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SIDMC EMPOWERS PARTICIPANTS FROM AROUND THE WORLD WITH KNOWLEDGE, TOOLS, AND STRONGER RELATIONSHIPS

Highlights of the 47th annual SIDMC

D RMI's 47th annual Senior International Defense Management Course (SIDMC) began on 1 August 2016 with an opening reception in DRMI's lecture hall. The SIDMC had a fantastic turnout from a diverse group of high-level participants from around the globe. The course had 32 participants from the following 21 countries: Albania, Bangladesh, Canada, Denmark, Germany, India, Italy, Lebanon, Macedonia, Malaysia, Namibia, Nigeria, Pakistan, Poland, Saudi Arabia, South Africa, South Korea, Switzerland, Ukraine, the United States, and Zambia.

DRMI faculty specifically developed the SIDMC for flag and general rank military officers and equivalent-level civilian officials from around the world. Throughout the course, participants gained beneficial

information and the tools for strategic-level decision-making and management in order to address contemporary security challenges.

"Participants gained beneficial information and the tools for strategic-level decision-making."

-SIDMC 2016

Participants also left with an enhanced ability to budget resource requirements and to evaluate and manage relationships among national security objectives, defense strategies, program alternatives, and capabilities. Additionally, as part of the course, participants built long-lasting, global relationships that will enhance security cooperation for years to come. ■

DRMI FACULTY CREATE NEW, OPEN ACCESS ONLINE COURSE

DRMI faculty have created a new, open access online course, "Accounting Analysis Tools, Applications and Methods," and have posted the course to DRMI's website. The course has the following objectives: present the basic steps in model development; define pre-decision analysis and its elements; define post-decision

analysis and its elements; identify how to specify, collect, and use data properly; and identify tools and techniques that can be applied pre- and post-decisional. The course also defines and discusses the benefits of regression and sensitivity analysis. The course is available at: <http://tinyurl.com/DRMI-accounting-modules> ■

DISTINGUISHED SIDMC GUEST SPEAKERS OFFER INSIGHTS

Each of the Senior International Defense Management Course's (SIDMC's) four weeks had a central theme and DRMI faculty invited distinguished guest speakers to offer their insights and expertise on topics relevant to the theme.

WEEK ONE: THE EXTERNAL ENVIRONMENT

Week one of the SIDMC emphasized the external environment. Participants discussed the global environment, comprised of national security, economic, and political dimensions. SIDMC participants also had the opportunity to play the TEMPO military planning game, which DRMI faculty use as a resources allocation exercise. Additionally, DRMI faculty were pleased to welcome two distinguished guest speakers, who spoke on strategy and resources management issues (listed in order of appearance):



Major General Timothy G. Fay

Director of Strategic Plans, Office of the Deputy Chief of Staff for Strategic Plans and Requirements, Headquarters U.S. Air Force

Major General Fay opened the SIDMC on 1 August 2016. A 2014 SIDMC alumni, he talked about resources management perspectives and resource challenges facing today's decision makers, focusing on tools and models necessary to provide policy makers the best military advice possible.



Dr. Charles J. (C.J.) LaCivita

Emeritus Professor of Economics and former Executive Director, DRMI

Dr. LaCivita talked to SIDMC participants about the economic environment of defense management, addressing three fundamental economic questions: What is to be produced? How is it to be produced? And, for whom is it to be produced? He also discussed several economic systems such as laissez faire capitalism, socialism, and communism, and illustrated how a simple market economy works.

WEEK TWO: THE FRAMEWORK

In the second week of the SIDMC, DRMI faculty introduced a framework for understanding strategy, planning, and resources management. This framework covered topics on analytical processes, planning under uncertainty, risk assessment and management, and the certainty of surprise, among other things. Three distinguished guest speakers (listed in order of appearance) addressed participants on U.S. national security and policy, the scientific environment of defense management, and public sector risk:



The Honorable Mike McCord

Under Secretary of Defense (Comptroller) and Chief Financial Officer

Mr. McCord discussed the organization of the Department of Defense (DoD), Russia and the Islamic State as emerging U.S. national security challenges, and the Secretary of Defense's budget priorities. He also talked about fiscal year 2017 defense budget key points, stating that it adheres to the Bipartisan Budget Act of 2015, funds a joint force with the capacity and capability to defend the homeland and respond to challenges, and that the DoD will require funding above the Budget Control Act sequester levels after 2017 to properly support the strategy.



Captain (ret.) Jeff Kline

Professor of Practice, Operations Research Department, NPS

Captain (ret.) Kline, U.S. Navy, lectured on rational economics vs. resilience, focusing on how to modify the U.S. planning, programming, budgeting, and execution (PPBE) system to address the certainty of surprise. He discussed that predictions lead to preparation, which in turn shape the actual future and make conflict less likely—"An intelligent potential adversary is either deterred, or will modify their approaches in conflict." He also pointed out that PPBE results in a force structure that reduces risk across anticipated scenarios but is less resilient to capability and operational surprise.

WEEK TWO (Cont.)

**Colonel Ricardo Morales**

*Deputy Head of the Department of
Systems Engineering,
U.S. Military Academy*

Colonel Morales gave a presentation titled, “Thinking Strategically, Making Better Decisions, Improving Outcomes.” He discussed four concepts: systems thinking—integrating resources; collaboration—co-creating value; organization—structuring for success; and better outcomes—strategic decisions.

WEEK THREE: DEVELOPING THE TOOLKIT

DRMI faculty framed the third week of the SIDMC around the concept of developing a toolkit. Participants learned to identify and structure objectives; generate alternatives; use economic tools; plan, program, and budget; structure a program; plan for cost risks and budgeting with uncertainty; and understand strategic cost issues. DRMI faculty were fortunate to have two guest lecturers (listed in order of appearance):

**Mr. Gene Aloise**

*Deputy Inspector General,
Office of the Special Inspector General for
Afghanistan Reconstruction (SIGAR)*

Mr. Aloise talked to the class about lessons learned from the \$115 billion U.S. reconstruction effort in Afghanistan, calling it, “The world’s toughest oversight job.” He discussed lessons learned in training the Afghan National Army and Afghan National Police, contributions to and sustainment of the Afghan National Defense Security Forces, and combating corruption.

WEEK THREE (Cont.)

**Dr. Dan Nussbaum**

*Visiting Professor,
Operations Research Department,
NPS*

Dr. Nussbaum discussed where cost estimating fits in decision-making, how to do cost estimating in the Department of Defense, and who is responsible for making cost estimates. He also talked about how cost estimates influence acquisition budgets and what important information cost analysts should provide senior decision makers.

WEEK FOUR: CAPSTONE AND CONCLUSION

In the fourth and final week of the SIDMC, DRMI faculty concentrated on knitting together all of the concepts they had previously discussed and on wrapping up the course. Faculty discussed program budgeting, programming at the defense and national level, and measuring performance. DRMI faculty were very happy to have a distinguished guest speaker address the class:

**Dr. Jamie M. Morin**

*Director of Cost Assessment and
Program Evaluation,
Department of Defense*

Dr. Morin was the closing keynote speaker for the SIDMC. He discussed the Department of Defense (DoD) planning, programming, budgeting, and execution system (PPBES); and ways to think about the U.S. DoD budget. He also talked about the PPBES phases, their outputs, and who manages each phase. He explained that the programming and budgeting reviews will be fully separated in fiscal year 2018 to make the big decisions in programming and not in budgeting, allow services to make programmatic changes before they submit their budget estimates, and enable budgeting to focus on execution.

The course concluded with a graduation ceremony on 25 August 2016 in the NPS Barbara McNitt Ballroom in the historic Hermann Hall. ■

NATALIE'S NUGGETS

A WORD FROM OUR EXECUTIVE DIRECTOR

I recently experienced “déjà vu all over again” (a phrase coined by Lawrence Peter Berra—aka Yogi Berra—a renowned New York Yankees catcher, U.S. Navy veteran, and Presidential Medal of Freedom recipient) on a mobile international defense management course in Ljubljana, Slovenia. In the photo below, you will see me with four Slovenian participants—from the course in March of this year, and from a course I helped teach in 1997!

One might ask, “How is it that you are still teaching the same courses to the same people 20 years later?” I think the answer is simple: defense resources management isn't easy!



Natalie Webb with four Slovenian participants

Like the stock market, if everyone knew how to “invest” in defense resources management education and execution, there would be no need for a DRMI, and no repeat participants. (Lest anyone think the “repeat offenders” were not “good students,” let me say that the opposite is true: the four participants in the photo were among the best students both in 1997 and in 2017.)

Before most of you were born, and almost certainly before any of us were in the workplace, defense resources management presented challenging issues to government leaders in many countries. In the United States in 1963, Secretary of Defense Robert

Natalie Webb
*Executive Director,
DRMI*



McNamara attempted to improve defense resources allocation by institutionalizing processes he brought with him from Ford Motor Company. McNamara believed that by helping people develop a better understanding of the principles of rational planning and resources allocation, and following the tenants of the planning, programming, and budgeting (PPBS) system, managers and leaders could improve their resource decision making. Shortly thereafter, DRMI came into existence with the mission to, “Conduct resources management courses that enhance the understanding, competence, and capabilities of U.S. military and civilian personnel... [and] provide such courses for foreign countries and international agencies as may be required” (DoD Instruction 5010.35 p. 2). We continue to research and teach many of the same topics as were listed in 1963: choice, scarcity, trade-offs, analysis, models, objectives, criteria, marginal analysis, costs, data, risk, uncertainty, problem solving behavior, and planning, programming, and budgeting.

While I'm slinging idioms, let me close by saying that in writing this column, there is a method to my madness (derived from Shakespeare's Hamlet, 1602). As I left Slovenia, I felt thankful for seeing old friends again, for sharing some of the same problems with them and for discussing how the problems (and we) have evolved over the years. I remember feeling thankful that I have a job that likely isn't going away anytime soon. The reason the five of us were together again is the same reason DRMI continues to exist. Defense resources management isn't easy: the details are complicated; that is, “the devil is in the details” (attributed to Gustave Flaubert (1821-80), who is often quoted as saying, ‘Le bon Dieu est dans le detail’ (God is in the details), but also attributed to Michelangelo, the architect Ludwig Mies van der Rohe, and the art historian Aby Warburg). That's why we continue to study, research, teach, and work together with our partners—we strive to improve! ■

DRMI HEADLINES

DRMI RESIDENT COURSES HONORED WITH NOTABLE GUEST SPEAKERS

DRMI faculty had the honor and privilege of hosting several notable guest speakers during two resident courses, the Defense Resources Management Course (DRMC) 16-4 and the International Defense Management Course (IDMC) 17-2. These invited guests offered their insights and expertise on topics relevant to the respective courses.



Dr. Pamela Clay

Senior Financial Management Workforce Development Specialist, Financial Workforce Management Division, Human Capital and Resource Management Directorate, Office of the Under Secretary of Defense (Comptroller)

Dr. Clay served as a DRMC 16-4 guest speaker on 16 September 2016. She supports the Department of Defense (DoD) Financial Management Certification Program, DoD human capital planning and workforce development initiatives. In her talk, she reviewed the DoD planning, programming, budgeting, and execution process, which generated considerable interest from course participants.



Brigadier General James Peccia

Director of Budget Operations, U.S. Air Force

General Peccia served as an IDMC 17-2 guest speaker on 7 March 2017. He discussed the budgeting process for the U.S. Air Force with a focus on challenges with balancing resources to support the U.S. Air Force's role in addressing global concerns. He showed the U.S. Air Force's strategic framework, strategy, and how it links to the planning, programming, budgeting, and execution process.



Mr. Gene Aloise

Deputy Inspector General, Office of the Special Inspector General for Afghanistan Reconstruction (SIGAR)

Mr. Aloise returned to DRMI on 7 April 2017 (after speaking during the Senior International Defense Management Course) to deliver a guest lecture for IDMC 17-2. His presentation focused on lessons learned from the \$113 billion U.S. reconstruction effort in Afghanistan, which included development and sustainment of Afghan government agencies and the defense and security forces. He provided several examples in Afghanistan of corruption, waste and abuse of U.S. funds, and the efforts taken to improve oversight and control expenditures of reconstruction funds.



Colonel David Trybula

Deputy Chief of Staff Resources, Infrastructure, and Strategy G-8/9 SAMM, U.S. Army Medical Command & Office of the Surgeon General

Colonel Trybula spoke as a guest speaker for IDMC 17-2 on 17 April 2017. His presentation provided participants with insights into the management of defense resources using the business of U.S. Army Medicine as an example. He discussed the importance of senior leaders having an active analytic staff to provide them with relevant data and unbiased perspectives to form a basis for major decisions. Additionally, he shared the U.S. Army's Medical Readiness Assessment Tool that is used as a model to assess active component units and soldiers.

DRMI FACULTY EXTEND SINCERE THANKS TO ALL OUR GUEST SPEAKERS

DRMI faculty would like to offer heartfelt thanks to all of our guest speakers for taking the time out of their busy schedules to address our SIDMC and resident course participants. Guest speakers are an integral part of DRMI courses as they expand knowledge, and help strengthen and build relationships.

DOD'S COMPTROLLER RECOGNIZES NPS DRMI DIRECTOR WITH PRESTIGIOUS AWARD

By Javier Chagoya, Khaboshi Imbukwa, and Jeanine Garcia (Reprinted with permission.)

NPS Professor Natalie Webb has again proven to be one of the DoD's most accomplished civil servants in the realm of resource management.



Natalie Webb

As Executive Director for the university's Defense Resources Management Institute (DRMI), Webb has delivered a steady hand to the institute's operations, and earned the respect of her own

world-renowned faculty along with that of Under Secretary of Defense (Comptroller) The Honorable Mike McCord. Recently, McCord recognized Webb's consistent and sustained accomplishments by awarding her the Office of the Secretary of Defense Award for Outstanding Achievement.

"One of the things we do well at DRMI is creating relationships between defense departments around the world" explained Webb. "We've presented our management resources programs to over 35,000 financial and comptroller professionals to help them find solutions and plan effectively for a sound strategic plan."

Webb leads her faculty team by seeking their input into solutions that will improve

as well," said DRMI Senior Lecturer Luis Morales.

Webb and DRMI faculty have made significant gains toward the development and implementation of McCord's Financial Workforce Development program, one of his first-tier initiatives for the institute. The campaign has now raised the professional standards of over 50,000 financial managers across the Department of Defense.

"For example, we teach this particular course at annual business conferences where 1,000 to 2,000 people from the DoD come to earn their certification for their development program. In one instance, I had a Coast Guardsman tell me that the economics lecture I gave about the environment in which defense decisions were made, was very helpful to him in moving forward in resource allocation," said Webb.

While Webb has spent decades teaching others the principles of economics, the fact of dealing with constrained resources is not lost on her. She has optimized and streamlined her own team's teaching schedule to continue running DRMI's slate of quality programs.

"We were going through periods of fiscal uncertainty and Dr. Webb weathered through those tough times. She has

In the end, the understated Webb said she was shocked about getting the award, and said she had no idea it was coming.

"It was certainly nice to be recognized,

"It was certainly nice to be recognized, but when you're working with people at that level and caliber of excellence, it really is a DRMI team effort."

-DRMI Executive Director Natalie Webb, recipient Office of the Secretary of Defense Award for Outstanding Achievement

but when you're working with people at that level and caliber of excellence, it really is a DRMI team effort," added Webb.

Find the article and a brief video online at: <http://tinyurl.com/Webb-award>

DRMI FACULTY TEACH TWO NAVAIR COURSES

Associate Professors Diana Angelis and Eva Regnier conducted a course for the Naval Air Systems Command (NAVAIR) in Jacksonville Naval Air Station, Jacksonville, Florida from 1-5 August 2016. Twenty-nine NAVAIR employees attended the course as part of the NAVAIR Leadership Development Program capstone course, which U.S. Navy personnel designed to prepare NAVAIR officials for leadership positions in the organization. The course covered analytical tools for managerial decision-making, in particular multiple-objective preference models and their applicability in managerial decisions, including acquisition. Professor Natalie Webb and Drs. Diana Angelis and Eva Regnier returned to Jacksonville Naval Air Station to give a second NAVAIR Course from 24-28 October 2016. Twenty-five NAVAIR employees attended this iteration of the course. ■

Recently, Under Secretary of Defense (Comptroller), The Honorable Mike McCord recognized Webb's consistent and sustained accomplishments by awarding her the Office of the Secretary of Defense Award for Outstanding Achievement.

the promotion and delivery of DRMI's unique educational product to DoD and U.S. international military partners and defense senior civilians.

"Dr. Webb is very approachable in how we can package coursework that is not only compliant with the policy guidance council standards, but also always looking forward to exceed those quality benchmarks

also had to contend with reduced staffing," said DRMI Lecturer, retired Marine Corps Col. Mitch McCarthy. "I'm sure Secretary McCord also appreciated her, and the DRMI organization's contributions to DoD comptroller and financial management communities in bringing them up to standards."

DRMI PROGRAMS: BUILDING RELATIONSHIPS

An integral part of DRMI's resident courses is to foster interactions—between international participants, Foreign Area Officers and their equivalents, and DRMI faculty and staff. At the same time, DRMI Field Studies Program field trips and events also help international participants learn about American culture and way of life. These experiences facilitate the building of relationships that will last a lifetime and will promote security cooperation into the future.

IDMC 17-2'S EXCEPTIONAL D.C. TRIP

International Defense Management Course (IDMC) 17-2 had a fantastic Washington D.C. field trip. Through multiple tours, participants saw first-hand how D.C. represents this country, with tastes of history, governance, sacrifice, and unity. The international students were able to capture and share unforgettable sentiment and experiences.

The first full day included visits to the U.S. Supreme Court lobby, to learn a little

"This is a dream come true. Everything I thought it would be and more! Thank you!"

*-Major Freddie Manage, IDMC 17-2 Tanzanian Participant
(at the Lincoln Memorial)*

participant from Tanzania, turned to Ms. Orsburn and said, "This is a dream come true. Everything I thought it would be and more! Thank you!"

After a focus on governance, the trip shifted to consider sacrifice, and the cost of freedom. Participants visited solemn places that remind one what it takes to maintain democratic governments. As participants passed the cross-shaped headstones at Arlington National Cemetery, marked with different symbols representing service members' religions, they saw that democracy has a price—and the fresh graves showed that the cost continues. The visit to the Tomb of the Unknown Soldier was particularly poignant as participants witnessed the first

The visit to Colonial Williamsburg and Jamestown was another trip highlight. When participants were in Jamestown, they enjoyed the old fort, the museum, and the old ship. Participants were astonished when they realized that one of the ships that had held 21 people at sea for six months was not much larger than the size of the tour bus!

Throughout the trip, participants marveled at their experiences: diamonds at the Museum of Natural History, the Wright Brother's plane at the National Air & Space Museum, the Declaration of Independence at the National Archives, the Library of Congress, Arlington National Cemetery, and trips to Tyson's Corner and Old



IDMC 17-2 at the White House

about the judicial arm of the U.S. Government, and a very educational docent-led tour of the Library of Congress. Many participants thought that the best part of the day was visiting the Lincoln Memorial. Major Freddie Manage, an IDMC 17-2

female tomb guard for the changing of the guard. After the Arlington visit, participants saw the Pentagon Memorial, paid their respects, and shared memories with the group of their personal losses and the loss of friends on 9/11.

Alexandria. Participants formed friendships across cultures, broke barriers, and built bridges; the trip was truly amazing.

Building Relationships (cont.)

EXTREME WEATHER TESTS IDMC 17-1 PARTICIPANTS' RESILIENCE

The ten-week International Defense Management Course (IDMC) 17-1's 36 participants from 23 countries were witness to, as Mark Gomez noted in a *San Jose Mercury News* article on 8 March 2017, "the wettest water year in 122 years of record keeping in California."

While this weather was unexpected for a California visit, the international participants persevered and showed their resilience. Their collaborative efforts and sense of comradery deepened in spite of the unusual weather.



IDMC 17-1 at the Golden Gate Bridge

They powered through inclement weather, donning rain gear for the Monterey Peninsula tour, visits to San Juan Bautista and Gilroy, and stops at San Francisco's Palace of Fine Arts, Japanese Tea Gardens, Fort Point, and the Golden Gate Bridge. The rain even followed them on their Washington D.C. trip. Fortunately, however, the rain only lasted for a day and they were able to enjoy their visit to the Naval Academy at Annapolis and tours of the Capitol Visitors Center and the Library of Congress. They also were fortunate to have a special briefing with long-term California Congressman Sam Farr, who retired after 22 years of service on 3 January 2017. While the locals were happy that the

long California drought had ended, one can only imagine that the international participants wished that it had happened during a shorter course. Mercury News article:

<http://tinyurl.com/extreme-CA-weather>

FAO-CAP BOON TO DRMI'S FIELD STUDIES PROGRAM, INTERNATIONAL PARTICIPANTS

In fiscal year 2017, the Foreign Area Officer-Cultural Ambassador Program (FAO-CAP) hit an important milestone by achieving a one-to-one ratio of FAOs and their sister service equivalents to DRMI's international participants for both International Defense Management Courses 17-1 and 17-2.

DRMI Field Studies Program (FSP) Manager and Faculty Associate-Lecturer, Ms. Charlie Orsburn, would like to give special thanks and recognition to FAO-CAP Coordinator (2015-2017) Christopher McCook (Lieutenant Commander, U.S. Navy) for his hard work and remarkable dedication that made this ideal ratio possible.

During the Defense Resources Management Courses 16-3 and 16-4, the FSP enjoyed a well-attended FAO-CAP beach party. These beach party events will be included as part of the FSP activities whenever possible as the FAOs and international participants alike enjoy them very much.

DRMI faculty and staff would also like to thank all of the FAO-CAP volunteers who participated in the FSP activities—especially those volunteers who engaged in independent gatherings with DRMI's international participants outside of the FSP events.

Unlike other sponsorship opportunities at the Naval Postgraduate School (NPS), the FAO-CAP is purely social in nature as the DRMI staff handle all of the logistics (housing, medical, etc.) and DRMI's international participants are only here for ten weeks, instead of the time it takes to receive a degree. This allows FAO-CAP volunteers to sponsor DRMI's international participants without taking on the same commitment that other NPS programs may require. While the FAO-CAP has a handful of structured events, such as the initial meet and greet, a team building event where Ms. Orsburn encourages FAO-CAP volunteers to bring their families, an embassy style reception, and trips to San Francisco and San Juan Bautista (where FAO-CAP volunteers pay their own way), the FAO-CAP volunteers and DRMI's international participants set the frequency and type of interaction they have with each other. The FAO-CAP volunteers recognize that the FAO-CAP experience is a great opportunity to build valuable strategic relationships in a very informal environment.



IDMC 17-2 FAO-CAP security cooperation and team building event

Building Relationships (cont.)

MAKING CONNECTIONS AN IMPORTANT PART OF SIDMC

Although DRMI faculty recognize that the learning and analytical objectives are a very important part of the Senior International Defense Management Course (SIDMC), the faculty also realize the importance of providing opportunities for participants from around the world to forge relationships with one another.

and their equivalents who volunteer with DRMI's FAO-Cultural Ambassador Program (FAO-CAP). Approximately 50 FAOs and their equivalents attended. The FAO-CAP aims to connect Naval Postgraduate School and Defense Language Institute-Presidio of Monterey FAO students with DRMI's international participants to increase cross-cultural communication and cultural understanding.

Although DRMI faculty recognize that the learning and analytical objectives are a very important part of the Senior International Defense Management (SIDMC), the faculty also realize the importance of providing opportunities for participants from around the world to forge relationships with one another.

DRMI Field Studies Program (FSP) Manager Ms. Charlie Orsburn organized multiple events to encourage relationship building. These activities are an integral part of all DRMI courses with international participants. DRMI faculty design these events to foster relationships between participants and to give participants an awareness and an understanding of American culture.

SIDMC 2016 participants' first FSP activity was a cross-cultural communications dinner with DRMI faculty at the Hilton Garden Inn on the third day of the course. At the event, SIDMC participants had the opportunity to mingle with DRMI faculty and one another in an informal setting.

The FSP also provided SIDMC participants with other occasions for team building and cultural learning. These gatherings included the following: bowling with DRMI faculty and staff, a Monterey Peninsula tour that included elements of historical significance, and a three-day trip to San Francisco.

Additionally, as part of the FSP, DRMI faculty held a security cooperation event with the Foreign Area Officers (FAOs)

DRMI faculty also hosted a closing reception for SIDMC participants the day before graduation. DRMI faculty look forward to welcoming SIDMC 2017



SIDMC 2016 participants outside of Colton Hall in Monterey

participants in August. We hope that our participants enjoy being in the course as much as our faculty enjoy interacting with and teaching our participants. ■



SIDMC 2016 participants at San Francisco City Hall

RESIDENT PROGRAMS

DRMI faculty conduct professional education programs in resources management and analytical decision making for military officers of all services, and senior civilian officials of the United States and 162 other countries. Established in 1965 as an educational institution by the Secretary of Defense, DRMI is located at the Naval Postgraduate School in Monterey, California. DRMI courses provide a multi-disciplinary program that enhances the understanding and use of concepts, principles, methods, and techniques drawn from management theory and economic reasoning, the basic language and analytic tools that are the foundation of modern decision theory. For more information on DRMI's resident programs see: <http://nps.edu/web/drmi/in-monterey>

INTERNATIONAL DEFENSE MANAGEMENT COURSE

In the ten-week International Defense Management Course (IDMC), participants analyze in depth the long-term implications of today's decisions by analyzing tradeoffs among competing goals and alternatives in terms of their costs, effectiveness and risks. The curriculum integrates analytical concepts, principles, methods, and techniques drawn from the disciplines of management, economics, and quantitative methods. The DRMI executive director may grant rank waivers upon request. Graduate education credit: four optional hours of graduate credit in management (requires passing tests after weeks five and ten).

IDMC 17-2 (13 February – 20 April 2017)

23 Participants from 14 countries

Albania, Armenia, Bulgaria, Jordan, Kosovo, Lebanon, Moldova, Niger, Romania, Saudi Arabia, Senegal, South Korea, Tanzania, and Tunisia.

IDMC 17-1 (11 October 2016 - 16 December 2016)

36 Participants from 23 countries

Azerbaijan, Bangladesh, Bulgaria, Comoros, Costa Rica, Croatia, Egypt, Estonia, Ethiopia, Hungary, Lebanon, Lithuania, Macedonia, Madagascar, Moldova, Morocco, Romania, Saudi Arabia, Slovak Republic, South Korea, Sri Lanka, Tanzania, and Ukraine.

PERFORMANCE MANAGEMENT & BUDGET

In the one-week Performance Management & Budget (PMB) course, participants develop a foundation for performance management and budgeting by constructing top-level goals and objectives, examining indicators of performance and performance hierarchies, and developing indicators to assess managerial effectiveness. Continuing professional education (CPE) credits: 28 hours

PMB 17-1 (13-17 March 2017)

17 Participants from 6 countries

Brazil, Colombia, Israel, Serbia, Slovenia, and the United States.

RISK MANAGEMENT COURSE

In the two-week Risk Management Course (Risk), participants examine the basic elements of risk management. Participants learn a quantitative definition of risk and DRMI faculty provide guidelines to help manage risk. Continuing professional education (CPE) credits: 57 hours

Risk 17-1 (30 January – 10 February 2017)

38 Participants from 11 countries

Germany, Israel, Latvia, Oman, Philippines, Saudi Arabia, Serbia, Slovenia, Trinidad-Tobago, United States, and Uruguay.

HUMAN CAPITAL RESOURCES MANAGEMENT

The two-week Human Capital Resource Management (HCRM) course introduces participants to effective strategic human capital management practices and approaches in the defense and security sectors. Participants learn about human capital issues, policies and practices for force development, and total force integration. Continuing professional education (CPE) credits: 57 hours

HCRM 17-1 (17-27 January 2017)

34 Participants from 15 countries

Albania, Chad, Croatia, Denmark, Indonesia, Italy, Lithuania, Macedonia, Morocco, Poland, Saudi Arabia, Slovak Republic, Slovenia, Tanzania, and the United States.

INTRODUCTION TO BUDGETING CONCEPTS COURSE

The Introduction to Budgeting Concepts (IBC) course presents an introduction to budgeting principles and concepts. The course is intended to familiarize defense managers and analysts with actions and outputs required for successfully formulating, executing and evaluating budgets intended to accomplish higher-level goals and objectives. The course introduces public budgeting best practices and concepts, focusing on providing a basic-level understanding of how the execution phase of a resources management system, such as the planning, programming, budgeting and execution system (PPBES), should link to strategic plans. Continuing professional education (CPE) credits: 48 hours.

IBC 2016 (8-18 November 2016)

23 participants from 11 countries

Albania, Argentina, Colombia, Israel, Liberia, Moldova, Morocco, Pakistan, Romania, Serbia, and the United States.

FINANCIAL MANAGEMENT CERTIFICATION PROGRAM

Many of DRMI's resident courses offer Financial Management Certification Program (FMCP) credits. Please email drmiadmin@nps.edu for further information.

DEFENSE RESOURCES MANAGEMENT COURSE

In the four-week Defense Resources Management Course (DRMC), participants gain an overview of the long-term implications of today's decisions by analyzing tradeoffs among competing goals and alternatives in terms of their costs, effectiveness, and risks. This course may be taken in two two-week segments. Continuing professional education (CPE) credits: 116 hours; graduate education credits: four optional hours of graduate credit (requires passing a test at the end of weeks two and four).

DRMC 16-4 (29 August - 23 September 2016)

39 Participants from 15 countries

Argentina, Armenia, Bosnia and Herzegovina, Bulgaria, Denmark, Georgia, Germany, Italy, Pakistan, Romania, Saudi Arabia, Slovenia, South Korea, Ukraine, and the United States.

DRMC 16-3 (13 June - 8 July 2016)

36 Participants from 13 countries

Argentina, Bulgaria, Costa Rica, Germany, Italy, Jordan, Liberia, Norway, Pakistan, Saudi Arabia, South Korea, Turkey, and the United States.

MULTI-CRITERIA DECISION MAKING

In the two-week Multi-Criteria Decision Making (MCDM) course, participants develop a quantitative approach to support decision making in defense organizations. Continuing professional education (CPE) credits: 57 hours

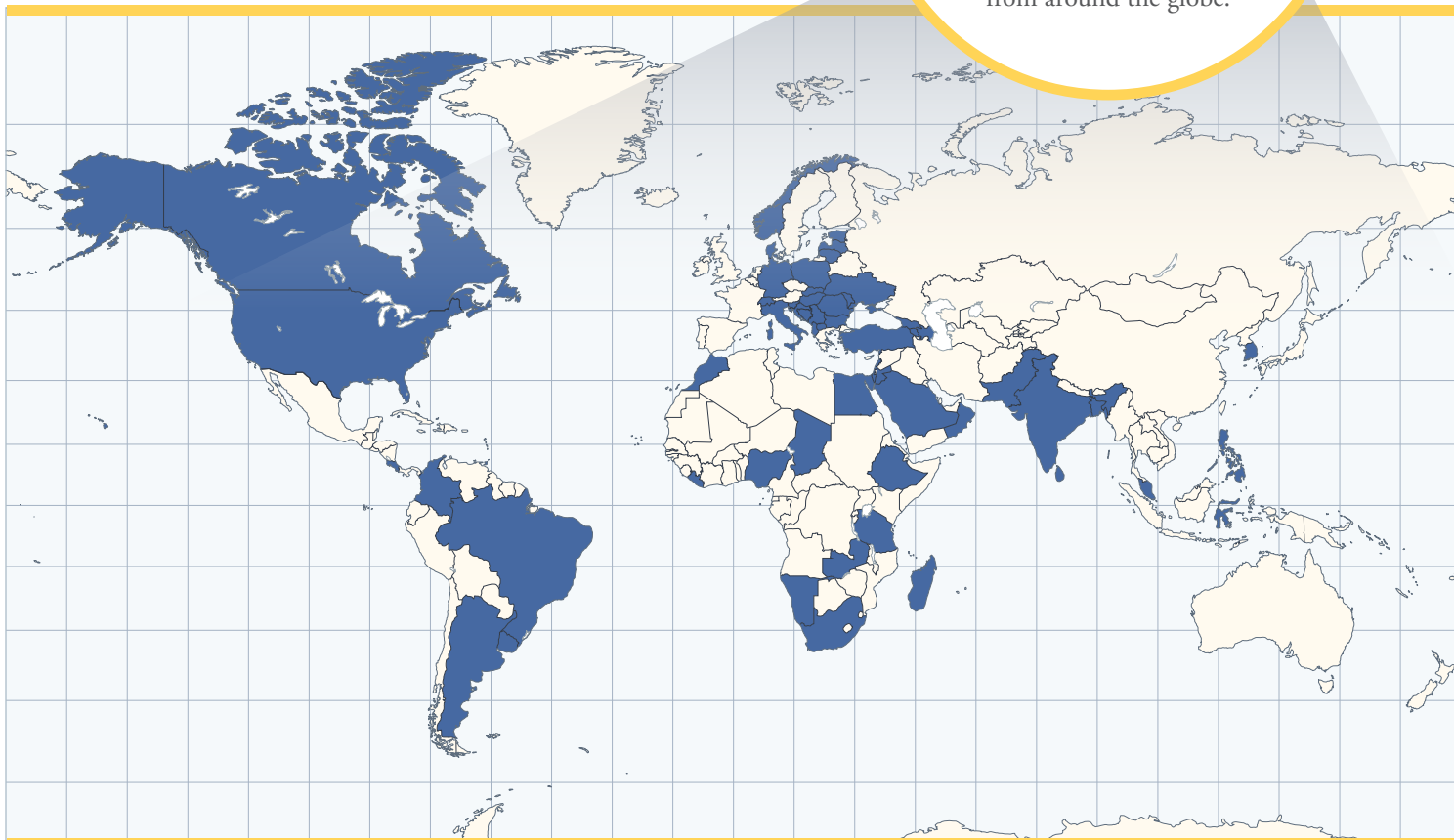
MCDM 16-2 (11-22 July 2016)

30 participants from 11 countries

Argentina, Colombia, Israel, Latvia, Lebanon, Romania, Saudi Arabia, Slovenia, Turkey, United States, and Uruguay. ■

DRMI's 2016-2017 RESIDENT PROGRAMS INCLUDED PARTICIPANTS FROM 58 COUNTRIES

DRMI prides itself on having a highly international student body and delivering world-class education to U.S. participants and allies from around the globe.



MOBILE PROGRAMS

DRMI faculty offer mobile international defense management courses (MIDMCs) and analytical decision making courses (ADMC) tailored to host country needs in nations around the globe. Recently, DRMI faculty presented seven MIDMCs in six different countries. All of these courses are expanded international military education and training (E-IMET) certified. For additional information regarding our mobile courses, please contact our International Programs Coordinator, Mr. Peter Bertelsen, at (831) 656-3827 (voice), (831) 656-2139 (fax), or e-mail pdbertel@nps.edu.

SAUDI ARABIA

Associate Professor Jomana Amara and Lecturer Jerome Sebastyn taught a Mobile International Defense Management Course (MIDMC) in Riyadh, Saudi Arabia from 30 April to 4 May 2017. This was the third MIDMC that DRMI faculty have delivered in Saudi Arabia at the War Wing Saudi Command and Staff College. Fourteen senior officers from the various Saudi service components attended the course.

URUGUAY



Joel Frey

Professor Anke Richter, and Lecturers Erin Reeder (Lieutenant Colonel, U.S. Army) and Joel Frey (Lieutenant Commander, U.S. Navy), conducted a United Nations

Peacekeeping Operations (UNPKO) Fund Reimbursement Lifecycle Management (FRLM) workshop in Montevideo, Uruguay from 20-24 March 2017. The purpose of the workshop was to generate high-level awareness within various departments of the Uruguayan Ministry of Defense (MoD) on the best practices involved with UNPKO resources management. In addition to military personnel from the services, individuals from the MoD's office of the comptroller, including the comptroller himself, attended the workshop. The workshop enhanced

participants' knowledge on the issues associated with resources management allocation, life cycle cost analysis, and budgeting processes that can result in increased redeployment capability. DRMI faculty presented topics in the context of UN peacekeeping and the range of UN requirements associated with planning and executing reimbursable activities in peacekeeping operations. The director of Uruguay's National School for Peacekeeping Operations—the Escuela Nacional de Operaciones de Paz del Uruguay (ENOPU)—opened the course. Uruguay's Minister of National Defense, Jorge Menendez Corte, was the honored guest and closing speaker at the course graduation.

SLOVENIA

DRMI faculty conducted a Mobile International Defense Management Course (MIDMC) in Ljubljana, Slovenia from 6-10 March 2017. Professor Natalie Webb, Associate Professor Diana Angelis, Assistant Professor Ryan Garcia, and Lecturer Mitch McCarthy offered the MIDMC as an integrated course that emphasized the following subject areas: economic and efficient management of scarce national security resources; analytical decision-making and cost-effectiveness tradeoffs; the planning, programming, and budgeting system (PPBS); and the role of analysis in evaluating programs and policies. The MIDMC had two overarching goals: (1) provide participants with the tools to improve the allocation of defense resources in order to generate financial savings for the Slovenian Armed Forces, Ministry of Defense (MoD), and nation as a whole, and (2) to foster an environment for the comparative exchange of resources management ideas between military and civilian participants to build a

societal consensus on the need to improve military and civilian defense planning and budgeting. Thirty-two participants, 16 Slovenian Army Officers and 16 MoD civilians, participated in the course.

AFRICAN UNION



Jerome Sebastyn

Professor Anke Richter, Associate Professor Jonathan Lipow, Senior Lecturer Luis Morales, and Lecturer Jerome Sebastyn conducted a Mobile International Defense Management Course (MIDMC)

for the African Union in Addis Ababa, Ethiopia from 3-14 October 2016. This two-week course presented different analytical frameworks for use in making more efficient and effective resource allocation decisions with emphasis on recognizing and evaluating tradeoffs between alternative resource uses. Thirteen participants from the following nine countries attended: Angola, Burundi, Ethiopia, Ghana, Nigeria, Senegal, Sierra Leone, South Africa, and Uganda. The participants came from their respective defense forces, as well as from the police and civil service. DRMI faculty split the participants into two discussion groups to give participants from different countries the greatest opportunity to interact.

The head of the Peace Support Operations Division at the African Union, Mr. Sivuyile Bam, opened the course. Given that Mr. Bam attended our prior course in the African Union, he was able to provide valuable guidance and insight as to which portions of our course he wanted the participants to pay particular attention to. His opening speech was very motivating. The U.S. Ambassador to the African Union,

The U.S. Ambassador to the African Union, Honorable Mary Beth Leonard...[gave] an exceptionally relevant presentation [...]. DRMI faculty were greatly honored that she chose to show such an interest in the course.

Mobile Programs (cont.)

Honorable Mary Beth Leonard, closed the course, giving an exceptionally relevant presentation and handing out the certificates. DRMI faculty were greatly honored that she chose to show such an interest in the course.

African Union Peace Support Operations Division Chief of Staff, Brigadier General T.K. Golau, provided the course's closing remarks.

HONDURAS



Peter Bertelsen

Professor Francois Melese, Senior Lecturer Steve Hurst, and Lecturer Peter Bertelsen taught a Mobile International Defense Management Course (MIDMC) in Tegucigalpa, Honduras

from 25-29 July 2016. This was the 25th year that DRMI faculty have delivered the MIDMC in Honduras, as a committed partner with the Honduran National Defense College (Colegio de Defensa Nacional) and an important component of Honduras' annual Defense and National Security Specialization Course which brings together both civilian and military participants for the nine-month course.

The five-day MIDMC emphasized analytical decision-making and cost-effectiveness tradeoffs; the planning, programming, and budgeting system (PPBS) as a high-level resource management system;



DRMI faculty team pose with the Director of the Honduran National Defense College (CDN), Colonel German Antonio Alfaro Escalante

and the role of analysis in the evaluation of programs and policies. Forty-one participants, 15 civilians and 26 military officers, attended. The military participants represented the Honduran Army, Navy, and Air Force. In addition, there was a visiting navy captain from Taiwan. The civilian participants represented various Honduran government ministries, national institutes, and private sector organizations. The mix of military and civilian participants greatly enhanced the exchange of views, ideas, and network building among this group of potential future military and civilian leaders.

JORDAN

DRMI faculty presented two Mobile International Defense Management Courses (MIDMC) in Jordan. Associate Professor Jomana Amara, Assistant Professor Laura Armeý, and Lecturers Jan-Hendrik zurLippe (Major, U.S. Marine Corps) and Jerome Sebastyn taught on the first MIDMC, which took place from 8-19 May 2016. Twenty-four participants from the Jordanian Armed Forces (JAF) attended the course. Dr. Amara, Lecturers Erin Reeder (Lieutenant Colonel, U.S. Army) and Major zurLippe taught on the second MIDMC, which took place from 5-16 December 2016. Thirty participants from the JAF attended the second course. In both courses, DRMI faculty presented a series of thought-provoking lectures, case studies, and problems that provided participants the analytical basis for cost-effectiveness analysis. The analysis emphasized aspects of national security and decision making processes for defense resources management and allocation. ■



Erin Reeder

RESEARCH

DRMI faculty have an active research agenda that contributes to the overall field of resources management and emphasizes economics, decision-making, acquisition, and operations research. This research is in service to these fields of study as well as the U.S. Department of Defense. For more information on DRMI faculty's research, see <http://nps.edu/web/drmi/research>.

ARMY PRESENTS CO-AUTHORED PAPER AT DEFENSE AND SECURITY WORKSHOP



Laura Armeý

Assistant Professor Laura Armeý presented her paper, co-authored with Associate Professor Jonathan Lipow and Professor Peter Berck of the University of California Berkeley, at the Defence and

Security Economics Workshop in Ottawa, Canada, from 3-4 November 2016. In the paper, "Send Me: Racial Selection for Deployment to Iraq and Afghanistan," they exploit a database of administrative records for 300,000 members of the U.S. Armed Forces, finding evidence of severe bias in the selection of personnel deployed to serve in Afghanistan and Iraq. Of most concern, they find that African Americans were far less likely than other service members to have been deployed to serve in combat zones, and were less likely to face intense combat if deployed.

DRMI FACULTY PRESENT AT WEAI ANNUAL MEETING

Several DRMI faculty presented research at the 91st annual conference of the Western Economic Association International (WEAI) from 29 June to 3 July 2016 in Portland, Oregon. **Associate Professor Jomana Amara** presented a paper, "Traumatic Brain Injury and its Association with Employment Status for Male and Female Post-9/11 Veterans." The primary goal of this study was to investigate the effect of deployment-related traumatic brain injury

Research (cont.)

(TBI) on employment outcomes for male and female veterans receiving care in the Veterans Health Administration (VHA).

The study concluded that the co-occurrence of moderate/severe TBI and multiple psychiatric conditions affects the employment status of both male and female veterans.

Professor Francois Melese presented his paper, co-authored with Assistant Professor Laura Arme, entitled, “Minimizing Public Sector Corruption.” The paper integrates the economics of crime, identity economics, and money laundering in a mathematical model for a public official. On 1 July, the WEAI organized a special session dedicated to Dr. Melese and **Professor Anke Richter**’s co-edited book, “*Military Cost-Benefit Analysis: Theory and Practice*.”

RICHTER PRESENTS AT INFORMS CONFERENCE



Anke Richter

Professor Anke Richter presented her paper, “Expanding Public Health’s Response Capabilities to Pandemic Strain Viruses,” at the Institute for Operations Research and the Management

Sciences (INFORMS) International conference in Waikoloa, Hawaii from 12-15 June 2016. The presentation examined potential stockpile options to treat Acute Respiratory Distress Syndrome (ARDS), an over-reaction of an infected body’s immune system to contain and defeat an invading pathogen that frequently occurs with influenza and novel pandemic strain viruses. A good candidate medication for a state-level stockpile would be one that has the greatest chance of having medical efficacy with a novel pandemic strain virus, one that is affordable to procure, and one that can be stored in existing stockpile facilities. The paper discusses possible options that may be a reasonable choice should a state decide to enhance and supplement its existing state stockpile to be able to combat ARDS.

RICHTER PRESENTS RESEARCH AT KANSAS STATE UNIVERSITY, HELPS SUBMIT NIH GRANT

Professor Anke Richter presented, “Translating Epidemiological Data to Human Population Outcomes: The Power of Simulation,” on 9 March 2016 at the Diagnostic Medicine/Pathobiology seminar, Biosecurity Research Institute, Kansas State University. In addition to this formal presentation, Dr. Richter conducted several additional informational presentations to different departments within Kansas State University to foster collaborative research interests.

One of the outcomes of this trip was Dr. Richter’s inclusion in a grant submission to the National Institute of Health (NIH) for a multidisciplinary international collaborative project that brings together researchers and scientists from academic and research organizations in the United States—Kansas State University, Stanford University, the Naval Postgraduate School—and collaborating institutions in Gambia, West Africa—the International Trypanotolerance Center (ITC, Gambia), a regional livestock research and development center for West Africa—and the National Public Health Laboratories (NPHL, The Gambia). The grant aims to provide comprehensive data on the ecological, biological, and socioeconomic factors that drive zoonotic transmission of acute febrile illness (AFI), Rift Valley fever (RVF), Q-fever, and African tick-bite fever (ATBF) in West Africa.

AMARA CONDUCTS RESEARCH FOR U.S. MARINE CORPS

Associate Professor Jomana Amara, along with Associate Professor Alejandro Hernandez, Naval Postgraduate School (NPS) Department of Systems Engineering, are conducting a research project, “Multidisciplinary Energy Studies Support for Marine Corps Expeditionary Energy Office (E2O),” which is sponsored by the U.S. Marine Corps (USMC) Expeditionary Energy Office. The objective of the research

is to foster the next generation of military officers with knowledge of energy related issues, and to leverage NPS expertise for energy-related research and education.

The research team will recruit faculty and USMC students, as well as students from all services to engage in joint and multidisciplinary studies.

ANGELIS CONDUCTS SPONSORED RESEARCH FOR SPAWAR

Associate Professor Diana Angelis, along with Mr. Eric Nielsen, Space and Naval Warfare Systems Command (SPAWAR), are conducting a research project entitled, “A Model for Evaluating Program Life Cycle Operations and Sustainment Costs for Unmanned Underwater Vehicles (UUV).” This SPAWAR-sponsored research models the most relevant drivers of operations and sustainment cost for a UUV platform to aid the decision making process by providing a format in which to compare the financial impact of alternative solutions. The literature, subject matter expertise, and business case analysis inform the model’s construction, inputs, and parameters. Personnel supporting the U.S. Navy’s current UUV platforms provided subject matter expertise and the Integrated Logistics & Product Support Management Branch at the Naval Surface Warfare Center (NSWC) Panama City Division conducted business case analysis. ■

PUBLICATIONS

DRMI faculty are active members of the scholarly community and publish in journals relevant to their respective fields of study and specific research interests. The following are some recent publications.

UNMANNED MARITIME SYSTEMS OPERATIONS

Diana Angelis

Associate Professor Diana Angelis published an article in the *CRUSER News*—the newsletter for the Consortium for Robotics and Unmanned Systems Education and Research (CRUSER). CRUSER provides a collaborative environment for advancing educational and research endeavors across the U.S. Navy and Marine Corps. Dr. Angelis's article details her CRUSER-funded project with Mr. Steve Koepenick from Space and Naval Warfare Systems Command (SPAWAR) to better understand unmanned maritime systems lifecycle costs with an emphasis on the operations and support costs associated with unmanned underwater vehicles (UUV).

Angelis, Diana. I. 2015. "UMS Operations and Maintenance Lifecycle Costs." *Consortium for Robotics and Unmanned Systems Education and Research (CRUSER) News* 57 (November): 3.

FORECASTING ACQUISITION COST BREACHES

Laura Armeý and Diana Angelis

Assistant Professor Laura Armeý and Associate Professor Diana Angelis published a paper that uses transaction costs to predict the probability of incurring a cost breach in a major defense acquisition program (MDAP). As transaction costs are not explicitly measured for MDAPs, the authors use estimates of systems engineering and program management (SE/PM) costs as a share of overall program costs as a proxy for transaction costs. Using survival analysis, a new approach to predicting cost breaches, they also found that an increased share of SE/PM costs in initial program estimates can help predict future cost breaches.

Armeý, Laura. E., and Diana I. Angelis. 2016. "Tapping Transaction Costs to Forecast Acquisition Cost Breaches." *Defense Acquisition Research Journal* 23(1): 56–76.

ELECTRICITY AND THE DIGITAL DIVIDE

Laura Armeý

Assistant Professor Laura Armeý, along with Assistant Professor Laura Hosman of the California Polytechnic State University, published a paper on electricity and the digital divide. While the literature extolls the ability of information and communication technologies (ICTs) to enhance well-being in developing countries, it often neglects electricity. Overlooking the centrality of electricity to any ICT for development (ICT4D) initiative in low-income locations has enormous consequences; countless initiatives have failed to consider the (in)ability to power the technology that is central to such development efforts. Their article seeks to address this gap by emphasizing the primacy of electricity in ICT4D initiatives. Utilizing a unique dataset that avoids issues associated with unreliably measured and inequitably distributed grid power, they examine the drivers of Internet adoption in low-income countries. They find robust evidence that increasing the distribution of electricity within under-served countries—and thereby making electricity available to a larger proportion of the population—significantly increases the number of Internet users.

Arguably, improvements in infrastructure may bring about significant changes in Internet use, even in places where advancements in education and political representation remain elusive.

Armeý, Laura, and Laura Hosman. 2016. "Electricity and the Digital Divide in Low Income Countries." *Telecommunications Policy* 40: 617–627.

ECONOMIC FOUNDATIONS OF NATIONAL SECURITY

Jonathan Lipow



Associate Professor Jonathan Lipow published a book, *Survival: The Economic Foundations of American National Security*, which introduces principles of national security thinking relevant to public policy. It then illustrates application of these principles in a number of policy areas including fiscal policy, healthcare, education, immigration, welfare and poverty abatement, energy, and the environment.



Lipow, Jonathan. 2016. *Survival: The Economic Foundations of American National Security*. Lanham: Lexington Books.

CHARITIES AND VETERANS

Natalie Webb

Professor Natalie Webb, along with Professor Rikki Abzug, Ramapo College of New Jersey, published a paper examining the allegations of charity watchdogs and the media that charities serving former and current member of the U.S. armed services have mismanaged funds. In their paper, they use two approaches from the literature

“They find robust evidence that increasing the distribution of electricity within under-served countries... significantly increases the number of Internet users.”

—Armeý and Hosman (2016)

Electricity and the Digital Divide in Low Income Countries

Publications (cont.)

to assess nonprofit financial effectiveness: the organization's capacity to gain resources and the organization's ability to sustain activities. They mirror the approach of charity raters, whose measures are widely available to the public. Using GuideStar/Internal Revenue Service data, they compare fund-raising expenditures, assets, and financial sustainability of large national military and veterans' nonprofits to a random sample of national nonprofits.

They apply propensity score match-

They compare fund-raising expenditures, assets, and financial sustainability of large national military and veterans' nonprofits to a random sample of national nonprofits.

*-Webb and Abzug (2016)
Financial Dereliction of Duty*

ing and compare organizations similar in size, age, and other factors, finding little difference between military and veterans charities and other nonprofits and provide an improved method for evaluating the financial health of nonprofits across academic discipline, nonprofit field of service, and within or among countries.

Webb, Natalie J., and Rikki Abzug. 2016. "Financial Dereliction of Duty: Are Charities That Aid Servicemen and Veterans Systematically Mismanaged?" *Armed Forces & Society* 42(4): 719-40. ■

DRMI FACULTY SERVICE

DRMI faculty are frequent contributors to their fields of study, serving as journal reviewers and on editorial review boards. In addition, faculty make many contributions in service to DRMI, to the Naval Postgraduate School, and to the Department of Defense.

DRMI FACULTY SERVE AS SECOND READERS, ADVISORS ON NPS THESES

In September 2016, **Professor Anke Richter** served as the thesis advisor for Reed Little, a Detention and Deportation Officer for the U.S. Immigration and Customs Enforcement Agency. Reed obtained his Master of Arts in Homeland Security Studies in the Center for Homeland Defense and Security (CHDS) at the Naval Postgraduate School (NPS). Mr. Little's thesis was titled, "TB Anywhere is TB Everywhere: The Intersection of U.S. Immigration Enforcement Policy and TB." Additionally, in September 2016, Dr. Richter served as the second reader for Michael Baker, a Chief Officer with the Tulsa Fire Department, responsible for the department's emergency medical services. Mr. Baker also obtained his Masters in Homeland Security Studies in CHDS. His thesis was titled, "Social Networks and High Healthcare Utilization: Building Resilience Through Analysis."

In June 2016, **Associate Professor Jonathan Lipow** served as a second reader on Christopher Odom's (Major, U.S. Army Special Forces) thesis, "Broken Mirrors: Tracing Issues in Building Partner Capacity." Major Odom submitted the thesis in partial fulfillment of his NPS Master of Science in Defense Analysis.

Associate Professor Diana Angelis served as a second reader in March 2016 on "Unmanned Underwater Vehicle Operations and Support Cost Analysis," written by James Shames, Kendrick Lacour, Keith Michaluk, Joshua Lappen, Richard Delk, Carlos Williams, Michael Stuckenschneider, and Thomas Campbell in partial fulfillment of their Naval Postgraduate

School (NPS) Master of Science in Systems Engineering degree.

In October 2015, **Assistant Professor Laura Armey** served as the adviser for Ms. Samantha Schwellenbach, a Department of Defense civilian, on her NPS Master of Arts in National Security Affairs thesis, "Implementation and Utilization of Security Assistance: A Multi-Country Analysis."

DRMI FACULTY SUPPORT NPS MISSION, SERVE ON COMMITTEES

Assistant Professor Laura Armey served on the Naval Postgraduate School's (NPS) Faculty Council's Facilities Committee. The purpose of this committee is to relay faculty concerns about facilities to proper authorities, meet with base commanding officer and parking committee quarterly, update faculty about matters regarding parking facilities and other matters, and attend faculty council meetings.

Associate Professor Jonathan Lipow served as a committee member on the Naval Postgraduate School's (NPS) Faculty Council Scholarship Committee. The Scholarship Committee has a number of responsibilities, such as attending NPS Faculty Council (FC) meetings and representing the FC at NPS Academic Council meetings. In 2015 they began to examine student opinion forms (SOFs) to assess the current SOF system and recommend changes.

Professor Natalie Webb, DRMI Executive Director, served as a committee member on the Naval Postgraduate School (NPS) Professional Practices Committee. The Professional Practices Committee facilitates communication and mediates professional disputes where appropriate. It also provides counsel and assistance to individual faculty members and the NPS administration on matters relating to individual grievances and ethics.

DRMI Faculty Service (cont.)

DRMI FACULTY SERVE AS EDITORS, REVIEWERS, REVIEW BOARD MEMBERS

Associate Professor Jomana Amara served as a reviewer for the following journals: *Defence and Peace Economics* (including two special issues, "Military Women and the Force of the Future" and "Military and Veterans Health, Health Care, and Wellbeing," *Military Medicine*, and *Arab Journal for Quality in Education*. Dr. Amara also served as an ad hoc reviewer for the following journals: *Journal of Defense Management* and *Journal of Nursing and Health Science*. Additionally, Dr. Amara served on the editorial board for *Defence and Peace Economics* and reviewed journal articles for *Journal of Nervous and Mental Disease*, *Journal of Neurotrauma*, and *Medical Care*.

Associate Professor Jonathan Lipow acted as an associate editor for *Defence and Peace Economics* and is a member of the journal's editorial board. Dr. Lipow also reviewed articles for *Defence and Peace Economics* and *Applied Economics Letters*.

Since January 2015, **Professor Francois Melese** has served as an associate editor for the North Atlantic Treaty Organization (NATO) Building Integrity Programme. As an associate editor, Dr. Melese reviews and edits contributions from allied and partnership for peace countries for possible publication and distribution within the alliance. Dr. Melese also edited a study on lessons learned from the financial crisis led by the Pentagon as part of the NATO Systems Analysis & Studies Technical Team, and contributed a NATO-wide analytical framework to help member nations identify, organize, and share defense resources management best practices.

Professor Anke Richter continued review for the following journals: *Health-Care Management Science*, *Interfaces*, *HIV Clinical Trials*, and the *Society for Medical Decision Making*, which publishes *Medical Decision Making* and *Medical Decision Making Policy & Practice*. Dr. Richter also served on the editorial review board for *Homeland Security Affairs*.

Professor Natalie Webb served as a journal reviewer for the following journals: *Non-profit and Voluntary Sector Quarterly*, *Armed Forces and Society*, and *Nonprofit Management and Leadership*.

ANGELIS BECOMES INTERIM DRMI ACADEMIC ASSOCIATE

Associate Professor Jonathan Lipow recently turned over his responsibilities as the DRMI Academic Associate (AA) to Associate Professor Diana Angelis. The AA is responsible for the curriculum content in all DRMI courses (except Financial Management (FM) Online). The AA oversees scheduling of all courses, assigning discussion weeks and mobile teams in coordination with the executive director, and assigning lectures to faculty in each course. The job requires regular meetings with discussion week coordinators as well as maintenance of all course materials. Essentially, the AA is responsible for the quality of all DRMI courses. DRMI faculty would like to thank Dr. Lipow for his hard work as the AA, and the faculty are appreciative that Dr. Angelis is taking on this new role. Associate Professor Jomana Amara will assume AA responsibilities beginning in September.

ORSBURN SERVES AS CHAIRPERSON FOR FAO-CAP

Faculty Associate-Lecturer Ms. Charlie Orsburn serves as the chairperson for the Foreign Area Officer-Cultural Ambassador Program (FAO-CAP). The FAO-CAP achieves the ultimate kinesthetic approach to cross-cultural learning of soft power skills through security cooperation activities and networking opportunities between the Naval Postgraduate School (NPS) FAOs and their equivalents, and DRMI's international military officers. ■

FACULTY & STAFF NEWS

DRMI WELCOMES NEW FACULTY AND STAFF MEMBERS



Troy Terronez

Senior Lecturer Troy Terronez received a B.S. in Management Science and Computer Systems from Oklahoma State University and an M.S. in Information Technology Management from

the Naval Postgraduate School (NPS). He is also a graduate of the Center of Excellence in Logistics and Technology from the Kenan-Flagler Business School at the University of North Carolina, the Advanced Management Program from the Tench Francis School of Business, and the U.S. Navy Senior Leader Seminar at NPS Center for Executive Education. Prior to joining the DRMI faculty in May 2017, he served as the comptroller at Commander, Navy Region Mid-Atlantic (CNRMA), the largest region within the Commander, Navy Installations Command enterprise. As comptroller for CNRMA, he was directly responsible for all aspects of the formulation, justification, and defense of the annual operating budget. Mr. Terronez was also CNRMA's lead for all Department of the Navy financial improvement and audit readiness initiatives to ensure compliance with individual U.S. Navy segment assertion goals and schedules. Mr. Terronez holds Level III certifications in Department of Defense (DoD) Financial Management (FM) and in DoD Acquisition Logistics. After 22 years in the U.S. Navy, Mr. Terronez retired as a captain in the fall of 2010.



Douglas Burton

Senior Lecturer Douglas Burton earned a B.S. in Aerospace Engineering from the U.S. Naval Academy (1985), an M.S. in Operations Research from the Naval Postgraduate School (1993) and an M.A. in National

Faculty and Staff News (cont.)

Security and Strategic Studies from the Naval War College (2001). During 33 years of service in the U.S. Navy, Mr. Burton was designated as a Naval Aviator (1986), then Aircraft Commander for Light Airborne Multi-Purpose System (LAMPS) SH-2F (Sea Sprite) and SH-60B (Sea Hawk) helicopters operating from frigates, destroyers, and cruisers. His deployments included Operations Earnest Will, Desert Shield, Iraqi Freedom, and Enduring Freedom. Mr. Burton retired from the U.S. Navy as a commander on 1 June 2013, after serving in assignments that included LAMPS Officer in Charge, LAMPS Squadron Maintenance Officer, Force Structure Analyst for the Chief of Naval Operations (N81), Commanding Officer of Navy Recruiting District Chicago, Director of Coalition Campaign Analysis for U.S. Fifth Fleet, Lead Analyst for U.S. Second Marine Division Forward (Anbar Province, Iraq), Military Associate Professor of Operations Research, and Chair of Applied Systems Analysis at the Naval Postgraduate School. He earned a Bronze Star from the U.S. Marine Corps for exceptionally meritorious service as a combat analyst (2007), four Meritorious Service Medals, three Navy Commendation Medals and many service and campaign awards. Mr. Burton's research interest is centered on applied decision science that includes probability, statistics, optimization, risk management, and simulation. After retirement from the U.S. Navy, Mr. Burton joined Sabre Global as a Senior Principal, Operations Research, and subsequently joined the DRMI team in January 2017.



Greg Grayson

Lecturer Greg Grayson (Major, U.S. Marine Corps) joined DRMI in January 2017. Major Grayson holds a B.S. in Finance from the University of Colorado and an MBA in Financial Management from the Naval Postgraduate School. Major Grayson is a graduate of the Marine

Corps' Expeditionary Warfare School, Command and Staff College, and Advanced Financial Management Officer's Course. He is also Certified Defense Financial Management accredited. As a Financial Management Officer, he has experience in all Department of Defense fiscal functions, including planning, programming, budgeting, and execution (PPBE), clean audit, and travel and pay. Major Grayson is happily married with two children.



Mitch McCarthy

Lecturer Mitchell (Mitch) McCarthy received a B.B.A. from Texas A&M University, M.S.

from the Naval Postgraduate School (NPS) in Material Logistics and Financial

Management, and an M.S. from the National Defense University in National Resource Strategy. He is currently pursuing his Ph.D. in Information Sciences at NPS. His current research interests include the intersection of media events data and cyber intrusion activity. Mr. McCarthy is a former U.S. Marine Corps officer, who led U.S. Marines in multiple operations and exercises throughout the Middle East and Pacific theaters. After nearly 29 years of service, he transitioned from the U.S. Marine Corps as a colonel. In October of 2016, he was honored to join the DRMI faculty.



Jackie McGinnis

Information Technology Specialist Jackie McGinnis joined DRMI in October 2016. In 2000, Ms. McGinnis earned a Bachelor of Arts from Knox College in History and Economics.

While working as a contractor, Ms. McGinnis has provided IT solutions for commercial clients and local government around the Monterey peninsula.



Ryan Garcia

Assistant Professor Ryan Garcia received a B.A. in Political Science and Economics from the University of California, Los Angeles and a Ph.D. in Political Science from Yale University. Prior to joining

DRMI in August of 2016, Dr. Garcia was a faculty member at the Rochester Institute of Technology and a research fellow at the Center for Risk and Economic Analysis of Terrorism Events. His research interests include decision analysis, program evaluation, civil-military relations, and civic engagement. He currently serves as an officer in the U.S. Army Reserve.

ARMY TEACHES COURSE AT MIDDLEBURY INSTITUTE

Assistant Professor Laura Armeý taught a spring 2017 semester course, "Modeling and Forecasting," at the Middlebury Institute of International Studies (MIIS) in Monterey, California. The course is part of the Master's of Business Administration degree program and involves teaching introductory level econometrics and programming in R.

NEW YORK PUBLIC RADIO QUOTES ARMEY

WNYC, a New York public radio station, quoted Assistant Professor Laura Armeý in a 15 March 2017 story and article on military commissaries. According to the article, "After Decades, Military Commissaries Ready for Big Changes," military commissaries, the discount stores at U.S. military bases around the world, are preparing themselves for changes as the Department of Defense and lawmakers attempt to lower their dependence on taxpayer funds. Read the article at the following link: <http://tinyurl.com/wnyc-quotes-armey>

Faculty and Staff News (cont.)

MELESE GIVES GRADUATION TALK AT WHINSEC



Francois Melese

On 14 March 2017, Professor Francois Melese was invited to give the graduation address to a class of students from Central and South America studying defense management at the Western

Hemisphere Institute for Security Cooperation (WHINSEC) in Fort Benning, Georgia.

RICHTER SERVES AS NATO SUBJECT MATTER EXPERT, ATTENDS WORKSHOP

Professor Anke Richter provided subject matter expertise to help develop the North Atlantic Treaty Organization Building Integrity (NATO BI) Reference Curriculum, which NATO released on their website in December 2016. The curriculum, entitled “Understanding the Impact of Good Governance and Corruption on Defence Institution Building: A Reference Curriculum for Educators,” is available at http://www.nato.int/cps/nl/natohq/topics_139166.htm. In addition to helping create the publication, Dr. Richter attended the Reference Curriculum Workshop held in Podgorica, Montenegro from 25-26 February 2017.

RICHTER GUEST LECTURES FOR IDARM

On 6 December 2016, Professor Anke Richter gave a guest lecture for the International Defense Acquisition Resource Management (IDARM) course, “Principles of Defense Acquisition and Contract Management.” IDARM provided the course with simultaneous interpretation in Spanish to a group of military students from a variety of South and Latin American nations. Dr. Richter’s lecture emphasized risk management, risk assessment, and risk communication.

MELESE CONSULTS WITH DEPUTY CNO

On 22 February 2017 Professor Francois Melese presented a corporate management model and discussed current topics with the new Deputy Chief of Naval Operations (CNO) for Resources, Requirements & Assessments (N8), Rear Admiral William Lescher.

DRMI FACULTY CONDUCT TEMPO COURSE AT DLI-FLC

On 17 February 2017, Professor Natalie Webb, Associate Professor Jonathan Lipow, Assistant Professor Laura Arney, and Senior Lecturer Luis Morales conducted a shortened version of the military planning game, TEMPO, at the Defense Language Institute-Foreign Language Center (DLI-FLC). DRMI faculty played the game after discussing professional development opportunities with DLI-FLC personnel in the testing division. DRMI faculty conducted the game on a volunteer basis, but had to cap enrollment at 40 people due to high participation demand. DRMI faculty look forward to more opportunities to connect with the DLI-FLC.



Luis Morales

ORSBURN ATTENDS 40TH ANNIVERSARY OF TRUMAN SCHOLARSHIP PROGRAM



Charlie Orsburn

On 16 November 2016, Faculty Associate-Lecturer and Field Studies Program Manager Ms. Charlie Orsburn, had the opportunity to attend the 40th Anniversary of the Harry S. Truman Scholarship at Gracie Mansion in New York City, New York where Mayor Bill De Blasio, a 1988 Truman Scholar, was

the keynote speaker. The Truman Scholarship, named for the 33rd U.S. President, Mr. Harry Truman, is a highly competitive, merit-based award offered to U.S. citizens and U.S. nationals from the Pacific Islands for pursuing a graduate degree in preparation for a career in government, in the non-profit sector, or elsewhere in public service. Truman Scholars participate in leadership development programs and have special opportunities for internships and employment with the federal government. Ms. Orsburn was a 1993 Truman Scholarship recipient.

WEBB REAPPOINTED AS DRMI EXECUTIVE DIRECTOR

Following the recommendation of the DRMI Chair Reappointment Committee, Dean Bill Gates of the Naval Postgraduate School (NPS) Graduate School of Business and Public Policy (GSBPP) reappointed Professor Natalie Webb for a three-year term, effective 1 October 2016. DRMI faculty and staff would like to congratulate Dr. Webb on her reappointment as DRMI Executive Director and would like to thank the service of Associate Professor Eva Regnier (now at NPS GSBPP), Senior Lecturer Luis Morales, and Professor Keith Snider of NPS GSBPP, for their service on the DRMI Chair Reappointment Committee.

RICHTER AND LIPOW COMPLETE “EXPERIENCE TOUR” AT PENTAGON

Professor Anke Richter and Associate Professor Jonathan Lipow spent time at the Pentagon in Washington, D.C. from 12-21 September 2016 on an “experience tour” in order to gain knowledge and understanding of defense resources management in practice. Specific areas of interest included decision making and resource allocation, cost assessment and program evaluation, financial management, security cooperation, and defense strategy. Drs. Richter and Lipow met with over 17 individuals in a number of different agencies within the Pentagon to get a wide and diverse exposure to these

Faculty and Staff News (cont.)

topics both from the services perspective as well as the joint perspective.

ANGELIS FEATURED AS GUEST SPEAKER IN NPS COURSE

Associate Professor Diana Angelis presented a case on Multi-Criteria Decision Making (MCDM) on 27 July 2016 to students in OS4080, "Cost Estimating and Analysis Cases," which is part of the Naval Postgraduate School's (NPS) Master of Cost Estimating and Analysis program. This course focuses on learning from real cost estimation case histories through readings, discussion, and writing point papers. The emphasis is on understanding the capabilities and limitations of cost estimation and analysis, highlighting critical assumptions, and recognizing the strengths and weaknesses of applied analytical methods. The course is offered via video teleconference (VTC) to approximately 20 students at various locations around the country.

AMARA PRESENTS PAPER AT PEACE SCIENCE CONFERENCE



Jomana Amara

Associate Professor Jomana Amara presented a paper, "Between Reality and Fantasy: Transforming the Arab States' Military Force Structure," at the 17th Jan Tinbergen Peace Science Conference in

Antwerp, Belgium from 26-28 June 2016. The paper detailed the initiatives that the militaries and security forces of the Middle East are embarking on. These initiatives have the potential to radically change the security outlook and makeup of the forces in the region and to reshape their structure. The first proposed initiative is the creation of a system of national conscription, the second is the establishment of a Federated Arab Force, and the last proposed initiative is the transformation of the Ministries of Defense.

BELGIUM'S ROYAL MILITARY ACADEMY INVITES AMARA TO PRESENT PAPER

The Royal Military Academy of Belgium invited Associate Professor Jomana Amara to present a paper at the 21st International Conference on Economics & Security from 21-23 June 2016 in Brussels, Belgium. Dr. Amara presented a paper outlining the adjustment issues facing post-9/11 female veterans that result from traumatic brain injury. The study examined the difference in outcomes between female and male veterans.

RICHTER GUEST LECTURES FOR DEFENSE INSTITUTE FOR MEDICAL OPERATIONS

On 9 June 2016, Professor Anke Richter gave a daylong presentation and workshop in the Executive Health Resources Management Course at the Defense Institute for Medical Operations in San Antonio, Texas. The students in this course were senior medical officials within the defense departments of several different nations. The workshop focused on multi-criteria decision making and its application to procuring medical technologies and medical equipment.

ANGELIS GIVES PRESENTATION AT ASMC



Diana Angelis

Associate Professor Diana Angelis was invited to make two presentations, one on "Performance Management," and another on "Cost Accounting," at the American Society for Military Comptrollers (ASMC) at Edwards Air Force Base in California on 13 April 2016. The presentation on performance management discussed the measurement of organizational effectiveness and efficiency, including examples from defense. The cost accounting presentation covered basic concepts related to cost allocation and the cost of outputs.

AMARA TO HELP RESTART "ECONOMISTS ON PEACE" BLOG

The Economists for Peace and Security, a United Nations-registered non-governmental organization (NGO), invited Associate Professor Jomana Amara to join their efforts to restart the "Economists on Peace" blog. Originally hosted by the U.S. Institute of Peace (USIP) and later by the Stockholm International Peace Research Institute (SIPRI), the blog will be available at <http://visionofhumanity.org>. The blog is a collaboration between the Institute for Economics and Peace, best known for its production of the Global Peace Index, and Economists for Peace and Security.

AMARA PARTICIPATES IN ONGOING WORKSHOP AT COLUMBIA UNIVERSITY

Professor Stephanie Neuman, Adjunct Professor of International and Public Affairs at Columbia University, invited Associate Professor Jomana Amara to participate in an ongoing workshop, "Defense Industries in the 21st Century: A Comparative Analysis." The workshop, which occurs on a monthly basis, is part of the Comparative Defense Studies Program in the Arnold A. Saltzman Institute of War and Peace Studies at Columbia University in New York.

AMARA SERVES AS REVIEWER FOR FULBRIGHT PROGRAM, RECEIVES RECOGNITION

Associate Professor Jomana Amara reviewed grant proposals as part of the Economics Peer Review Committee for the U.S. Department of State's Bureau of Educational and Cultural Affairs Fulbright Scholar Program. Dr. Amara also reviewed grant proposals for regional awards in economics for the Fulbright Scholar Program. In recognition of her efforts, the Fulbright Scholar Program sent Dr. Amara a letter of acknowledgement.

Faculty and Staff News (cont.)

DON BONSPER, FORMER DRMI FACULTY, WRITES SECOND BOOK ON VIETNAM WAR



Don Bonsper

Mr. Don Bonsper, a retired senior lecturer at DRMI, recently completed a second book about his experiences during the Vietnam War. The book, entitled *Vietnam Memoirs Part 2: My Experiences as an*

Advisor with the Vietnamese Marine Corps, picks up where Part 1 left off: Mr. Bonsper's assignment to the Marine Advisory Unit in Saigon. His journey as an advisor starts with his assignment as the assistant advisor with the 2nd Battalion, Vietnamese Marine Corps (VNMC). The reader can see the challenges of working with the military forces of another country. Mr. Bonsper leaves Vietnam for six days of Rest and Relaxation with his wife only to have South Vietnam explode with the Tet Offensive in January 1968. His return to Vietnam quickly puts him back in harm's way as he and the battalion work with the Mobile Riverine Force in the Mekong Delta. When the senior advisor of the 2nd Battalion completes his tour of duty, Captain Bonsper becomes the only senior advisor with the rank of captain among the six VNMC battalions. He finishes his tour with the largest battle of his time in Vietnam, the battle in Cholon district of Saigon. Similar to Part 1, this book is not full of glorified stories about combat. Rather it is the author's best recollection of the day-to-day reality of working and living as an advisor with an elite unit of the Vietnamese military forces. His story is shared by hundreds of other U.S. military officers who also served as advisors during the long war.

Upon completion of his tour in Vietnam, Mr. Bonsper went on to conclude a 20-year career in the U.S. Marine Corps, retiring in 1985 as a lieutenant colonel. He served in a variety of staff and leadership positions, including Commanding Officer, Second Battalion, Fifth Marines at Camp

Pendleton, California. After his military retirement, he continued working as a faculty member and International Programs Coordinator in DRMI until his retirement in 2012. Mr. Bonsper lives in Carmel Valley, California with his wife Pam.

Vietnam Memoirs Part 2 is available online at [Amazon.com](https://www.amazon.com) and BarnesandNoble.com. If you have any questions for Mr. Bonsper, you may email him at dbonsper@outlook.com.

DRMI BADE FAREWELL TO SEVERAL FACULTY AND STAFF MEMBERS



Jan-Hendrik zurLippe

Lecturer Jan-Hendrik zurLippe (Lieutenant Colonel, U.S. Marine Corps) departed DRMI in June of 2017, after a successful three and a half-year tour. He is headed to Camp Lejeune, North Carolina to serve as the comptroller for the 2nd Marine Division. In December 2016 he was selected for promotion to lieutenant colonel, and was promoted on 22 May 2017. Congratulations, LtCol zurLippe! See promotion photo, page 29.



Eva Regnier

came to DRMI in August 2001.

Assistant Professor Ryan Sullivan

also left DRMI in January 2017 to begin teaching in the NPS GSBPP. Dr. Sullivan



Ryan Sullivan

came to DRMI in July 2010. He received a promotion to Associate Professor in April 2017. DRMI faculty look forward to seeing their former colleagues around the NPS campus.



Aaron Roy

Information Technology Specialist

Aaron Roy departed DRMI in September 2016. Mr. Roy began at DRMI in October 2015 and greatly helped DRMI faculty and staff with their

technology and computing needs. DRMI faculty and staff wish him well in his next pursuits.



Steve Hurst

On 31 August 2016, **Senior Lecturer Steve Hurst** retired from government service after 49 years with the Department of Defense, 25 years as a U.S. Marine Corps officer, and 24 years

on the DRMI faculty. During his time at DRMI, he lectured on decision making, human capital resources management, and economics. Mr. Hurst participated in 89 mobile courses and workshops in 46 different countries. In particular, he developed a number of courses specifically designed to support the developing resources management program of the Government of Iraq. Mr. Hurst also assisted with the development, and helped deliver, a series of lectures, cases and problems in support of courses designed to improve the human capital resources management program of the Royal Jordanian Armed Forces. Senior Lecturer Hurst is looking forward to the next phase of his life and what possibilities and opportunities that may bring. ■

FUTURE COURSE DATES

RESIDENT COURSE SCHEDULE, 2017*

- **5-29 Sep 2017**
Defense Resources Management Course

RESIDENT COURSE SCHEDULE, 2018*

- **16-26 Jan 2018**
Human Capital Resources Management
- **29 Jan – 9 Feb 2018**
Risk Management Course
- **19-23 Mar 2018**
Performance Management and Budgeting
- **23 Apr – 17 May 2018**
Defense Resources Management Course
- **21 May – 15 Jun 2018**
Defense Resources Management Course

- **18 Jun – 13 Jul 2018**
Defense Resources Management Course
- **16-27 Jul 2018**
Multiple Criteria Decision Making Course
- **18-27 Jul 2018**
Introduction to Budgeting Concepts
- **4-28 Sep 2018**
Defense Resources Management Course

***Dates subject to change.** View the latest course schedule here:
<https://my.nps.edu/web/drmi/courses>

RECENT DRMI GRADUATES



MIDMC – Uruguay with honored guest and closing speaker, Jorge Menendez Corte, Uruguay's Minister of National Defense (front row, gray suit)



PMB 17-1



IDMC 17-2



Risk 17-1



HCRM 17-1



IBC 2016



IDMC 17-1



DRMC 16-4



SIDMC 2016



MCDM 16-2



DRMC 16-3

ADDITIONAL DRMI PHOTOS



MIDMC – Honduras



SIDMC 2016 in San Juan Bautista



SIDMC 2016 participants in San Juan Bautista



Col Lyons, senior U.S. Marines representative for the Naval Postgraduate School, promotes LtCol zurLippe to his current rank. See "DRMI bade farewell..." , page 21, for story.



IDMC 17-2 at the U.S. Supreme Court



IDMC 17-2 at Capitol Visitors Center in D.C.



IDMC 17-1 at San Francisco's Japanese Tea Gardens



IDMC 17-1 at San Francisco's Japanese Tea Gardens



IDMC 17-1 at San Francisco's Japanese Tea Gardens



IDMC 17-1 at Golden Gate Bridge



IDMC 17-2 at Golden Gate Bridge



IDMC 17-2 participants at San Francisco's Japanese Tea Gardens



IDMC 17-2 at San Francisco's Japanese Tea Gardens



IDMC 17-2 at San Francisco's Japanese Tea Gardens



DRMI once again would like to extend its congratulations to all the recent resident and mobile program graduates! We certainly enjoyed welcoming you into the classroom and we have appreciated all of your hard work and thoughtful participation. We do hope that you will remain in touch. As we always say at DRMI, “*until we meet again...*”

NEWSLETTER CREDITS

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