



# DRMI Newsletter

Issue 51

[www.nps.edu/DRMI](http://www.nps.edu/DRMI)

April 2015

## DRMI Program Mission

Established in 1965, DRMI's mission is to enhance the effective allocation and use of scarce resources in modern defense organizations by developing participants' analytical decision-making skills. DRMI faculty teach key concepts in management, economics, and quantitative reasoning. In addition, the DRMI curriculum uses real-world cases in contexts that include contemporary issues.

### Send Us Your News!



Get promoted? Change jobs? We want to hear from you! Stay connected with DRMI by sending us your news and making sure we have your current email address. When a new newsletter becomes available, we'll send you an email with a newsletter link so you can keep in touch with your classmates and stay informed on the latest with DRMI. Send your news to [drmiadmin@nps.edu](mailto:drmiadmin@nps.edu).

### Connect With DRMI on Facebook!



Did you know that DRMI is on Facebook? Add DRMI Courses as a friend at [www.facebook.com/drmi.courses](http://www.facebook.com/drmi.courses) to stay in touch with past, present, and future DRMI participants.

### Newsletter Credits

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**Natalie Webb**  
*Executive Director,  
DRMI*

## Natalie's Nuggets

### A Word From the Executive Director\*

As I noted in the January issue of this newsletter, the Defense Resources Management Institute (DRMI) celebrates 50 years of existence in 2015! In the last column, Associate Professor Mie Augier (Global Public Policy Academic Group) and I began to describe the historical situation and documents that tell part of DRMI's story. Dr. Charles Hitch, Assistant Secretary of Defense (Comptroller), selected the Naval Postgraduate School as DRMI's home specifically because he wanted graduate-level faculty to teach the courses. I would contend that DRMI's success over the last 49 years is due to the quality of the faculty. Our four-week Defense Resources Management Course still retains much of the original systems analysis and resources management conceptual work from that era. In this column, I want to let you know how we continue to improve ourselves to better meet our stakeholders' needs.

We continue to celebrate our past and plan for our future in a number of ways. We have re-engaged actively with our Policy Guidance Council, comprised of the Under Secretary of Defense (Comptroller) and Chief Financial Officer; the Under Secretary of Defense (Policy); the Director, Cost Assessment and Program Evaluation (CAPE), and the Secretary of the Navy. Ongoing meetings with these sponsors and increased coordination between DRMI and the Office of the Under Secretary of Defense (Comptroller) on issues such as performance measures for DRMI, and budgeting and auditability, should provide continued opportunities for DRMI to improve and

*(Continued on page 4.)*

## DRMI Headlines

### DRMI's Policy Guidance Council Meets

DRMI's Policy Guidance Council met again on 21 January. The Honorable Michael McCord, Under Secretary of Defense (Comptroller) and Chief Financial Officer, chaired the meeting. Mr. John P. Roth, Deputy Comptroller (Program/Budget), Office of the Under Secretary of Defense (Comptroller); The Honorable Susan Rabern, Assistant Secretary of the Navy (Financial Management and Comptroller); Mr. Thomas W. Ross, Jr. (Tommy) Deputy Assistant Secretary of Defense for Security Cooperation, U.S. Department of Defense (DoD); Dr. Jerome (Jerry) Panullo, Senior Executive Service, Office of the Secretary of Defense Cost Assessment and Program Evaluation (CAPE), and many other supporting personnel attended. Topics of conversation included DRMI's DoD Instruction, as well as DRMI's products and services, faculty and staff, financial management certification, and security cooperation educational objectives.

### Webb Continues DRMI Strategic Planning Process

In early February, under Professor Natalie Webb's leadership, DRMI's strategic planning and change management focus group met to continue the discussion of DRMI's effectiveness. The focus group is working through its objectives, now in the context of maximizing DRMI's relevance to defense and security. To achieve this, the focus group is attempting to maximize DRMI's educational effectiveness and academic quality. The group is using DRMI faculty's own objectives hierarchy (DRMI must practice what it preaches), and is continuing to develop ways its faculty can demonstrate and measure success. As DRMI asked in the January newsletter issue, if you have suggestions or comments about what makes DRMI an effective organization (or how it could improve), please email Dr. Webb at [njwebb@nps.edu](mailto:njwebb@nps.edu).

### DRMI Faculty Developing Financial Management Online Courses

Professor Anke Richter completed work on the development of two Department of Defense (DoD) Financial Management (FM) Online courses. The first course emphasizes decision support competency. DRMI

faculty have designed it to help financial managers perform value-added financial, accounting, or economic analysis, which will promote informed decision-making that will better utilize resources and improve mission effectiveness. The second course is a senior level risk course focused on strategic, operational, and financial risk management. These two courses will add to the five other DRMI-developed FM Online courses, which cover a wide range of financial management topics. The goal is to certify the DoD's current and future financial managers. ■



*Anke Richter*

## Resident Programs

### DRMI Concludes Human Capital Resources Management (HCRM) Course 15-1



*Steve Hurst*

Associate Professor Jomana Amara, Assistant Professors Ryan Sullivan and Laura Armye, Senior Lecturer Stephen Hurst, and Lecturer Jan-Hendrik zurLippe (Major, U.S. Marine Corps) conducted the Human Capital Resources Management (HCRM) course in Monterey, CA from 12-23 January. DRMI faculty introduced total force management concepts, including the integration of active and reserve forces, civilians, and contractors. Faculty also focused on managing the existing force and covered topics ranging from screening and selection to performance evaluation to compensation and retirement of military personnel. Participants worked in teams or individually to produce a project on a topic of their choosing, derived from a human capital challenge that they are currently facing in their own organization. Participants presented a total of 18 projects on the final day. The course had 25 participants, ten of whom were internationals, from the following eight countries: Belgium, Italy, Latvia, Moldova, Poland, Saudi Arabia, Trinidad-Tobago, and the United States.

## Resident Programs (cont.)

### DRMI Concludes Risk Management Course 15-2

DRMI's Risk Management Course 15-2 participants graduated on 6 February after spending two weeks learning about estimating and modeling risk, risk mitigation, and managerial decision making under uncertainty. In addition, the course covered cognitive and psychological aspects of risk perception and risk communication, as well as applications to finance, cost estimating, and acquisition. The participants worked in six teams to produce a project on a topic of their choosing. Most participants derived their projects from professional questions they are currently facing, such as measuring and improving the reliability of Information Technology systems, or hiring while facing a risk of reduction in allowed billets. Each group built a simulation model using a Monte Carlo simulation add-in to Excel spreadsheet software, and delivered an outstanding presentation to the class and faculty. The course had 16 participants, 11 of whom were internationals, from the following six countries: Canada, Denmark, Germany, Jordan, Saudi Arabia and the United States.

### International Defense Management Course (IDMC) 15-2 Continues

DRMI's International Defense Management Course (IDMC) 15-2 began on 9 February. The course has 26 international participants from the following 17 countries: Albania, Algeria, Bahrain, Bulgaria, Cape Verde, Chile, Djibouti, Estonia, South Korea, Latvia, Lebanon, Moldova, Morocco, Nepal, Poland, Saudi Arabia, and Tanzania. As part of the Foreign Area Officer-Cultural Ambassador Program (FAO-CAP), participants attended a "Meet and Greet" session on 12 February in Herrmann Hall's El Prado Room with the Naval Postgraduate School (NPS) and the Defense Language Institute Foreign Language Center (DLIFLC) Foreign Area Officers (FAOs). The FAO-CA program continues to grow in numbers and in importance. There are 24 FAOs and their sister service equivalents sponsoring IDMC participants who have opted into the program. Colonel Thomas (Bruce) Sweeney (U.S. Army) and Lieutenant Colonel Thomas Newman (U.S. Army), both senior FAO advisors at NPS and DLI, respectively,



*IDMC 15-2 Team Building Event*

attended the event to show each school's support for this very unique program. On 13 February, DRMI's Field Studies Program hosted a bowling teambuilding event at the Monterey Lanes. This event has also grown in popularity with the FAO-CAP community as it gives volunteers an opportunity to interact with the international participants in a friendly and relaxed setting. On 21 February, participants enjoyed a Monterey Peninsula Tour led by Gael Gallagher Tours. On the tour, participants visited the beautiful coastal state park, Garrapata, and the home of redwoods, Julia Pfeiffer State Park. They also learned information about the Monterey region and its historical importance to early settlers, who made Monterey the first capital of California. On 3 March, participants also enjoyed a FAO-CA social mixer at the Hilton Garden Inn. On 7 March, participants continued to learn about California history and U.S. culture through a trip to Mission San Juan Bautista, which the Spanish settled in 1797, and the Gilroy outlet mall. From 17-22 March, the participants took a field trip to Washington, D.C. and they had the opportunity to see San Francisco on 4 April. The course will conclude with a graduation ceremony on 17 April.

### Performance Management and Budgeting (PMB)

DRMI conducted the 2015 Performance Management and Budgeting (PMB) course from 16-20 March. Eighteen participants, four of whom were internationals, attended the course from the following four coun-

tries: Italy, Saudi Arabia, Serbia, and the United States. The course focused on the construction of performance measures to assist practitioners and policymakers in linking the expenditure of resources to results. The course opened with a discussion on strategy and why organizations should not only link strategy to the allocation of resources, but also to the development of performance measures. After exploring performance hierarchies, participants developed performance measures for their respective workplaces and worked with faculty to further refine these measures. The course concluded with participant presentations and proposals on the implementation of these measures in the workplace. ■

## Mobile Programs

### DRMI Faculty Conduct Jordan Human Capital Resources Management Course (HCRM)

Associate Professor Jomana Amara, Assistant Professor Laura Arney, and Lecturer Peter Bertelsen conducted a Human Capital Resources Management Course (HCRM) in Amman,



*Jomana Amara*

Jordan from 1-12 February. The course had 28 participants from the Jordanian Armed Forces. The DRMI faculty introduced effective strategic human capital management practices and con-

## Natalie's Nuggets (cont.)

to stay on the cutting edge of defense resources management education.

At the same time, we continue our strategic planning and change management processes internally, in which we are working to hone our core competencies, revisiting what we teach and better preparing our faculty and staff for modern-day defense resources management teaching, research, service, and support. Our strategic focus group is about to wrap up its work and will then engage our entire department in making improvements over time. This effort should help us focus on our core activities and make sure that we maintain the quality associated with our programs over our 50-year history.

As an example of our efforts, we continue to improve our Senior International Defense Management Course by focusing our efforts on providing a comprehensive educational experience: we offer high-level guest speakers the opportunity to address contemporary and emerging defense and security issues, our own faculty present the latest thinking and methods in analysis and strategic resources management, and perhaps most importantly, we provide senior officials with the means to discuss these and other issues with their peers from over 30 partner nations.

In the past couple of years, we have also offered content and many teaching sessions for the Department of Defense's Financial Management Certification program. Our content and sessions have gone well, and we are increasingly asked to teach U.S. students in areas of financial management, decision support, and accounting analysis.

Additionally, our Foreign Area Officer-Cultural Ambassador Program (FAO-CAP) continues to grow, now matching all international participants who want to participate (nearly all do) with a U.S. foreign area officer (or related

(Continued on page 6.)

## Mobile Programs (cont.)

cepts, including the integration of active and reserve forces, civilians, and contractors. Faculty also focused on managing the existing force and covered topics ranging from screening and selection, to performance evaluation, to compensation and retirement of military personnel. Participants worked in six teams to produce projects on topics of their choosing, derived from a human capital challenge or problem that they are currently facing in their organization. The idea was to devise a plan and its implementation to improve the organization's performance. Each group presented their project on the final day of the course. This was the 11<sup>th</sup> course DRMI has delivered in Jordan.

### DRMI Faculty Conduct Courses in Kosovo



Al Polley

Professor Natalie Webb and Senior Lecturer Allan Polley conducted a course for the senior leadership of the Kosovo Security Force (KSF), 28-30 January 2015.

The KSF Minister, Mr. Haki Demolli, and the KSF Commander, LTG Kadri Kastrati, attended along with 12 other key KSF leaders. The event focused on principles implicit in a Planning-Programming-Budgeting system, specifically on how to make tradeoffs among competing goals. Lecturer Jan zurLippe (Major, U.S. Marine Corps) joined the teaching team the following week for a second course, attended by 19 KSF department heads. The second course covered methods for cost and effectiveness analysis, as well as some of the key material from the previous course. The participants in both events were very eager to learn and to apply the course concepts to the development of what will someday become the Kosovo Ministry of Defense. A highlight of the DRMI faculty's time in Kosovo was a reception that took place at the U.S. Defense Attaché's home. Colonel and Mrs. Chad Butts hosted the reception, which the following individuals attended: Ambassador Tracey Ann Jacobson, the U.S. Ambassador to Kosovo, as well as Minister Demolli and the other participants of the first event. ■

## Research and Publications

### Regnier and Simon Publish

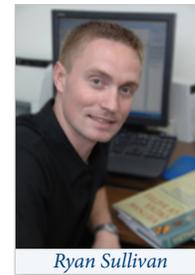
Associate Professor Eva Regnier, Assistant Professor Jay Simon, former DRMI Research Associate Laura Whitney, and Visiting Professor Daniel Nussbaum of the Operations Research department at NPS published a paper analyzing the enterprise-wide fuel consumption associated with battlefield fuel requirements. They find that multi-stage supply chains in theater exhibit a multiplicative increase in fuel demand with additional stages. The increase is exacerbated in environments where force protection vehicles are needed to ensure safe delivery. These phenomena are not typically captured by traditional analyses, leading to systematic underestimates of total costs and fuel requirements. The citation is as follows:



Eva Regnier

Regnier, E., Simon, J., Nussbaum, D. A., & Whitney, L. K. (2015). The Fuel Multiplier in Multi-Stage Supply Chains. *Journal of Defense Modeling and Simulation* 12(1), 5-17.

### Sullivan Publishes



Ryan Sullivan

Assistant Professor Ryan Sullivan recently had a co-authored journal article accepted for publication at *Defence and Peace Economics*. His paper investigates the effect that U.S. medical personnel deaths in combat have on other unit deaths. The authors use a difference-in-differences identification strategy, measuring the changes over time in these outcomes following the combat loss of a medic or a doctor and comparing it to the changes following the combat loss of a soldier who is not a medic or a doctor. Their findings suggest that overall unit deaths decrease in the five or ten days following the deaths of medical personnel in Vietnam, Korea, and the Pacific theater in World War II (WWII). In contrast, the WWII European and North African results indicate that overall unit deaths rise following medical personnel deaths. They find no relationship between medical personnel

## Research and Publications (cont.)

deaths and other unit deaths in Iraq and Afghanistan. The citation is as follows:

Rohlf, C., Sullivan, R., Treistman, J., & Deng, Y. (2015). Using Combat Losses of Medical Personnel to Estimate the Value of Trauma Care in Battle: Evidence from World War II, Korea, Vietnam, Iraq, and Afghanistan. *Defence and Peace Economics*. In press. ■

## DRMI Faculty Service

### MacKenzie Serves as Referee and Reviewer

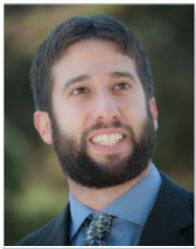


Cameron MacKenzie

Assistant Professor Cameron MacKenzie served as a referee for a grant proposal for the Israeli Ministry of Science and Technology, and he also reviewed submissions to *Reliability Engineering & System Safety* and *Risk Analysis*.

### Regnier and Simon Present Research

Assistant Professor Jay Simon presented current research at two colloquia at the University of California, Irvine from 22-23 January. The first presentation explored preference theory for altruistic decision making. The second presentation included



Jay Simon

three recent and ongoing papers with Associate Professor Eva Regnier on self-sustaining supply chains. Portions of the talk also covered joint work with former DRMI Research Associate

Laura Whitney, Associate Professor Aruna Apte of the NPS Graduate School of Business and Public Policy, and Visiting Professor Daniel Nussbaum of the NPS Operations Research department.

### Simon Serves As Reviewer and Editor

Assistant Professor Jay Simon reviewed papers for *Decision Analysis* and *Risk Analysis*, and continued to serve as an Associate Editor for papers submitted to *Decision Analysis*.

### Webb Serves As Journal Reviewer

Professor Natalie Webb reviewed for the following journals: *Nonprofit Management and Leadership*, *Nonprofit Policy Forum*, and *Journal of Autism and Developmental Disorders*. ■

## Faculty and Staff News

### Noyes Departs DRMI, Accepts New Position at Naval Postgraduate School

DRMI's Administrative (Admin) Officer/International Student Military Officer (IMSO), Ms. Kathi Noyes, recently accepted a promotion to become the IMSO in the International Graduate Programs Office (IGPO) at the Naval Postgraduate School (NPS). As the IMSO, Ms. Noyes oversees five positions, under the direction of the new IGPO Director, Captain (ret.) Al Scott (U.S. Navy). The IGPO assists an average of 225 students from 45 countries.



Kathi Noyes

Ms. Noyes has the pleasure of continuing to work with many of the contacts around the world that she made while serving as DRMI's Admin Officer/IMSO. In fact, two DRMI alumni are currently students in NPS international graduate programs: Colonel (then Major) Fawzan Abdulziz Al Fawsan, Ministry of the National Guard, Saudi Arabia, and Lieutenant Colonel Iryna Bystrova of the Ukrainian Army. Both Colonel Al Fawsan and Lieutenant Colonel Bystrova are graduates of the International Defense Management Course (IDMC) 08-2 and are now in Strategic Studies (Curriculum 688) and Resource Planning and Management for International Defense (Curriculum 820), respectively. They will be graduating 30 June 2015.

Ms. Noyes indicated that while there are significant differences in student management between DRMI and the IGPO, her six years of work at DRMI prepared her well for the position. She stressed that she is thankful for having the opportunity to work in DRMI. As she will remain on campus,

she hopes to continue to see DRMI faculty, staff, and former participants. DRMI will certainly miss seeing her in its halls, but wishes Ms. Noyes nothing but happiness and success in her new position.

### DRMI Welcomes Cabanilla as "New" Administrative Officer/International Military Student Officer

Ms. Mary Cabanilla, affectionately known to DRMI as "Mary C.," recently became DRMI's Administrative (Admin) Officer/International Military Student Officer (IMSO). Ms. Cabanilla has a long history with DRMI and the Naval Postgraduate School (NPS). She began her career at NPS in March 1980, working for the continuing education program before accepting a position as a DRMI office assistant in August 1981. In 1984, DRMI promoted her to the position of Education Technician. When the Admin Officer position became vacant in 2005, she applied and DRMI selected her for the position. Following three years as the Admin officer, she changed jobs within DRMI to become an Administrative Support Specialist. This past January, with Ms. Kathi Noyes' departure, the Admin Officer position was again vacant. Ms. Cabanilla submitted an application and DRMI selected her for the position. DRMI is thrilled she accepted the position and looks forward to their continued relationship.



Mary Cabanilla

### DRMI Welcomes Frey to DRMI Faculty



LCDR Joel Frey

DRMI welcomed Lecturer Joel Frey (Lieutenant Commander, U.S. Navy) to the faculty in January 2015. LCDR Frey earned his BS in Business Administration from the University of South Carolina in 1999 and his MBA in Financial Management Energy Specialty from the Naval Postgraduate School (NPS) in 2014. Commissioned through Officer Candidate School, he has since served as a Naval Supply Corps Officer. He has been both a supply officer onboard Maritime Prepositioning Squad-

## Natalie's Nuggets (cont.)

specialist) for the duration of their studies at DRMI. In the five years since its inception, we now have an average of over 60 internationals and 60 U.S. FAOs per year. Additionally, another 20 to 30 internationals attend the Joint Foreign Area Officers Course Reception with 150-300 U.S. FAOs twice per year.

As you can see, DRMI faculty and staff keep quite busy by doing our very best to be the experts in defense resources management. If you have suggestions or comments that you would like to share with us, then please feel free to contact me or find DRMI on Facebook. ■

## Future Course Dates

### FY2015

- **20 Apr – 14 May 2015**  
Defense Resources Management Course (DRMC)
- **18 May – 12 Jun 2015**  
Defense Resources Management Course (DRMC)
- **27 May – 5 Jun 2015**  
Budget Preparation, Execution, and Accountability Course (BPEA)
- **15 Jun – 10 Jul 2015**  
Defense Resources Management Course (DRMC)
- **13-24 Jul 2015**  
Risk Management Course
- **3-27 Aug 2015**  
46<sup>th</sup> Senior International Defense Management Course (SIDMC)
- **31 Aug – 25 Sep 2015**  
Defense Resources Management Course (DRMC)

(Continued on page 7.)

## Faculty and Staff News (cont.)

ron One and USS PATRIOT (MCM-7), and an aviation supply officer for Strike Fighter Wing Pacific and USS GEORGE WASHINGTON (CVN-73). He has deployed to the Baltics, Mediterranean, Afghanistan, and the Western Pacific. In 2007 he was selected to augment the Army Embedded Training Teams for the Combined Task Force Phoenix in Jalabad, Afghanistan as a mentor to Afghan National Army Logisticians. His tour prior to NPS and DRMI was as the Principal Assistant to Logistics onboard USS GEORGE WASHINGTON (CVN-73). His personal decorations include the Navy and Marine Corps Commendation Medal (three awards), Army Commendation Medal, Navy and Marine Corps Achievement Medal (two awards), and various campaign and unit commendations.

### Melese Attends NATO Meeting



Francois Melese

Professor Francois Melese attended a North Atlantic Treaty Organization (NATO) Building Integrity (BI) meeting from 23-25 February in Washington, D.C. NATO Headquarters and the Office of the Secretary of Defense (Policy) organized the meeting to help steer NATO's BI Programme. Dr. Melese is on NATO BI's editorial board and the organizational meeting included an editorial board meeting to review partner and allied contributions to the new *Compendium of Best Practices*.

### Morales and Webb Attend Professional Development Symposium



Luis Morales

The Alamo City Chapter of the American Society of Military Comptrollers (ASMC) invited Professor Natalie Webb and Senior Lecturer Luis Morales to be presenters at their annual Professional Development Symposium, held 24- 25 February. ASMC is a non-profit educational and professional organization for military and civilian personnel involved in all fields related to financial management in the Department

of Defense (DoD) and Coast Guard. Dr. Webb presented a seminar on "Economic Environment and Application of Economic Tools Supporting Financial Managers," and a second seminar on "Concepts, Techniques, and Tools that Support Performance Budgeting." Mr. Morales presented a seminar on "Concepts, Techniques, and Tools that Support Program Budgeting," and a second seminar on "Cost Concepts for Accounting Analysis." The seminars provided required level 2 and level 3 continuing professional education credits to financial managers as mandated by the DoD Financial Management Certification Program. Approximately 100 people attended the seminars.

### Davis, Morales, and Regnier Receive Faculty and Staff Awards

Under the guidance of Executive Director Professor Natalie Webb, a DRMI committee comprised of Education Technician Scott Ramos, Associate Professor Diana Angelis, and Assistant Professor Jay Simon, granted awards to Administrative Support Assistant Erika Davis, Senior Lecturer Luis Morales, and Associate Professor Eva Regnier in recognition of their outstanding contributions to DRMI. DRMI would like to thank the committee members for their service and offer its congratulations to this year's award recipients. The award citations appear below.

#### Staff Award:

##### Mrs. Erika Davis

enhances DRMI's educational mission by providing daily support to both participants and staff. Erika is the "face of DRMI" for the participants, the first person they see in the admin office and the first person they ask for help when they have a question or problem. In this role she is cheerful and knowledgeable and always receives excellent reviews from participants. Erika often goes above and beyond assigned duties to help our participants. For example, recently she was the only staff member invited to a dinner for the participant wives, evidence that participants hold her in high regard. Erika also provides support to the staff by manag-



Erika Davis

## Future Course Dates (cont.)

### FY2016

- **5 Oct – 11 Dec 2015**  
International Defense Management Course (IDMC)
- **9-20 Nov 2015**  
Multiple Criteria Decision Making Course (MCDM)
- **11-22 Jan 2016**  
Human Capital Resources Management (HCRM)
- **25 Jan – 5 Feb 2016**  
Risk Management Course
- **8 Feb – 15 Apr 2016**  
International Defense Management Course (IDMC)
- **30 May – 10 Jun 2016**  
Performance Management and Budgeting (PMB)
- **18 Apr – 29 Apr 2016**  
Multiple Criteria Decision Making Course (MCDM)
- **18 Apr – 12 May 2016**  
Defense Resources Management Course (DRMC)
- **16 May – 10 Jun 2016**  
Defense Resources Management Course (DRMC)
- **25 May – 3 Jun 2016**  
Budget Preparation, Execution and Accountability Course (BPEA)
- **13 Jun – 8 Jul 2016**  
Defense Resources Management Course (DRMC)
- **11-22 Jul 2016**  
Risk Management Course

View the complete list of future course dates here:  
[nps.edu/Academics/Centers/DRMI/](https://nps.edu/Academics/Centers/DRMI/)

## Faculty and Staff News (cont.)

ing the purchasing system used to obtain all educational materials and equipment. She is helpful and efficient in this role, making the process easier for our faculty and staff. Several faculty commented that she is a pleasure to work with. Congratulations, Erika, and thank you for a job well done.

### Teaching Awards:

As academic associate, **Dr. Eva Regnier** has made significant contributions to the DRMI teaching mission. She was the driving force behind the development of the current version of the Senior International Defense Management Course (SIDMC), which was a resounding success, and would not have happened without her vision and substantial efforts. Eva has also been a consistently outstanding performer in the classroom. She is able to engage well with participants, and conveys important ideas clearly. She develops and carries out interactive exercises very effectively in her lectures. In addition to her contributions to the standard DRMI courses, she plays an integral role in organizing and delivering the Risk Management and Multi-Criteria Decision Making short courses. Eva also contributes new materials that enrich our courses. Recent examples include a SIDMC exercise on the generation of alternatives, and lectures on intelligent adversaries, risk mitigation, and big risks.

**Mr. Luis Morales** has made significant contributions as a lecturer, discussion

leader, course coordinator, and scheduler. Luis is one of our most versatile and effective lecturers, willing and able to deliver lectures and lead discussion on a wide range of topics. For example, Luis was asked to teach in the Naval Air Systems Command (NAVAIR) course at the last minute this year. He learned new lectures on fairly technical material and learned a new case study, giving up many hours of his free time to do so. He gave very good lectures at the course and did an excellent job with his discussion group, which presented their work to senior NAVAIR leaders at the end of the week. In addition, Luis taught a seminar on resources management and budgeting at this year's Professional Development Institute (PDI), successfully representing DRMI to a large audience of Department of Defense (DoD) participants. Luis also excels as a course coordinator for both resident and international courses. He often leads the Budget Preparation, Execution and Accountability (BPEA) and Performance Management and Budgeting (PMB) courses, and has recently coordinated the Jordan Resources Management Course (RMC) and the Human Capital Resources Management (HCRM) course, as well as the Foreign Area Officer (FAO) course, and is one of only a few faculty that serve as a Drmecia coordinator. Luis also supports the DRMI educational mission by creating and coordinating the schedule for all of DRMI's courses during the year.



*Erica Davis with DRMI faculty and staff enjoy teambuilding lunch at Phil's Fish Market*

## Recent DRMI Graduates



*HCRM 15-1 Class Photo*



*Risk Management Course 15-1 Class Photo*

Recent DRMI Graduates (cont.)



*IDMC 15-2 Class Photo*



*Kosovo Workshop*

## Recent DRMI Graduates (cont.)



*PMB 2015 Class Photo*

## Additional DRMI Photos



*IDMC 15-2 Teambuilding Event*

Additional DRMI Photos (cont.)



*IDMC 15-2 in Washington, D.C.*



*IDMC 15-2 participants at the Library of Congress*



*IDMC 15-2 participants at The Steven F. Udvar-Hazy Center*

Additional DRMI Photos (cont.)



*IDMC 15-2 participants  
at National Museum of the Marine Corps*



*IDMC 15-2 participants  
at Capitol Visitor Center*



*IDMC 15-2 participants  
at Colonial Williamsburg*



*IDMC 15-2 participants  
at Arlington National Cemetery*



*FAO-CAP Meet and Greet*



*DRMI faculty and staff lunch*