



DRMI Newsletter

Issue 48

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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.

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 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

In 1965, the Secretary of Defense established the Defense Resources Management Institute (DRMI) at the Naval Postgraduate School (NPS) in Monterey, CA to take advantage of the faculty working at NPS. Since then, DRMI faculty have conducted professional education programs in analytical decision making and resources management for military officers of all services and senior civilian officials of the United States and 170 other countries.

Times change, however, and so do we. To achieve our goal of enhancing the effective allocation and use of resources in modern defense organizations, we continue to add, delete, and modify our courses and material, adapting to changing demands for educational opportunities. Today we offer many more short courses than we did 10 years ago, ranging from several days to two weeks, some in Monterey, and many others in U.S. and international locations. We recently began developing course material for the Department of Defense's Financial Management (FM) Online Certification program.

In recent years, we expanded eligibility for our courses to the following individuals: U.S. officers (active or reserve) and international military officers of grades O-3 through O-6; civilian officials of grades GS-09 through GS-15 or equivalent; individuals participating in accelerated career development programs and foreign officials of similar rank or grade.

(Continued on pg. 4.)

DRMI Headlines

DRMI Faculty Finalize Preparations for Senior International Defense Management Course (SIDMC)

At the time of writing, DRMI faculty are putting the final touches on the preparations for the Senior International Defense Management Course (SIDMC), which will take place 4-29 August 2014 in Monterey, CA. DRMI faculty have specifically designed the SIDMC for flag and general rank military officers and equivalent-level civilian officials. The course focuses on the strategic aspects of defense planning and resource allocation. The goals of the SIDMC are to provide broad-level insights on effective and efficient allocation of scarce defense resources in today's complex and uncertain security environment, and to offer a forum for international senior leaders to discuss and identify strategic-level policy issues that impact national security. Some DRMI graduates have gone on to become heads of state, ministers of defense, and chiefs of staff. At time of press, DRMI expects 43 participants to attend the 2014 SIDMC. These participants come from the following 30 countries: Albania, Argentina, Bosnia and Herzegovina, Canada, Colombia, Denmark, Egypt, Finland, Germany, Guinea, India, Indonesia, Italy, Jordan, South Korea, Kosovo, Lebanon, Liberia, Malaysia, Moldova, Oman, Pakistan, Poland, Saudi Arabia, South Africa, Sweden, Switzerland, Ukraine, the United Arab Emirates, and the United States.

DRMI Faculty Conduct Three Naval Air Systems Command (NAVAIR) Leadership Development Program Courses

DRMI faculty have conducted the second of three courses on behalf of the Naval Air Systems Command (NAVAIR) Leadership Development Program. NAVAIR selects participants from its civilian workforce to attend the leadership courses. The course that the DRMI faculty teach is entitled "Value-Focused Decision Making" and it addresses the formulation and analysis of decisions in very complex environments. Professor Kent Wall and Assistant Professors Cameron MacKenzie and Jay Simon shared the course teaching responsibilities for 19 participants at the Jacksonville Naval Air Station in Jacksonville, FL from 8-10 April. Senior Lecturer Luis Morales, Dr. Wall, and

Dr. Mackenzie taught 30 participants at the Admiral Kidd Conference Center in San Diego, CA from 17-19 June 2014. Dr. MacKenzie, Associate Professor Diana Angelis, and Dr. Wall will conduct the third course at the Patuxent River Naval Air Station in Patuxent River, MD for approximately 30 participants from 15-17 July. ■



Kent Wall

Resident Programs

International Defense Management Course (IDMC) 14-2 Concludes

The International Defense Management Course (IDMC) 14-2 course participants attended a graduation ceremony and luncheon in the Herrmann Hall Barbara McNitt Ballroom at the Naval Postgraduate School on 18 April 2014. The DRMI faculty and staff held the celebration, and the 39 participants from 26 countries received a certificate of completion. Course participants attended from the following countries: Albania, Armenia, Bangladesh, Bulgaria, Burundi, Denmark, Ghana, Indonesia, Japan, Jordan, Latvia, Lebanon, Liberia, Lithuania, Macedonia, Moldova, Morocco, Nepal, Oman, Pakistan, Papua New Guinea, Saudi Arabia, Tanzania, Thailand, Ukraine, and the United Arab Emirates. The 10-week IDMC for international participants addressed the economic, efficient, and effective allocation and use of scarce defense resources in today's complex and uncertain security environment. DRMI faculty integrated analytical concepts, principles, methods, and techniques drawn from the



IDMC Graduation

Resident Programs (cont.)

disciplines of management, economics, and quantitative methods, and applied them to decisions involving the allocation of financial, logistic, and human resources.

DRMI Concludes Defense Resources Management Course (DRMC) 14-1 and 14-2

The four-week Defense Resources Management Courses (DRMC) 14-1 and 14-2 discussed the economic, efficient, and effective allocation and use of scarce defense resources in today's complex and uncertain security environment. The DRMC 14-1 began on 21 April with 34 participants—20 of whom were internationals—from the following 11 countries: Croatia, Germany, Latvia, Mauritius, New Zealand, Poland, Saudi Arabia, Slovak Republic, Slovenia, the United Arab Emirates, and the United



States. The DRMC 14-1 concluded on 15 May. The DRMC 14-2 began on 19 May and consisted of nine U.S. participants and 12 internationals from the following six countries: Germany, Italy, Jordan, Macedonia, Saudi Arabia, and the United Arab Emirates. The course concluded on 13 June.

DRMI Concludes Risk Management Course

In the two-week Risk Management Course, which began on 21 April, a DRMI faculty team addressed critical elements of risk management and presented a quantitative definition of risk to help manage it. This allowed managers to assess and cope with the amount of risk in a given decision problem. Professor Kent Wall, Associate Professor Eva Regnier, and Assistant Professor Cameron MacKenzie delivered lectures and also served as the course's discussion leaders. Associate Professor Jonathan Lipow, and Assistant Professors Laura Arney,

Jason Hansen, and Jay Simon also presented lectures as part of the course. The course had 16 participants—13 of whom were internationals—from the following eight countries: Colombia, Germany, Norway, Pakistan, Saudi Arabia, Slovenia, the United Arab Emirates, and the United States. The course concluded on 2 May.

DRMI Concludes Budget Preparation, Execution and Accountability (BPEA) Course

Associate Professor Diana Angelis, Assistant Professor Jason Hansen, Senior Lecturer Allan Polley, Lecturer Bryant Schumacher (Lieutenant Colonel, U.S. Army) and Lecturer Jan-Hendrik zurLippe (Major, U.S. Marine Corps) taught a course on Budget Preparation, Execution and Accountability (BPEA) from 26 May to 6 June 2014. The course had 22 participants from the following nine countries: Armenia, Brazil, Colombia, Israel, Liberia, Malaysia, Pakistan, Saudi Arabia, and the United States. Participants attended the course with budget matters from their own commands and came ready to discuss and consider them in the context of the course material. Participants briefed these and other issues to the class to facilitate dialogue and critical thinking on how to better approach such concerns. The BPEA course builds on economic foundations, cost analysis and other analytical methods to improve upon the budgetary process. The BPEA participants were also able to participate in some aspects of DRMI's Field Studies Program. ■



Jason Hansen

Mobile Programs

DRMI Faculty Teach Medical Unit Management Workshop in Kyrgyzstan

Professor Anke Richter and Associate Professor Jomana Amara, along with a representative from the Montana National Guard, delivered a Medical Unit Management Workshop for the Ministry of Defense (MoD) in Bishkek, Kyrgyzstan from 3-6 March 2014. The training was instrumental in refining participants' knowledge and

skills on planning, ongoing analysis, and management to effectively plan missions involving medical units. The workshop was in response to Kyrgyzstan's intent to develop capacity for United



Anke Richter

Nations (UN) peacekeeping operations as one of the main instruments for the effective maintenance of peace and security. Kyrgyzstan signed a memorandum of understanding between the Collective Security Treaty Organization and the UN Department of Peacekeeping Operations in September 2012 to establish a legal framework that will allow for the deployment of Level II field hospitals in support of UN peacekeeping activities.

The workshop focused on management decisions involving many organizational objectives, strategic planning, and the economic and logistical deployment in peacekeeping operations. It familiarized the audience with the essential tools needed to plan, make decisions, and problem solve on pre-deployment and deployment stages as they pertain to strategic resource management and decision making. The workshop equipped the participants with the knowledge necessary to plan, analyze, and manage resources and personnel as Kyrgyzstan prepares for deployment. Additionally, the faculty discussed the importance of having a solid business plan. Designed to assist, the business plan helps units to properly utilize resources and gain knowledge on methods for evaluating and solving problems associated with the efficient and effective allocation and use of scarce defense resources in a complex and uncertain operating environment. Group discussions also emphasized the importance of a business plan to allow Kyrgyzstan to generate sufficient funds in preparation for a unit's deployment. This discussion enabled workshop participants to evaluate the pros and cons of an embedded vs. independent deployment and to correctly assess alternatives; this in turn will facilitate the MoD's effective allocation of funds to ensure that consecutive rotations are sustainable.

Natalie's Nuggets (cont.)

In June, three DRMI faculty presented mini-courses at the American Society of Military Comptrollers Professional Development Institute (PDI), a premier training event for resource managers in DoD and the U.S. Coast Guard. More than 3,000 attendees took three full days of courses. Associate Professor Diana Angelis, Senior Lecturer Luis Morales, and I taught over 300 students each, and offered expertise in roundtable discussions in other sessions. Events such as these provide U.S. participants the opportunity to get continuing education credit in a short amount of time.

In 2013, we offered a major revision of our Senior International Defense Management Course, including a number of high-ranking speakers in addition to our own faculty presentations and group work. We continue to improve this course with more guest speakers and material for our 2014 iteration beginning in August. In addition, over the past year DRMI faculty prepared materials in accounting, budgeting, decision support, economics, management, and other related topics for numerous three-to-four hour courses for the FM online program. We offered three short courses in decision analysis at different locations for personnel from Naval Air Systems Command. In these courses, DRMI faculty provide an overview of decision analysis for complex, multiple-objective problems. In January, we offered our first resident course in human capital resources management in which DRMI faculty introduced participants to effective strategic human capital management approaches that combine the need for transparency and accountability with the unique demands of the defense and security sectors.

One might wonder what drives the changes to our programs. The short answer to that question is that we provide education in accordance with multiple sponsors' demands. We report directly to the Undersecretary of Defense (USD)

(Continued on pg. 6.)

Mobile Programs (cont.)

DRMI Faculty Conduct Mobile Course in Macedonia

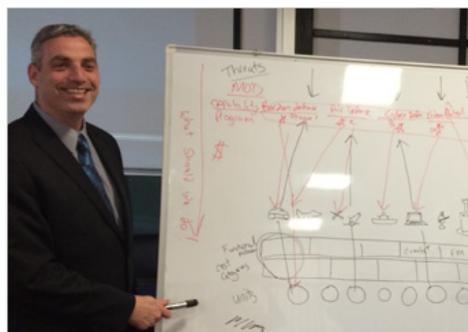


Al Polley

A DRMI faculty team composed of Professor Natalie Webb, Senior Lecturer Allan Polley, and Lecturer Sam Dowell (Lieutenant Commander, U.S. Navy) conducted a mobile course in Ohrid, Macedonia from 31 March-4 April. This was DRMI's third course in Macedonia. Twenty-seven participants attended the course from the Macedonian Ministry of Defense and General Staff. The course focused on the principles of a planning, programming and budgeting system and the analytical tools that are necessary to implement such a system.

Angelis and McPherson Present Financial Management Workshop in Serbia

Associate Professor Diana Angelis and Lecturer Mike McPherson (Lieutenant Colonel, U.S. Air Force) presented a workshop on financial management (FM) to the Serbian Ministry of Defense (MoD) in Belgrade from 7-10 April. The purpose of the workshop was to discuss and evaluate the Serbian budget and financial management processes by evaluating their policies and procedures in comparison with the United States and other countries' budget and accounting theory to recommend international best practices in financial management.



Serbia Workshop

The first day of the workshop focused on summarizing the planning, programming, budgeting and execution (PPBE) process and examining how the Serbian MoD practices planning and programming.

Lt Col Dragan Drakulic presented the Serbian planning and programming process. Dr. Angelis followed with a presentation of the U.S. process and a theoretical framework and rationale for PPBE.

The second day began with a group exercise to help the participants understand the concept of programming. The exercise was successful in both loosening up the environment and demonstrating the concept. After the exercise, the workshop faculty presented budget and finance briefings, which led to a very good discussion about accrual accounting vs. cash accounting and centralized vs. decentralized financial management.

The third day continued the previous day's discussion with regard to budget and accounting practices. The DRMI faculty presented several examples within the United States of both good and bad FM practices. The faculty dedicated the second half of the day to looking at automated financial systems. Col Docent Nedzad Imamovic gave a briefing on how the automated systems work in Serbia and Lt Col McPherson covered similar content for the U.S. Department of Defense. This fostered a productive dialogue regarding accrual accounting and transparency. Col Sasa Trandafilovic, head of the Budget and Finance Sector, hosted a formal dinner. Dr. Angelis and Lt Col McPherson attended the dinner along with Lt Col Sean Long from the U.S. Embassy and their escort for the week, Lt Col Dragan Barudzija.

On the fourth and final day of the workshop, the DRMI faculty answered questions from the participants. The planning office gave a second presentation on how Serbia conducts the PPBE process, which generated an interesting conversation about programming. The DRMI faculty felt that the workshop participants made a breakthrough as to what they perceived to be programming and a more traditional approach to programming.

Angelis and McPherson Present Workshop in Kyrgyzstan

Associate Professor Diana Angelis and Lecturer Mike McPherson (Lieutenant Colonel, U.S. Air Force) presented a workshop on financial transparency and internal

Mobile Programs (cont.)



Diana Angelis

controls in Bishkek, Kyrgyzstan from 14-16 April. The first day of the workshop focused on financial transparency, including budgeting transparency and separation of duties.

The participants were greatly interested in DRMI's ability to use the Internet to explore the U.S. defense budget, as well as the military's force structure and pay. This served as an excellent example of transparency. The second day addressed internal controls, including processes for handling funds as well as separation of roles and responsibilities. Participants seemed to understand these concepts well and described how they were implemented in their organizations. The third day allowed for open discussion on special topics of interest to the participants. Dr. Angelis and Lt Col McPherson covered topics such as women in the military, defense budgets, and financial management systems in the U.S. Department of Defense.

DRMI Faculty Conduct Jordan Resources Management Course



Luis Morales

Associate Professor Jomana Amara, Assistant Professor Cameron MacKenzie, and Senior Lecturer Luis Morales delivered a three-week Resources Management Course for the Jordanian Armed Forces from 4-22 May 2014.

The class had a good mix of participants, including 21 officers representing the various services. The DRMI faculty presented a series of stimulating lectures, case studies, and problems that provided participants the analytical basis for cost-effectiveness analysis, focusing on aspects of national security and decision making processes for defense resources management and allocation. Course participants worked in teams that developed and presented group projects. DRMI faculty are pleased to be part of the Jordanian Armed Forces' ongoing endeavor to reform their resources management. This was DRMI's ninth course in Jordan,

signaling the importance of understanding resources management in this process.

DRMI Faculty Present Senegal Workshop

Professors Francois Melese and Anke Richter, and Associate Professors Jonathan Lipow and Eva Regnier conducted a workshop in Dakar, Senegal from 2-6 June 2014. Thirty-six participants from five West African countries attended the course. The faculty introduced management principles, budgeting frameworks, and quantitative tools and techniques to improve the allocation of scarce defense resources. DRMI faculty conducted the course in French and presented case studies that reinforced their lectures. This generated intense group discussions and built close working relationships among the participants. At the closing ceremony the U.S. Office of Defense Cooperation indicated a strong interest in having DRMI faculty conduct the course yearly on a rotating basis between Senegal and the Ivory Coast.



Jonathan Lipow

DRMI Faculty Conduct Mobile International Defense Management Course (MIDMC) in Malaysia

DRMI faculty conducted a two-week Mobile International Defense Management Course at the Malaysian Armed Forces Defence College (MAFDC) in Kuala Lumpur from 2-13 June. Professor Robert McNab, Assistant Professors Jay Simon and Ryan Sullivan, and Lecturer Zachary Tate (Lieutenant Commander, U.S. Navy) offered the course as an integrated part of the MAFDC's Master's degree program for senior officers in the Malaysian Armed Forces. Fifty-three participants, including members of the armed forces of Brunei, Indonesia, Jordan, the Philippines, Singapore, and Thailand participated in the course. ■



Robert McNab

Research and Publications

Amara Publishes

Associate Professor Jomana Amara had four articles and two book chapters accepted for publication. They are as follows:

Pogoda, T.K., Stolzmann, K.L., Iverson, K.M., Baker, E., Kregel, M., Lew, H.L., Amara, J., Meterko, M. (In press). Associations between traumatic brain injury, suspected psychiatric conditions, and unemployment in Operation Enduring Freedom/Operation Iraqi Freedom veterans. *Journal of Head Trauma Rehabilitation.*

Amara, J., Iverson K., Kregel, M., Pogoda, T., Baker E., Hendrick, A. (In press). Determinants of utilization and cost of VHA care by OEF/OIF veterans screened for mild traumatic brain injury. *Military Medicine.*



Jomana Amara

Amara, J., Iverson K., Kregel, M., Pogoda, T., Baker E., Hendrick, A. (In press). Policy implications for Veterans Affairs health care following the Department of Defense change in combat assignment policy for women: A focus on TBI care. *Women's Health Issues.*

Pogoda, T.K., Iverson, K.M., Meterko, M., Baker, E., Hendricks, A.M., Stolzmann, K.L., Kregel, M., Charms, M.P., Amara, J., Kimerling, R., Lew, H.L. (In press). Concordance of clinician judgment of mild traumatic brain injury history with a diagnostic standard. *Journal of Rehabilitation and Research.*

Amara, J. & Hendricks, A. (In press). Demographics of the military and characteristics of those who serve. In N. D. Ainspan, C. Bryan, & W. E. Penk (Eds.). *Psychosocial interventions for veterans: A guide for the non-military mental health clinician.* New York: Oxford University Press.

Amara, J. & Kregel, M. (In press). Roles and challenges of women in the military. In N. D. Ainspan, C. Bryan, & W. E. Penk (Eds.). *Psychosocial interventions for veterans: A guide for the non-military mental health clinician.* New York: Oxford University Press.

Natalie's Nuggets (cont.)

Comptroller, and have a policy guidance council made up of the USD, Personnel & Readiness (P&R); USD, Policy; and the Director, Cost Analysis & Program Evaluation (CAPE). We receive part of our budget from the Defense Human Resources Activity (part of P&R), which covers the tuition of all U.S. participants who attend our resident courses. However, we also receive substantial funding for our course participants and events through programs of the U.S. Security Assistance Training Program. Sponsored by the U.S. Department of State, our participants attend DRMI courses using funding from International Military Education and Training (IMET), Foreign Military Sales (FMS), and other related assistance programs. Congress set up these latter funding sources through the Foreign Assistance Act to encourage effective and mutually beneficial relationships including effective resources management and use. With guidance from the administrators of these programs, including the U.S. missions in each country, the Defense Security Cooperation Agency, and the combatant commands, we provide as many high-quality educational opportunities as possible given our own capacity constraints.

As the scarcity of defense resources increases, education in resources management becomes more important and useful. We at DRMI will continue to adapt and remain flexible to the needs of our participants. Please let us know if there is something we can do for you. ■

Research and Publications (cont.)

MacKenzie Publishes



Cameron MacKenzie

Assistant Professor Cameron MacKenzie had the following two articles accepted for publication:

MacKenzie, C.A. (In press). Summarizing risk using risk measures and risk indices. *Risk Analysis*

Maalouf, M., MacKenzie, C.A., Radakrishnan, S., & Court, M. (In press). A new fuzzy logic approach to capacitated dynamic dial-a-ride problem. *Fuzzy Sets and Systems*.

Richter and Webb Publish

Professors Anke Richter and Natalie Webb recently had a paper titled, "Can smart defense work? A suggested approach to increasing risk- and burden-sharing within NATO" accepted for publication. The paper will appear in an upcoming issue of *Defense & Security Analysis*. ■

DRMI Faculty Service

DRMI participates in Security Cooperation Education and Training Working Group (SCETWG) Conferences at Combatant Commands

The U.S. combatant commands annually host Security Cooperation Education and Training Working Group (SCETWG) conferences to review and coordinate partner countries' combined education and training plans for the current and next fiscal years. U.S. Embassy country teams and representatives from the Defense Security Cooperation Agency, U.S. military department training activities, and from selected DoD schools attend the conferences. For DRMI representatives, the SCETWGs are an excellent venue to promote and schedule resident and mobile education opportunities, clarify and distinguish DRMI's "brand" from similar programs, and to establish strong relationships with host nation representatives who request DRMI's various programs. Senior Lecturer Luis Morales attended SCETWG conferences of the United States Central Command (USCENTCOM) in Tampa, FL from 17-21 March and the United States Southern

Command (USSOUTHCOM) in Miami, FL from 7-11 April. Senior Lecturer Allan Polley attended SCETWG conferences of the United States European Command (USEUCOM) from 21-25 April and United States Africa Command (USAFRICOM) from 28 April to 2 May in Stuttgart, Germany.

DRMI Faculty Present at American Society of Military Comptrollers Professional Development Institute

Professor Natalie Webb, Associate Professor Diana Angelis, and Senior Lecturer Luis Morales presented two mini-courses each at the American Society of Military Comptrollers Professional Development Institute (PDI) 28-30 May. Dr. Angelis presented mini-courses on multi-criteria decision making and analytical decision making for financial managers. Mr. Morales presented mini-courses on cost concepts for analysis as well as concepts, techniques, and tools that support program budgeting. Dr. Webb presented on the economic environment and the application of economic tools supporting financial managers, and concepts, techniques, and tools that support performance budgeting. Each session held over 165 individuals who received credit in the DoD Financial Management Certification program. Drs. Angelis and Webb also served as subject matter experts in the defense-wide sessions, fielding questions and discussing ideas with three different groups each. Mr. Morales attended a service day as a participant to obtain continuing credits for his status as a Certified Defense Financial Manager.

Amara Reviews Journal Submissions

Associate Professor Jomana Amara reviewed multiple submissions to the journals *American Journal of Public Health*, *PlusOne*, *Defense and Peace Economics*, *Medical Care*, and the *Journal for Quality in Education*.

Amara Leads Project Review for U.S. Marine Corps

Associate Professor Jomana Amara, as co-principal investigator, led a final project review in May for the U.S. Marine Corps E2O research effort at the Naval Postgraduate School. E2O is an organization-wide effort to change the way the marines employ energy on the battlefield. Graduating students presented three projects sponsored by the

DRMI Faculty Service (cont.)

corps: design and optimization for copper indium gallium selenide solar cells for light weight battlefield application, energy harvesting pressure drops across exhaust ducts, and social media and behavioral change.

Regnier and Simon Present Paper at Western Decision Sciences Institute Annual Meeting



Eva Regnier

Associate Professor Eva Regnier and Assistant Professor Jay Simon attended the 2014 Western Decision Sciences Institute Annual Meeting in Napa, CA on 1-4 April. They presented work entitled “Managing Portfolio Effects in Costs and Benefits for Department of Defense Installation Energy Projects.”

Simon Serves As Associate Editor and Reviewer



Jay Simon

Assistant Professor Jay Simon continued to serve as an associate editor and a reviewer for papers submitted to *Decision Analysis*, a journal published by the Institute for Operations Research and the Management Sciences (INFORMS).

Melese and Sullivan Assist U.S. Navy SEALs

Professor Francois Melese and Assistant Professor Ryan Sullivan traveled to Naval Base San Diego 25-26 March to assist the U.S. Navy Sea, Air, Land Teams (SEALs) in evaluating the U.S. Special Operations Command (USSOCOM) Naval Special Warfare Command (NAVSOC) enhanced physical training program. The professors received a guided tour of the training facilities and developed a plan with senior leaders to coordinate joint work on future projects.



Ryan Sullivan

At the invitation of the NAVSOC, Professor Melese presented a preliminary study of estimation strategies to an audience of nearly 100 participants at the USSOCOM Human Performance Program

Meeting on 26 March. The focus of this joint work with Dr. Sullivan and Assistant Professor Jesse Cunha of the NPS Graduate School of Business & Public Policy is to evaluate the cost-effectiveness of current physical training investments and various injury mitigation and recovery strategies. ■

Faculty and Staff News

DRMI Says Farewell to Faculty Members:

Lecturer Todd Ferris (Major, U.S. Marine Corps) completed his tour as a lecturer and the U.S. Marine Corps faculty representative at DRMI on 15 April 2014. During his three years of service at DRMI, Maj Ferris not only taught resident courses, but also traveled to Juba, South Sudan and Tegucigalpa, Honduras to teach senior military officers and Ministry of Defense (MoD) personnel. Efforts in South Sudan consisted of budgeting, resources management, and analytical decision making instruction for the Sudan People’s Liberation Army (SPLA) in support of the SPLA Transformation Strategy for 2017. Course material in Honduras focused on improving Honduras’ alloca-



Maj Todd Ferris

tion of limited defense resources through the use of economic concepts, quantitative analysis, and management systems to provide better decision-making ability and to generate financial savings for the MoD and the country. Additionally, Maj Ferris developed multiple analytical models and spreadsheets the DRMI faculty use in case studies and problems for several DRMI courses. Maj Ferris is retiring from military service effective 1 July 2014 and will be moving to Hersey, PA with his family.

Lecturer Michael McPherson (Lieutenant Colonel, U.S. Air Force) completed his tour as a lecturer and the U.S. Air Force faculty representative at DRMI on 4 June



Lt Col Michael McPherson

2014. During his two years of service at DRMI, Lt Col McPherson spearheaded the development of five online financial management certification courses for the congressionally mandated Department of Defense financial management certification program. Additionally, Lt Col McPherson led a joint effort comprised of the Naval Postgraduate School, Defense Acquisition University, and Combined Security Transition Team—Afghanistan in establishing the Afghan Defense Acquisition and Resources Management Schoolhouse and developed the first-ever Resources Management Executive Course for the Afghan National Security Forces. Lt Col McPherson and his family will be moving to Edwards Air Force Base, near Lancaster, CA.

Assistant Professor Jason Hansen has accepted a position with the Idaho National Lab in Idaho Falls, ID after almost five years as an Assistant Professor of Economics at DRMI. At the Idaho National Lab he will carry out economic analysis



Jason Hansen

Faculty and Staff News (cont.)

on projects involving energy, water, and other matters related to the environment for the U.S. government and other clients. While the decision to move to a position geared towards the environment, and thus leave DRMI, is bittersweet for Dr. Hansen, he leaves with great memories of working with people who are engaged in the business of making better use of scarce defense resources. For Dr. Hansen, the people who fill the classrooms, offices, and workrooms at DRMI (and Drmecia) will long be held in special memory.

DRMI wishes all of our departing colleagues continued success in their future endeavors.

Amara attends “Innovation by Design” Workshop

Associate Professor Jomana Amara attended a workshop entitled, “Innovation by Design.” Faculty from the Cebrowski Institute at the Naval Postgraduate School led the workshop, which offered an exploration in innovation adoption. The faculty designed the workshop to help participants discover conditioned tendencies that block them from completing practices well. A conditioned tendency is an automatic response that a person has learned a long time ago to help them in a different context. Although the context no longer applies, the person still has the same response patterns, which can be inappropriate and worsen current situations.

Amara attends Harvard University Forum on Islamic Finance

Associate Professor Jomana Amara attended the Eleventh Harvard University Forum on Islamic Finance, sponsored by Harvard Law School’s Islamic Finance Project, which is part of the law school’s Islamic Legal Studies Program. The Forum took place from 25-27 April 2014 in Cambridge, MA. The eleventh forum, “Takaful and Alternative Cooperative Finance: Challenges and Opportunities,” focused on risk sharing, mutuality, solidarity, and socioeconomic welfare in the context of a discussion about takaful and other types of cooperative financial solutions and hosted a lively and productive debate among academics, industry professionals, Shari’a scholars, and leaders from different financial communities.

Amara Serves as Fulbright Alumni Resource

Associate Professor Jomana Amara was invited by the Near Eastern Affairs Branch (NEA) in the Bureau of Educational and Cultural Affairs at the U.S. Department of State to serve as a Fulbright Alumni Resource at the 2014 Fulbright Pre-Departure Orientation for the Middle East and North Africa to share her Fulbright experience and regional insight with students and scholars departing to those regions.

Amara Participates in “Women in Combat” Symposium

In April 2014, Associate Professor Jomana Amara participated in the “Women in Combat” symposium. The objectives of the symposium were to frame and discuss key issues that should be considered as women continue to be integrated into military combat roles. The symposium addressed the latest research and defined possible solutions for optimizing performance and examined recommendations for future policy.

Associate Professor Jonathan Lipow Receives Award

Associate Professor Jonathan Lipow received the Secretary of Defense Medal for the Global War on Terrorism (GWOT) on 23 May 2014. Since 11 September 2001, Dr. Lipow served over 60 days supporting U.S. military GWOT operations by providing instruction to partner militaries in designated areas of eligibility.



Jonathan Lipow

MacKenzie Participates in Young Researcher Workshop

Assistant Professor Cameron MacKenzie attended the Young Researcher Workshop on the Future of Reliability and Risk Analysis in Sicily, Italy from 26-27 May

2014. Approximately 20 researchers from the United States and Europe participated in the workshop to discuss foundational issues in risk analysis. The group identified current problems in how many organizations think about risk and proposed ideas to help educate and inform decision makers about the best practices in risk analysis.

MacKenzie Organizes Session at Institute of Industrial Engineers Annual Conference and Expo

Assistant Professor Cameron MacKenzie attended the Institute of Industrial Engineers Annual Conference and Expo in Montreal, Canada from 31 May – 4 June. Dr. MacKenzie presented research on allocating resources to enhance resilience. He also organized a session on managing risk and resilience in homeland security and two sessions on transportation systems.

Melese Serves as NATO Subject Matter Expert and Solicits Contributions for NATO Publication

The North Atlantic Treaty Organization (NATO) invited Professor Francois Melese to participate as a subject matter expert in NATO’s Building Integrity (BI) Workshop in Warsaw, Poland from 15-17 April. Organized by the Polish Ministry of Foreign Affairs in cooperation with the Polish Institute of Diplomacy and the Ministry of Defense’s Anti-corruption Bureau, the workshop brought together experts from the United Nations, Transparency International, NATO, and allied and partner countries to discuss improvements in the BI self-assessment process and the development of advanced tools for countries.



Francois Melese

Subsequently, the chair of NATO’s political and partnership committee sent a note to NATO allies and partners inviting countries to contribute to the second volume of the NATO BI *Compendium of Best Practices*. An editorial board led by the United States and supported by NATO international staff and military authorities as well as BI implementing partners (the Naval Postgraduate School and the Centre for Democratic Control of the Armed

Future Course Dates

FY2014

- **4-28 Aug 2014**
Senior International Defense Management Course (SIDMC)
- **3-26 Sep 2014**
Defense Resources Management Course (DRMC)

FY2015

- **6 Oct – 12 Dec 2014**
International Defense Management Course (IDMC)
- **27 Oct – 7 Nov 2014**
Multiple Criteria Decision Making Course (MCDM)
- **12-23 Jan 2015**
Human Capital Resources Management (HCRM)
- **26 Jan – 6 Feb 2015**
Risk Management Course
- **9 Feb – 17 Apr 2015**
International Defense Management Course (IDMC)
- **16-20 Mar 2015**
Performance Management and Budgeting (PMB)
- **20 Apr – 1 May 2015**
Multiple Criteria Decision Making Course (MCDM)
- **20 Apr – 14 May 2015**
Defense Resources Management Course (DRMC)
- **18 May – 12 Jun 2015**
Defense Resources Management Course (DRMC)

View the complete list of future course dates here:
nps.edu/Academics/Centers/DRMI/

Faculty and Staff News (cont.)

Forces) will review submissions. NATO welcomes the submission of contributions in English or French, not exceeding 5,500 words. Dr. Melese asks that prospective contributors email their work as a Microsoft Word attachment to fmelese@nps.edu.

The BI Programme is a NATO-led capacity building program focused on practical tools to help nations strengthen integrity, transparency, and accountability in the defence and security sector. NATO encourages contributors to submit draft proposals addressing practical tools, concrete policies, teaching materials, and/or successful implementation strategies that help build integrity, increase transparency, and improve accountability in the following three key categories: strategic and operational planning, financial and resources management, and conduct of operations.

Webb and Morales Receive Promotions

In a ceremony on 6 May 2014 at the Naval Postgraduate School (NPS), DRMI Executive Director Natalie Webb received a promotion to Professor and Lecturer Luis Morales received a promotion to Senior Lecturer. NPS President Ronald Route, Vice Admiral, U.S. Navy (ret.) and NPS Provost Douglas Hensler presented Dr. Webb with a citation that Professor Robert McNab read.

Dr. Webb's citation read as follows: "This promotion is in recognition of her research in the area of non-profit economics and charitable giving [which] is of great depth and internationally recognized. Her contributions to the leading journals for nonprofit studies and nonprofit economics clearly signal and reinforce her reputation as a leading scholar in the field. Her interdisciplinary research agenda clearly focuses on the need for the Department of Defense and international partners to think about measuring performance in innovative ways. Associate Professor Webb's teaching at the Defense Resources Management Institute has been outstanding and her peers have consistently recognized her mentorship of junior faculty. She has consistently given her time and energy by assuming leadership positions at NPS, giving selflessly to improve the Defense Resources Manage-



Webb Receives Promotion

ment Institute as its Executive Director." Unfortunately, Senior Lecturer Luis Morales was unable to attend the ceremony. The memorandum from Provost Hensler entitled, "Promotion and Tenure Decisions for Academic Year 2014," included the following comments on Mr. Morales's selection:

"This promotion is in recognition of his work with the Office of the Under Secretary of Defense (Comptroller and Policy), the Multinational Security Transition Command-Iraq, and his collaboration with the Western Hemisphere Institute for Security Cooperation. Lecturer Luis Morales has made significant scholarly contributions with the development of new courses and materials at DRMI, including the Budget Preparation, Execution, and Accountability course and the Performance Management and Budgeting course. His service as the assistant to the DRMI Academic Associate has been critical to the effective delivery of courses to DRMI participants."

Congratulations to them both!

Webb Reviews Articles

Professor Natalie Webb recently reviewed articles for *Nonprofit Management and Leadership* and continues to serve on the editorial board for the journal.

Visiting Scholar Departs

Mr. Tomas Danek, a visiting scholar from the Czech Republic completed his time at DRMI on 30 June 2014. He had the following to say on his time at DRMI.

"I am so glad that I had this opportunity to spend almost five months at NPS (DRMI).

Faculty and Staff News (cont.)



Tomas Danek

The main purpose of my stay was to work on my PhD dissertation, discuss some problems with professors, economists, and other very well educated members of DRMI. I have to say that it was a wonderful experience for me. All the meetings and discussions have been so helpful for my dissertation and I have made great progress. I also met with very nice people, got to learn American culture and habits, taste a lot of delicious meals, and explore the beautiful city and its surroundings. Big thanks to everyone, especially to Professor Natalie Webb, LTC Bryant Schumacher, and Ms. Charlie Orsburn. I wish to come back one day.” ■

Recent DRMI Graduates



Kyrgyzstan Workshop



Serbia Workshop

Recent DRMI Graduates



Class Photo: DRMC 14-1



Class Photo: DRMC 14-2

Recent DRMI Graduates



Class Photo: RISK 14-2



Class Photo: BPEA