



## Graduate School of Business and Public Policy (GSBPP) Research Newsletter / Winter 2013

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# GRADUATE SCHOOL OF BUSINESS & PUBLIC POLICY

## Quarterly Research

### Newsletter

Winter 2013 | Vol 4 | No 2

### Faculty Research

Rene G. Rendon, Associate Professor of Acquisition Management, started as a Lecturer and was then promoted to Senior Lecturer before transitioning to the tenure-track within GSBPP, where he currently serves as the Academic Associate for the Master of Business Administration (MBA) Contract Management degree program. Rendon began his teaching career while in the Air Force, assigned at Los Angeles Air Force Base, teaching contract management courses for the University of California Los Angeles government contracts certificate program. He was also a Senior Lecturer at the Keller Graduate School of Management where he taught MBA courses in project management and contract management.

Prior to his appointment at NPS, Rendon served for more than twenty years as an acquisition and contracting officer in the United States Air Force. His Air Force career included assignments as a warranted contracting officer for the Peacekeeper ICBM, Maverick Missile (AGM-65D), C-26 (Fairchild Metroliner), C-20 (Gulfstream IV), and the F-22 Raptor. His experience includes serving as the Director of Contracting for the Air Force's Space Based Infrared Surveillance satellite system as well as the Evolved Expendable Launch Vehicle rocket program. Rendon also served as a Contracting Squadron Commander at Laughlin Air Force Base, which was a pilot training base. While in the Air Force, Rendon also worked for the NCR Corporation as a supply chain manager at their world headquarters in Dayton, Ohio.

Rendon is a graduate of the U. S. Air Force Squadron Officer School, Air Command and Staff College, Air War College, and the Department of Defense Systems Management College. He earned a Bachelor of Business Administration degree from Angelo State University in Texas, a Master of Business Administration degree from the University of North Dakota, and a Doctor of Business Administration degree from Argosy University

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ASSOCIATE PROFESSOR RENE G. RENDON

*Acquisition Management*

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in Orange County, California. Rendon's research interests are in organizational contract management processes, specifically in the areas of assessments and improvements of organizations' contract process capability. He has conducted research in support of various Department of Defense agencies, defense contractors, and local governments. His published books include *Contract Management Organizational Assessment Tools* and *Military Program Management* (both with Gregory Garrett), as well as *Management of Defense Acquisition Projects* (with Keith Snider). Rendon has also published chapters in the following books: *Contract Administration, U.S. Government Services Contracting, Risk Management for Complex U.S. Government Contracts and Projects, and Cost Estimating and Contract Pricing*.

Because of the interdisciplinary nature of acquisition and contract management, Rendon has collaborated with colleagues in other fields such as operations management, operations research, systems engineering, information science, and public administration. He has partnered with his colleagues in conducting sponsored research and

has published over twenty sponsored technical reports. Rendon's research has also been presented in different academic circles including the American Institute of Aeronautics and Astronautics (AIAA), Institute of Electrical and Electronics Engineers (IEEE), International Council on Systems Engineering (INCOSE), National Contract Management Association (NCMA), Project Management Institute (PMI), and the Institute for Supply Management (ISM). Rendon has received the Air Force Outstanding Officer in Contracting award, which was presented to him at the Pentagon, the NPS Richard W. Hamming Excellence in Teaching Award and the NCMA Award for Excellence in Contract Management Research and Writing. He has also served in leadership positions for various professional associations such as the National Contract Management Association, the Institute for Supply Management, and the Project Management Institute, and earned professional certifications, including the Certified Professional Contracts Manager (CPCM), the Certified Professional in Supply Management (CPSM), and the Project Management Professional (PMP), and was also designated as a Fellow of the National Contract Management Association.

## SELECTED PUBLICATIONS

by Associate Professor Rene G. Rendon

Rendon, R.G. "Commodity Sourcing Strategies: Processes, Best Practices, and Defense Initiatives." *Journal of Contract Management*, 3(1), 7-20, 2005.

Rendon, R.G. "Procurement Process Maturity: Key to Performance Measurement." *Journal of Public Procurement*, 8(2), 200-214, 2008.

Rendon, R.G. & Rendon, J.M. "Contracting and Tax Accountability: Ensuring a Level Playing Field." *Journal of Contract Management*, 7 (1), 9-15, 2009.

Rendon, R.G. & Snider, K.F. "Supply Management in American Public Administration: Towards an Academic Discipline?" *Journal of Purchasing & Supply Management*, 16 (2010), 99-108, 2010.

Rendon, R.G. "Assurance of Learning in Contract Management Education." *Journal of Contract Management*, 9(1), 9-15, 2011.

Rendon, R.G., Apte, U. M., Apte, A. "Services Contracting in the DOD: A Comparison of Management Practices in the Army, Navy, and Air Force." *Defense Acquisition Research Journal*, 19(1), 3-32, 2012.

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

## MANPOWER REQUIREMENTS ESTIMATION FOR UNMANNED CARRIER LAUNCHED AIRBORNE SURVEILLANCE AND STRIKE SQUADRONS

(Research Abstract by Cmdr. Gary Lazzaro)

Unmanned Carrier Launched Airborne Surveillance and Strike (UCLASS) squadrons, an unmanned aerial system, are scheduled to operate from aircraft carriers in 2020. Because scant research has been conducted on squadron level manpower requirements in support of UCLASS deployments aboard aircraft carriers, the purpose of this research is primarily to produce estimates for the manpower requirements for deployable UCLASS squadrons, and secondly, to compare UCLASS manpower requirements to F/A-18F manned squadrons.

Since the UCLASS program is currently under development, some assumptions about the future of the program were necessary to generate the estimates for the manpower requirements of UCLASS units — defined as aircraft operators, aircraft maintainers and squadron support. A review of existing squadron manpower documents and unmanned systems doctrine yielded quantitative and qualitative estimates of UCLASS manpower requirements, and an analysis of squadron manpower documents from existing manned aviation squadrons produced common requirements currently in use across the Navy. Estimates for UCLASS squadron manpower requirements in aircraft maintenance and squadron support were derived from researching squadron manpower documents. A separate theoretical analysis was performed to determine UCLASS aircraft operator manpower requirements. The employment of automation technology within the UCLASS system is a primary driver for a reduction, but not complete elimination, of aircraft operator manpower requirements as compared to other unmanned aerial systems. In addition, this research proposes that the requirements for the quantity and quality of UCLASS operators can change throughout the course of a mission.

The research derives manpower requirements estimates for two potential configurations of an independent UCLASS squadron. A UCLASS squadron can be organized as either a completely deployable unit or as a unit with a shore component and deployable detachments. Both UCLASS squadron configurations result in a smaller footprint and lower manpower requirements than existing F/A-18F squadrons. The

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Cmdr. Gary Lazzaro, USN

# Research





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greatest manpower savings occur in a UCLASS squadron configured as a shore component with five deploying detachments. The results of the research recommend a UCLASS squadron configured with a shore component and five detachments, which has an estimated total manpower requirement for 103 officers and 540 enlisted. For comparison purposes, five deployable F/A-18F squadrons require 220 officers and 1,195 enlisted. The annual manpower cost of the proposed UCLASS squadron with a shore component and five detachments is \$56.9 million in fiscal year 2013 dollars. The annual manpower cost of a UCLASS squadron configured with five detachments is \$61.8 million less than the cost of five F/A-18F squadrons.

### Student's Background

A third generation naval officer, Cmdr. Gary Lazzaro is a 1996 graduate of the NROTC program at the University of California San Diego, where he received a Bachelor of Science in Electrical Engineering. He earned a Master of Science in Management with an emphasis in Manpower Systems Analysis at NPS. Cmdr. Lazzaro is a Naval Aviator in the SH-60B Seahawk helicopter. He has completed multiple deployments to the Arabian Gulf aboard frigates, destroyers and aircraft carriers, and has flown over 3,000 hours in naval aircraft. His shore assignments include two tours as a flight instructor in both fixed and rotary wing aircraft. He also completed for an Individual Augmentation deployment to Afghanistan as the Executive Officer of an Embedded Training Team.



Unmanned Carrier Launched Airborne Surveillance and Strike

Cmdr. Lazzaro is currently a Ph.D student in Operations Research at NPS, after which he will laterally transfer to the Permanent Military Professor Restricted Line officer community and report to the United States Naval Academy as a permanent military professor. His personal decorations include the Bronze Star Medal, Air Medal with "2" Strike/Flight device, Navy & Marine Corps Commendation Medal (3 awards), and various campaign and unit awards.

## ACQUISITION MANAGEMENT

### Peer-Reviewed Articles

Kidalov, M. "U.S. And E.U. SME Subcontracting Policy and Practice Trends: Towards A Transatlantic Accountability Consensus." *Journal of Public Procurement*, Vol.13, Issue 1, 39-71, 2013.

Kidalov, M. "Impact of Contract Bundling and Consolidation on Defense Acquisition System and Defense Industrial Base: The Case of the U.S. Department of the Navy." *Journal of Public Procurement*.

### Technical Reports

Angelis, D., Ford, David & Dillard, J. "Real Options in Military System Acquisition: The Case Study of Technology Development for the Javelin Anti-Tank Weapon System." Monterey, CA: Naval Postgraduate School, February 2013.

## OPERATIONS & LOGISTICS MANAGEMENT

### Peer-Reviewed Articles

Dixon, M. J., & Verma, R. "Sequence Effects in Service Bundles: Implications for Service Design and Scheduling." *Journal of Operations Management*, (2013).

Yoho, K.D., Bummara, J., Clark, W., & Kelley, C., "Strategic Resource Acquisition and Allocation: Selecting Vessels to Support Maritime Irregular Warfare," *Military Operations Research Journal*, 2013.

## ORGANIZATIONS & MANAGEMENT

### Peer-Reviewed Articles

Powley, E. H. "The Process and Mechanisms of Organizational Healing". *Journal of Applied Behavioral Science*, 49(1): 42-68, 2013).





## Women, Peace, and Security Workshop

The United States Partnership for Peace Training and Education Center (USPTC) Program Office and Dr. Deborah Gibbons and Sally Baho (NPS, GSBPP) are building international partnerships to help the United Nations and other peacekeeping forces fulfill their responsibilities regarding human rights and the protection of women, and to effectively mainstream women in all aspects of security. Working with the Centro Conjunto para Operaciones de Paz de Chile (CECOPAC), they are executing a joint, intensive two-week course intended to operationalize the knowledge and skills that are necessary to successfully implement a series of United Nations resolutions regarding women's issues, security, and peacekeeping. Utilizing Global Peace Operations Initiative (GPOI) funds, the program is being implemented at the request of the United States Southern Command (SOUTHCOM).

The workshop will be held at the CECOPAC facility in Santiago, Chile, in early June 2013. It addresses protection of civilians, women's involvement in peace-building and peacekeeping operations, and women's safety in conflict and stabilization efforts. It is intended for non-government officials, action officers, deploying military, government employees, military officers and civilian police equivalents, and other people who need or want to implement change with regard to civilian safety, women and security. Participants will become familiar with international standards of inclusion, operational issues, and effective strategies for improvement. They will study cases involving protection of civilians and inclusion of women in security planning and operations, and they will discuss the types of actions that they might need to take in similar situations.



From left to right: Capt. Glidden Nieves (USMILGP-Chile Embassy of the U.S.A.), Carolina Contreras Berrios (Chile Ministry of Defense), Maj. Jose M. Carrera Calderon (CECOPAC), Dr. Deborah Gibbons (NPS, GSBPP), Lt. Col. Rodrigo Vasquez Islas (CECOPAC), Sally Baho (NPS, GSBPP), Jack Likens (GPOI), Lt. Carolina Cespedes Benavente and Nate Christensen (USPTC)

Participants will also gain an understanding of important social and cultural factors that affect women's participation in government and peace-building, learn approaches and develop transferable skills for addressing issues related to women and security, and design feasible action plans. Additionally the leadership of the program anticipates inviting instructors and coordinators of instructional

programs for deploying troops from a variety of South American countries. The intent is to provide them with an overview of international documents and standards regarding protection of civilians and inclusion of women in peacekeeping, while sharing with them the educational materials that CECOPAC and NPS GSBPP are developing to teach these topics.

The objective of this workshop is to provide peacekeeping troops with an understanding of international human rights standards and develop capabilities to improve protection of civilians and inclusion of women in peacekeeping and peace-building efforts. The seminar offers realistic recommendations to address gaps in women's numbers and positions within security organizations and encourages the implementation of UN Security Resolution 1325.

The workshop will be taught by CECOPAC faculty members, under the leadership of Major Jose Miguel Carrera, and by Dr. Deborah Gibbons and Research Assistant Sally Baho, both from GSBPP at Naval Postgraduate School. The workshop will be facilitated by Nathan Christensen, the USPTC Program Office's SOUTHCOM project manager.

**Description:** Endogenous Split Awards as a Bid Protest and Procurement Management Tool  
**Author(s):** Peter J. Coughlan, William R. Gates  
**Date:** 2012

### Improving the Procurement Process

If federal government contractors protest an award, the protest is evaluated for merit and remedy, which can create significant contract delays if the protest is deemed frivolous. To resolve this challenge, split procurement awards are considered as a tool to rationalize the bid protest process and potentially improve the general procurement process. It discusses split procurement as an award protest and procurement management tool, and models bidding incentives and outcomes with fixed or exogenous split awards and variable or endogenous split awards (where the split depends on the relative competitiveness of the vendors' bids). Endogenous split awards can increase the competitiveness of vendors' bids relative to fix-split awards, while reducing the incentives for frivolous contract protest. Endogenously split contract awards can also improve general acquisition process, particularly if retaining competition is important for follow-on procurement actions.





**Commander A.J. "Face" McFarland**  
*Chief Test Pilot, VX-31*

**“ The NPS EMBA program broadened my view of the Naval Aviation Enterprise by augmenting my operational perspective with the ‘business’ side of the equation. ”**

**Commander A.J. McFarland**

Cmdr. A.J. “Face” McFarland is a native of Aurora, Illinois and a 1993 Naval Reserve Officers Training Corps (NROTC) graduate from the Massachusetts Institute of Technology (MIT) who holds both a Bachelor of Science and Master of Science degree in Aeronautics and Astronautics, the latter upon commissioning aboard the USS Constitution. Cmdr. McFarland attended flight school from 1995 to 1997 and subsequently completed his Fleet Replacement Squadron (FRS) training in F/A-18s at Strike Fighter Squadron 125 (VFA-125) in Lemoore, California in 1998. His fleet tours include the Strike Fighter Squadron One Five One (VFA-151) “Vigilantes” aboard the USS Constellation (CV-64) with Carrier Air Wing Two (CVW-2) from 1998 to 2001, and the Strike Fighter Squadron Nine Seven (VFA-97) “Warhawks,” who were deployed to Marine Corps Air Station (MCAS), Iwakuni, Japan, with Marine Aircraft Group 12 (MAG-12) from 2004-2005. Over the course of his career, which includes three WESTPAC deployments, Cmdr. McFarland has flown 22 combat missions and performed 373 carrier arrested landings.

Cmdr. McFarland graduated from the U.S. Air Force Test Pilot School in December 2002. His previous NAVAIR

tours included Air Test and Evaluation Squadron THREE ZERO (VX-30) as the Standoff Land Attack Missile Expanded Response (SLAM-ER)/Harpoon/Joint Air to Surface Standoff Missile (JASSM) Project Officer and Tomahawk Airborne Missile Flight Safety Officer from 2003 to 2004. He also toured with Air Test and Evaluation Squadron THREE ONE (VX-31) as the Advanced Weapons Laboratory (AWL) Military Deputy Integrated Product Team (IPT) lead/Advanced Systems Project Officer from 2005 to 2007 and the F/A-18 and EA-18G Program Office (PMA-265) as the F/A-18 and EA-18G Radar IPT lead from 2007 to 2009.

In 2009, during his first tour at a Naval Air Systems Command (NAVAIR) program office, Cmdr. McFarland earned his Executive Master of Business Administration degree from the Naval Postgraduate School. From November 2009 to April 2011 Cmdr. McFarland served in the NAVAIR Engineering Division as the Joint Standoff Weapon (JSOW)

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Class Desk Officer and directly supported the JSOW Program within the Precision Strike Weapons Program Office (PMA-201) where he was responsible for all systems engineering technical reviews and processes relating to and in support of the Acquisition Category 1 (ACAT 1C) Major Acquisition Program.

Cmdr. McFarland assumed the duties of VX-31 Chief Test Pilot at the Naval Air Weapons Station (NAWS) China Lake, California, on 9 June 2011. The squadron’s primary mission is developmental test and evaluation of new software and weapons systems in United States Navy and United States Marine Corps strike and assault aircraft. Additionally, VX-31 provides Search and Rescue coverage for the high desert, Sierra Mountains, and adjacent valleys within the R2508 complex. On January 25, 2013, Cmdr. McFarland relieved Col. Andre “Merk” Mercier of VX-31 of Commanding Officer duties during a change of command ceremony aboard Naval Air Weapons Station China Lake.

In describing some of the value of his education from NPS, Cmdr. McFarland said:

“ *The NPS EMBA program broadened my view of the Naval Aviation Enterprise by augmenting my operational perspective with the ‘business side of the equation.’ This was particularly helpful in my career as an Aerospace Engineering Duty Officer, especially in my program management and engineering positions within NAVAIR. My ability to speak to production management, throughput analyses, theory of constraints, and optimization techniques along with a better understanding of the PBBE process armed me with tools that most AEDO’s do not formally learn other than on the job. ”*

**Awards**

Cmdr. McFarland’s personal decorations include the Meritorious Service Medal, Air (Strike/Flight) Medal, two Navy Commendation Medals, three Navy Achievement Medals, and various unit, campaign, and service awards.

**Congratulations** to Capt. Tom MacRae, former Military Associate Dean of GSBPP, who now serves as the NPS Dean of Students; and Cmdr. Simonia Blessingame, military faculty member in Manpower Systems Analysis, who assumed Capt. MacRae’s duties as Military Associate Dean of GSBPP on Friday, March 1, 2013.

**Farewell and congratulations** to Dr. Steven Mehay, Professor of Economics and Associate Dean for Research, who retired after 27 years of teaching at NPS.





**Promotions and Tenure**

**Dr. Keith Snider**

For his important contributions to scholarship in public procurement, and for his international reputation as an intellectual leader and pioneer in paving the way for defense acquisition research, Dr. Keith Snider was promoted to Professor. An outstanding educator and thesis advisor, Dr. Snider is recognized for his versatility in teaching both resident and distance-learning programs. He is also the Principal Investigator for the Acquisition Research Program and has worked with the Chair of Acquisition to create a program that has engaged over sixty universities internationally and has brought together many scholars, defense executives and policy makers from around the world to participate in the annual NPS Acquisition Research Symposium.

**Dr. Edward (Ned) Powley**

In recognition of his pioneering and nationally recognized work in the field of management and organizational behavior, was award tenure and promoted to Associate

Professor. His research on organizational “resilience” measures the capacity of organizations to withstand the devastating effects of crises and catastrophes, while his work on organizational healing assesses and helps organizations to improve their capacities to recover and rebuild in the wake of catastrophes.

**Cmdr. Bill Hatch (USN Ret.)**

For his contributions to the analysis of military manpower and of unmanned vehicle systems requirements, was promoted to Senior Lecturer. Recognized as an expert in the field of military manpower and personnel, Bill Hatch has developed and delivered Manpower Personnel Training and Education (MPTE) short courses for the U.S. Navy and international militaries. His extensive teaching in the Manpower System Analysis curriculum has been outstanding and he has graduated an impressive set of thesis students, including several award winners.



Christy Bixler after the graduation ceremony at NPS on March 2013.

Christy Bixler, DON civilian (NAVFAC headquarters in Washington, D.C.) and recent graduate in Program Management was awarded the Philip A. Murphy-Sweet Memorial Award for Excellence in Acquisition. Her thesis titled “An Analysis of Department of Defense Environmental Remediation Contract Management Strategy,” identifies best practices from the DOD and other federal and industry agencies that are applicable to the Department of Energy’s environmental remediation operations and improves those overall processes. The intent of Bixler’s study was to increase acquisition options and flexibility, minimize risk exposure, and meet political and legislative contracting mandates.

Christy Bixler is a registered professional engineer with over fifteen years of program management experience in the civil and environmental engineering field. After graduating with a Bachelor of Science in Civil Engineering and Applied Mechanics from the University of Virginia, she began her career in the private sector as a contractor for the federal government and DOD. While her areas of knowledge are broad, her specific technical expertise includes regulatory and policy compliance with underground infrastructure and conveyance systems, water/wastewater treatment, and environmental management systems (ISO 14001).

In 2010, Bixler started working for the Navy under the Naval Acquisition Associates Program (NAAP). She currently works for Naval Facilities Engineering Command Headquarters (NAVFAC HQ) where she manages the Environmental Management Systems (ISO 14001) Conformance/ Environmental Compliance Assessment, Safe Drinking Water Act, and Emergency Planning and Community

Right-to-Know Act (EPCRA) Programs. She also serves as a member of the NAVFAC HQ Command Assessment Team and as a technical judge for the Chief of Naval Operations Environmental Awards.



From left to right: Dr. Juanita Rendon, USAF Sgt. Matthew Tonay and Dr. William Gates, Dean of GSBPP.

Congratulations to December GSBPP graduate and USAF Sgt. Matthew Tonay, who completed a directed study course with Dr. Juanita Rendon, Lecturer of Accounting, and successfully passed the Certified Fraud Examiner (CFE) exam.

The CFE certification is sponsored by the Association of Certified Fraud Examiners (ACFE) and focuses on fraud prevention and deterrence, financial transactions and fraud schemes, law enforcement, and investigation. The CFE credential is recognized in the hiring and promotion policies of leading organizations, including the FBI, the DOD, and the Securities and Exchange Commission (SEC).

**Student Award Winners**

**Navy League Award for Outstanding Academic Achievement**

Cmdr. Gary Lazzaro

**Association of the United States Army, General Joseph W. Stilwell Chapter Award for Outstanding Army Student**

Maj. Thomas Lutz

**Naval Postgraduate School Superior Service Award**

Maj. Dustin Thorne, USMC

**The United States Marine Corps Superior Service Award**

Capt. Andrew Holmes



**Conrad Scholars in Washington, D.C.**



From left to right: Dean William Gates, Rear Adm. Joe Mulloy, Lt. Cmdr. Kevin McNulty, Lt. Chad Kalocinski, Capt. Adam Chu, USMC, and The Honorable Gladys Commons.

Conrad scholars and December 2012 NPS graduates Capt. Adam Chu, Lt. Cmdr. Kevin McNulty, and Lt. Chad Kalocinski were selected to brief their theses 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. Also in attendance at the Washington, D.C. briefing were Dr. William Gates, Dean of GSBPP; Dr. Kenneth Euske, Distinguished Professor, GSBPP; Retired Capt. Henry J. Sanford, Conrad Chair of Financial Management; and Charlie Cook, one of the nation's leading authorities on U.S. elections and an astute analyst of the Washington political scene.

**Association to Advance Collegiate Schools of Business (AACSB) Conference**

From January 23-25, Dean of GSBPP Dr. William Gates attended the AACSB Conference in San Antonio, Texas. As the premier international forum exclusively for business school deans, the event offered the 500 participants (from 40 countries) the opportunity to network, and to choose from a variety of valuable sessions led by top business leaders and educators within the ever-changing global vironment.

**Chief of Naval Operations**

Adm. Jonathan W. Greenert, Chief of Naval Operations, met with NPS students, faculty and staff during his campus visit on February 1, where they discussed the current and future direction of the Navy, and topics such as budget and resources, training and education of the fleet, sexual assault, suicide, operations tempo and manning.

*“That balance of postgraduate education and the research you do here is very important. We are fortunate to have the students that we attract, the world renowned faculty that we have here, and the administration that makes it all come together.”*

For more information, please go to: <http://www.nps.edu/About/News/Chief-of-Naval-Operations-Delivers-All-Hands-Message-at-Naval-Postgraduate-School.html>



Adm. Jonathan W. Greenert, CNO

**Brigadier General Kirk Vollmecke Visits GSBPP**

On February 6, Brig. Gen. Kirk Vollmecke, Commanding General for the Army Mission and Installation Contracting Command (MICC), visited GSBPP where he spoke with United States Army and other Contracting and Program Management students, many of whom will be working at MICC after they graduate from NPS.

As the Commanding General in charge of all contracting conducted at Army installations worldwide, and as a GSBPP contracting degree program alumnus, Brig. Gen. Vollmecke also met with faculty members in the contracting sectors of both the MBA and MSCM programs to discuss their curricula and GSBPP's extensive history in supporting MICC through its contracting-related research.

**NATO Building Integrity Conference 2013**

NATO's Building Integrity (BI) program was created to increase transparency, improve accountability and enhance integrity in the defense and security-related communities. This year, NATO held its BI Conference in Monterey, from February 25-28, where participants explored the strategic impact of corruption, identified practical tools to manage scarce resources, and promoted best practices.

NPS Interim President Rear Adm. Jan E. Tighe opened the conference and welcomed the 180 representatives from 35 NATO member and allied nations. As the keynote speaker, Gen. Jean-Paul Palomeros, NATO Supreme Allied Commander Transformation spoke about the BI's role in encouraging sound institutions, especially in places like Afghanistan where NATO representatives are working to encourage good governance in the civilian and military sectors.

*“Corruption is born of desperation...One cannot imagine an anti-corruption campaign without security ... The primary contribution of NATO must be to fulfill its mission of providing security. The absence of security implies corruption.”*

Gen. Jean-Paul Paloméros

The lessons learned from the conference, published in a compendium of best practices titled “Building Integrity and Reducing Corruption in Defense,” are available at the official NATO website. More information at: <http://www.nps.edu/About/News/NPS-NATO-Partner-to-Build-Transparency-Efficiency-in-Defense-Institutions.html>



Gen. Jean-Paul Paloméros, NATO Supreme Allied Commander Transformation. Photo by: Grant Ammon NPS PAO

**FBI Cohort Joins the Executive Master of Business Administration (EMBA) Program**



Students from the Federal Bureau of Investigation enrolled in the EMBA program - March 2013

On March 11, six civil employees from the Federal Bureau of Investigation (FBI) attended a weeklong orientation and Teams Course at NPS as part of half-time, distributed learning (videoconferencing) EMBA program. Designed to provide students with essential skills in public sector management, particularly the federal government, the FBI students' program will include concentrations in federal financial management, budgeting, acquisition and contracting.

Professional Service





## Defense Energy Speakers Seminar Series

As part of the Defense Energy Speakers Seminar Series, on April 19, Monterey Bay Aquarium Research Institute Senior Research and Development Engineer William Kirkwood will present “Zero Buoyancy Impact on Energy Density for AUV Power Systems,” to interested faculty, staff and students at 9:00 a.m. in the MAE auditorium.

As part of the same series, on April 26, Lead Advisor for the Lawrence Livermore National Laboratory Blue Ribbon Commission on the U.S. Nuclear Future Tom Isaacs will



present “Spent Nuclear Fuel – A Barrier to the Deployment of Fission Plants Results of the Blue Ribbon Commission,” to interested faculty, staff and students at 9:00 a.m. in the MAE auditorium.

## International Celebration Day - Celebrating cultural diversity at NPS, April 27, 2013.

More information at : [http://www.nps.edu/About/Events/NPSEvents\\_International-Day\\_2013.html](http://www.nps.edu/About/Events/NPSEvents_International-Day_2013.html)

## USMC and USCG Research Working Group - April 22-24, 2013 at NPS, for all NPS faculty and students.

More information at: [http://www.nps.edu/About/Events/NPSEvents\\_USMC\\_USCG\\_Research\\_Working\\_Group.html](http://www.nps.edu/About/Events/NPSEvents_USMC_USCG_Research_Working_Group.html)

## Pre-Graduation Awards

The ceremony for the spring quarter faculty and student awards will be held in King Hall on June 11, 2013.

## Graduation Ceremony

The ceremony for the spring quarter graduation will be held in King Hall on June 21, 2013.

## The Honorable Nelson M. Ford, Former Under Secretary of the Army and President and Chief Executive Officer of LMI

On January 17, former Under Secretary of the Army, the Honorable Nelson M. Ford, was a guest lecturer in the GSBPP’s “Defense Budget and Financial Management Policy” class taught by Dr. Douglas Brooks, Professor and Director of the Center for Defense Management Research. During his presentation, Ford not only highlighted the unpleasant realities of the federal budget, but also challenged the students to find ways to reduce the national debt to 60 percent of the Gross Domestic Product by 2021, using an online budget simulator from the Committee for a Responsible Federal Budget. (The simulation can be found at: <http://crfb.org/stabilizethedebt/>)

*“We are studying the broader fiscal context in which the Defense budget operates,” said Professor Brook, “and this simulation gives the students an opportunity to try to stabilize the national debt by making complex spending and tax choices.”*

The simulation was enlightening for the students and revealed some of the major difficulties in providing viable solutions to reducing the federal budget.

*Marine Corps student, Maj. Petra Seipel called the budget simulation “eye opening”. “It quickly became obvious why it is so difficult to balance the budget” reported Saipel, “Each group, which is in danger of losing its funding, will try hard to preserve it at someone else’s expense, so the question of who should take the cut remains largely unanswered because nobody wants to lose what they perceive as their entitlement.”*

*“The military budget is a large portion of the discretionary budget, which means we are one of the first ones to be looked at when it comes to identifying cost saving measures, cuts and reduction in benefits,” continued Maj. Seipel, “but what many fail to see is that most of the cuts in defense spending will not be enough to offset the shortfalls in the mandatory spending. The decisions that were posed within the simulation exercise made it clear that to balance the budget we need to look at the underlying laws that make our expenditures higher than the revenue we take in.”*

Through this exercise, Mr. Ford hoped to provide the students with three major concepts: *“First, we are borrowing a trillion dollars a year and, if we don’t stop, we’ll wreck the economy and the country. Second, you can’t solve the*

*problem with cuts in defense and other discretionary spending because it only represents 30 percent of the total spending. Third, you have to make major reductions in entitlements and reduce tax expenditures to achieve fiscal stability. This generation needs to lead the charge to make this happen.”*



# Operational Relevance



# NPS - GRADUATE SCHOOL OF BUSINESS & PUBLIC POLICY



## GSBPP FACULTY AND PROGRAMS



### ACADEMIC AREAS

#### Acquisition Management

Chair: John T. Dillard  
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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

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

