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2004-03

**Graduate School of Business & Public Policy**  
**(GSBPP) Newsletter / March & April 2004**

Monterey, California: Naval Postgraduate School

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## Dean's Corner

Last month I attended the annual AACSB Dean's conference. Nearly 400 deans were in attendance from business schools and management programs around the country. I confess that I am not an enthusiastic conference attendee, but this conference was pretty good. Sessions on topics such as strategy, resource management, faculty recruiting, accreditation, etc. were useful and informative. Some of the most interesting information, of course, came from the table conversation with other deans. Throughout the conference I was struck by three recurring themes.



First, as interested as I might have been in hearing about other deans' schools and programs, they were more interested in ours. " Naval Postgraduate School " on my name tag was enough for anyone to start a conversation - "Who are your students? What do you teach? Where do you get your funding? Wow, I didn't know you had a business school." Many deans had heard of NPS and they had a positive image of our institution. But most lacked any real information about us and they were eager to learn more. This tells me that we have both an opportunity and a need to communicate to our peers and build the recognition and reputation of our school among the community of leading business schools.

Second, we are very much like other schools on some dimensions and totally unlike in other areas. For instance, we share the same challenges in faculty recruiting and development, educational relevancy, managing academic programs, and meeting the classroom expectations of students. We do not share student management issues such as marketing, admissions, career counseling, or job placement; our private fundraising expectations are different; and our close relationships with curriculum sponsors are unusual if not unique. Our students are the envy of everyone. Our administrative complexity - university, DoD and federal government rules and regs all in one place -- is envied by no one. While many state schools are suffering from budget constraints, others business schools have independent funding sources that help to insulate them from the budget woes of their universities. We're not as bad off as some and certainly not as affluent as others. Many schools are making use of consulting firms to help raise money, plan strategy, and market their programs. It's clear to me that on most internal academic measures we fit the university model, while on administrative and institutional measures we're in a different category.

Third, AACSB is continuously changing its metrics for member institutions. New accreditation standards and accreditation



maintenance processes have already been put into effect. A task force on ethics education is about to issue its report calling for a broader and more thematic approach to teaching ethics throughout an MBA curriculum. And, new standards for assessment will challenge all AACSB schools to put in place continuing processes for assessing educational outcomes. We will have to stay closely attuned to and involved with AACSB to make sure we get this right for BPP.

### **Publications**

**Raymond E. Franck** , Innovation and the Technology of Conflict During the Napoleonic Revolution in Military Affairs, *Conflict Management and Peace Science*, Vol. 21, no 1 (2004), 1-16.

**Candrea**, Philip J. 2004. "Analysis of the Field of Public Management: A Response to Kelman, Thompson, Jones and Schedler," *International Public Management Review* , 5(1), 58-68.

**Cory Yoder** , "The Naval Postgraduate School's Defense-Focused Master's Programs in Acquisition and Contracting"

<http://www.navsup.navy.mil/npi/lintest/ma04/dfmaster.htm>

BPP graduate , **Lt Paquette** , "The Naval Postgraduate School: Where You Want to Be!" *Author's note: I wish to thank Prof. Gail Fann Thomas, Dr. Gil Howard, Dr. David Lamm, Prof. Shu Liao, Prof. Dave Matthews, Dr. Dave Netzer, and Dr. Cary Simon for their assistance.*

<http://www.navsup.navy.mil/npi/lintest/mayjune03web/npswuw.htm>

### **Research Summaries** (May/June 03)

<http://www.navsup.navy.mil/npi/lintest/mayjune03web/npsrs.htm>

Research summaries ( **MBA students** ) (Nov/Dec 03)

<http://www.navsup.navy.mil/npi/lintest/nd03/postsch.htm>

### **Presentations**

**Roxanne Zolin** presented "Studying The A in VV&A" to Navy Modeling and Simulation Management Office's Verification, Validation & Accreditation (VV&A) Technical Working Group Workshop in San Diego last month. Roxanne described her research with one of her MBA Project teams that looks into the current procedures for VV&A of Models and Simulations used in the Navy's Surface Warfare Operational Testing and Evaluation and will evaluate the costs and benefits of making COMOPTEVFORINST 5000.1 the standard accreditation procedure.

**Nancy Roberts** presented the paper "Public Deliberation in an Age of Direct Citizen Participation" as part of the Founders' Forum sponsored by the American Society for Public Administration at their 65 th National Conference, in Portland , Oregon , March 27-30.

**Stephen Mehay** and **William Bowman** presented a research paper, "Commissioning Source and Performance of Marine Corps Officers," to the Fourth Annual Navy Workforce Analysis Conference in Crystal City , Virginia on 30 March 2004 .

**Jeff Cuskey** gave a presentation on "Performance-Based Services Acquisition" at the 2004 Marine Corps Contracting Conference, Savannah , GA. on 22 March 2004 .

**Karsten P. Logemann** , **William R. Gates** and **Bill Hatch** , presented "Simulating Assignment Incentive pay for navy Enlisted Sailors," Navy Manpower Research and Analysis Conference, Center for Naval Analysis,

Alexandria, VA, March 29 -30, 2004.

**Stephen Mehay** presented an overview of manpower research at the Naval Postgraduate School to the Fourth Annual Navy Workforce Analysis Conference in Crystal City , Virginia on 29 March 2004 . The conference was attended by 350 people, including the Chief of Naval Operations and the Chief of Naval Personnel.

**John Dillard** presented his research paper, Centralized Control of Defense Acquisition Programs, at the 13th International Conference on Management of Technology, hosted by the University of Maryland and University of Miami , in Washington D.C. The theme of the conference was "Changing Collaboration with Government, Industry and Universities" and it included tracks on Knowledge Management, Project Management, Innovation and New Product Development, and Small Businesses and Entrepreneurship. The proceedings are now published, and more information on this conference is at: [www.iamot.org](http://www.iamot.org)

### **Conrad Chair**

Our Potential Conrad Scholars are entering their last term at NPS and are heavily immersed in firming up their Conrad Thesis and Essay. In mid-June they will go to the Pentagon and brief the Navy's senior Financial Managers on the contents of their work. They will meet with the ASN (FM&C) Aviles and be awarded the title of Conrad Scholar by the Director, Office of the Budget (FMB), RAdm Engelhardt, on behalf of the Secretary. Our Potential Conrad Scholars in class 837-032 are Commander Dave Cutter (1320), and Lieutenant Jed Espiritu, (1120). We wish them well in seeking their final Conrad Scholar designation.

Selection of our 837-034 (December '04 Graduating Class) Potential Conrad Scholars will take place in mid April'04 with Thesis Proposals due in early May."

### **Faculty Professional Activities:**

**Bill Hatch** has received funding from NAVAIR to conduct a study looking at the use of civilian personnel in the air detachment of Littoral Combat Ship (LCS).

**Cary Simon** represented NPS and the School of Business during a week-long assist-visit (March 1-6) in London requested by the Commander in Chief of Naval Forces Europe who is merging four staffs: including Commander Sixth Fleet and Commander Task Force 63. Anticipated is a 40 percent reduction in personnel, a closing of the London office, and shifting the Flag Ship to Gaita Italy , all by Summer 2005. Quite simply, 2, 3, and 4-star Flag officers requested an organizational expert from NPS be quickly sent to assist their staffs in framing and designing a transformed organization. Cary used his experience in strategy, Org. design and change management to assist the 350 member London staff in designing a brand new organization. After the assist visit, the clients said that Cary was a "world class professional" who had "hit a home run."

### **Student Professional Activities:**

Army Intermediate Level Education (ILE)

You may notice that some of your Army students are missing from your classes in the Spring quarter. They are joining other Army officers who will be participating in the pilot offering of the Army's Intermediate Level Education (ILE) program conducted here at NPS. This is the Army's version of JPME and replaces the one-year Command and General Staff College (CGSC) for senior Captains and Majors. Seven students were required to

interrupt their MBA studies for one quarter to participate, but the plan is for all future NPS students to attend ILE before their MBA cohort begins or after graduation, so there should be no interruption in the future. Thanks to all for supporting these officers and this career-critical military education opportunity.

*Brad R. Naegle*

*AA for PM Curricula*

**Distinguish Visitors:**

Dr. Beland, the ASN for Manpower, Analysis and Assessment visited BPP by invitation by the Provost, and lectured in MN2111 Manpower Systems Analysis seminar and MN3760 Manpower Economics (14APR).

Ms. Jo Decker, Assistant Chief of Naval Personnel for Financial Management & Director, Financial Management Division (N10), will be paying a visit to BPP and is scheduled to lecturing in MN2111 Manpower Systems Analysis (21APR). Ms. Decker is looking for thesis students to research PCS costs.

**Faculty Promotions and Appointments:**

**Doug Brinkley** has been promoted to Sr. Lecturer. This promotion is in recognition of his excellent instructional activities in the areas of information technology, network operating systems and leveraging and integrating information systems. He has maintained a strong commitment to his own professional development through achievement of an Ed.D. degree in instructional technology. He has been co-investigator of the Kings Bay Submarine Base Information Technology Infrastructure/Interoperability Study. He has served as Director of Instructional Technology Support for the Business School and he has been a member of the NPS Information Technology Task Force; the Administrative computing Standards Committee; the Instructional Technology Recapitalization Budget Committee; the Network Working Group; the NT Server Core Working Group; and the Distance Learning/Continuing Education Working Group.



BPP Program News:  
Start of the US Navy Supply Corps

**Ethics-in-Action Program**

*Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but rather we have those because we have acted rightly. We are what we repeatedly do. Excellence, then, is not an act but a habit.*

-- Aristotle

The commencement of the *Ethics-in-Action Program* began in April, with two research trajectories now underway. This initiative supported by RADM J. D. McCarthy, SC, USN is a promising start toward creating an informed strategy for elevating awareness of moral challenges in the military. The initiative will ultimately lead to the design of an effective ethics program for the Supply Corps and, by extension, the Naval Supply Systems Command. GSBPP was selected to manage this work because of our reputation for designing and delivering high quality research and education programs.

The purpose of the program is to determine the current status of Supply

The purpose of the program is to determine the current status of Supply Corps and other military service training now provided in area of ethics and to identify best practices in industry and academia. This data will serve as the basis for establishing informed recommendations to create future training. The goal is to create a solid platform for designing an effective ethics training program, one that better informs officers about the ethical challenges they will face and to provide them with the tools for handling these situations with effective and morally courageous action. To accomplish this, the program will prepare an assessment study, followed by an analyses and evaluation of the data, with the formulation of recommendations. Running concurrently with this project is a basic research study to learn more about the specific ethical dilemmas that Supply Corps Officers face. The goal of this inquiry is to garner a better understanding of officers' reactions to daily moral challenges and how moral courage is exercised or what may inhibit officers from responding courageously. The student team is composed of five students from BPP: **Rodney Blevins, Mark Escoe, Pat Ingram, Paul Haren, and Lee Weber**, with advisory roles assumed by **Leslie Sekerka** and **Phil Candreva**. An initial assessment will be prepared and delivered to the SC leadership command early this summer.

**EMBA Update**

Two new Executive MBA student cohorts spent the week of 20-24 March in Monterey to begin their two-year program of study with the BPP faculty. Fifty-two Navy officers from Norfolk , VA , NAS Whiting Field and Pensacola , FL , and San Diego and NAS Lemoore, CA, traveled here for their NPS orientation and



first EMBA course. Professors Cary Simon and Nancy Roberts were the co-instructors for the two credit course "Management of Teams", and conducted the classes at the Hyatt Hotel's conference center. Students met on campus for an overview of BPP and the EMBA program from Dean Brook and Associate Dean Jim Suchan. On Tuesday evening the students were hosted at a "Welcome to NPS" social in the Herrmann Hall Tower Room, and had the opportunity to meet and mingle with several BPP faculty and the new NPS Superintendent, RADM Dunne. These new EMBA students will continue their studies at their home duty locations on the east and west coast for the next twenty-four months, and those who complete the program will receive their NPS EMBA degrees in March 2006.



**Librarian's Corner:**

I am happy to report that I have finally received funds to purchase library books for GSBPP for this fiscal year. As always, I rely in part on faculty suggestions to wisely expend this money. If you have specific BOOK TITLES to suggest, please fill out the form at <http://library.nps.navy.mil/home/purchase/GSBPP.htm> (or send me an e-mail, marked-up catalog, or whatever else works for you). I could also use suggestions of specific TOPICS and AUTHORS that you feel need better representation in the library's collection. Such information can be sent to me via e-mail. If you have PUBLISHER CATALOGS that you think are especially relevant, just send them to me in the campus mail.

As many of you know, one of my other hats besides supporting GSBPP is that I am the manager of the Library's research assistance (reference) and

instruction programs. As such, I am especially proud of the increasing number of (very well attended) classes that we are offering here in the Library. Most classes focus on specific databases (ProQuest, Lexis-Nexis, DTIC, Web of Knowledge, CSA etc.) for finding journal articles, defense reports, etc. This quarter we are also offering two classes on effectively searching the web. These classes are a great way for you and your students to learn how to use the research tools available from the Library. For more information and a class calendar, or to register for a session, please see our Classes page at <http://library.nps.navy.mil/home/classes.htm> .

*Ann Jacobson*

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