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[HOME](#) [PROGRAMS](#) [CURRICULUM](#) [RESEARCH](#) [FACULTY](#) [STUDENTS](#)

[WELCOME](#)
[OVERVIEW](#)
[CALENDAR](#)
[NEWSLETTER](#)
[SEARCH](#)
[IN THE NEWS](#)
[NPS HOME](#)



NEWSLETTER

GRADUATE SCHOOL OF BUSINESS AND PUBLIC POLICY

Summer 2005

Dean's Corner



First, I am personally honored in being appointed Acting Dean of GSBPP. During the first week of assuming the role as Acting Dean of GSBPP, I addressed an email to the faculty to advise them of some of my predispositions in assuming this awesome job, combining emotional, intellectual, and moral leanings. None of the items were meant to be directive, but only to be fair in identifying some of my biases that would affect my decisions that I was requested to make in this temporary assignment. I plan to use the existing organizational structure to carry out operation. We in the Business School should:

- Consider our students our primary product;
 - Recognize that the Department of Defense pays our direct funding;
 - Emphasize that our objective in research is to improve our defense student product and meet DoD requirements, and not research for research sake;
 - Encourage students to select challenging theses/projects, recognizing them as well-mentored learning tools;
 - Always display integrity as a role model for the students;
 - Support your colleagues by your availability for cross-consulting with each other;
 - Make timely decisions and always give feedback;
 - Honor all commitments on time and be fiscally responsible;
 - "Get around the ship" and keep it clean;
 - Support all facets of the NPS command.

I will work hard for you and hope that you will help me.

Respectfully, **T. J. Hughes, VAdm, USN (RET)**
 Acting Dean GSBPP, NPS
 Phone : 831-656-3439

Presentations and Publications

Chip Franck, *"Military Innovation and the Macrotechnology of Conflict,"* Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA

Chip Franck and Francois Melese, "*One Size Does Not Fit All: Transaction Costs in Government Contracting*," Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA

Bill Gates and Pete Coughlan, "*Separation Pay Bonuses*," Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA

David Henderson, "*Economics of Defense, War & Foreign Policy: Expanding the Scope*," Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA

Steve Mehay and Buzz Bowman, "*Selection Criteria for Female Officers in Navy Line Communities*," Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA

Elda Pema and Steve Mehay, "*The Impact of the JROTC Program on Student Outcomes*," Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA

Paul Robards, "*Applying Two-Sided Matching to the Assignment of Military Personnel*," Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA

Rene Rendon and LCDR Brett Stevens (recent MBA graduate) published their article "Graduate Education and Research: Key to Procurement Transformation" in the June edition of the Contract Management magazine. ([full article](#))

Steve Mehay: Plenary Session, "*Annual Review of Navy Research Initiatives (NPS)*," Navy Workforce Research and Analysis Conference, April 18-19, Arlington, VA

Rene Rendon presented a full-day seminar at the Institute for Supply Management's 90th Annual International Supply Management Conference in San Antonio Texas. His seminar, "Project Management for the Supply Management Professional" was a sold-out event, with approximately 300 attendees.

Larry Jones delivered the honorary Quetsch Lecture at the national Professional Development Institute (PDI) conference of the American Society of Military Comptrollers in Salt Lake City on 2 June. John Quetsch was a former and highly respected Assistant Secretary of Defense, Comptroller and his legacy is honored each year by the Quetsch Lecture. Previous Quetsch Lecturers include former Secretary of the Navy and DOD Comptroller Sean O'Keefe, former Secretary of the Navy John Lehman, Assistant Secretary of Defense, PA&E David Chu, and David Walker, Comptroller General of the US. Larry also made a presentation on financial management curricula offered at the Naval Postgraduate School at the PDI as part of the ASMC Educators Forum. Larry will deliver another lecture for ASMC at their mini-PDI in Honolulu on 24 August.

Keith Snider and Rene Rendon joined Elisabeth Wright from IDARM in presenting a seminar to the Replic De Chile Ministerio De Defensa Nacional in Santiago, Chile. With the use of translators, they presented a seminar on *Emerging Trends in Defense Acquisition* to Navy, Army, and Air Force officers of the Chilean Ministry of Defense.

Mark Nissen, Erik Jansen, Carl Jones and Gail Thomas, journal article, "Contextual Criticality of Knowledge-Flow Dynamics: Understanding a U.S. Tragedy of Friendly Fire," *Defense & Security Analysis* 20:3 (2004).

Bill Gates and Pete Coughlan, presented their paper, "*Analysis of Separation Pay Options*," Navy Workforce Research and Analysis Conference, April 18-19, Arlington, VA



Steve Mehay and **Buzz Bowman**, presented their paper, "*Selection and Classification Criteria for Commissioned Officers: A Case Study of Applicants to the United States Naval Academy*," Navy Workforce Research and Analysis Conference, April 18-19, Arlington, VA

Paul Robards, presented his paper, "*Applying Two-Sided Matching to the Assignment of Military Personnel*," Navy Workforce Research and Analysis Conference, April 18-19, Arlington, VA

CDR Joseph Waite, presented his paper, "*The Affiliation of Naval Veterans in the Reserve Component*," Navy Workforce Research and Analysis Conference, April 18-19, Arlington, VA

Mark Nissen and **Murray Jennex**, journal article, "Editorial Preface - Knowledge as a Multidimensional Concept: a Call for Action," *International Journal of Knowledge Management* 1:3 (2005).

Stephen Mehay was invited to present his research on "The Value of Graduate Education for Military Officers" to a symposium on Management and the Military at the Turkish Military Academy, Ankara, Turkey, 26 May 2005.

Mark Nissen, book chapter, "Toward Designing Organizations around Knowledge Flows," in: K. Desouza (Ed.), *New Frontiers of Knowledge Management*. New York, NY: Palgrave MacMillan (2005).

Steve Mehay, Plenary Session, "*Annual Review of Navy Research Initiatives (NPS)*," Navy Workforce Research and Analysis Conference, April 18-19, Arlington, VA

Mark Nissen, conference paper and presentation, "Hypothesis Testing of Edge Organizations: Specifying Computational C2 Models for Experimentation," *Proceedings International Command & Control Research Symposium*, McLean, VA (June 2005).

Mark Nissen, conference paper and presentation, "A Computational Approach to Diagnosing Misfits, Inducing Requirements, and Delineating Transformations for Edge Organizations," *Proceedings International Command & Control Research Symposium*, McLean, VA (June 2005); nominated for Best Paper Award.

Doug MacKinnon, **Ray Levitt** and **Mark Nissen**, conference paper and presentation, "Knowledge as Inventory: Near-Optimizing Knowledge and Power Flows in Edge Organizations (Phase One)," *Proceedings International Command & Control Research Symposium*, McLean, VA (June 2005); Winner - Best Student Paper Award.

John Dillard and **Mark Nissen**, conference paper and presentation, "Determining the Best Loci of Knowledge, Responsibilities and Decision Rights in Major Acquisition

Organizations," *Proceedings Second Annual Acquisition Research Symposium*, Monterey, CA (May 2005).

Mark Nissen, paper presentation, "Computational Experimentation on Edge Organizations," invited presentation, *Information Sciences Research Seminar*, Naval Postgraduate School, Monterey, CA (May 2005).

Zolin, Roxanne and **Kropp, Fredric** (2005) *Technological Entrepreneurship: The Role Small Business Innovation Research (SBIR) Programs Play in Developing and Commercializing Technologies* *International Conference on Small Business 50th World Conference* in Washington, June 2005.

Zolin, Roxanne, **Dillard, John** (2005), *Trust in Defense Acquisition*. Acquisition Research Symposium, May 2005, Naval Postgraduate School, CA.

Sekerka, L. E., **Zolin, R.**, **Simon, C.** (2005) *Specialized Management Identity and Coercive Rapid Transformation in a Defense University*, .NPS Technical Report.

Leslie Sekerka was invited to present her research at the Ethics and Integrity of Governance: A Transatlantic Dialogue in Leuven, Belgium on June 4. Her paper entitled

Governance: A Transatlantic Dialogue in Leuven, Belgium on June 4. Her paper, entitled *Battling Moral Mediocrity in the Military: Ethics Management using a Proactive versus Reactive Approach*, was a featured presentation of the Integrity and Ethics Management Group.

David Henderson gave a paper at the Western Economic Association meetings on July 7 titled, *"Economics of Defense, War, and Foreign Policy: Expanding the Scope."*
The contribution

Leslie Sekerka made to the 2nd Conference of Positive Psychology, a paper entitled *Moral Courage in the Workplace: Self-regulation as the Cornerstone to Virtuous Action*, was peer reviewed and selected for inclusion in a book to represent the conference proceedings.

Susan Hocevar participated in the recent International Command and Control Research and Technology Symposium held June 13-16 in McLean VA. A paper entitled *"Expeditionary Strike Group -- Command Structure Design Support"* was presented by **Susan Hutchins** on behalf of the NPS Adaptive Architecture for Command and Control (A2C2) team of which Hocevar is a member. Other co-authors on this paper include **Bill Kemple** and **David Kleinman** who, along with Hutchins, are members of the Information Sciences Department of NPS.

David Henderson received an acceptance from Economic Journal Watch of his article, *"The Role of Economists in Ending the Draft."*
[Paper Discussants](#)

Chip Franck, paper discussant, "Cost-Effectiveness of Airport Security", by Tom Hamilton, RAND Corp. at the Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA

Bill Gates paper discussant, "Defense Cost-Effectiveness/Benefit/Utility Analysis," by Greg Hildebrandt, RAND Corp. at the Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA

Nayantara Hensel paper discussant, "Missions, Market Quality, Recruiter Effort, and Enlistments," by Steve Garber and Jim Dertouzos, RAND Corp. at the Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA **Elda Pema** paper discussant, "The Earnings of Tied-Migrant Males: The Case of Military Husbands", by Roger Little and John Hisnanick, USNA and Census Bureau at the Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA

Paul Robards, paper discussant, "Targeted Enlistment Bonuses and Shipping Dates of Navy Personnel," by Michael Hansen, CNA Corp. at the Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA

Professional Activities

Professor **Nancy Roberts** attended the invitation-only MIT Workshop on Deliberative Democracy and Dispute Resolution, June 24-25, sponsored by Professor Larry Susskind of MIT. Interdisciplinary researchers from political science, public administration and management, dispute resolution, public policy and planning came together to identify common issues, themes, and topics for future cross-disciplinary research on deliberative democracy.

Bill Gates, Session Chair, "Sailor Career Management Technologies," Navy Workforce Research and Analysis Conference, April 18-19, Arlington, VA

A New Research Center - The Center for Edge Power was established recently with **Mark Nissen** serving as Director. This new Center is intended to foster, coordinate and promote multidisciplinary research on all elements of network-centric operations (e.g., including concepts, organization, command and control, management, doctrine,

personnel, technology). The term "edge" derives from the recent book entitled *Power to the Edge* (Alberts and Hayes, 2003), which depicts new ways of organizing military forces and of enabling more powerful warfare by leveraging shared awareness and dynamic knowledge. The central premise is that power (i.e., the capability to accomplish intended actions) needs to flow from the "centers" of military organizations to their "edges." Using this metaphor, center refers principally to headquarters (e.g., where decision makers request information from the field), and edge refers principally to front lines (e.g., where combatants--at the pointy end of the metaphorical spear--fight wars). The concept clearly involves more than simply realigning organization charts and reallocating decision rights. People at the edges of organizations must: be aware of command intent; know how to accomplish tasks, activities and processes; and be able to self-organize and self-synchronize to achieve the desired effects. Although designated as an official NPS organization, the Center is virtual, with participating faculty, postdocs and PhD students from Stanford, Southern Cal and other top universities. Mark plans to lead an informational seminar later this year.

Chip Franck, Session Organizer, "*Economics and National Security II*", Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA
Chip Franck, Session Chair and Session Organizer, "*Economic Analysis and National Security I*", Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA

Chip Franck, Session Chair, "*Analytical Foundations of Business Case Analyses*", Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA

Chip Franck, Session Chair, "*Defense Strategy and Alliances*", Western Economic Association International, Annual Conference, July 5-8, San Francisco, CA

Nancy Roberts has accepted the position of Associate Editor for Public Documents in *Public Administration Review*. This new section of PAR provides brief reviews of three or so pages and focuses on recent major government reports, official documents, executive orders, statutes, court opinions, and the like that significantly impact upon public administration. In clear, concise prose, this section brings such seminal publications to the readers' attention and explains their importance and meaning for the field. Professor Roberts and her review board welcome your submissions. She is especially interested in starting off with reviews on intelligence and national security documents. Please call or see her if you wish additional details about the review process.

Program Updates:

An extraordinary number of GSBPP grads (12) have recently been selected for prestigious PM positions in the Army:

Project Manager (Colonel) Michael Williamson
Product Manager (Lieutenant Colonel) Scott Armstrong
 Charles Carter
 Robert Hannah
 John Lewis
 William Utroska
 Jonas Vogelhut
 Ryan Kivett
 Stanley Lewis
 Darrin Rodeschin
 Daniel Guilford
 Matthew Schnaidt

This brings the number of graduates selected for PM to 42 of approximately 160 grads (approximately half of which are not yet in the zone for consideration).



Conrad Chair and MBA (FM)

We completed a one year internal project to get capabilities for IN-260 to conduct VTC. The main objective of this effort was to accommodate teaching a "service unique" portion of our 5th QTR MBA (FM) curriculum for Air Force students. In our 44 person 5th quarter class we have 17 Air Force. The curriculum for the AF was revised by LCOL Randy Howard to permit commencement after 1 July 05.

Trip Reports

Trip Report on Pentagon Visits 9-10 June '05 of **Prof San Miguel**, three Conrad Scholars, and **T. J. Hughes, VAdm, USN (RET)**:

Thesis presentations to ASN(FM&C), Acting FMB and staff, Dir Navy Staff (VADM Tom Church):

a. Three theses presented by Potential Conrad Scholars-

- (1) Analysis of Sea Enterprise Program-Lt Jason Miller, 1110, USN;
- (2) Model Process Validation: An Analysis of Performance-based Pricing Models-Lcdr Pam Theorgood, 3100, USN;
- (3) Useful Performance Metrics for PEO for Integrated Warfare Systems 1.0 and 2.0-Cdr Ron Arnold, 1320, USN.

b. Presentations and dialogue went extremely well, and both Mr. Greco and Mr McNair (acting FMB) evaluated as the best such products that they have received. Mr Greco indicated that he would like to see such an analysis like Lt Miller's applied to the last three BRAC actions (i. e. Projected savings vs Realized savings).

c. Lunch in SecNav's private Mess was hosted by ASN(FM&C)-Heavy dialogue among ASN and each of the students for over an hour. ASN awarded "Conrad Scholar" certificates in recognition of this last step before graduation. As an aside, these three Scholars were scheduled to depart Monterey at 0615 Wednesday 8 June, and they arrived in Washington two hours prior to the 1000 Thursday 9 June scheduled presentations to ASN. They had a most grueling day which included many visits and presentations.

*Visit to Air Force Director of Budgeting (MajGen Lorenz, USAF):*a. **Prof San Miguel** (Academic Advisor to MBA(FM) curriculum) and I briefed the General on our efforts to accommodate the increase in MBA(FM) Air Force students at NPS. It has taken a full year to meet our goal of providing the best value to the Air Force and our Air Force students. The Air Force has been most cooperative, and we are at a point where we can deliver "Air Force UNIQUE" material with an AF cohort class with VTC capability. Gen Lorenz was most appreciative of reaching this milestone. We presented several other improvements that we are striving for. He seems most sincere in wanting to support our objectives.b. Requested Gen Lorenz to stimulate topics from USAF Major Commands (Thesis Topics with POC, funding and HQTRS approval for Theses/Project efforts for USAF students).

*Presentation to N-4B and staff by Lt Miller on Sea Enterprise Program which they Sponsored:*a. Presentation was very well received. VADM McCarthy had been called away to deliver a presentation to our ongoing CEE class in Monterey.b. N-4B desires a continuing close relationship with NPS for Sea Enterprise analysis as well as other areas. The Business School will continue to follow up on this. We brought an extra student from our December '05 graduating class with us to propose a thesis for following on the recommendations of Lt Miller (June '05 grad) to establish a "Center for Navy Business Intelligence (CNBI) in partnership with N-4. N-4B (and FMB) has the proposal and will respond to us within a week from now. *Other visits:*

- a. Discussed with ASN(FM&C)having two December '05 grads (Potential Conrad Scholars: Capt Bill Cox, USMC; and Lt Todd McGee, 3100, USN) visit ASN Tuesday

Generals. Capt Bill Cox, USMC, and Lt Todd McGee, 5100, USN, visit ASN Tuesday 14 June, preceded by a visit with Mr Ed Cochrane (FMB-2). The purpose is to get ASN's views on a thesis he suggested on Navy participation in some Venture Capital efforts. I have a concern that this thesis may not be fruitful. I recognize that even the NULL set can have value, but feel that the ASN must be willing to accept such an outcome before we take it on.

b. Prof San Miguel and T. J. Hughes, VAdm, USN (RET) visited Ed Cochrane to clear the path for Cox and McGee to visit him Monday 13 June as a prep for the meeting Thursday 14 June (re Venture Capital).

c. Lt Miller and Lt Tres Meek, 5100, USN visited N-4 staff Friday in anticipation of a green light by N-4B on the proposed NPS/N-4 partnership in creating a CNBI.d. Prof San Miguel and T. J. Hughes, VAdm, USN (RET) met with Ms Frankie Moran (FMB-3) and negotiated for early feedback on proposals for December '05 grads, and designation of thesis Mentors.

Librarian's Corner



I'd like to take this opportunity to thank Doug Brinkley, Tony Kendall, and John Vitalich for continuing to include a two hour library lab as a regular part of the GB3020 class. Thanks to their cooperation and support, nearly all of the incoming GSBPP resident students receive a pretty thorough "hands on" introduction to library resources, services and processes.

Thanks also to those faculty teaching first quarter classes for responding to my request for information on your class assignments.

Nothing helps gain students' attention like knowing that what they're learning applies directly to their class assignments. Needless to say, doing these labs is keeping my July pretty busy! Recently we have been experimenting with providing online, synchronous library resource instruction to various distance students using our virtual reference software. We can push slideshows, show various web pages and database searches, and do both text chat and voice (telephone, no VOIP yet).

This has enabled us to reach out to distance students who otherwise are often unaware of what the Library can offer them, and so far the response from both faculty and students has been very positive. To date, we have done sessions with Space Systems and Information Systems students – if anyone in GSBPP would like more information please let me know.

Lastly, we are approaching the end of our book buying cycle for this fiscal year. So if you have any more suggestions, please send them my way ASAP.

A complete list of classes and calendar are on our Classes page at <http://library.nps.navy.mil/home/classes.htm>.

Ann Jacobson

BPP Librarian

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2003

[May](#)

2004

[January](#)

2005

[January](#)

[June](#)
[July](#)
[August](#)
[September](#)
[October](#)
[November](#)
[December](#)

[February](#)
[March/April](#)
[May](#)
June
July
August
September
[October](#)
November
[December](#)

[February](#)
[March/April](#)

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