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## Mark Jan Eitelberg, Biographical Summary, 2000

Eitelberg, Mark Jan

Monterey, California: Naval Postgraduate School

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## Mark Jan Eitelberg

### - Biographical Summary -

Mark J. Eitelberg is an internationally recognized authority on military manpower policy. He is currently Professor of Public Policy and Director of the Center for Recruiting Innovation in the Department of Systems Management at the Naval Postgraduate School in Monterey, California. In addition, he teaches policy analysis and military sociology/psychology in the Manpower Systems Analysis Curriculum and in the Leadership Development and Education Program at the US Naval Academy; and he has served as an advisor on more than 140 Master's theses. Prior to joining the faculty of the Naval Postgraduate School in 1982, Dr. Eitelberg was a Senior Scientist with the Human Resources Research Organization, where he managed numerous studies for the Department of Defense (DoD). Since 1976, he has directed approximately 35 research projects for the Office of the Secretary of Defense and US Defense agencies.

Dr. Eitelberg is the author or co-author of over 100 publications and professional papers. During the past several years, his research and writing have focused on issues related to civil-military relations and population participation in the American military. He is the co-originator of military educational benefits programs that replaced the GI Bill in 1977 and set a foundation for all succeeding "GI Bill" policies and programs. His work on enlistment standards in the early 1980s led directly to significant improvements in the standardization of enlistment policies; and his analyses of enlistment screening and occupational classification procedures (treated in two widely-read monographs, *Screening for Service* [co-authored, 1984] and *Manpower for Military Occupations* [1988]) are considered a standard in the field. He has authored or co-authored a number of DoD documents, several of which have led to major changes in department policy. One of these documents, *Profile of American Youth: Nationwide Administration of the Armed Services Vocational Aptitude Battery* (1982), led to the establishment of new norms for scoring the military's enlistment test; and another (in *Population Representation in the Military Services, Fiscal 1990*) served as the official history of population participation in the US military during the Gulf War. His conceptual framework and analyses of "military representation" in the mid-1970s were later adopted as a DoD model for evaluating the effectiveness of the All-Volunteer Force, and they are still referenced widely in academic literature and in official government publications within the US and other nations. His first book, *Blacks and the Military*, co-authored with Martin Binkin and published by the Brookings Institution in 1982, is regarded today as a "classic," seminal work in defense policy studies. In 1990, he directed a study for the National Commission on Testing and Public Policy—the results of which were published as *Becoming Brass: Issues in the Testing, Recruiting, and Selection of Military Officers*, a ground-breaking examination the US military's officer corps. Much of his work, as well as that of his students, has contributed significantly over the years to academic and policy-level discussions of race relations, gender integration, equal opportunity, and diversity management in the armed forces. His current research, developing an Internet-based online recruiting station, is a multimillion-dollar initiative that promises to revolutionize the way in which the US military attracts and enlists volunteers.

Dr. Eitelberg developed and introduced a course in the fundamentals of military sociology and military psychology, which he teaches at NPS and in a graduate-level program at the US Naval Academy. He has participated in a number of panels at conferences of the American Psychological Association and the International Military Testing Association, authoring or co-authoring over a dozen related papers. He is a frequent reviewer for the journal, *Military Psychology*. He has been a consultant with several government agencies, commissions, and private organizations—including the Brookings Institution, the RAND Corporation, the Atlantic Council of the United States, and the National Research Council of the National Academy of Sciences—and he continues to be an active participant in seminars, panels, conferences, and working groups devoted to the study of military manpower policy and national security. He has been a US representative on the Human Resources and Performance Group (Panel on Military Human Resource Issues) of The Technical Cooperation Program (TTCP), an international consortium of defense scientists, since 1990. He has participated in many international conferences and seminars, and he has lectured extensively on issues related to all-volunteer military recruitment. In 1998, he led a team of distinguished faculty and defense officials from the US in a joint Russian-American conference held in Moscow on the subject of ending Russia's system of military conscription. He is an elected member of the Council of the Inter-University Seminar on Armed Forces and Society (IUS), an "invisible college" for Fellows from over 50 countries. He has been Editor of *Armed Forces & Society*, the official journal of the IUS and a leading publication in its field, since January 1998.