



DRMI Newsletter

Issue 52

www.nps.edu/DRMI

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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

As this column previously stated, DRMI is celebrating its 50th anniversary this year. Continuing to make history, DRMI is offering the 46th Annual Senior International Defense Management Course (SIDMC) 3-27 August 2015 in Monterey. We are excited to welcome over 40 participants from approximately 25 nations to this year's course. For months, DRMI faculty and staff have been preparing for the third iteration of our new SIDMC, and we look forward to offering updated material and informative guest speakers to this transformative experience.

The SIDMC is an intensive four-week executive education program that brings together flag-rank international military officers and equivalent-level 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.

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. In the 46th Annual SIDMC, we will address contemporary strategic issues confronting senior-level defense managers including science, strategy and strategic communications, resources management systems and strategy, as well as the chang-

(Continued on page 4.)

DRMI Headlines

DRMI Honored with Several Distinguished Visitors and Speakers

In early May, DRMI was privileged to have Ms. Glenda Scheiner, Director, Human Capital and Resource Management, Office of the Under Secretary of Defense (Comptroller) speak to the Defense Resources Management Course (DRMC) 15-1 participants by video teleconference (VTC). One of Ms. Scheiner's responsibilities is the Department of Defense's (DoD) Financial Management (FM) Certification Program, which provides the 54,000-strong DoD FM workforce appropriate training and development in key areas such as audit readiness, fiscal law, ethics, and decision support. In her talk, she reviewed the DoD Planning, Programming Budgeting, and Execution process, which generated much interest from participants. DRMI was also honored to host Ms. Scheiner in mid September when she addressed the DRMC 14-4 participants.

DRMI would also like to thank Mr. John Roth, Deputy Comptroller (Program/Budget) in the Office of the Under Secretary of Defense (Comptroller), for taking the time to address (via VTC) the DRMC 15-2 participants in early June. Mr. Roth is responsible for the budget review and analysis of all defense programs.

Additionally, in late June, DRMI had the esteemed pleasure to host Dr. Jerome (Jerry) Pannullo, Director, Economic and Manpower Analysis Division, Cost Analysis and Program Evaluation (CAPE), Office of the Secretary of Defense, as a DRMC 15-3 guest speaker. CAPE is responsible for assessing the effects of DoD spending on the U.S. economy and for evaluating alternative policies to ensure that the DoD can implement programs efficiently.

Webb Continues DRMI Strategic Planning Process

Under the leadership of Professor Natalie Webb, DRMI is continuing its strategic planning process. DRMI's strategy focus group met again on 7 April and 20 May, and finished a draft of DRMI's effectiveness hierarchy and ways to measure its performance as leading providers of defense resources management education. In September, the focus group will involve all DRMI faculty

and staff in this process, pushing forward with ways to evaluate and document our overall performance. If you have suggestions for how to improve, or comments about what you think we do well, please email them to Dr. Webb at njwebb@nps.edu.

DRMI Faculty Conduct Naval Air Systems Command (NAVAIR) Course

Professor Anke Richter, Associate Professor Eva Regnier, and Assistant Professor Cameron MacKenzie conducted a three-day course for the Naval Air Systems Command (NAVAIR) in San Diego, CA from 2-4 June. Twenty-seven NAVAIR employees attended the course as part of the NAVAIR Leadership Development Program, which the U.S. Navy designed to prepare NAVAIR officials for leadership positions in the organization. The course taught participants about making decisions with multiple criteria while thinking about issues such as affordability, uncertainty, and risk. The course also required participants to use these concepts for analyzing a problem they observed in NAVAIR and to brief that problem to senior NAVAIR leaders at the end of the week.

DRMI Faculty Develop Financial Management Online Courses

Professor Anke Richter completed work on the development of a third Department of Defense (DoD) Financial Management (FM) Online course. This final course focused on the use of decision trees in analyzing complex financial decision problems. Structuring decision problems provides valuable insight into a decision process. Frequently we use decision matrices, but another option that is better suited to more complex decision problems—such as multiple decision points and/or multiple sources of uncertainty—is the decision tree. In addition to highlighting the best course of action, a decision tree can demonstrate the value of perfect or imperfect information—how much should you be willing to pay to obtain the results of new research or new products on the market. This course will add to the portfolio of 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.

DRMI Headlines (cont.)

DRMI Newsletter Gets a Makeover

Newsletter Editor Faculty Associate-Research Ms. Kathleen Bailey is working with Assistant Editor and Photo Manager Lecturer Bryant Schumacher (Lieutenant Commander, U.S. Army), DRMI Executive Director Professor Natalie Webb, and the Center for Educational Design, Development, and Distribution (CED3) to give the DRMI newsletter a new look. The newsletter editorial staff, along with CED3, is working to streamline portions of the newsletter and is looking for ways to better visualize DRMI's international reach in order to use DRMI resources more efficiently and effectively. The CED3 designers should complete the redesign in time for the October 2015, quarterly issue. Please keep a look out and feel free to provide any constructive feedback on what you think of the redesign. ■

Resident Programs

DRMI Graduates International Defense Management Course (IDMC) 15-2

The International Defense Management Course (IDMC) 15-2 concluded 16 April 2015. The course had 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. Participants greatly enjoyed their course and many Field Studies Program (FSP) activities, including a final trip with their Foreign Area Officer-Cultural Ambassador Program (FAO-CAP) sponsors to San Francisco. Their sponsors also joined them for their graduation. Captain Aivo Laidla (Estonia), class leader, bade farewell on behalf of the class and presented Professor Natalie Webb, DRMI Executive Director, the class gift of a plaque. The IDMC graduates are now back home and working in their respective ministries of defense with a new set of analytical concepts and tools to help with the effective and efficient allocation of their defense resources. Several of the FAOs who sponsored IDMC 15-2 participants have already reached out to their new international friends as they report to their assigned duty stations. The next IDMC will begin this fall.

DRMI Concludes Defense Resources Management Course (DRMC) 15-1 and 15-2

The four-week Defense Resources Management Courses (DRMC) 15-1 and 15-2 discussed the economic, efficient, and effective allocation and use of scarce defense resources in today's complex and uncertain security environment. The DRMC 15-1 began on 20 April with 34 participants—20 of whom were internationals—from the following 12 countries: Armenia, Bahrain, Denmark, Estonia, Georgia, Germany, Latvia, Nigeria, Poland, Saudi Arabia, Yemen, and the United States. The DRMC 15-1 concluded on 16 May. The DRMC 15-2 began on 18 May and consisted of seven U.S. participants and 16 internationals from the following nine countries: Denmark, Germany, Indonesia, Italy, Mali, Mauritius, Pakistan, Saudi Arabia, and Serbia. The course concluded on 12 June.

DRMI Concludes Budget Preparation Execution and Accountability (BPEA) Course

DRMI held an eight-day Budget, Preparation, Execution and Accountability (BPEA) course from 27 May to 5 June. The course had 26 participants—15 of whom were internationals—from the following eight countries: Argentina, Colombia, Indonesia, Israel, Liberia, Pakistan, Saudi Arabia, and the United States. ■

Mobile Programs

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

At the request of the faculty of the Saudi War College, Professors Robert McNab and Francois Melese conducted a one-week Mobile International Defense Management Course (MIDMC) for 17 participants from 1-5 March in Riyadh, Saudi Arabia. During the MIDMC, Drs. McNab and Melese reviewed the DRMI curricula, presented lectures and case studies, and provided mentorship for faculty on topics in defense resources management. The faculty and



Robert McNab

staff of the Saudi War College graciously hosted the mobile event and provided lively discussions on topics in defense resources management and regional security.

DRMI Faculty Deliver Mobile Senior Resources Management Course for Palestinian Authority Leadership

Associate Professor Jomana Amara and Professor Francois Melese delivered a one-week Mobile Senior Resources Management Course for 31 members of the Palestinian Authority senior leadership from 8-12 March. The class had a good mix of participants from all ministries, including the Ministry of Interior, the Military Judicial Commission, Ministry of Finance, Procurement, Training Center, Joint Security Committee, Office of General Intelligence, Administration, Human Resources, Development and Training, Finance, Planning, Fire Department, and Rescue. The DRMI faculty presented a series of stimulating lectures, case studies, and problems that provided participants a strategic perspective on planning, programming, and budgeting, focusing on aspects of national security and decision making processes for defense resources management and resource allocation.

DRMI Faculty Conduct Mobile Human Capital Resources Management Course for Palestinian Authority

Associate Professor Jomana Amara and Assistant Professor Laura Armey delivered a two-week Mobile Human Capital Resources Management Course for 33 Palestinian personnel from 15-26 March. The class had a good mix of participants, from all ministries including the Ministry of Interior, the Military Judicial Commission, Ministry of Finance, Procurement, Training Center, and Joint Security Committee. Human capital resources are a top priority in the Palestinian Authority as they reform human resources management. DRMI faculty introduced strategic planning and economic concepts, and total force management—including integration of active and reserve forces, civilians, and contractors—which establish the framework for making human capital resource allocation decisions. Faculty also focused on managing the force and covered topics ranging from screening and selec-

Natalie's Nuggets (cont.)

ing economic and political environment. We will discuss setting strategic objectives and analytic tools and management systems for implementing a strategic plan to achieve those objectives. 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.

Distinguished guest speakers tentatively scheduled to participate in the 2015 SIDMC include the Undersecretary for Defense (Comptroller) and Chief Financial Officer, Department of Defense, the Honorable Michael McCord, and Dr. Richard Muller, author of *Physics for Future Presidents*, and a widely known and respected expert in science as it relates to the environment of defense.

DRMI faculty and staff are really looking forward to hosting 2015 SIDMC participants and speakers alike. We certainly hope that they will find it both a rewarding and an enlightening experience. ■

Future Course Dates

FY2015)

- **15 Jun – 10 Jul 2015**
Defense Resources Management Course (DRMC)
- **13-24 Jul 2015**
Risk Management Course
- **3-27 Aug 2015**
46th Senior International Defense Management Course (SIDMC)
- **31 Aug – 25 Sep 2015**
Defense Resources Management Course (DRMC)

(Continued on page 6.)

Mobile Programs (cont.)

tion to separation and retirement of military personnel. Course participants worked in teams to develop and present a group project on a human resources topic related to a challenge within the Palestinian Authority.

DRMI Faculty Conduct Mobile International Defense Management Course in Jordan

Associate Professor Jomana Amara, Professor Anke Richter, and Senior Lecturer Luis Morales delivered a three-week Mobile International Defense Management Course for the Jordan Armed Forces from 5-23 April in Amman, Jordan. The class had a good mix of participants, including 23 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.

DRMI Faculty Present Performance Management and Budgeting Workshop in Serbia



Diana Angelis

Professor Robert McNab and Associate Professor Diana Angelis presented a workshop on Performance Management and Budgeting at the Serbian Ministry of Defense in Belgrade from 21-23 April. The 20 participants included members of the General Staff, Military Security Agency, Department of Military Health, the Defence University, and the following sectors: defense policy, human resources, material resources, budget, and finance. The workshop examined concepts of performance measurement, including developing performance hierarchies based on mission and goals to determine effectiveness; understanding the relationship between inputs, activities, and outputs; and tracing input costs to outputs to calculate efficiency. Workshop participants applied these principles to their own organizations and presented their work for other course participants and a U.S. government representative.

DRMI Faculty Conduct Mobile International Defense Management Course (MIDMC) at Western Hemisphere Institute for Security Cooperation (WHINSEC)



Jan-Hendrik zurLippe

Professor Francois Melese, Professor Robert McNab, and Lecturer Jan-Hendrik zurLippe (Major, U.S. Marine Corps) conducted a Mobile International Defense Management Course (MIDMC) from 4-15 May at the Western Hemisphere Institute for Security Cooperation (WHINSEC) in Fort Benning, Georgia. The course had 21 participants—20 officers and one civilian from both the military and national police forces of Columbia, Guatemala, and Peru. The course covered analytical methods and economic tools, such as decision making at the margin, multi-objective decision making, and cost-effectiveness. For the final exercise, DRMI faculty required participants to develop a five-year resource allocation plan for the fictional country, Drmecia. This was DRMI's first MIDMC at WHINSEC. Previously DRMI's role at WHINSEC was more focused on assisting and mentoring. This two-week MIDMC was part of WHINSEC's four-week Defense Resource Management and Logistics (DRML) course. ■

Research and Publications

Armey and McNab Publish

Assistant Professor Laura Armey and Professor Robert McNab recently published a paper in *Applied Economics*. Their paper analyzes civil war's impact on democratization, with a specific investigation of whether civil war offers opportunities for institutional reform. Using an unbalanced panel data set of 96 countries covering a 34-year period, they examine the impact of war termination in general, along with prolonged violence, rebel victory and inter-



Laura Armey

Research and Publications (cont.)

national intervention on democratization. Their analysis suggests that civil war lowers democratization in the succeeding period. Their findings also indicate that United Nations intervention increases democratization, as do wars ending in stalemates. Wars ending in rebel victories, however, appear to reduce democratization. These findings are robust to conditioning, different instrument sets, modeling techniques, and the measurement of democracy.

The citation is as follows:

Armey, L. & McNab, R.M. (2015).

Democratization and Civil War.

Applied Economics. 47(18), 1863-1882.

DOI: 10.1080/00036846.2014.1000529

DRMI Faculty Present at Western Decision Sciences Institute Annual Meeting



Eva Regnier

Associate Professor Eva Regnier and Assistant Professors Jay Simon and Cameron MacKenzie presented research at the Western Decision Sciences Institute Annual Meeting in Maui, Hawaii from 31 March to 3 April. Dr.

Simon presented research in collaboration with Dr. Regnier and Ms. Laura Whitney, a former Naval Postgraduate School (NPS) research associate, on applying value-focused thinking to the U.S. Department of Defense's (DoD) energy transformation initiatives. Their objectives hierarchy links DoD's energy objectives to broader national security objectives to help DoD better evaluate the value of energy transformation projects. Drs. Regnier and MacKenzie presented the hurricane decision simulator, which they are developing for the Marine Forces Reserves (MARFORRES) in New Orleans. They designed the hurricane decision simulator to help MARFORRES users learn to interpret hurricane forecasts and give them practice making decisions as a hurricane approaches. Several other professors from NPS and the Air Force Institute of Technology also presented their research on applying operations research tools and methodologies to benefit the military. ■

DRMI Faculty Service

Lipow Becomes DRMI Academic Associate

Associate Professor Eva Regnier recently turned over her responsibilities as the DRMI Academic Associate (AA) to Associate Professor Jonathan Lipow. DRMI would like to thank Dr. Regnier for her hard work as the AA over the past two years, and is appreciative that Dr. Lipow is taking on this new role.

MacKenzie Serves as Reviewer

Assistant Professor Cameron MacKenzie reviewed submissions to *Risk Analysis* and *IEEE Transactions on Systems, Man, and Cybernetics*.

Sullivan Serves as Journal Reviewer

Assistant Professor Ryan Sullivan reviewed journal articles for *Defence and Peace Economics, Public Finance Review*, and *Canadian Journal of Economics*.

Webb Serves as Journal Reviewer

Professor Natalie Webb, a member of the editorial board of *Nonprofit Management & Leadership (NML)*, evaluated 26 articles to provide input into the choice of best article in *NML* in the past year. She also served as a reviewer for an article submitted to *Nonprofit and Voluntary Sector Quarterly*.

Webb Serves on Professional Practices Committee, Helps Write New Faculty Handbook

Professor Natalie Webb continues to serve on the Professional Practices Committee of the Naval Postgraduate School (NPS) Faculty Council. The Committee is currently working through multiple cases based on faculty requests.

Professor Natalie Webb is also helping to write a new Faculty Handbook for the NPS Faculty Council, which should be released later this year.

DRMI Faculty Complete Review of Defense Resources Management Course (DRMC)

Professors Robert McNab, Anke Richter, and Natalie Webb, and Associate Professors Diana Angelis and Eva Regnier recently completed a comprehensive review of DRMI's original course, the Defense Resources Management Course (DRMC).

In light of DRMI's 50-year history with the DRMC and the number of personnel changes the organization is experiencing, senior faculty felt compelled to document the current state of our teaching content. All faculty will soon use this document to update and strengthen our presentation of the most relevant, timely, and useful resources management topics, our common understanding, and our materials. ■

Faculty and Staff News

Angelis Organizes Warfare Innovation Workshop

Associate Professor Diana Angelis organized a Warfare Innovation Workshop (WIW) on Unmanned Maritime Systems (UMS) Life Cycle Costs (LCC) 24-26 March at the Naval Postgraduate School. The Consortium for Robotics and Unmanned Systems Education and Research (CRUSER) sponsored the workshop, which included representatives from various Navy organizations as well as NPS faculty and students. The goal of the workshop was to identify Operations and Support (O&S) cost drivers for UMS based on current and future operations. Rear Admiral (ret.) Richard Williams and Rear Admiral (ret.) Wendi Carpenter provided context and motivation for the participants. Representatives of the following entities made presentations: Hydroid, a Remote Environmental Measuring UnitS (REMUS) contractor; UMS Program Office (PMS 406); Littoral Combat Ships (LCS) Mission Modules Program Office (PMS 420); underwater unmanned vehicle (UUV) Mk18 Kingfish, Joint Counter Radio Controlled Improvised Explosive Device Electronic Warfare/Explosive Ordnance Disposal (JCREW/EOD) Program Office (PMS 408); littoral battlespace sensing (LBS) autonomous underwater vehicle (AUV), Battlespace Awareness and Information Operations Program Office (PMW 120); and Large Displacement (LD) UUV, Naval Undersea Warfare Center, Keyport, Washington (NUWC KPWA). At the end of the day each of the speakers identified some important topics to explore in the breakout sessions. The workshop's three breakout groups—a mix of Navy subject matter experts and students—identified

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)
- **14-18 Mar 2016**
Performance Management and Budgeting (PMB)
- **18 Apr – 12 May 2016**
Defense Resources Management Course (DRMC)
- **16 May – 10 Jun 2016**
Defense Resources Management Course (DRMC)
- **13 Jun – 8 Jul 2016**
Defense Resources Management Course (DRMC)
- **11-22 Jul 2016**
Multiple Criteria Decision Making Course (MCDM)
- **1-25 Aug 2016**
47th Senior International Defense Management Course (SIDMC)
- **29 Aug – 23 Sep 2016**
Defense Resources Management Course (DRMC)

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

Faculty and Staff News (cont.)

important cost drivers in the operations and support of UUVs as well as possible sources of data to study UUV cost drivers.

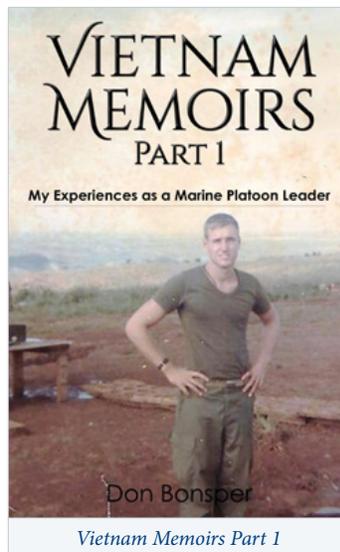
Former DRMI Senior Lecturer, Don Bonsper, Writes Book About Experiences in Vietnam War



Don Bonsper

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

Platoon Leader, tells a simple, honest story of Mr. Bonsper's journey as he assumes the command of a U.S. Marine Corps infantry platoon in Vietnam. The book begins with his arrival in June 1967, and follows him until his reassignment to the Marine Advisory Unit in November 1967. Thus readers experience Vietnam at the both platoon and company levels. His book is not full of glorified stories about combat; rather, it is the author's best recollection of the day-to-day reality of living in combat. While his story is not unique or special, it is honest and real.



Don Bonsper

Vietnam Memoirs Part I

Mr. Bonsper was born and raised in the small town of Portville in southwestern New York. He lettered in four sports in high school and graduated as his class valedictorian and president. After high school, he entered the United States Naval Academy,

graduating in 1965 with a commission as a second lieutenant in the Marine Corps. He received a Fulbright Scholarship to Costa Rica for one year and then entered The Basic School in Quantico, Virginia, graduating in January 1967 as the honor graduate. He served his tour in Vietnam from June 1967 to June 1968, first leading the First Platoon of Echo Company, Second Battalion, Ninth Marines, and then serving as the assistant and senior advisor working with the Second Battalion, Vietnamese Marine Corps. He was awarded a Silver Star and Bronze Star for his combat service. Upon completion of his tour in Vietnam, he went on to conclude a 20-year career in the U.S. Marine Corps, retiring in 1985 as a lieutenant colonel. He served in a variety of staff and leadership positions, including Commanding Officer, Second Battalion, Fifth Marines at Camp Pendleton, CA. After his military retirement, he continued working as a faculty member and International Programs Coordinator in DRMI until his retirement in 2012. Mr. Bonsper lives in Carmel Valley, CA with his wife Pam.

Vietnam Memoirs Part I is available online at Amazon.com and BarnesandNoble.com. Mr. Bonsper is currently writing *Vietnam Memoirs Part II: My Experiences as a Marine advisor with the Vietnamese Marine Corps* and he hopes to publish it this summer. If you have any questions for Mr. Bonsper, you may email him at dbonsper@outlook.com.

Lipow Granted Tenure

Naval Postgraduate School (NPS) President Vice Admiral (ret.) Ronald A. Route (U.S. Navy), Provost Dr. Douglas Hensler, DRMI Executive Director Professor Natalie Webb, and many DRMI faculty attended a promotion and tenure ceremony for Associate Professor Jonathan Lipow and fellow NPS colleagues on 8 May. The granting of tenure is a reflection of the NPS faculty's consistent academic achievement.

Dr. Lipow's citation read as follows:

This award of tenure is in recognition of Dr. Lipow's insightful and numerous contributions to military manpower, including conscription, draft lotteries, asymmetric information, and combat planning and

Faculty and Staff News (cont.)

veteran's life choices and outcomes, and related research in defense planning and



*Jonathan Lipow Tenure Ceremony
(U.S. Navy photo by MCI Lewis Hunsaker)*

expeditionary economics. He has been successful at raising sponsored research funds and his teaching has been outstanding. His work for DRMI's curriculum committee, ability to play many roles on the DRMI team, leadership in serving NPS through roles on the Faculty Council, and professional service have been exemplary.

DRMI would also like to thank Professors Robert McNab and Anke Richter for serving on Dr. Lipow's Department Evaluation Committee.

For more information on the promotion and tenure ceremony, please see the following link: <http://www.nps.edu/About/News/NPS-Promotion-and-Tenure-Ceremony-Casts-Light-on-Relevant-Education-Research-.html>

Melese Selected to Serve as Subject Matter Expert for NATO Science and Technology Study



Francois Melese

Dr. Todd Calhoun, Director of Program Assessment and Evaluation (PA&E) for the U.S. Marine Corps, and Chair of the North Atlantic Treaty Organization (NATO) Science and Technology Organization (STO) Systems Analysis and Studies team (SAS-113), invited Professor Francois Melese to become a member of the team studying the impact of the fiscal crisis on NATO. He is one of two subject matter experts, and made a presentation to coun-

try representatives at the group's second meeting in Washington, D.C. from 28-29 April. The Chairman officially welcomed Dr. Melese to the SAS-113 team indicating that, "His expertise in defence resources management and experience teaching in the international community make his addition to SAS-113 an excellent fit."

Orsburn Conducts Cross-Cultural Briefings

Ms. Charlie Orsburn, Faculty Associate-Instructor has conducted a series of cross-cultural briefings during fiscal year 2015 for the Naval Postgraduate School's Center for Executive Education. The briefings were part of the transition training for the following newly assigned leadership before they arrived at their new commands: 16 October 2014, Vice Admiral James G. Foggo, Commander 6th Fleet (two hours); 4 December 2014, Vice Admiral Scott Swift, Commander U.S. Pacific Fleet (1.5 hours); 18-19 May 2015, Vice Admiral Michael T. Franken, U.S. Africa Command Deputy Commander (four hours).



Charlie Orsburn

Richter Delivers Guest Lecture at San Francisco State University

Professor Anke Richter delivered a guest lecture at San Francisco State University (SFSU) on 19 March in the management seminar. Professor Susan Cholette, Professor of Decision Sciences, at the College of Business at SFSU, wrote a lovely letter to Executive Director Natalie Webb thanking DRMI for Dr. Richter's lecture. "Dr. Richter provided an informative session lasting nearly 2 hours entitled 'Project Management in Government.' The sheer size, duration and complexity of these projects differs greatly from what my students are used to seeing, as we mostly tend to pull examples and speakers from small firms and startups concentrated in the technology, finance and social media



Anke Richter

sectors. Even the course textbook has scant examples of public sector projects, ironic given that many of the tools and terms used in the field (e.g. PERT [Program (or Project) Evaluation and Review Technique] Earned Value Management) have their roots in United States Government project work. Dr. Richter's session provided a useful complement to what my students normally learn about in the class. The audience of 25 MBA [Master's of Business Administration] and other graduate business students clearly appreciated her lecture and her ability to answer their many questions."

DRMI Faculty Participate in U.S. Combatant Command (COCOM) Security Cooperation Education and Training Working Group (SCETWG) Meetings

The U.S. Combatant Commands (CO-COMs) hold annual Security Cooperation Education and Training Working Group (SCETWG) meetings to review and coordinate security cooperation organizations' (SCO) combined education and training program plans for the current and coming fiscal years. Combined education and training is an extremely important part of the COCOMS' strategies addressing partner nation planning requirements and the new security environment. Country team representatives from the U.S. embassies in the regions, representatives from the Defense Security Cooperation Agency (DSCA), U.S. Department of State, U.S. military department training activities, and from select Department of Defense schools attend the SCETWG meetings. For DRMI faculty representatives, the SCETWG meetings are a critical venue to promote and schedule resident and mobile education opportunities, clarify and distinguish DRMI's unique programs, and to establish strong relationships with the partner nation representatives requesting DRMI programs. Senior Lecturer Luis Morales attended the U.S. Central Command (USCENT-COM) SCETWG in Tampa, FL from 16-20 March. Lecturer Peter Bertelsen joined Mr. Morales for the U.S. Southern Com-



Luis Morales

Faculty and Staff News (cont.)

mand (USSOUTHCOM) and U.S. Northern Command (USNORTHCOM) joint SCETWG in Miami, FL from 23-26 March. Mr. Bertelsen also attended the U.S. Africa Command (USAFRICOM) SCETWG from 12-17 April and the U.S. European Command (USEUCOM) SCETWG from 20-24 April, both held in Garmisch, Germany.

DRMI Faculty Attend 12th Annual Acquisition Research Symposium

Professor Francois Melese, Associate Professors Diana Angelis and Eva Regnier, and Assistant Professor Cameron MacKenzie attended the 12th Annual Acquisition Research Symposium from 13-14 May at the Embassy Suites hotel in Seaside, CA. The Honorable Frank Kendall, Under Secretary of Defense for Acquisition, Technology & Logistics and the Honorable Sean Stackley, Assistant Secretary of the Navy, Research, Development & Acquisition served as keynote speakers at the symposium. The symposium, sponsored by the Naval Postgraduate School's Graduate School of Business and Public Policy, provided a forum for a diverse group of people—from academia, government, and industry—to present acquisition research and exchange ideas on public-sector acquisition. The symposium's goal was to shape and promote future research in acquisition. For more information, please see the following link: <https://www.researchsymposium.com/?page=overview&conference=45>

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



Al Polley

Professor Natalie Webb, Senior Lecturer Al Polley, Assistant Professor Cameron MacKenzie, and former DRMI Lecturer (2012-2013) Steve Hanson (Lieutenant Colonel, U.S. Army) each delivered two mini-courses at the American Society of Military Comptrollers Professional Development Institute in New Orleans 27-30 May. Dr. Webb and LTC Hanson also conducted three roundtable discussions. The courses come from DRMI content approved for credit in the Department of De-

fense's Financial Management Certification Program. These four current and former DRMI faculty presented material to over 1,000 students during the three-day event.

DRMI Bade Farewell to Several Faculty Members



Kathleen Bailey

After over ten years of service to the Naval Postgraduate School (NPS), **Faculty Associate-Research Kathleen Bailey** will be departing DRMI in July. This fall she will be starting a Ph.D. program focusing on environmental policy and management in the School of Public Affairs (SPA) at the University of Colorado Denver in Denver, CO. While attending SPA, Ms. Bailey will serve as a research assistant for the Workshop on Policy Process Research under the direction of Drs. Tanya Heikkila and Chris Weible.

Ms. Bailey started at DRMI in June of 2004 as an intern working mainly with Professor Robert McNab (then an Assistant Professor) while she was earning her Master of Arts in International Environmental Policy at the Monterey Institute of International Studies (now the Middlebury Institute of International Studies). After working full-time during the summer, she remained part-time until her graduation in May 2005. She then accepted a full-time position as a Research Assistant under the direction of Dr. Charles J. LaCivita, then DRMI's Executive Director. She received a promotion to Research Associate in January 2006 and in January of 2012 she began working for the Global Public Policy Academic Group. She returned to work full-time at DRMI as a Faculty Associate-Research in February 2014. Additionally, she also served as a Writing Coach in the NPS Graduate Writing Center since it opened in August 2013.

While Ms. Bailey will certainly miss seeing the faces of DRMI faculty and staff in the hallways of the department, she hopes to continue working part-time for DRMI during her Ph.D. program and will likely continue to serve as the quarterly newsletter's editor.

Assistant Professor Cameron MacKenzie

will be leaving DRMI this summer in order to take a job as an assistant professor in the Industrial and Manufacturing Systems Engineering Department at Iowa State University. He has worked at DRMI for three years, where he frequently lectured on decision making, risk, and uncertainty. He helped teach several two-week specialized courses on multi-criteria decision making and risk management, and he has been part of the mobile teaching teams for the Naval Air Systems Command courses. While at DRMI, he researched the effectiveness of security cooperation programs for the Defense Security Cooperation Agency and worked with Associate Professor Eva Regnier to build a hurricane decision simulator for the Marine Forces Reserve in New Orleans. He also advised three master's theses on topics such as the cost-effectiveness of unmanned aerial vehicles and the Defense Logistics Agency's role in humanitarian and disaster relief efforts.



Cameron MacKenzie

Reflecting on his time at DRMI, Dr. MacKenzie states, "I have really enjoyed my time at DRMI, and I have truly benefited from the opportunity to learn from and work with so many wonderful colleagues. I also treasure the interactions that I have had with the DRMI course participants. DRMI brings together so many people with different experiences and different cultures, and I have learned as much from them as they have learned from me."

Dr. MacKenzie is excited about his future at Iowa State University. He will be teaching both undergraduate and graduate courses in operations research, decision analysis, and risk management. In fact, he will be teaching risk analysis in the fall semester, and he plans on incorporating much of the material that DRMI teaches as part of its two-week risk management course. He also intends to build a research program with Ph.D. students and looks forward to mentoring a future group of researchers. "I really enjoy teaching and the intellectual

Faculty and Staff News (cont.)

energy within academia. I hope to have a positive influence on my future students at Iowa State as I teach them skills for their future success. My experiences at DRMI have made me a better educator, and I am excited that I will be able to build upon those experiences at Iowa State.”



Thomas Roessel

DRMI's Visiting Scholar, **Mr. Thomas Roessel**, completed his yearlong stay at DRMI in August. Prior to his deployment to DRMI, Mr. Roessel worked for the Federal Office of Bundeswehr Equipment, Information Technology and In-Service Support in Koblenz, Germany. While at DRMI Mr. Roessel completed the following DRMI courses: Multiple Criteria Decision Making, Defense Resources Management, and Risk Management. Mr. Roessel has also been and continues to research a potential future capability for the German Navy. After long negotiations with the German Ministry of Defense (MoD) and Planning Office, he decided to focus narrowly on the capabilities of an amphibious vehicle, the Landing Platform Helicopter (LPH). In addition to describing its characteristics, his research and resulting paper will answer the question of whether such a platform is desirable for Germany and is in support of its national interests. He will derive the respective interest from Germany's Defense Policy Guidelines and its White Book and compare them to the national interest from U.S. documents and guidelines. Mr. Roessel's work will touch upon the relevance of the LPH for the North Atlantic Treaty Organization (NATO) and the European Union in NATO's Smart Defense context of Pooling and Sharing, and the Framework Nations Concept. The options arising for Germany will conclude the paper.

DRMI Executive Director Professor Natalie Webb, Naval Postgraduate School officials, and Mr. Roessel's colleagues have welcomed and appreciated his valuable thinking, knowledge, and participation. The insights and qualifications he acquired through his participation and work will be very valu-

able for the German military—many DRMI participants come from Germany—and the interaction among fellow officials from multiple nations has provided many opportunities for analytical thinking and decision making among Mr. Roessel and his German colleagues. Mr. Roessel has gained knowledge on future topics, which provides a definite benefit for the German MoD.

Mr. Roessel would like to thank DRMI faculty and staff—especially Dr. Webb and Associate Professor Jomana Amara—for hosting him as a visiting scholar and for providing him with valuable advice and assistance. Being a visiting scholar was a unique and excellent opportunity to become a member of DRMI and to experience its high standard of teaching. He also would like to congratulate DRMI on its 50th anniversary and wishes the organization a thriving future.



Bryant Schumacher

Lecturer Bryant Schumacher (Lieutenant Colonel, U.S. Army) completed his two-year tour as a lecturer and military associate chair at DRMI in August. During his time at DRMI, LTC Schum-

acher contributed to numerous efforts including multiple Defense Resources Management Courses (DRMCs), International Defense Management Courses (IDMCs), Senior International Defense Management Courses (SIDMCs), and Budget Preparation, Execution and Accountability (BPEA) Courses. In addition to resident courses, he also contributed to the development of the Department of Defense's Financial Management Certification online courses and taught a Mobile International Defense Management Course (MIDMC) and resource management workshop in El Salvador. LTC Schumacher was heavily engaged with the faculty, staff, and in the Field Studies Program, and helped coordinate several local events and Washington D.C. trips for our international participants. He served as one of DRMI's sponsored programs funds administrators (SPFAs) and was the assistant editor for the DRMI

newsletter. LTC Schumacher and his family will move to Ft. Stewart, GA, where he has been assigned as the 3rd Infantry Division G8 (Comptroller).

Assistant Professor Jay Simon recently accepted a faculty position at the Kogod School of Business at American University in Washington, D.C. and will be leaving DRMI in August. Two factors made this a very difficult decision for him: his belief in the value of what DRMI does, and the many outstanding colleagues that he has been fortunate enough to have at both DRMI and at the Naval Postgraduate School. He is extremely grateful for the past several years, and wishes DRMI faculty, staff, and participants all the best in the years to come.



Jay Simon

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

Recent DRMI Graduates



DRMC 15-1 Class Photo



BPEA 15-1 Class Photo

Recent DRMI Graduates (cont.)



DRMC 15-2 Class Photo



Saudi Arabia Mobile Course

Recent DRMI Graduates (cont.)



WHINSEC Course

Additional DRMI Photos



IDMC 15-2 Graduation



Serbian Performance Management and Budgeting Workshop 2015



Serbian Performance Management and Budgeting Workshop 2015