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Dean's Corner

At the start of the year, the Chief of Naval Operations issued his *CNO Guidance for 2004*. In this document, Admiral Clark congratulates the Navy for its accomplishments in 2003 and challenges us to "continue to accelerate the advantages the U.S. Navy brings this nation." The central challenge for 2004 is, of course, to continue the focus on winning the war on terrorism. But there is also a remarkable number of business management challenges embedded in the CNO's document. From our perspective, some are teaching challenges, some are potential faculty and student research topics, and some are strategic opportunities for BPP and NPS. Among them are the following:

- Continue to develop a more educated . group of professionals to lead and manage our high-tech Navy.
- Teach Sea Enterprise principles to executives, officers and senior enlisted.
- Improve our use of modeling and improve output metrics to define better our requirements and resource needs.
- Instill a culture of improved productivity.
- Develop a human resource strategy and force-shaping plan to Support Sea Power 21.
- Conduct an analysis of Individuals Account funding and execution and identify solutions to balance the account by PR-07.
- Establish a Board for Civilian Recruiting and Education to study assess and report on civilian education and recruiting requirements, and recommend initiatives for civilian education. Identify the technology and process investments to reduce our manpower intensive functions, including areas like material receipt and issue and inventory control.
- Develop a continuum of business learning strategy for officers, senior enlisted and DoN civilians.
- Develop a Navy-wide standard measurement system for Regional, Depot, and Intermediate Maintenance Activities.
- Transition all naval shipyards to mission funding in POM '06.
- Improve transparency of OCONUS logistics support.
- Conduct a zero-based review of aircraft productivity ratios.
- Establish OPNAV as the leader in defense modeling and analysis.
- Develop an individual training and education business model that accurately tracks the costs of training and education.
- Increase opportunities for JPME completion . by incorporating JPME Phase I into NPS curricula.
- Establish an enlisted and officer NPME continuum as a critical element of career progression and provide opportunities for completion through a variety of delivery options.
- Conduct a zero-based review of the Facility Investment Model.
- Develop quantifiable metrics that can document the effects of urban sprawl, increasing environmental regulation, and litigation on Navy readiness.

Nearly all of these challenges assign a responsible entity and five milestones for

nearly all of these challenges assigns a responsible entity and fixes milestones for progress or deadlines for completion. We're challenged to make sure that the CNO's management issues are addressed in our classrooms, that we explore opportunities to conduct relevant research in these key management areas, and that we support the responsible officials with our expertise where possible.

Conrad Chair

The theses for the December 2003 Conrad Scholars have been added to the NPS Library's archives along with their Conrad Essays, which synopsise their research. The theses and essays are available at no cost to the public and the web addresses indicated below.

Information Technology Portfolio Management and the Real Options Method (ROM): Managing the Risks of IT Investments in the Department of the Navy(DON)

Author: LCDR Jeffery P. Davis, USN

Thesis Advisors: CDR Philip Candreva, USN, Professor Kenneth Doerr, and Professor Glenn Cook

BRIEF: The FY 2003 Federal Budget contains provisions for over \$52 billion in IT investments. The Navy portion of those funds is over \$5 billion. Rapid change and increasing uncertainty in the technology field has resulted in a high degree of financial risk associated with IT capital investment decisions. The Federal Chief Information Officer (CIO) Council has endorsed IT Portfolio Management (ITPM) as an approach for making IT investment decisions. This research draws upon ITPM implementation strategies currently employed by the DON and provides recommendations for managing the inherent risk in IT investments, specifically the application of the Real Options method (ROM).

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Note: If you have trouble opening theses files, please go to BOSUN <http://library.nps.navy.mil/uhtbin.webcat>, the Library's Catalog and search either by the title or the author and use the direct link to the record.

Marine Corps Unit-Level Internal Management Controls for the Government-wide Commercial Purchase Card

Authors: LCOL Lewis E. Wood, USMC (Conrad Scholar) and LCOL Robert J. Darling, USMC

Thesis Advisors; LCOL Donald Summers, USMC (Ret) and Professor Juliette Webb

BRIEF: Despite the existence of mandated internal management controls, the Government-wide Commercial Purchase Card (GCPC) program has been fraught with fraud, misuse, and abuse since its implementation. The 2002 General Accounting Office testimony on the Department of the Navy GCPC program noted the continued existence of significant internal control weaknesses, despite a number of improvements made to the program over several years. Using the fraud triangle as its philosophical construct, this thesis develops practical methods by which to lessen the ability of those involved with administration of a GCPC program to rationalize improper and illegal actions.

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Publications

Nissen, M.E., book Chapter "Inducing Enterprise Knowledge Flows," in: J. Gupta and S. Sharma (Eds.), *Creating Knowledge Based Organizations* Hershey, PA: Idea (2004).

Conference papers and presentations.

Nissen, M.E. and Levitt, R.E., "Agent-Based Modeling of Knowledge Flows: Illustration from the Domain of Information Systems Design," *Proceedings Hawaii International Conference on System Sciences*, Waikoloa, HI (January 2004).

Nissen, M.E., "Container-Managed ETL Applications for Integrating Data in Near Real-Time - Discussion," presented at the International Conference on Information Systems, Seattle, WA (December 2003).

Nissen, M.E., "Agent-Based Modeling of Knowledge Flows - Organizational Design Implications," invited presentation, Virtual Design Team Research Group Seminar, Stanford University (January 2004).

Larry Jones delivered a presentation and facilitated a workshop on *ROI in the public sector* at the semi-annual training conference of the New Ship Construction C4I PEO Mission Systems group at the Space and Naval Warfare Systems Command in San Diego on 2-3 December.

Mary Malina presented a paper at the American Accounting Association annual meeting in Miami on "Choice and *change of performance measures in performance measurement models*", at the Management Accounting Section of the.

Faculty Professional Activities

On January 6, 2004, **Gail Thomas, Susan Hocevar** and **Erik Jansen** presented a class for the two current cohorts of students in NPS's Homeland Security master's program. The focus of the class was inter-organizational collaboration. Most of the students in this program are senior managers with responsibility in areas related to homeland security (e.g., Bn commander for NYC Fire Dept; Chief of Police, Atlanta, GA; Director of Emergency Services (several); Policy Branch Chief for Training and Evaluation at CDC, Atlanta; representatives from NORTHCOM). Capitalizing on the students' experience, the course was designed to elicit key success factors for collaboration and key barriers to collaboration.

These data were then used to demonstrate planning strategies to improve coordination and collaboration. Specific planning tools such as RACI, force-field analysis, action planning, and social network analysis were presented. A secondary goal of this effort is to use the data generated by the class participants to begin to develop a collaboration readiness assessment instrument that can be used to "diagnose" organizational systems' collaboration potential and provide data that might guide improvement strategies. An additional contributor to this activity was Stu Winby, a consultant in strategic management and organization design. The course instructor is Chris Bellavita who we hope will be continuing in this collaborative research and teaching effort.

Susan M. Sanchez has been appointed to a three-year term to the Winter Simulation Conference Board of Directors, as the Board's representative from the American Statistical Association.

Faculty Posts

Please welcome back our new visiting scholar: **Major Paul Robards** of the Australian Army. Many of you will remember Paul, who is a 2001 graduate of our Manpower Systems Analysis curriculum. Paul is returning to BPP for a two year

tour. During his time with us, Paul will be expanding on his thesis research to develop a new detailing system for the Australian Army, with support from our faculty. Bill Gates is Major Robards' sponsor.

Librarian's Corner

As usual, January was a busy month for me as I provided tours and two hour labs in GB3020 to all the incoming GSBPP students. Thanks to **Doug Brinkley** and **Tony Kendall** for continuing to provide the time in their GB3020 classes. I think students really benefit from learning up front about what the library has to offer.

For those of you who may have missed the announcement on the Intranet, I am pleased to inform you that we were able to use some unanticipated end of the year funds to enhance our subscription to the **Web of Science/Web of Knowledge**. In addition to the **Science Citation Index** (1980-2004) we now have access through the Web of Knowledge to recent years of the **Social Science Citation Index** (2001-2004), and to **INSPEC** and **Current Contents Connect**. All four products can be accessed by clicking on the **Web of Science** link on the Library's **Databases page** at <http://library.nps.navy.mil/home/databases.htm>. Below are descriptions of the two products most relevant to GSBPP.

Social Sciences Citation Index

(From the Library's Databases page, click on Web of Knowledge, then on ISI Web of Science).

The *Social Sciences Citation Index* provides access to current and retrospective bibliographic information, author abstracts, and cited references found in over 1,700 of the world's leading scholarly social sciences journals covering more than 50 disciplines. They also cover individually selected, relevant items from approximately 3,300 of the world's leading science and technology journals. Dudley Knox Library's subscription covers articles and papers published from 2001- present.

Social Science Citation Index backfiles are expensive, so we were only able to purchase coverage for the past three years. Purchase of these backfiles is basically a one-time event, although there is a smaller ongoing maintenance fee. If any of you have end of the year or other funds to pass along to the Library, we may be able to apply them to purchasing access to additional years prior to 2001.

Current Contents Connect

(From the Library's Databases page, click on Web of Knowledge, then on ISI Current Contents Connect).

Current Contents Connect is a multidisciplinary current awareness tool, providing access to complete bibliographic information of over 8,000 of the world's leading scholarly journals and more than 2,000 books. Dudley Knox Library's subscription covers the Social & Behavioral Sciences; Physical, Chemical & Earth Sciences; Engineering, Computing & Technology; Arts & Humanities; Business; and Electronics & Telecommunications.

With *CC Connect* you can:

- Browse a journal's table of contents for current and past issues
- Search for published works by topic, author, address, journal, and more
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- Link to selected, topic-related Web sites

Lastly, thanks to all of you who have provided input regarding the journals that are

important to you. Your feedback will be taken very seriously.

Ann Jacobson

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