

## National Partnerships, 2008 Symposium for Acquisition Research

By Rear Admiral James Greene,  
Assoc. Prof. Keith Snider,  
and Karey Shaffer, GSBPP

The Acquisition Research Program in the Graduate School of Business & Public Policy recently took a major step toward establishing a nationwide "virtual consortium" of academic partners advancing the state of research in defense acquisition.

In response to a Broad Agency Announcement (BAA) issue in April, the program received thirty proposals from scholars at Purdue, Georgia Tech, University of Maryland, University of Colorado, Penn State, University of California-Irvine, Stevens Institute of Technology and other universities, as well as all four NPS schools. The proposals addressed a wide range of topics of interest, including human systems integration, open systems, open source software, information systems, competitive sourcing, performance-based logistics, US-EU cooperation, real options, auctions, cost analysis and inter-organizational collaboration.

Funding to support research under this BAA is provided by the Office of the Under Secretary of Defense (Acquisition, Technology & Logistics). Research from accepted proposals will be presented at future Acquisition Research Symposia, which have been held in May of each year since 2004. These events bring the nation's top

scholars and policy-makers together in dialogue to focus on innovative approaches to pressing acquisition issues. The 5th annual Symposium is scheduled for May 14-15, 2008 at the Embassy Suites in Seaside.

Established in 2003, the Acquisition Research Program seeks to engage researchers to work on acquisition-related topics and leverage their work both to understand the nature of acquisition and to help

solve its problems. Since its inception, the program has sponsored over 200 research projects by NPS faculty, students and university partners with funding from numerous DoD sponsors. The program publishes all research products on its web site ([www.acquisitionresearch.org](http://www.acquisitionresearch.org)), disseminates them to sponsors and relevant decision-makers and encourages researchers to adapt their work for publication in scholarly journals or professional publications.

Two recent and particularly noteworthy examples of projects performed under the Acquisition Research Program's sponsorship include:

- ♦ A team of Army and Air Force MBA students performed a Lean Six Sigma analysis of Sikorsky's production line for the MH-60R helicopter, developing recommendations for cost savings of several million dollars.
- ♦ A team of GSBPP and SIGS faculty (Diana Angelis, John Dillard, Raymond (Chip) Franck, and Francois Melese) performed research on Transaction Cost Economic (TCE) factors in cost estimates for acquisition programs. Not only did they present their work to the scholar-practitioner audience at the annual Acquisition research Symposium, but they were also able to adapt it for presentation at the West-

ern Economic Association Annual Conference and for publication in the International Public Management Journal.

**The goals of the program are to:**

1. Establish NPS acquisition research as an integral part of policy-making for Departments of Defense and Navy officials.
2. Create a stream of relevant information concerning the performance of DOD acquisition policies with viable recommendations for continuous process improvement.
3. Prepare the workforce to participate in the continued evolution of the defense acquisition process.
4. Collaborate with other universities, think tanks, industry and Government in acquisition research.

NPS faculty and students in all four schools are well-positioned to make major contributions to acquisition research. Acquisition Chair Rear Adm. James B. Greene, USN (ret.), states, "It is my hope that we can stimulate renewed interest by research sponsors in relevant and timely acquisition research efforts by faculty and students at NPS. I would like to see NPS emerge as the 'place of choice' for acquisition research efforts."

*The Acquisition Research Program is led by Rear Adm. James Greene, Associate Professor Keith Snider (Principal Investigator) and Ms. Karey Shaffer (Program Manager).*



## Taking a Closer Look at Career Development Needs

As a dynamic component of the Provost's vision for NPS, the Business Process Implementation Task Force established the Staff Development Advisory Committee (SDAC) in spring 2007, and charged the group with exploring how it might augment and support staff learning opportunities at NPS. Committee members Toni Dickenson, Mike DiFranco, Jodie Dodge, Megan Heath, Robbie Johnson, Ben Roberts, Liza Rosa, Chair Sue Dooley and Advisor Sheila Dominguez, an HR/OD Consultant, developed a charter and a mission statement:

To raise awareness of career development opportunities and to provide a framework to continuously improve individual and operational excellence at the Naval Postgraduate School.

As its initial project, the SDAC has decided to conduct a staff development survey in October. To determine the wants and needs of campus

groups, and to understand the challenges that the committee will need to consider when developing its menu of services, Advisor Sheila Dominguez suggested that the SDAC research the formats of various Career and Professional Development programs, and how other private and governmental organizations have collected input from their respective workforces. Fran Horvath, Director of Institutional Research at NPS, also gave the group input on the best methods for collecting data.

Career development services and programs are established based upon a person's position within an organization:

- ♦ Employee: The acquisition of knowledge, skills and experience as part of a plan or curriculum, in order to grow in a career.
- ♦ Supervisor: Internally or externally provided services or programs that may help to motivate employees and to retain good workers.

♦ Management: A tool to help management identify which employees have the right skills to meet the current and future challenges of the organization.

♦ Human Resources: A system that is integrated with the organizations' other systems, such as NSPS, job postings, EEO, etc., to enhance the career progress of employees, to retain good performers and/or to help the organization become an "employer of choice."

The services offered through career development programs cover three basic levels:

1. Employee training, to support a person's current job, with no formal ties to either departmental or organizational goals.
2. Training needed for job growth or promotion within a department or organization.
3. Career development program(s) as part of the organization's strategic plan, integrating both the needs of the organization to have skilled employees prepared to assume new responsibilities and the needs of the individual to advance in a career that is personally fulfilling.

The SDAC recognizes that there are many aspects to a Career Development program, and their intention is to develop an effective and successful one at NPS. You can help them achieve that by completing the Staff Development survey when it is distributed in October!

To contact the SDAC, email them at: [sdac@nps.edu](mailto:sdac@nps.edu).



## IN BRIEF

- ♦ Computer Science Prof. Bret Michael and his colleagues are finishing a technical report that highlights multiple NPS research projects funded by and in support of the Missile Defense Agency.
- ♦ NPS continues to prepare for the 2009-2010 accreditation review by the Western Association of Schools and Colleges (WASC). An NPS Steering Committee working group met and reviewed the recommendations from the 1999 review team. A Learning Assessment Task Force was also selected and charged with identifying current assessment practices used on campus, recommending a baseline set of assessments to be used campus-wide and finding ways to address the issue of thesis quality assessment. Dave Olwell, Systems Engineering, chairs the group, which includes faculty representatives from all the schools. The committee is also beginning data collection and analysis for the Capacity and Preparatory Report for WASC, due in fall of 2008.
- ♦ Three departments in the Graduate School of Engineering and Applied Sciences will host a visit from their accrediting body, the Accreditation Board for Engineering and Technology (ABET), in October. The NPS self-study, submitted to ABET in June, involved faculty and staff from GSEAS and other campus support areas. Mechanical, Aeronautical and Electrical and Computer Engineering are unique graduate programs in ABET, which typically accredits undergraduate programs.
- ♦ Earlier this year, many NPS staff members attended a workshop on professionalism. Based on the positive results of this initial program, the Staff Development Advisory Committee is coordinating up to four more sessions of the Professionalism Workshop. Attendance is open to all staff, management and non-management, tenants and contractors. See the calendar in this issue of Update NPS for specific workshop dates and times.
- ♦ Are you interested in having your item in a future issue of Update NPS? Contact Joan Ackerman, [jeackerm@nps.edu](mailto:jeackerm@nps.edu) or ext. 3078, or John Sanders, [jfsander@nps.edu](mailto:jfsander@nps.edu) or ext. 3346, for details.



# Message From President Daniel Oliver



Colleagues,

Our inaugural issue of Update NPS provides a valuable snapshot of the impressive education and research activities of our institution. It also provides a way for our campus to communicate regularly across departmental and administrative areas. Enhanced campus communication was voiced as a concern in nearly all of the meetings Provost Ferrari and I have had with many of you in recent months. This newspaper, in addition, to the Provost's newsletter, the quarterly publication of our excellent magazine, *In Review*, the publication of an annual President's report, and the updating of our NPS.edu website, serve as the foundation of an expanded communications program on campus – in direct response to your recommendations. If you have additional suggestions for ways in which our campus can communicate more effectively, please contact Dr. Christine Cermak, Associate Provost for Information Resources, who has been working with

the Institutional Advancement Advisory Committee to develop expanded internal and external communications capabilities for NPS.

Our accreditation reviews offer additional opportunities for campus communications. Campus-wide dialogue guided review processes for the Mechanical, Astronautical, and the Electrical and Computer Engineering programs, and subsequent submission to the Accreditation Board for Engineering and Technology (ABET) for their approval. The ABET visiting team will be on campus in October of this year. Preparations also continue for our WASC reaccreditation through efforts of the WASC Steering Committee, co-chaired by Dr. Rob Dell (Professor, Operations Research) and Dr. Julie Filizetti (Associate Provost for Academic Affairs).

Another example of campus consultation and discussion is the report of the Administrative Affairs Implementation Task Force. That report is posted on the Provost's website <http://intranet.nps.edu/Code01>. Over the last several months, Provost Ferrari and I reviewed the recommendations, consulted with a number of individuals and small groups, and concluded that the report provided a useful blueprint for organizational clarification and meeting structures. Provost Ferrari and I have approved recommendations, with only slight modifications. An organizational chart, administrative meeting structure, and principles of effective administrative practice which have been adopted can be found on the website for the Office of Institutional Research at: <http://www.nps.edu/ir>. Beginning this month, we are implementing the approved meeting protocols, together with improvements in our communications' methods about meeting agendas and summaries of meeting proceedings.

Ongoing efforts of the Business Practices Implementation Task Force, which meets and reports regularly on its progress, can be found at the following link: <http://intranet.nps.edu/Code01>. This group is tackling the thorny and longstanding issues of business process improvements within the context of campus engagement.

As we continue the above initiatives and identify new ones to pursue, it is important that we also continue our evaluation efforts and ongoing inclusive dialogue, because they reinforce our strength as a university and our shared understanding of our future goals and challenges.

## Announcements

**Glen Woodbury** has been recently named Director of the Center for Homeland Defense and Security. He served as CHDS Associate Director from 2004-2007 and was the Director of the Emergency Management Division for the State of Washington from 1998 through 2004. Woodbury holds a bachelor's degree in engineering sciences from Lafayette College and a master's degree in security studies from NPS.

**Tom Hazard**, former Director of the Office of Continuous Learning at NPS, is now the Director of the National Capital Region, headquartered in Washington, DC.

Hazard is coordinating the expansion of NPS education and research programs in science, intelligence and engineering for DoD and other Federal agencies in the National Capital Region.

**Col. Ty Seidule** is visiting NPS from the U.S. Military Academy on a one-year teaching fellowship in the National Security Affairs Department.

New faculty in National Security Affairs: **Scott Siegel**, Ph.D., Cornell University. Specialties include comparative politics, international relations, and the European Union; **Sophal Ear**, Ph.D., UC-Berkeley. Specialties include stability and reconstruction and the political economy of development; **Clay Moltz**, Ph.D., UC-Berkeley. Specialties include nuclear weapons and nonproliferation.



### Hires – August 2007

- Rebekah K. Dietz  
Research Associate  
National Security Affairs
- Michael Edelen  
Office Automation Clerk  
Operations Research
- Dennis Hovevar  
Visiting Research Professor  
GSBPP
- Sarath Menon  
Research Professor of Mechanical Engineering, GSEAS
- Lisa Phillips  
Administrative Support Assistant  
Admissions Office
- Lillian Ramirez  
Transportation Assistant  
Travel Office
- Chong Wang  
Assistant Professor of Finance  
GSBPP

## New Appointments

**Defense Analysis Prof. Kalev Sepp** has been appointed Deputy Assistant Secretary of Defense for Special Operations. A former Green Beret, Sepp is an insurgency expert who served as an adviser to Gen. George Casey when he was the senior commander in Iraq, and also served on an expert advisory panel that supported the work of the Iraq Study Group.

President George W. Bush has nominated **Graduate School of Business & Public Policy Prof. Doug Brook** to be Assistant Secretary of the Navy for Financial Management. Brook, a former Dean of GSBPP, is currently Director of the NPS Center for Defense Management Reform.

In early August, the Senate confirmed President Bush's nomination of **Admi-**

**ral Michael Mullen** as the next chairman of the Joint Chiefs of Staff. Mullen, who has served as Chief of Naval Operations since July 2005, is a 1985 NPS alumnus with a master's degree in operations research. He will succeed Gen. Peter Pace following Pace's retirement this month. Mullen will be keynote speaker for the NPS graduation ceremonies on September 21.

## CALENDAR

**September 20** - Alumni reception, Trident Room

**September 21** - Admiral Michael Mullen, Chief of Naval Operations, Graduation Speaker. POC Protocol, x2466

**September 21** - Summer Graduation Ceremony

**September 24 - 25** - Mrs. Mary Margaret Graham, Deputy Director of National Intelligence for Collection. Visit with NPS students and faculty, deliver SGL to student body. POC Capt. (Ret.) Robert Simeral x3276

**September 25** - NPS Foundation Quarterly Event at 5:30 p.m. in Ingersoll Hall. The speaker is Mrs. Mary Margeret Graham, Deputy Director of National Intelligence for Collection. The topic is "Progress of Intel Reform." POC NPSF x2339

**September 26** - Professionalism Workshop, 1 p.m. - 4:30 p.m., POC Liza Rosa, lrosa@nps.edu

**September 27** - Professionalism Workshop, 1 p.m. - 4:30 p.m., POC Liza Rosa, lrosa@nps.edu

**October 4** - Rear Adm. Victor See, USN, Commander, SPAWAR Space Field Activity, Attend Capt. Al Scott's Retirement, POC Protocol x2466

**October 8** - Columbus Day (Holiday)

**October 9** - Professionalism Workshop, 1 p.m. - 4:30 p.m., POC Liza Rosa, lrosa@nps.edu

**October 16 - 17** - Board of Advisors, Washington D.C., POC Jaye Panza x2514

**October 18** - Professionalism Workshop, 1 p.m. - 4:30 p.m., POC Liza Rosa, lrosa@nps.edu

**October 22 - 24** - Partnership for Peace Conference, POC Mr. John Feely, x3085

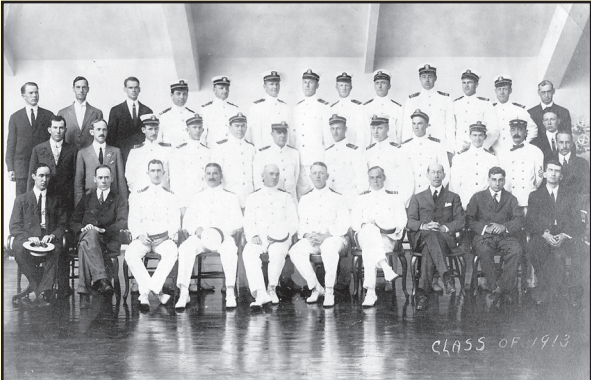
**October 25 - 26** - CNO DFP MDA Workshop, POC Cindy Kohatsu x2564

**October 30 - November 1** - SIGS Homeland Defense and Civil Support Experiment for NORTHCOM

## HISTORICAL HIGHLIGHTS

The Navy's first formal advanced education program, and predecessor of today's Naval Postgraduate School, was the School of Marine Engineering at Annapolis. Established by a Secretary of the Navy General Order in 1909, this program was expanded and renamed the Postgraduate Department of the Naval Academy in 1912 and later redesignated the Naval Postgraduate School in 1919.

The first civilian professor, Dr. Ralph Root, was hired in 1913. A mathematician and namesake of Root Hall, Prof. Root provided a first-hand account of the institution's evolution from its origins to the first year of World War II in a paper titled, "Mathematics and Mechanics in the Postgraduate School at Annapolis," which was presented in September 1942 and then published in the April 1943 issue of *The American Mathematical Monthly*.



1913 Postgraduate Department faculty, students and staff