

DIANA I. ANGELIS

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EDUCATIONAL BACKGROUND

Ph.D. in INDUSTRIAL & SYSTEMS ENGINEERING from the University of Florida, August 1996.

Bachelor of Science in ELECTRICAL ENGINEERING from the University of Florida, December 1985. Graduated with Honors. Member of Tau Beta Pi, Engineering Honor Society.

Bachelor of Science in BUSINESS ADMINISTRATION from the University of Florida, June 1977. Major: ACCOUNTING. Graduated with High Honors. Member of Phi Kappa Phi National Honor Society, Beta Gamma Sigma, Business Honor society and Beta Alpha Psi, Accounting Honor Society.

SCHOLARSHIPS

National Science foundation Fellowship (1991-1994)
College of Engineering Graduate Fellowship (1994-1995)
IBM Cooperative Fellowship (1995-1996)
American Association of University Women Dissertation Fellowship (1996)

WORK EXPERIENCE

NAVAL POSTGRADUATE SCHOOL
August 1996 to January 2018

Associate Professor. Lecture on Quantitative Reasoning, Analytical Decision Making, Budgeting and Cost Concepts at the Defense Resources Management Institute. Areas of research include activity-based costing, performance measurement, risk management and R&D investment decisions.

UNIVERSITY OF FLORIDA
August 1993 to July 1996

Research and Teaching Assistant. Worked with faculty on reserach projects, including evaluation of ABC software and survey of engineering management curriculum requirements. Taught Engineering Economy to class of approximately 70 students. Nominated for UF Outstanding Teaching Assistant award.

INTERNATIONAL BUSINESS MACHINES CORPORATION
June 1995 to December 1995

Thomas J. Watson Research Center, Yorktown Heights, NY, Math Optimization Department. *Summer pre-professional.* Conducted research on portfolio selection methods for R&D projects.

INSTITUTE OF SPACE SCIENCE AND TECHNOLOGY
October 1990 to May 1991

Management Consultant. Set up accounting system for entire organization and trained employees on its use. Organized and maintained industrial security program. Prepared annual and semiannual financial statements.

UNITED STATES AIR FORCE
May 1984 to December 1989

HQ Air Weather Service, Program Management Directorate, Scott AFB, IL - Jan 88 to Dec 89. *Project Manager and Engineer*, Space Environmental Support systems and Surface Wind Sensor programs. Responsible for all aspects of acquisition and testing, as well as installations. AWS test manager for operational test and evaluation.

Detachment 1, Electronic Systems Division (AFSC), Scott AFB, IL - Jan 86 to Jan 88. *Liaison Officer* to HQ Military Airlift command. Worked acquisition issues on MAC C2 Upgrade programs, provided engineering support and helped document user requirements.

Commissioned May 84. Attended the University of Florida on Air Force Institute of Technology scholarship May 84 to Dec 85.

OFFICE OF THE AUDITOR GENERAL, State of Florida
October 1977 to April 1982

Senior Auditor. Responsible for reviewing financial statements, operations and accounting procedures of various state agencies, including the University of Florida.

USAF RESERVE

HQ AFMC
January 1990 to December 2010.

Lt Col. Electrical engineer and program manager responsible for working special projects for Air Force Materiel Command.

PROFESSIONAL
LICENSE

Certified Public Accountant.

Peer-Reviewed Journals

- 1) Angelis, D.I. and Lee C.-Y. (1996). "Strategic Investment Analysis Using Activity Based Costing Concepts and Analytical Hierarchy Process Techniques". *International Journal of Production Research*, vol. 34, no. 5, 1331-1345.
- 2) Angelis, D.I. (2000). "Capturing the Option Value of R&D". *Research-Technology Management*, vol. 43, no. 4, 31 –34.
- 3) Angelis, D.I. (2001). "Implementing Activity-Based Management in an Acquisition Organization". *Acquisition Review Quarterly*, vol. 8, no. 1, 1-13.
- 4) Angelis, D.I. (2002). "An Option Model for R&D Valuation". *International Journal of Technology Management*, vol. 24, no. 1, 44-56.
- 5) Angelis, D.I. (2002). "Are You Providing the Right Information to Your Project Manger?" *The CPA Letter/Business and Industry, American Institute of Certified Public Accountants*, April.
- 6) Melese, F. and Angelis, D.I. (2004). "Deterring Terrorists from Using WMD: A Brinkmanship Strategy for The United Nations". *Defense & Security Analysis*, vol. 20, no. 4, 337-341.
- 7) Melese, F., Frank, R., Angelis, D.I. and Dillard, J. (2007). "Applying Insights from Transaction Cost Economics to Improve Cost Estimates for Public Sector Purchases: The Case of U.S. Military Acquisition", *International Public Management Journal*, 10:4, 357 - 385.
- 8) Webb, N.J. & Angelis, D.I. (2008). "Improving Performance Measurement in Defense Organizations". *Armed Forces Comptroller*, vol. 54, no.1, 16-21.
- 9) Kujawski, E. & Angelis, D.I. (2010). "Monitoring Risk Response Actions for Effective Project Risk Management". *Systems Engineering*, vol. 13, No. 4, 353-368.
- 10) Angelis, D.I, D. Ford and J. Dillard (2014). "Valuation of Real Options as Competitive Prototyping in System Development". *Defense Acquisition Research Journal*, Vol. 21 No. 3: 668–692.
- 11) McNab & Angelis (2014). "Does Computer Based Training Impact Maintenance Costs and Actions? An Empirical Analysis of the US Navy's AN/SQQ-89(v) Sonar System". *Applied Economics*, Vol. 46, No. 34, 4256-4266.

- 12) Armey, L. & Angelis, D.I. (2016). "Tapping Transaction Costs to Forecast Acquisition Cost Breaches". *Defense Acquisition Research Journal*, Vol. 23, No. 1, 56-76.

Book Chapters

- 1) Angelis, Ford and Dillard (2014). "Real Options in Military Systems Acquisition: A Retrospective Case Study of the Javelin Anti-tank Missile System", in *Military Cost-Benefit Analysis: Theory & Practice*, (Eds. F. Melese, A. Richter, B. Solomon), Francis & Taylor.
- 2) Angelis and Nussbaum (2014). "Cost Analysis", in *Military Cost-Benefit Analysis: Theory & Practice*, (Eds. F. Melese, A. Richter, B. Solomon), Francis & Taylor.

Proceedings and Technical Reports

- 1) Angelis and Reed, (1994). "ABC Software Benchmarking". Report presented to IBM corporation (sponsor limited distribution).
- 2) Angelis, D.I. (2001). "Measuring DoD Academic Resources". Report presented to the DoD Chancellor for Education (sponsor limited distribution).
- 3) Angelis, D.I. (2006). "Comparing and Contrasting Lean, Six Sigma, DOE and TOC: Potential Applications for AFSO21 and AFFTC Continuous Improvement". Report presented to Air Force Flight Test Center (AFFTC) Commander (sponsor limited distribution).
- 4) Franck, Angelis, Melese, and Dillard (2007). "Applying Insights from Transaction Cost Economics (TCE) to Improve DoD Cost Estimation". *Proceedings of the Fourth Annual Acquisition Research Symposium*.
- 5) Angelis, D.I., Dillard, J., Frank, R., Melese, F. (2007) "Applying Insights from Transaction Cost Economics (TCE) to Improve DoD Cost Estimation". *Acquisition Research Sponsored Report Series*, NPS-GSBPP-07-008, 12 Jul 07.
- 6) Kujawski and Angelis (2008). "Dynamic Cost Risk Assessment for Controlling the Cost of Naval Vessels". *Proceedings of the Fifth Annual Acquisition Research Symposium*.
- 7) Angelis, Dillard, Franck, Melese, Brown, and Flowe (2008). "Application of Transaction Cost Economics to Capabilities-based Acquisition: Exploring

Single Service vs. Joint Service Programs and Single Systems vs. System-of-Systems”. *Proceedings of the Fifth Annual Acquisition Research Symposium*.

- 8) Kujawski, E. & Angelis, D.I. (2008). “Dynamic Cost Risk Assessment for Controlling the Cost of Naval Vessels”. *Acquisition Research Sponsored Report Series*, NPS-FM-08-123, 22 Sep 08.
- 9) Angelis, D.I., Dillard, J., Frank, R., Melese, F., Brown, M.M., and Flowe, R.M. (2008) Exploring the Implications of Transaction Cost Economics on Joint and System-of-Systems Programs. *Acquisition Research Sponsored Report Series*, NPS-AM-08-124, 23 Sep 08.
- 10) Angelis, D.I., Dillard, J., Frank, R., and Melese, F. (2008). Measuring Transaction Costs in DoD Acquisition Programs. *Acquisition Research Sponsored Report Series*, NPS-AM-08-126, 29 Sep 08.
- 11) Angelis, D.I., Dillard, J., Frank, R., and Melese, F. (2008). Transaction Cost Economics and Cost Estimation Methodology. *Proceedings of the 83rd Western Economic Association International Annual Conference*, Honolulu, HI, 29 Jun – 3 Jul, 2008.
- 12) Angelis, D.I. (2008). “Design of Experiments: Survey of AFFTC”. Report submitted to Air Force Flight Test Center, Edwards AFB, CA, (sponsor limited distribution).
- 13) Angelis, D.I., Dillard, J., Frank, R., and Melese, F. (2009). “Transaction Costs from a Program Manager’s Perspective”. *Acquisition Research Sponsored Report Series*, NPS-AM-09-142, 28 Sep 09.
- 14) Melese, F., Angelis, D.I., Coughlan, P., Franck, R., Gates, W., Kidalov, M. and LaCivita, C.J. (2009). “A New Paradigm to Address Bid Protests”. Report submitted to The Office of Assistant Secretary for Acquisition, U.S. Air Force, Jan 2010.
- 15) Kidolov, M. and Angelis, D.I (2010). “Better Acquisition Management through ADR and Other Best Practices for Preventing and Resolving Bid Protests”. *Proceeding of the 7th Annual Acquisition Research Symposium*.
- 16) Melese, F., Angelis, D.I., Coughlan, P., Franck, R., Gates, W., Kidalov, M. and LaCivita, C.J. (2009) “A New Paradigm to Address Bid Protests”. *Acquisition Research Sponsored Report Series*, NPS-CM-10-159, 2 Aug 2010.
- 17) Angelis, D.I., Dillard, J., Frank, R. and Melese, F. (2009). “Measuring Transaction Costs in DoD Acquisition Programs”. Peer reviewed invited paper, *DoD Data Quality Workshop*, Arlington, VA, 26 Oct 10.

- 18) Benishek, P.R., Sheinman, B.L., Max V. Kidalov, M.V., and Angelis, D.I. (2012) "Better Acquisition Management through Alternative Dispute Resolution (ADR) and Other Best Practices for Preventing and Resolving Bid Protests". *Acquisition Research Sponsored Report Series*, NPS-CM-10-183.
- 19) Angelis & Horton (2013). "Service-Oriented Architecture Afloat: A Capabilities-Based Prioritization Scheme". *Proceedings of the 10th Annual Acquisition Research Symposium*.
- 20) Angelis & Gibson (2013). "The Impact of Computer-Based Training on Operating and Support Costs for the AN/SWW-89(v) Sonar System". *Proceedings of the 10th Annual Acquisition Research Symposium*.
- 21) Angelis, Ford and Dillard (2013). "Real Options in Military System Acquisition: The Case Study of Technology Development for the Javelin Anti-Tank Weapon System". *Acquisition Research Sponsored Report Series*, NPS-AM-13-013.
- 22) Biggs, Angelis, Armev & Franck (2013). "Transaction Costs and Cost Breaches in Major Defense Acquisition Programs". *Acquisition Research Program Sponsored Report Series* (under review).
- 23) Angelis, Ford and Dillard (2013). "Faculty guide and Supporting Materials for Real Options Case Study: The Javelin Anti-tank Missile". Submitted to GSBPP IMET grant program manager (under review).
- 24) Webb, Armev and Angelis (2014). "Sustaining the fight: Data analyses on effects of insurgent and counterinsurgent activities in Colombia". Technical Report submitted to Center for Army Analysis.
- 25) Angelis, Armev and Biggs (2014). "A Model for Understanding the Relationship between Transaction Costs and Acquisition Cost Breaches". *Proceedings of the 11th Annual Acquisition Research Symposium*.
- 26) McNab & Angelis (2014). "Does Computer Based Training Impact maintenance Costs and Actions? An Empirical Analysis of the U.S. Navy's AN/SQQ-89(v) Sonar System". *Proceedings of the 11th Annual Acquisition Research Symposium*.
- 27) Angelis, D.I. (2015). "Unmanned Maritime System Life Cycle Costs Warfare Innovation Workshop", report prepared for CRUSER, April.
- 28) Angelis, D.I. Ford, D. and Dillard, J. (2015). "Real Options in Military System Acquisition: The Case Study of Technology Development for the Kingfish Unmanned Underwater Vehicle", report prepared for IMET program, April.

Conference Presentations

- 1) Project Management Group, Angelis, D.I. chair (2002). "A Cost Manager's Guide to Project Management". Report presented at *CAM-I conference* in June 2002.
- 2) Franck, Angelis, Melese, and Dillard (2007). "Applying Insights from Transaction Cost Economics (TCE) to Improve DoD Cost Estimation". Presented at the *Fourth Annual Acquisition Research Symposium*.
- 3) Kujawski, Angelis, and Kline (2008). "Dynamic Cost Risk Assessment for Controlling the Cost of Naval Vessels". Presented at the *Fifth Annual Acquisition Research Symposium*.
- 4) Franck, Melese, Dillard, and Angelis (2008). "Transactions Cost Economics and Cost Estimation Methodology". Presented at the *Fifth Annual Acquisition Research Symposium*.
- 5) Angelis, Dillard, Franck, Melese, Brown, and Flowe (2008). "Application of Transaction Cost Economics to Capabilities-based Acquisition: Exploring Single Service vs. Joint Service Programs and Single Systems vs. System-of-systems. Presented at the *Fifth Annual Acquisition Research Symposium*.
- 6) Angelis, Dillard, Franck, and Melese (2009). "Transactions Cost from a Program Manager Perspective". Presented at the *Sixth Annual Acquisition Research Symposium*.
- 7) Kidalov, Angelis, Sheinman, and Benishek (2010). "Better Acquisition Management Through ADR and Other Best Practices for Preventing and Resolving Bid Protests". Presented at the *Seventh Annual Acquisition Research Symposium*.
- 8) Angelis, Armev and Biggs (2014). "A Model for Understanding the Relationship between Transaction Costs and Acquisition Cost Breaches". Presented at the *11th Annual Acquisition Research Symposium*.
- 9) McNab & Angelis (2014). "Does Computer Based Training Impact maintenance Costs and Actions? An Empirical Analysis of the U.S. Navy's AN/SQQ-89(v) Sonar System". Presented at the *11th Annual Acquisition Research Symposium*.
- 10) Angelis & Dillard (2014). "Real Options in Military System Acquisition: The Case Study of Technology Development for the Javelin Anti-Tank Weapon System". Presented at the *89th Annual Western Economics Association International conference*.

- 11) Angelis & McPherson (2014). "Using Cost-Effectiveness Over Time". Presented at the *89th Annual Western Economics Association International conference*.
- 12) Angelis, D.I. Ford, D. and Dillard, J. (2014). "Real Options in Military System Acquisition: The Case Study of Technology Development for the Kingfisher Unmanned Underwater Vehicle." Presented at the *90th Annual Western Economics Association International conference*.
- 13) Angelis, D.I. and Koepenick, S. (2015). "Unmanned Maritime System Life Cycle Costs Observations from a Warfare Innovation Workshop". Presented at the *90th Annual Western Economics Association International conference*.

Unpublished Manuscripts

- 1) Angelis, D.I., (1994). Management of Technology, A Sample of the Literature. An examination of models and tools from an educational perspective.
- 2) Angelis, D.I. and Lee C.-Y. (1997). "The Effect of Activity-Based Costing on the Inventory Economic Order Quantity". Unpublished Manuscript. An examination of how the ABC methodology affects the assumptions and parameters in the economic order quantity model.
- 3) Felli, J. and Angelis, D.I. (1999). "On the Sensitivity of Inventory Policy". An investigation of the sensitivity of inventory policy to parametric uncertainty using value of information analysis.
- 4) Angelis & McPherson (2014). "Using Cost-Effectiveness Over Time". A proposal for tracking the cost-effectiveness of projects over time.