



DRMI Newsletter

Issue 42

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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.

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Francois Melese
Executive Director,
DRMI

Musings from Francois Melese

DRMI's Executive Director

Dear Friends,

Another exciting year closes with good news about DRMI's many engagements. One in particular caught the attention of the U.S. Secretary of State. In October, DRMI professors conducted a "Domestic Finance for Development (DF4D)" Workshop in Brazil on behalf of the State Department. The challenge was to establish a working partnership between the U.S. and senior Brazilian officials to jointly engage countries in Central and South America. The report on the State Department's website announced: "On October 24, Secretary of State Hillary Rodham Clinton and [Brazil's] Minister of External Relations Antonio de Aguiar Patriota...praised the DF4D Workshop... held in Brasilia...which set the stage for follow-on collaboration with participating countries to encourage fiscal transparency..." In the last quarter, DRMI faculty members were also actively engaged in Armenia, Argentina, Jordan, Moldova, Montenegro, and Peru. You can read about their accomplishments and details of the latest resident courses and mobile programs in this quarterly issue of the DRMI Newsletter.

We also bade a fond farewell to several faculty members this year. The most recent longest serving to depart were Dr. CJ LaCivita, Executive Director of DRMI for 18 years, and Mr. Larry Vaughan, who alumni will recall was always ready to share a fictional and funny story. We wish them the very best in their well-deserved retirement. *(Continued on page 4.)*

DRMI Prepares for 44th Annual Senior International Defense Management Course

When do you get the opportunity to step outside the demands of your organization to:

- Think deeply about contemporary and emerging defense and security issues?
- Hear the latest methods in analysis and strategic resources management?
- Meet peer-level defense managers from over 30 partner nations?
- Spend four weeks in a beautiful part of Central California?

DRMI faculty and staff have begun preparing for next summer's SIDMC, and invite flag-rank officers and equivalent civilians to this transformative experience. The course will be held 24 June – 19 July in Monterey, California.

Course description:

The SIDMC is an intensive four-week executive education program that brings together flag rank international military officers and equivalent civilian officials from around the world. In their current positions, these officials work at senior decision making levels within their respective organizations and take on broader responsibilities and

an international perspective on defense organizations and their missions. Alumni of the SIDMC have gone on to become chiefs of service, ministers of defense, and heads of state.

Participants will have the opportunity to integrate analytical concepts, principles, methods, and techniques drawn from the disciplines of management, economics, and quantitative methods. They will also discuss and apply them to strategic decisions involving the allocation of financial, logistic, and human resources. Participants experience an engaging mix of lectures, workshops, small-team exercises, practical applications, and seminar-style discussions.

Today's complex and changing security environment poses substantial challenges for senior defense managers in developing strategic plans and resources management systems for their implementation. Participants will leave with an enhanced ability to define and evaluate the relationships among national security objectives, defense strategies, program alternatives/capabilities, and budget resource requirements.

Resident Programs

DRMI graduates DRMC 12-5

Defense Resources Management Course 12-5 graduated on 14 September. The course included participants from Argentina, Colombia, Denmark, Estonia, Germany, Greece, Israel, Italy, Jordan, Lebanon, Oman, Pakistan, Saudi Arabia, South Africa, South Sudan, Ukraine and the U.S. In this four-week course, DRMI faculty addressed practical applications to management decisions that involve many competing and often conflicting organizational objectives.

DRMI Conducts IDMC 12-2

The International Defense Resources Management Course (IDMC) 12-4 began on 21 September with 26 participants from 15 countries: Bulgaria, Czech Republic, Denmark, Ethiopia, India, Jordan, Lebanon, Moldova, Mongolia, Morocco,

Oman, Pakistan, Saudi Arabia, Taiwan, and Ukraine. During the opening week of the course, DRMI faculty and staff held a team-building exercise at the Monterey Lanes where participants enjoyed getting to know each other, and the faculty and some of their family members. On 26 September, participants hiked in beautiful weather along the Pacific Coast and through the redwoods at Julia Pfeiffer State Park, where they stopped for lunch before heading back to Monterey. Participants then joined the Foreign Area Officer (FAO) Cultural Ambassadors of the Naval Postgraduate School (NPS) and Defense Language Institute (DLI) at an embassy-style reception hosted by the DLI. The well-attended event gave the participants an opportunity to meet many other international participants studying at NPS and to make connections with FAOs who

Resident Programs (cont.)

will very likely be assigned to their regions or embassies in the near future.



Ms. Charlie Orsburn and members of IDMC

Just before the end of October, the participants were anticipating a trip to Washington DC with the Field Studies Program as part of their ongoing experience to learn about American culture; however, Mother Nature had ideas of her own. Hurricane Sandy kept everyone guessing right up to the very day of departure, and DRMI faculty and staff had to cancel the trip on very short notice. Although the participants of IDMC 12-2 did not visit the historic venues of the East Coast, they visited several wonderful places the West Coast has to offer. Drawing on California history and the discovery of gold in California in 1848, participants learned about the millions of new settlers who came west in one of the largest expansions in the history of any country. They learned that early lawmakers drew up the first constitution for the State of California in Monterey. They visited several important historical

venues including the City of San Francisco, Felton's Roaring Camp Railroads, and San Juan Bautista, a mission town founded in 1797. In each of these stops, participants heard about the histories of the Native Americans, Spaniards, Mexicans and eventually the current Americans who lived or live in Central California. The participants also visited the home of one of the greatest media moguls ever, William Hearst's Hearst Castle. This castle (rather a very large hacienda) sits on a large piece of property now owned by the California State Parks System. While the change in plans meant that the participants did not get to experience Washington, D.C., they gained a better understanding about the rich and varied culture of the American people.

Throughout the 11-week course, the participants studied managing scarce defense resources using defense planning to re-sourcing systems. They examined tools and methods that provide the analytical basis for cost effectiveness analysis and discussion of defense management in the international economy. On 7 December 2012 the participants graduated and returned to their home countries. We hope they will take with them what they have learned from their interactions with each other, the faculty and staff and their FAO-Cultural Ambassadors, and know that we look forward to seeing them again someday.



IDMC students and faculty members at Hearst Castle.

DRMI Graduates Two Multiple-Criteria Decision Making Courses

DRMI faculty concluded the first of two Multiple-Criteria Decision Making courses this year on 31 August 2012. This first course began 20 Aug. and included 16 international participants from Saudi Arabia, Israel, Slovenia, Colombia, Argentina, and Norway. The second course opened 22 Oct and graduated 2 Nov. and included nine participants from Denmark, Israel, Lebanon, Turkey and the U.S. In each course, DRMI faculty designed lecture material to provide participants tools needed to solve decision problems with many, often conflicting objectives. Participants applied their learning to real-life case studies and a project of their choosing derived from professional activities in their own organizations.



Todd Ferris

DRMI Graduates Budget Preparation, Execution, and Accountability (BPEA) Course 12-2

DRMI faculty presented the Budget Preparation, Execution, and Accountability (BPEA) course September 17-26 in Monterey. The course material included principles and concepts for preparing and executing defense budgets. Faculty covered topics such as economic and cost principles necessary for budget preparation, quantifying and dealing with budget uncertainties, funds control and management, contracting issues, internal controls, and performance management. The faculty used case studies, exercises and discussion sessions to illustrate concepts presented in lectures. Sixteen participants from six countries attended. Of particular interest to many participants was the opportunity to learn from shared experiences related to other countries' budgeting methods and issues. ■



Mark Gladky

Musings from Francois Melese (cont.)

You are already aware that our faculty members are outstanding teachers, but increasingly they are also developing cutting-edge management tools and techniques through research that can help us make better decisions in tight fiscal environments. Attending our courses and workshops will expose you to some of that research. As always, we would be happy to share these state-of-the-art research efforts.

I'd like to conclude by reminding everyone of a tremendous opportunity to attend DRMI's capstone course, the Senior International Defense Management Course (SIDMC). This fun and engaging four-week senior executive program brings together flag officers and senior civilian officials from all over the world. A U.S. admiral or general also participates in each course. We invite alumni who have been promoted to senior levels to consider this extraordinary opportunity to return to Monterey to study and build new and enduring relationships with senior colleagues from around the world.

Wishing you all the best for 2013, from all of us at DRMI.

—Best Regards, Francois ■

Mobile Programs

DRMI Faculty Conducts Technical Assistance Seminar in Armenia



Diana Angelis

Associate Professors Robert McNab and Diana Angelis traveled to Yerevan, Armenia on 25 November as part of the U.S. sponsored Human Resources Management technical assistance team.

Drs. Angelis and McNab discussed best practices in military compensation and offered advice on improving transparency in basic military compensation.

DRMI Faculty Conduct Workshop in Brazil



Anke Richter

Professor Francois Melese and Associate Professors Diana Angelis, Robert McNab and Anke Richter, in conjunction with experts from the Brazilian School of Financial Management (ESAF), conducted a

workshop on transparency and accountability in Brasilia from 9-10 October 2012. The workshop was sponsored by the U.S. State Department's Domestic Finance for Development (DF4D) program and funded through the NPS USPTC Program Office and was the result of extensive collaboration among DRMI, USPTC and U.S. Department of State personnel. All parties involved were extremely satisfied with the outcome of the workshop, which set the stage for follow-on tri-lateral collaboration with participating countries to encourage fiscal transparency and discourage corruption while making tax administration and budget execution more efficient and effective.

DRMI Faculty Conduct HCRM Course in Jordan

Associate Professor Jomana Amara, Assistant Professor Laura Armev, Senior Lecturer Steve Hurst, and Lecturer Luis Morales conducted the Institute's fifth Human Capital Resources Management (HCRM) course in Amman, Jordan from 7-18 October 2012. Human capital resources have become a top priority in Jordan as the Jordanian Armed

Forces (JAF) reform human resources management. In the first week of the course, DRMI faculty gave a brief introduction to strategic planning and economic concepts that establish the framework within which human capital resource allocation decisions are made. They then focused on total force management concepts including integration of active and reserve forces, civilians and contractors. In the second week, faculty focused on managing the force and covered topics ranging from screening and selection to separation and retirement of military personnel. The 36 HCRM course participants represented various military services within the JAF. Each participant worked on a team that developed and presented a group project on a human resources related challenge within the JAF.



Steve Hurst

DRMI Faculty Conduct Analytical Decision Making Course in Argentina

Assistant Professor Jason Hansen (course coordinator), Associate Professor Natalie Webb, Assistant Professor Jay Simon and Lecturer Luis Morales conducted a four-day course in analytical decision making for 27 participants from the Argentinian Ministry of Defense (MoD) in Buenos Aires from 25-29 September. Faculty covered concepts ranging from linear programming to project management to cost-benefit analysis. The Military Group Commander, COL Patrick Hall, U.S. Army, opened the course with comments about the importance about managing the scarce resources of the country of Argentina and emphasized the importance of the relationship between the U.S. and Argentinian governments.



Luis Morales

DRMI Faculty Conduct Workshop on Cost-Benefit Analysis in Montenegro

Associate Professors Diana Angelis and Anke Richter presented a workshop on cost-

Mobile Programs (cont.)

benefit analysis in Podgorica, Montenegro 24-26 Sep. The workshop was organized by the Partnership for Peace Training and Education Center (USPTC) at NPS as part of a Building Integrity initiative. Representatives from various ministries including the MoD participated in the workshop. The faculty included presentations on life cycle cost estimates, net present value analysis, measuring benefits and effectiveness, cost-effectiveness analysis and risk analysis. Drs. Angelis and Richter used a case study to illustrate and discuss the real-world application of these concepts and the participants had an opportunity to apply some of the concepts to relevant projects in Montenegro.

DRMI Faculty Conduct Workshop in Moldova



Al Polley

From 7-9 September, Senior Lecturer Allan Polley and Associate Professor Natalie Webb worked in Chisinau, Moldova, with participants from the Ministry of Defense (MoD) and General

Staff of Moldova to assess MoD progress in developing and implementing a planning-to-resourcing system. The goal for the workshop was to provide information on how to allocate scarce defense resources among Moldova's competing security needs. Twelve participants represented MoD and military directorates and organizations including Defense Plans and Policy, Economics and Finance, Acquisition, Logistics and General Staff. The participants and faculty discussed strategic planning issues, resource allocation and tradeoff issues, guidance and other formal MoD and government documents and performance management topics. The workshop ended with DRMI faculty providing insight on how to create the MoD's implementation plan. The implementation plan will link existing strategic and budget guidance to provide the best allocation of Moldova's scarce defense resources. DRMI expects to return to Moldova early in 2013 to continue this work. ■

Research and Publications

Amara Publishes on Veterans, Iraq

Associate Professor Jomana Amara recently published three articles. The first, "Demographic changes in the VHA veteran population following OEF/OIF" will appear in an upcoming issue of *Science, Peace Economics and Public Policy*. The second, by Dr. Ann Hendricks, Dr. Amara (et al), "Screening for mild traumatic brain injury in OEF-OIF deployed military: An empirical assessment of the VHA experience," will be published in *Brain Injury*. Finally, Dr. Amara published, "Implications of military stabilization efforts on economic development and security: The case of Iraq," in *Journal of Development Economics*.

Arme y Presents at Defense Economics Conference



Laura Arme y

Assistant Professor Laura Arme y presented a paper 9 Nov at a defense economics conference on military expenditures and civil war at the University of Ottawa. The paper, titled, "The cost of crisis: The impact of civil wars on defense expenditures" was sponsored by Armed Forces Canada.

MacKenzie, Regnier and Simon Present Research



Cameron MacKenzie

Assistant Professor Cameron MacKenzie, Associate Professor Eva Regnier, and Assistant Professor Jay Simon attended the Institute for Operations Research and the Management Sciences (INFORMS) Annual Meeting 14-17 Oct in Phoenix, AZ. They gave several research presentations: "Disruption Management during Supply Chain Disruptions" (MacKenzie), "Optimal Resource Allocation for Preparedness and Recovery of Interdependent Systems" (MacKenzie), "Uncertainty Model for Rapid Updating of Target Positions" Regnier), "Estimating Costs of Self-Sustaining Logistics

Networks" (Regnier and Simon), and "Probability Segmenting: Managing Uncertainty in Military Drafts" (Simon and Associate Professor Jonathan Lipow). In addition, Dr. MacKenzie received the Judith Liebman Moving Spirit Award for his work in leading the University of Oklahoma INFORMS student chapter, and Dr. Simon served as a panelist at the INFORMS Future Academician Colloquium.

McNab Publishes on Economic Warfare

Associate Professor Bob McNab recently published a chapter in *The new economic togetherness: Economic warfare and some implications for security and the military profession* edited by J. Stouffer and D.

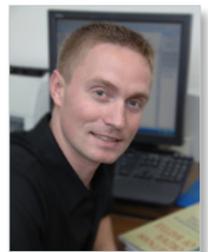


Bob McNab

Lindsay. Dr. Mie Augier and Mr. Jerry Guo co-authored the chapter, titled, "Threats to the military profession: International perspectives."

Sullivan Receives Outstanding Paper Award

Assistant Professor Ryan Sullivan's paper, "The effect of cigarette taxation on prices: An empirical examination using local-level data" was selected by the editorial board of *Public Finance Review* as the winner of the "Outstanding Paper Award" for papers published in 2012.



Ryan Sullivan

Webb Presents Research on Nonprofits



Natalie Webb

Associate Professor Natalie Webb presented her research titled, "Do patriotic nonprofit organizations waste resources?" and "Including Special Kids: A case study in resource dependency and stewardship with alignment of expertise and goals" at the Association for Nonprofit Organizations and Voluntary Action annual meeting on 17 Nov. ■

DRMI Faculty Service

Angelis Advises NPS Thesis

Associate Professor Diana Angelis advised LT Matthew Horton NPS master's thesis titled, "Examination of capabilities-based prioritization scheme for service-oriented architecture afloat." The thesis applied the capabilities-based competency assessment process introduced by Suttie & Potter (2008) to develop a prioritization model for the problem of limited bandwidth on ships. Using the capabilities-based prioritization scheme resulted in improvements in the amount and quality of data delivered, which translated directly into more relevant information getting to decision makers at a quickened pace. Such information richness leads to "information dominance," ultimately providing superior war fighting capability. LT Horton graduated in September 2012 with a Master of Science in Systems Engineering.

Faculty Review for Professional Communities

Associate Professor Jomana Amara served as a reviewer for *Journal of Policy Analysis and Management*, *PLoS ONE*, *Military Operations Research*, *Peace Economics, Peace Science and Public Policy*; and *International Journal of Security and Development*.



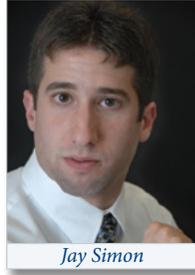
Jason Hansen

Assistant professor Jason Hansen reviewed two papers for the *Journal of Hydrology*, which is a leading journal in the water resources management community. He also reviewed a paper for *Decision Sciences*.

Associate Professor Robert McNab served as a reviewer for *Public Budgeting and Finance*, a quarterly journal from the American Society for Public Administration (ASPA). He also served as a referee for *Public Finance Review and Public Finance and Management*, and as a reviewer for the *Journal of Politics*.

Associate Professor Natalie Webb attended the annual board meeting of *Nonprofit Management and Leadership*, 15 November in Indianapolis, Indiana. Dr. Webb serves as an

associate editor for *NML*. She also reviewed journal submissions for *Nonprofit Management and Leadership* and *Public Management Review* this past quarter.



Jay Simon

Assistant Professor Jay Simon served as an associate editor and reviewed papers for *Decision Analysis*.

Faculty and Staff News

DRMI Faculty Member Conducts Seminar at the Jordanian Royal Defense College



Jomana Amara

Associate Professor Jomana Amara presented a seminar at the Jordanian Royal Defense College on 12 November on the development of defense economics as a sub-field of economics. Dr. Amara discussed achievements in defense economics such as the contribution of researchers in the understanding of military alliances, impacts of defense spending on national budgets, and the choices entailed in defense spending. She also reviewed Jordanian defense spending and its effect on the national budget.

Amara Represents DRMI in Palestinian-U.S. Event

Associate Professor Jomana Amara represented DRMI in a three-day Alumni Seminar Program sponsored by the Palestinian National Authority, Ministry of Interior, and the Office of the United States Security Coordinator at the U.S. Consulate General in Ramallah 5-7 Nov. She presented a brief detailing DRMI courses followed by a presentation on the economic challenges facing the Palestinians in nation building and developing the security sector.

McNab Assumes Chair of GPPAG

Associate Professor Robert McNab assumed the duties of the interim chair of the Global Public Policy Academic Group (GPPAG) on 15 Sep. Dr. McNab replaced Dr. CJ LaCivita, former Executive Director of DRMI, and has managed the transition of GPPAG to the Graduate School of Business and Public Policy.

DRMI Faculty Members Discuss Cross-cultural Communication with Armenian MoD



Charlie Orsburn

In mid-November, Ms. Charlie Orsburn, DRMI Education Associate, traveled to Armenia as part of the NATO Defense Education Enhancement Programme (DEEP) and PfP Consortium team to discuss cross-cultural communications training with staff of the Armenian Ministry of Defense (MoD). Associate Professor Robert McNab also traveled as part of the team. MoD leaders decided to incorporate a cross-cultural dimension to their training requirements to address the diversity of cultures and dialects of its 10 provinces. MoD leaders hope to integrate the simulation exercise, BaFa' BaFa', into their officer cross-cultural communications training to measure graduates' preparedness to lead diverse groups. They also hope to alleviate some of the problems of interior disputes among the cadets through improved interpersonal communication skills. Narineh Hovakimyan, Ph.D., will head the cross-cultural communications course for the MoD, and Ms. Orsburn will continue to work with her and other Armenian MoD members on behalf of the NATO DEEP.

Seifert Departs NPS

LCDR Anthony Seifert, Lecturer, USN, recently departed DRMI for his next naval assignment as a supply officer in Virginia. He joined the faculty in July 2010 and was an invaluable member of the team.



Anthony Seifert

Faculty and Staff News (cont.)

We wish him all the best in his new assignment.

Simon Joins U.S. Delegation to Taiwan

Assistant Professor Jay Simon was a member of the 2012 U.S. Young Scholars Delegation to the Republic of China (Taiwan), which took place 11-17 Nov. Along with the nine other delegates, he met with officials at Taiwan's Ministries of Foreign Affairs and National Defense, the American Institute in Taiwan, the Straits Exchange Foundation, the Council for Economic Planning and Development, and the Taiwan Foundation for Democracy.

DRMI Faculty Continues Support of DIRI in Peru

Associate Professor Natalie Webb joined Maj. Gen (ret.) Richard Goetze and Mr. Don Bonsor in a Defense Institution Reform Initiative (DIRI) program in Peru 25-29 Nov. Dr. Webb held a meeting with the Vice Minister of Defense, Resources, the U.S. attaché, team members, and others to discuss results-based budgeting (RBB) efforts in the Peruvian MoD. The team also presented a workshop helping the Peruvians design a plan for improving the prospects of implementing RBB.

A New Tradition?

We reported in the last issue that our colleague, José Andin moved across campus to join the NPS Comptroller's Office in September. Mr. Andin jokingly left a porcelain rabbit behind with DRMI's academic associate as a symbol of inspiration for teaching under difficult circumstances. It has become a good luck charm for DRMI!



Anke Richter with good luck bunny

DRMI Says Farewell to Retiring Faculty Members

LaCivita Retires

Professor C. J. LaCivita retired from DRMI in September. DRMI faculty and staff held a party for Dr. LaCivita and his wife, Barbara Simmons, on 12 Sep.



CJ and Barbara at CJ's retirement

Prior to joining DRMI, Dr. LaCivita was commissioned in the U.S. Air Force and served as a pilot for five years. After leaving the Air Force, he attended graduate school then assumed the position of assistant professor of economics at the University of North Carolina at Greensboro. In May 1985, Dr. LaCivita joined the faculty of the Naval Postgraduate School (NPS) as an assistant professor at the DRMI. He served as the DRMI's Assistant Director for Academic Programs from 1988 to 1991, Deputy Executive Director from 1991 to 1993 and the Executive Director from 1993-2011. From October 1, 2001 to October 15, 2002, he served as the Interim Dean of the School of International Graduate Studies at NPS. In January 2009, he was appointed as the founding chair of the Global Public Policy Academic Group at NPS. He also served as a member of the oversight commission for the Certified Defense Financial Manager program from its inception through 2008.

Dr. LaCivita has published widely in a number of areas in economics and defense resources management. His work has appeared in the *Journal of Business*, *Journal of Urban Economics*, *National Tax Journal*, *International Journal of Forecasting*, *Southern Economic Journal*, *Journal of Development Economics*, *Armed Forces Comptroller*, *Defence Analysis* and others.

Dr. LaCivita and his wife have retired to the Grass Valley area of CA. We miss them but know they are enjoying life in the Sierra Nevada foothills.

Vaughan Retires

DRMI held a retirement party for Senior Lecturer Larry Vaughan and his wife, Leticia, on 26 October. Mr. Vaughan's career spans back from his active duty days, when he served in numerous positions including ship's supply officer, government contracting officer, comptroller, petroleum officer and director of data processing. He was also an assistant professor at the Defense Institute of Security Assistance Management, where he co-authored the textbook, *The Management of Security Assistance*.

Mr. Vaughan joined DRMI as an active duty Navy faculty member in July 1985 and served until February 1988. Before returning to DRMI in October 1991, Mr. Vaughan served as the director of international programs at RAIL Company, a defense consulting firm providing program management and engineering support to the U.S. Army and Navy. From 1991 to 2012, Mr. Vaughan traveled to dozens of countries, using his fluent Spanish in teaching and translation work for DRMI and providing expertise in all of DRMI's courses. As one of DRMI's most versatile lecturers, Mr. Vaughan taught in all areas of DRMI courses, but particularly focused on cost analysis, cost estimation,



Larry and Letty at his retirement party

budgeting, defense industries, contracting, negotiation, and acquisition. Larry and his wife, Letty, have relocated to their home in the Chesapeake Bay area of Virginia. We wish them all the best. ■

Future Course Dates

Looking Ahead to 2013

- **7 Jan – 1 Feb**
Defense Resources Management Course 13-1
- **4 Feb – 17 Apr**
International Defense Management Course 13-1
- **1-5 Apr**
Performance Management and Budgeting Course 13
- **8-19 Apr**
Risk Management Course 13-1
- **22 Apr – 16 May**
Defense Resources Management Course 13-2
- **20 May – 14 Jun**
Defense Resources Management Course 13-3
- **24 Jun – 19 July**
Senior International Defense Management Course 13

Other News

DRMI faculty and staff received notice that a former participant, Air Vice Marshal John Edward Odaate Barnor (ret.), a participant from Ghana in SIDMC 1979 when he was an air commodore, recently passed away. We would like to express our sincere condolences to his family, especially to his daughter who was kind enough to send us the letter.

DRMI Wishes Former Research Associate Success in Career Advancement

In an earlier newsletter this year, we reported that Kathleen Bailey, DRMI research associate, left DRMI. Ms. Bailey joined Ecology Action, a California-based non-profit, as operations coordinator. Ecology Action strives to be a leader in energy efficiency and community program implementation, and its leaders are passionately driven to create a brighter, greener, more economically sustainable future. This represents a wonderful opportunity for career advancement and a promotion that reflects Ms. Bailey's extensive knowledge of environmental, security and economics concerns. DRMI faculty and staff wish Ms. Bailey good luck as she pursues her new career. ■

DRMI on FM myLearn

DoD operates a website designed to provide the Department's financial management community information on training and professional development opportunities. Please see the site for information on DRMI's courses, comments by our graduates and ratings: <https://fmonline.ousdc.osd.mil>. **Access to the website requires a secure common access card login.** ■

Facebook

Share your experiences and photos with other DRMI students and professionals. Facebook is user-friendly and it is easy to create an account. To find DRMI on Facebook, search for "DRMI Courses" and click on the button. It would be extremely helpful if past participants would include a message indicating when they attended DRMI when sending the friend request. At the last count, DRMI had over 338 friends. Will you be our next? ■

DRMI Photos Online

Checkout some of the more recent DRMI photos here:
http://faculty.nps.edu/dl/DRMI/photoAlbum_2013_Jan/index.html



Workshop participants and DRMI faculty in Montenegro

Additional Reading

Reprinted from The Naval Postgraduate School News; Story by Kenneth Stewart

NPS, Brazilian Government Hold Joint Workshop on Fiscal Transparency and Accountability

BRASILIA, Brazil - The Naval Postgraduate School faculty at the Defense Resources Management Institute recently conducted a Domestic Finance for Development (DF4D) workshop in Brasilia, Brazil.

As the designated United States Partnership for Peace Training and Education Center (USPTC), the Naval Postgraduate School worked closely with the U.S. State Department and the Government of Brazil to bring together Naval Postgraduate School professors, diplomats and partner nation representatives for the two-day workshop.

“DF4D is a Department of State policy initiative intended to strengthen fiscal management and transparency in partner nations, thus promoting stability and sustainable economic growth and prosperity,” said USPTC Program Manager Nathan Christensen of Denver, Colo. “It was born of USPTC efforts to reach out to the Department of State and identify opportunities to match NPS capabilities with State Department and partner nation’s needs.”

“Our goal was for the U.S. and our Brazilian counterparts to encourage whole-of-government fiscal transparency initiatives in partner countries,” said Defense Resources Management Institute Executive Director Dr. Francois Melese. “The conference was attended by high-ranking government representatives from Honduras, El Salvador and the Dominican Republic.”

Also in attendance was U.S. Assistant Secretary of State for Economic and Business Affairs Jose Fernandez.

“We want to help countries position themselves to take ownership of their own development by gathering the necessary resources from domestic sources,” said Fernandez.

Melese and DRMI associate professors, Drs. Diana Angelis, Robert McNab, and Anke Richter, conducted the workshop with participation from Fernandez and senior Brazilian finance, treasury and central bank officials.

“Each partner brought something unique to the table,” said Angelis. “The Brazilians, over the last decade, have made great strides in public transparency ... They are absolutely an equal partner ... they have leapt ahead in regard to flexibility and adaptability in the area of fiscal transparency.”

Defense Resources Management Institute researchers are interested in Brazil’s success due in part to the organization’s mission of encouraging fiscal reform, effective budgeting and analytical decision-making.

“We wanted to leverage the Brazilian lessons learned, those things that they have implemented and had success,” said Angelis. “We recognize that we have our own issues and are open to learn from our counterparts as well.”

Naval Postgraduate School faculty prepared several presentations focused on overarching economic, financial and management principles that are widely recognized as leading to greater economic success.

“We broke down our presentation into four parts: policy, revenue, spending and public accountability. We teach the logic and the principles behind these issues, not necessarily the ‘American way’ of approaching them,” said Melese. “If the participating nations understand the principles, they will come up with approaches that work for them.”

The presentations were offered jointly with senior Brazilian government officials and academics.

“During the workshop we developed joint presentations with our counterparts from the Brazilian Escola de Administracao Fazendaria,” said Richter. “U.S. faculty presented economic theory; our Brazilian counterparts demonstrated practical applications of

the theory based upon their nation’s recent economic successes.”

Topics like those discussed at the conference rarely make headlines, but if Melese and his colleagues are correct, perhaps they should. Melese insists that nations that adopt these principles encourage foreign investment, foster citizen support, and create an environment where economic success and increased standards of living are possible.

“If [participating nations] are able to make improvements in their transparency, efficiency and effectiveness, they become more robust partners in South America,” said McNab. “You have to provide transparency in each of these areas in order to increase revenue.”

The effort caught the attention of U.S. Secretary of State Hillary Rodham Clinton, who praised the workshop in a joint statement with the Brazilian minister of External Relations following the U.S.-Brazil Global Partnership Dialogue. DF4D has “set the stage for follow-on collaboration with participating countries to encourage fiscal transparency and discourage corruption while making tax administration and budget execution more efficient and effective,” the release notes.

“No matter who you spoke to it was a resounding success,” said Angelis. “It is our hope that we will be able to continue with this partnership to try to support selected countries in their reform efforts.”

Angelis credits the United States Partnership for Peace Training and Education Center Program Office for bringing the various participants together and creating a forum that she hopes will lead to future partnerships and future economic success.

“It was a fabulous opportunity for all of us to work together and to take advantage of our respective strengths – the USPTC Program Office was able to coordinate, the State Department had the international audience, and DRMI had the expertise ... The result was a fantastic program,” she said. ■

Recent DRMI Graduates

DRMI congratulates all the recent graduates!



Class Photo: BPEA 12-2



Class Photo: DRMC 12-5



Class Photo: IDMC 12-2



Class Photo: MCDM 12-2

Recent DRMI Graduates (cont.)



Class Photo: MCDM 13-1



DEFENSE RESOURCES MANAGEMENT INSTITUTE