harbor, and in 2006, reported to PMS 450, the Virginia Class Submarine Project Office, serving as assistant program manager for Warfare Requirements and Test and Evaluation.

From 2008 to 2012, Rear Adm. (select) Jabaley served as Program Manager for Virginia-class submarines, delivering four submarines to the Navy during his tenure. He was nominated for flag rank May 11, 2011 and relieved as vice commander, Naval Sea Systems Command, in May 2012.

Rear Adm. (select) Jabaley holds a master's degree in Engineering Administration from Virginia Polytechnic Institute and State University, and an Executive MBA (EMBA) from NPS. He is a graduate of the Command and Staff Course of the Naval War College, and of the Joint and Command Staff Officer School of the Armed Forces Staff College (National Defense University).

When asked about his experience, the value he received by enrolling in the EMBA degree program, and the networking opportunities available through his studies at NPS, Rear Adm. (select) Jabaley replied:

“ I would especially recommend the EMBA to anyone who is considering a career path in acquisition, as well as for any career dealing with business within the Navy - financial management or comptroller-type jobs - but it clearly is very helpful for the Acquisition Corps. The NPS EMBA program is unique because it specifically focuses on the Defense Acquisition Corps. Several of the classes deal directly with the government budgeting process, and the courses specific to program and project management are also very helpful. ”

“ One of the other useful takeaways from the program is networking. It has been a great opportunity; I have since dealt with several of my

classmates on a professional basis. Knowing them and knowing where they were headed, what they were doing, it gave me an opening into several different areas of the Navy that has been very helpful. ”

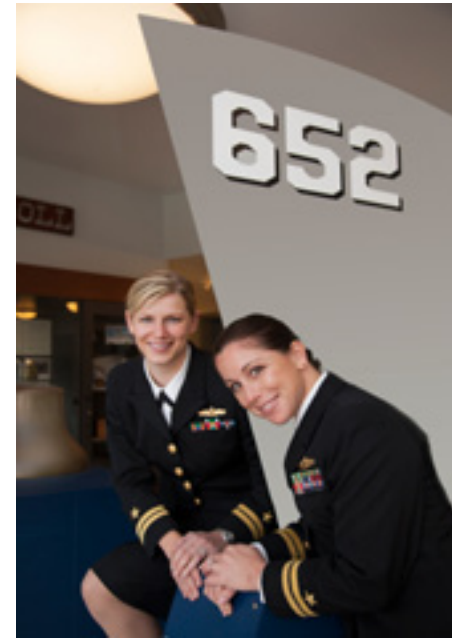
Awards

Rear Adm. (select) Jabaley's awards and decorations include the Bronze Star, the Defense Meritorious Service Medal, the Meritorious Service Medal (three awards), and various campaign and service awards. He is the first recipient of the Naval Submarine League's Vice Admiral J. Guy Reynolds Award for Excellence in Submarine Acquisition.

He is proudest of the accomplishments of his crew in earning the Submarine Squadron Three Battle Efficiency Award, awarded to USS Louisville in January 2004, and the accomplishments of his staff in earning the David Packard Excellence in Acquisition Award, awarded to the Virginia Program Office in October 2008.



Rear Adm. (Select) Jabaley, Vice Commander Naval Sea Systems Command.



Lt. Christina Appleman (left) and Lt. Linda Dams (right)

Lt. Christina Appleman and Lt. Linda Dams were awarded the 2012 Surface Navy Association Award for Academic Excellence in Surface Warfare Research for their impactful research in surface operations.

Their joint MBA project, “Defining a Support Strategy for the Navy's

Independently Deployed Littoral Combat Ship (LCS): Issues and Implications,” analyzes the major challenges of sustaining an overseas maintenance strategy and a product support plan (PSP), as well as its associated life cycle costs, and provides recommendations to aid in keeping LCSs ready for battle while operating out of foreign ports.

Lts. Appleman and Dams' project advisors were GSBPP professors Dr. Geraldo Ferrer and Dr. Keebom Kang, and their research was sponsored by the U.S. Naval Supply Systems Command Global Logistics Support (NAVSUP GLS). The Lieutenants presented their project findings and recommendations in December 2012 to Rear Adm. Heinrich, Commander of NAVSUP and the 46th Chief of the Supply Corps, as well as to several other key NAVSUP former and current flag officers at NAVSUP headquarters in Mechanicsburg, PA.

Liskin Teaching Award



Michael Dixon, Assistant Professor Operations Management

Congratulations to Dr. Michael Dixon, Assistant Professor of Operations Management, this quarter's winner of the GSBPP Liskin Teaching Award. The recipient is selected by the graduating resident students to acknowledge the faculty member who has had the greatest impact on their academic experience.

Student Award Winners

NPS Outstanding Academic Achievement Award for DoD Students

Mr. Richard A. Caccese

GSBPP Faculty Outstanding International Student Award

Mr. Yong Hui “Ronny” Tan, Singapore.

Academic Excellence





Faculty members at GSBPP present their research and share their expertise across the nation and around the world

Hail to the new members of GSBPP:

Military faculty **Cdr. Simonia Blassingame**, Operations & Logistics/Manpower Systems Analysis (MSA) and

Lcdr. McKeon Thomas, the new Director of the Human Resources Center of Excellence (HRCOE).

Welcome!!

Farewell and congratulations to these GSBPP professors on their retirement:

Dr. John Mutty, who, after 31 years of active duty in the Navy and 17.5 years of teaching at NPS said,

“ I decided not to make it a career.”

Dr. Richard Doyle, who, after 23 years of teaching at NPS said,

“A guy can have just so much fun, then he has to let somebody else in on it.”

Michael Dixon

Operations Management

Conference: Decision Sciences Institute Annual Meeting, San Francisco, CA.

Paper: *Sequence Effects In Evaluating, Scheduling, And Designing Service Bundles.*

James Suchan

Management

Conference: Association for Business Communication 77th Annual International Convention, Honolulu, HI.

Paper: *“Computer Tablets’ Impact on Information Comprehension and Retention.”*

William Gates, Dean

Graduate School of Business & Public Policy and

Keith Snider

Public Administration & Management

Conference: National Association of Schools of Public Affairs & Administration (NASPAA) Annual Meeting, Austin, TX.

Steve Landry

Accounting

Conference: 2012 Hong Kong University of Science & Technology Accounting Research Symposium.

John Khawam

Operations & Logistics

Conference: INFORMS Annual Meeting, Phoenix, AZ.

Papers: *New Product Introduction, Modularity, and Sustainability and Product Differentiation through Environmental Quality.*

Benjamin Roberts

Manpower & Economics

Conference: Northwest e-Learn Conference, Portland, OR.

Paper: *Lessons Learned in an Orientation Redesign that Helped Reduce the Distance in Distance Education.*

Farewell and best of luck to Lt. Patricia Bouldin

Lt. Bouldin has been relieved as Deputy Director, from the Human Resources Center of Excellence, by Lcdr. Tom McKeon. Lt. Bouldin’s next assignment will be the N31A: Budget, Staff Operations, and Plans Officer for Commander, Naval Reserve Forces Command in Norfolk, VA.





John Dillard Guest Lecturer at MOVES

In late October, John Dillard, Senior Lecturer of GSBPP and Systems Engineering presented a guest lecture for Modeling, Virtual Environment and Simulation (MOVES) students enrolled in their first course, SE/MV 31301- Introduction to DoD

Modeling and Simulation. The presentation, "Modeling and Simulation in Acquisition," defined and described acquisition and its various aspects beyond procurement of items and services, outlined how acquisition works, and conveyed, from a Program Manager's perspective, how investments in modeling and simulation help to reduce costs in DoD acquisition while simultaneously assisting with discovery by early visualization of requirements and multi-uses of and improvements to end products, and how modeling and simulation is also useful across the entire product life of any complex system.

Jean Jacques Dethier Visits NPS

On September 25 2012, Jean-Jaques Dethier, Research Manager at the World Bank, gave a presentation titled "Main Challenges of Development" at NPS. Dethier's areas of expertise are development policy, governance, macroeconomic policy and public finance. He has worked at the World Bank since 1985 in various operational units in the Middle East, Africa, and Eastern Europe. He was Country Economist for Hungary and for Croatia. He is also on the Urban Sector Board, Sustainable Development Network of the Bank. He holds a Ph.D. in Economics from the University of California, Berkeley (1984); a Ph.D. from the Free University in Berlin, Germany (1976); and a law degree from the University of Liège, Belgium (1975).

"Main Challenges of Development"

Abstract: Development, broadly defined, is concerned with the well-being of population and the quality of life. To measure progress toward development, the essential dimensions we examine are: the reduction in (income) poverty; how basic needs are met, and how a nation strives toward sustainability. This presentation will focus on the population of low-income countries

and the poor/vulnerable segments of population in middle- and high-income countries. It will offer a global assessment of where the international community stands, namely what progress was made and where we stand today and how we should address the key challenges of development. The presentation focuses on 8 challenges: Poverty; Health; Education; Food Security; Empowerment (inequality of opportunities); Demographic Pressures, Urbanization, Migration; Sustainability in Resource Use and Climate Change; and Fragile States. In its concluding section, the presentation will discuss foreign assistance and the "rethinking" that is taking place about aid policy in the U.S. and other Organization for Economic Cooperation and Development (OECD) countries.

Dr. Geraldo Ferrer is the new Associate Editor for the "Decision Science Journal"

GSBPP Associate Professor of Operations and Logistic Management, Dr. Geraldo Ferrer, is the new Associate Editor for the "Decision Sciences Journal", a premier journal of the Decision Sciences Institute, which publishes scholarly research about decision-making within the boundaries of an organization, and decisions involving inter-firm coordination.



Dr. Geraldo Ferrer, Associate Professor, Operations & Logistics

The journal promotes research advancing decision-making at the interfaces of business functions and organizational boundaries, and seeks articles extending established lines of work — assuming the results of the research have the potential to substantially impact either decision making theory or industry practice. Groundbreaking research articles that enhance managerial understanding of decision-making processes and stimulate further research in multi-disciplinary domains are particularly encouraged. Decision Sciences recognizes that a delicate balance must be maintained between publishing traditional scholarly research and promoting novel, seminal research in new frontiers. The journal will publish its 44th volume in 2013.

The "Decision Science Journal" has just released a call for papers to be published in a focused issue that may interest

several researchers at NPS. Dr. Ferrer is one of the senior co-editors.

"Decision Sciences Journal" – Call for papers

Focused Issue on "Supply Chain Decisions in Governmental Organizations"

Submission Deadline: June 11, 2013

Focused issue Senior Co-Editors: Geraldo Ferrer (NPS); Gyula Vastag (Pannon University, Veszprém, Hungary); and Shi W. Lee (Pusan National University, Busan, Korea).

Motivation and Background
National and local governments worldwide have been under increasing pressure to do more with less. Increasing debt and slow growth has put pressure on governmental organizations to become efficient; an effort—we could argue—best achieved with the appropriate use of sound operations management methods. Governmental organizations differ from non-governmental organizations in many ways that affect their decision-making process. Practical objectives (e.g. building and maintaining public infrastructure, operating and maintaining military or law enforcement organizations, planning and developing qualified personnel) are colored by annual budgets, political objectives, and cultural priorities.

In this issue, we invite academics and practitioners to submit their latest research on all aspects of decision-making in governmental organizations—military and civilian—that help these organizations to meet their mandated objectives. We are looking for new application research in governmental organizations using a variety of methods such as simulation, mathematical modeling, data mining, and empirical studies.

Areas of Interest

This special issue is interested in all supply chain management research affecting governmental organizations including, but not limited to:

- Military Logistics and Material Deployment
- Inventory Decisions in Government Facilities (Military or Civilian)
- New Technologies Selection and Adoption in Government Projects (Military or Civilian)
- Life-cycle Management of Public Assets (Military or Civilian)
- Hiring and Development of Government Employees (Military or Civilian)

Guest Speakers: Federally Employed Women



From left to right: Dr. Kathryn Aten, Jaye Panza, Management & Program Analyst, NPS and Dr. Dina Shatnawi

GSBPP Assistant Professor of Economics and Management Drs. Dina Shatnawi and Kathryn Aten, presented "Potential Roles for Electronic Social Networking Sites in Career Advancement" at a brown bag lecture sponsored by the chapter of the Federally Employed Women — Central Coast of California. In their presentation, Drs. Shatnawi and Aten discussed their research in understanding how the use of electronic social networking websites might support career advancement and how networking behaviors differ between men and women.

Professional Service





Naval Air Station (NAS) Lemoore's Search and Rescue (SAR) Unit

A ceremony was held on October 19 celebrating the establishment of a Search and Rescue (SAR) helo unit at NAS Lemoore's Hangar 4, initiated as a thesis project in 2009 by GSBPP EMBA students Russ Biros, Noel Corpus, Cade Hines, and Tinsika Riggs2, and implemented three years later.

Summary of the Project

Cost Analysis for a Dedicated Search and Rescue Capability for Commander Strike Fighter Wing U.S. Pacific Fleet

By: Russ Biros, Noel Corpus, Cade Hines, Tinsika Riggs2

Lemoore is a Master Jet Base, but is one of the few on the West Coast without an in-house, dedicated Search and Rescue (SAR) capability. The lack of SAR at Lemoore is a growing concern due to the increase in the number of squadrons at Lemoore, the new Lemoore Military Operating Airspace (MOA), and the need to use the Offshore Warning Areas for more training due to increased congestion in other airspaces. As a result, Commander Naval Air Forces (CNAF) is examining the issue of returning a dedicated SAR capability to Naval Air Station Lemoore (NASL).

The objective of this project is to provide a cost comparison and analysis of the pros and cons of different models for providing Lemoore with dedicated SAR. A key assumption is made that the Navy has a sufficient inventory of helicopters; therefore, the cost of procuring new helicopters is not considered. A second assumption is that due to high workload for Fleet Helicopter Wings, detachments from these Helicopter Wing squadrons in support of a full-time SAR detachment at NAS Lemoore are not feasible. Due to time constraints for this project, only the five most viable SAR models are considered.

Data was gathered from multiple DoD, federal government, and civilian organizations. A spreadsheet analysis of the data was compiled and then used to make meaningful, equivalent comparisons of the five viable SAR models. The results show that the two least expensive models for

returning dedicated SAR capability to Lemoore are to establish a SAR detachment for Lemoore from an already existing Navy SAR unit, followed closely by the slightly more expensive model of using the government acquisition process to procure contract SAR for Lemoore from a commercial entity.

Analyses support the recommendation for the Navy to procure contract SAR for Lemoore via the government acquisition process. Contracts for civilian SAR offer both low cost and the flexibility of one-year options, which would allow the service to be easily discontinued if funds are cut. Precedence for contract helicopter services exists at Marine Air-Ground Task Force Training Command (MAGTFTC), Twentynine Palms, CA. Fleet & Industrial Supply Center (FISC) personnel have offered assistance in drafting the Statement of Work and Source Selection Board Plan. The Department of Interior's Aviation Management Office exists to perform inspections and certifications of commercial helicopter providers and has offered to do so for the Navy. Contract SAR would be operational 6 months after Request for Proposal (RFP) announcement.

Read more at: <http://lemoore.kmph.com/news/news/96847-nas-lemoore-establishes-search-and-rescue-unit>

Research Panel Discussion

On November 6, GSBPP's new Associate Dean of Research and Development and Professor of Operations Management, Dr. Uday Apte, organized and facilitated the first of two panel discussions on the topic titled "Becoming a Successful Researcher." The thirty faculty members in the audience received advice and tips on how to improve and enhance their research techniques and successfully develop and publish their studies. The panel was composed of five GSBPP faculty members: Professors Uday Apte, Jim Suchan, Dillard John, Yu-Chu Shen and Philip Candreva, representing a balance between tenure and non-tenure track faculty from all of GSBPP's academic areas.

Dr. Apte began the session by defining and highlighting the indicators of a "successful researcher," and then described how to select a research topic and manage research. Senior Lecturer Phil Candreva provided an overview of the advantages of collaborating with tenure-track faculty and the benefits they can offer to researchers. Senior Lecturer John Dillard suggested that faculty begin their efforts by formulating a question, observing the trends, and comparing the results to the current outcome, "Often critical on DoD practices."

Dillard also highlighted the importance of synergy between tenure and non-tenure track faculty which enables the melding of theory and practice. For presenting empirical results, Associate Professor Yu-Chu Shen's suggested using graphs, especially when representing complex conceptual frameworks, and provided tips on publishing in peer-review journals. Professor Jim Suchan provided guidance on strategies for journal article submissions, specifically, on how to choose a journal and manage the revision and resubmission process of a study. At the end of the session, Dr. Jeffrey Paduan, Dean of Research, summarized the steps to becoming a successful researcher.

The second part of this interesting discussion is scheduled for the winter session of 2013.

GSBPP Alumnus in the "Shark Tank"

Maj. Rob Dyer, a GSBPP December 2011 MBA graduate in Financial Management, was one of the participants in a recent episode of the ABC television reality series "Shark Tank," a critically-acclaimed show that features billionaire investors and product developers who are seeking venture capital for their U.S. products/business ideas. Maj. Dyer sought sponsorship for launching his new energy drink, sparking a high level of interest among the sharks. Watch the episode featuring Maj. Dyer (last participant) at: <http://abc.go.com/watch/shark-tank/SH559076/VD55248899/week-10>.

For more information about Maj. Dyer and his energy drink, go to: www.ruckpack.com/robert-dyer.htm





Pre-Graduation Awards

The ceremony for the winter quarter faculty and student awards will be held in King Hall on March 19, 2013.

Graduation Ceremony

The ceremony for the winter quarter graduation will be held in King Hall on March 29, 2013.



Conferences

NATO Building Integrity (BI) Conference

The 2013 BI Conference, held in Monterey from February 25-28, 2013, is aimed at developing a better understanding of the strategic impact of corruption and identifying practical actions to strengthen transparency, accountability and integrity in the defense and security sector. The conference, conducted every two years, provides an opportunity for civil and military authorities to share knowledge, identify good practices and areas for improvement.

The conference is being organized in collaboration with the Office of the Secretary of Defense, and the Defense Resources Management Institute (DRMI) at NPS.

Secretary of the Navy Guest Speaker (SGL)

Retired Capt. David Marquet will present a Secretary of the Navy Guest Lecture on January 15, 2013.

A top graduate from the U.S. Naval Academy, David Marquet led a distinguished career in the U.S. submarine force. He commanded the nuclear-powered fast-attack submarine USS Santa Fe, stationed in Pearl Harbor, Hawaii. Capt. Marquet completely turned around Santa Fe, where the crew went from being “worst to first.” Santa Fe continued to win awards after his departure and promoted a disproportionate number of officers and enlisted men to positions of increased responsibility, including nine subsequent submarine captains. After riding USS Santa Fe, noted author Stephen R. Covey said it was the most empowering organization he’d ever seen and wrote about Capt. Marquet’s leadership practices in his book, “The 8th Habit.”

Since completing his military service, Retired Capt. Marquet speaks to businesses and groups who want to create empowering work environments that release the passion, initiative, and intellect of each person. This bold and highly effective leadership approach can be summarized as “give control, create leaders.” The result embeds the goodness of the organization in the people and practices instead of the personality of the leader, building enduring and resilient organizations.

United States Marine Corps (USMC) Thesis Research Working Group Charter

Marking a collaboration between NPS and the USMC,

the Marine Corps Thesis Research Working Group (TRWG), established to better employ an economical and underutilized research asset and to create a standard set of business practices and procedures used to execute research among organizations, adopted its charter. The TRWG is meant to complement the efforts of the Broad Area Announcements issued by the Office of Naval Research, and the Call for Studies.

Currently, despite the periodic release by the Marine Corps Combat Development Command (MCCDC) of a Science and Technology strategic plan, USMC research and analysis is performed by numerous agencies without centralized oversight or focus, an approach that produces redundancy/duplication of effort, increased expenditures via costly external contractors, and underutilization of less costly organic research assets.

By standardizing procedures, USMC sponsors will be able to better leverage NPS resources and provide guidance for proposed Marine-relevant NPS research.

Initially, the TRWG will communicate, review, validate, and recommend approval of specific research, theses, projects, and broad area studies for NPS students and inform leadership of its results and the research executed by NPS students and faculty on behalf of Marine Corps’ sponsors and/or stakeholders.

From February 25-27, 2013 and in August 2013 (TBD), NPS will host a three-day TRWG-sponsored event. For more information please contact Capt. Anthony Pollman, 831-656-2794 or pollman@nps.edu.



Operational Relevance





Photo by: Javier Chagoya

GSBPP Faculty and Programs



Academic Areas

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Programs Offered

Master of Business Administration Degree Program

- Defense-Focused MBA

Master of Science Degree Programs

- MS in Management
- MS in Program Management
- MS in Contract Management

Executive Management Degree Program

- Executive MBA

Professional Development Programs

- Advance Acquisition Program
- Practical Controllership Course
- Acquisition Management Distance Learning Program
- Army Cost Management Certificate Program
- Conrad Scholar Program

