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DRMI WORKING GROUP CRAFTS MISSION AND VISION STATEMENTS, RECOGNIZES DRMI'S CONTRIBUTION TO U.S. NATIONAL SECURITY

In September 2015, a working group of select DRMI faculty and staff completed a year-long review of DRMI's mission, strategy, and performance. The working group defined DRMI's mission as follows: "DRMI provides graduate-level, professional education and research in resources management for military and civilian personnel from the United States and partner nations to improve the efficiency, effectiveness, and accountability of defense organizations." The working group supplemented the mission statement with a DRMI vision statement as follows: "We support peace, security, and U.S. values through education and the development of professional and personal relationships."

In its development of a performance hierarchy, the working group explicitly recognized that DRMI's contributions to U.S. national security stem from four distinct sources. The first is DRMI's successful education of U.S. and allied defense professionals in defense resources management concepts and techniques. The second is DRMI faculty's contribution to

cutting edge defense resources management research. The third is consulting and practical problem solving missions that DRMI faculty fulfill for U.S. and allied defense institutions. Finally, the working group also recognized that DRMI faculty and staff contribute to U.S. national security through their promotion of stronger professional and personal ties and bonds between the United States and allied personnel who participate in DRMI programs.

Four sources of DRMI's contribution to U.S. national security:

1. Educating U.S. and allied defense professionals in defense resources management concepts and techniques.
2. Conducting cutting edge defense resources management research.
3. Consulting and practical problem solving missions for U.S. and allied defense institutions.
4. Promoting stronger professional and personal ties between U.S. and allied personnel who participate in DRMI programs.

"DRMI provides graduate-level, professional education and research in resources management for military and civilian personnel from the United States and partner nations to improve the efficiency, effectiveness, and accountability of defense organizations."

-DRMI Mission Statement

DRMI HONORED WITH SEVERAL DISTINGUISHED VISITORS AND SPEAKERS



PROFESSOR NANCY ROBERTS

*Naval Postgraduate School (NPS)
Defense Analysis Department*

Professor Nancy Roberts served as an International Defense Management Course (IDMC) 16-1 guest instructor. On 5 November 2015 Dr. Roberts gave a presentation on her work dealing with “wicked problems,” such as the organizational challenges of peace operations and post-conflict reconstruction. On 24 November 2015 she conducted a workshop entitled, “Design thinking,” offering an innovative approach to problem solving. Participants enjoyed both of her presentations, which provided different approaches to the traditional analytical decision making process.



ASSOCIATE PROFESSOR SUSAN HOCEVAR

*NPS Graduate School of Business
and Public Policy*

Associate Professor Susan Hocevar spoke as an IDMC 16-1 guest instructor on 24 November 2015 and again on 9 March 2016 for IDMC 16-2. Her presentations for both classes, titled “Collaboration and negotiation,” focused on inter-organizational collaboration, building collaborative capacity, and developing effective negotiation strategies, all approaches to improving organizational effectiveness. She concluded with a workshop in which participants applied inter-organizational collaboration and negotiation strategies to a case study from the course.



DEPUTY INSPECTOR GENERAL GENE ALOISE

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

Deputy Inspector General Gene Aloise delivered a guest lecture for IDMC 16-2 on 1 April 2016. His presentation focused on lessons learned from the \$113 billion U.S. reconstruction effort in Afghanistan, which included development and sustainment of Afghanistan Defense and Security Forces. He gave several examples in Afghanistan of corruption, waste and abuse of U.S. funds, and the efforts taken to improve oversight and control expenditures of Afghanistan reconstruction funds.



DR. JERRY PANNULLO

*Director, Economic and Manpower Analysis Division,
Cost Assessment and Program Evaluation (CAPE), Office of the Secretary of Defense*

Dr. Jerry Pannullo was a guest speaker for Defense Resources Management Course (DRMC) 16-1 on 25 April 2016 and for DRMC 16-2 on 9 June 2016. In his presentations, Dr. Pannullo discussed CAPE’s history, mission, focus areas, and role in the planning, programming, and budgeting system (PPBS). He gave several examples of cost assessments and other CAPE efforts in areas such as military and civilian compensation, full cost of manpower, military-to-civilian conversion analysis, and the Defense Prisoner of War and Missing in Action accounting program, among many others.



MR. JOHN CONGER

*Principal Deputy Under Secretary
of Defense (Comptroller)*

Mr. John Conger served as a guest speaker via video-conference (VTC) for DRMC 16-2 on 2 June 2016. In his discussion with participants, Mr. Conger gave a brief overview of the development and execution of the Department of Defense’s (DoD’s) over \$500 billion budget and Overseas Contingency Budget, and some of the challenges facing the Department in getting Congressional approval for spending levels above the 2011 Budget Control Act funding limits. Mr. Conger emphasized the efforts the DoD has engaged in to maximize efficiencies in areas such as closing or consolidating excess infrastructure, which would require another round of Base Realignment and Closure (BRAC). While there has been some success with closing excess capacity in Europe, BRAC continues to face challenges within the United States. Participants decided not to take a scheduled break and instead opted for engaging Mr. Conger with questions about defense spending policies and issues, which Mr. Conger gladly addressed. ■

NATALIE'S NUGGETS

A WORD FROM OUR EXECUTIVE DIRECTOR

Winston Churchill once said, “To improve is to change; to be perfect is to change often.” While we at DRMI know that we will never be perfect, we know what it’s like to experience frequent changes. In recent years, nearly a generation of DRMI faculty and staff have retired or moved to another location. The Naval Postgraduate School (NPS) leadership has shifted along with the business environment. The senior civilians who provide DRMI with policy guidance have changed. And with the upcoming elections in the United States, we face more transformations at the individual and organizational levels, and from outside DRMI and NPS. We recognize that transitions require psychological and emotional stages and that we must come to terms with how changes affect us; sometimes it feels overwhelming. But the situation is not negative! There are many positive things to

about these changes in this issue as well as previous and future issues. We have had, and continue to have, wonderful relationships with our primary sponsors and our NPS leadership, to include the Honorable Mike McCord, Under Secretary of Defense (Comptroller)/Chief Financial Officer, Office of the Secretary of Defense; the Honorable Jamie M. Morin, PhD, Director of Cost Assessment and Program Evaluation (CAPE), Office of the Secretary of Defense; and Vice Admiral (ret.) Ronald A. Route, NPS President.

We recognize that we are at a “middle” time when many of the “old ways” and faculty and staff from whom we learned about defense resources management are gone, but the new are just coming up to speed. Even those of us with some wrinkles and gray hair know that we have to find new solutions and be open to new ways of doing things. I watch as colleagues, and indeed, I, continue to

evolve and change as we take on new roles and responsibilities. We work to find new ways to communicate, to clarify our work, to try to understand what we might be losing or have lost as a result of recent changes, and to honor our ideals as we move forward. And while it’s quite difficult, we realize that we

have to “turn the ship.” It may be a slow turn, but we will innovate and continue to improve so that our work remains relevant and useful to defense managers and leaders.

In some ways, it’s an exciting time—a time to remind ourselves of what we can contribute and to reach out to those of you involved with us for new ideas, for verification of what works well and what could be better. We look forward to that future with fellow Drmecians—past, present, and future. After all, as Heraclitus said, “There is nothing permanent except change.” ■



Natalie Webb

*Executive Director,
DRMI*

“We will innovate and continue to improve so that our work remains relevant and useful to defense managers and leaders.”

-DRMI Executive Director Natalie Webb

embrace as we find a way forward.

As you’ll read in this newsletter, we recently completed a lengthy strategic planning process that resulted in a better understanding of what we do, how we can be effective, and how we can measure our own performance. We hope this will help us weather upcoming changes.

We have said “until we meet again” to numerous colleagues and friends, and have welcomed—and are welcoming later this year—fine additions to the DRMI faculty and staff. You can read

ADDITIONAL DRMI HEADLINES

NAVAL AIR SYSTEMS COMMAND (NAVAIR) COURSE, JACKSONVILLE, FL



Eva Regnier

Associate Professors Diana Angelis and Eva Regnier, and Senior Lecturer Steve Hurst, conducted a course for the Naval Air Systems Command (NAVAIR) in Jacksonville, FL

from 20-22 October 2015. Thirty NAVAIR employees attended the course as part of the NAVAIR Leadership Development Program capstone course, which the U.S. Navy designed to prepare NAVAIR officials for leadership positions in the organization.

The course covered analytical tools for managerial decision-making, in particular multiple-objective preference models and their applicability in managerial decisions, including acquisition.

DRMI FACULTY TEACH ANALYTICAL DECISION MAKING COURSE AT SCOTT AIR FORCE BASE, RECEIVE ACKNOWLEDGEMENTS



Steve Hurst

Professor Anke Richter, Associate Professor Eva Regnier, and Senior Lecturer Steve Hurst taught an analytical decision making course at Scott Air Force Base, IL from 12-14 April 2016. The course

emphasized techniques for multi-criteria decision making and risk management for 21 analysts assigned to the Joint Distribution Process Analysis Center (JDPAC) at Scott Air Force Base. Mr. Bruce E. Busler, Senior Executive Service and Director of JDPAC, U.S. Transportation Command at Scott Air Force Base, was so pleased with the course's outcome that he wrote Executive Director Natalie Webb a thank you note commending Drs. Regnier and Richter, and Mr. Hurst, for their "superior training" efforts.

DRMI FACULTY CONTINUE TO RESEARCH ORGANIZATION'S BEGINNINGS

Professor Emeritus Jim Blandin returned to DRMI 10-11 March 2016 to begin a research project documenting the history of DRMI and resources management. Professor Emeritus C.J. LaCivita joined by video teleconference. Dr. Blandin served as DRMI's executive director from 1983-1992 and Dr. LaCivita served as executive director from 1993-2011. ■



Blandin researches DRMI history

"I thank you and your colleagues [...] for providing the best, world-class education to the Department of Defense and our Nation's allies."

- Mr. Bruce E. Busler, Senior Executive Service
and Director of JDPAC, U.S. Transportation Command,
Scott Air Force Base



Herrmann Hall at the Naval Postgraduate School

DRMI PROGRAMS: BUILDING RELATIONSHIPS



DRMC participants at first-ever FAOCAP beach event in Monterey, CA.



Left to Right: NPS Acting Provost Dr. Jim Newman, NPS President Vice Admiral (ret.) Ronald A. Route, IDMC participant, FAOCAP volunteers.



2015 Costa Rica Mobile International Defense Management Course

“DRMI supports peace, security, and U.S. values through education and the development of professional and personal relationships.”

-DRMI Vision Statement

DRMI conducts professional education programs in resources management and analytical decision making for military officers of all services, and senior civilian officials of the United States and 162 other countries. Established in 1965 as an educational institution by the Secretary of Defense, DRMI is located at the Naval Postgraduate School in Monterey, California.

DRMI courses provide a multi-disciplinary program that enhances the understanding and use of concepts, principles, methods, and techniques drawn from management theory and economic reasoning, the basic language and analytic tools, that are the foundation of modern decision theory.



IDMC participants at the Iwo Jima Marines Memorial



IDMC participants at the White House in Washington, D.C.

RESIDENT PROGRAMS

DEFENSE RESOURCES MANAGEMENT COURSE (DRMC)

(MASL P162002)

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

DRMC 15-3 (15 June - 10 July 2015)

29 Participants from 10 countries

Croatia, Denmark, Germany, Italy, Jordan, Latvia, Norway, Saudi Arabia, Turkey, and the United States

DRMC 15-4 (31 August - 25 September 2015)

40 Participants from 15 countries

Argentina, Bahamas, Denmark, Germany, Italy, Jordan, Malaysia, New Zealand, Niger, Qatar, Romania, Slovenia, Trinidad-Tobago, Ukraine, and the United States

DRMC 16-1 (18 April - 12 May 2016)

29 Participants from 9 countries

Estonia, Germany, Malaysia, Nigeria, Poland, Saudi Arabia, Trinidad-Tobago, Turkey, and the United States

DRMC 16-2 (16 May - 10 June 2016)

25 Participants from 9 countries

Germany, Greece, Indonesia, Jordan, Latvia, Pakistan, Saudi Arabia, Turkey, and the United States



DRMC participants at Colton Hall in Monterey, CA

INTERNATIONAL DEFENSE MANAGEMENT COURSE (IDMC)

(MASL P162003)

In this ten-week course, participants analyze in depth the long-term implications of today's decisions by analyzing tradeoffs among competing goals and alternatives in terms of their costs, effectiveness, and risks. The curriculum integrates analytical concepts, principles, methods, and techniques drawn from the disciplines of management, economics, and quantitative methods. Graduate education credits: four optional hours of graduate credit (requires passing a test at the end of weeks five and ten).

IDMC 16-1 (5 October - 11 December 2015)

37 Participants from 22 countries

Armenia, Bangladesh, Bulgaria, Chile, Colombia, Croatia, Egypt, India, Japan, Jordan, Lebanon, Lithuania, Malawi, Mongolia, Qatar, Romania, Serbia, Sri Lanka, Tunisia, Ukraine, Yemen, and Zambia

IDMC 16-2 (8 February - 14 April 2016)

23 Participants from 15 countries

Albania, Armenia, Bahrain, Bulgaria, Egypt, Ethiopia, Hungary, Morocco, Niger, Poland, Romania, Saudi Arabia, South Korea, Taiwan, and Tunisia

RISK MANAGEMENT COURSE

(MASL P162000)

In this two-week course, participants examine the basic elements of risk management. Participants are taught a quantitative definition of risk and guidelines to help manage risk. Continuing professional education (CPE) credits: 57 hours

Risk 15-2 (13-24 July 2015)

20 Participants from 7 countries

Argentina, Brazil, Colombia, Israel, Saudi Arabia, Taiwan, and the United States. Additionally, there was one participant with the North Atlantic Treaty Organization (NATO)

Risk 16-1 (25 January - 5 February 2016)

17 Participants from 8 countries

Bulgaria, Germany, Israel, Jordan, Pakistan, Philippines, Saudi Arabia, and the United States

FINANCIAL MANAGEMENT CERTIFICATION PROGRAM

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

MULTI-CRITERIA DECISION MAKING (MCDM)

(MASL P162012)

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

MCDM 16-1 (9-11 November 2015)

19 Participants from 8 countries

Argentina, Colombia, Israel, Latvia, Mongolia, Romania, the United States, and Uruguay

HUMAN CAPITAL RESOURCES MANAGEMENT (HCRM)

(MASL P162018)

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

HCRM 16-1 (11- 22 January 2016)

20 Participants from 10 countries

Italy, Latvia, Mongolia, Pakistan, Rwanda, Saudi Arabia, Slovak Republic, Slovenia, Turkey, and the United States

PERFORMANCE MANAGEMENT & BUDGET (PMB)

(MASL P162014)

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

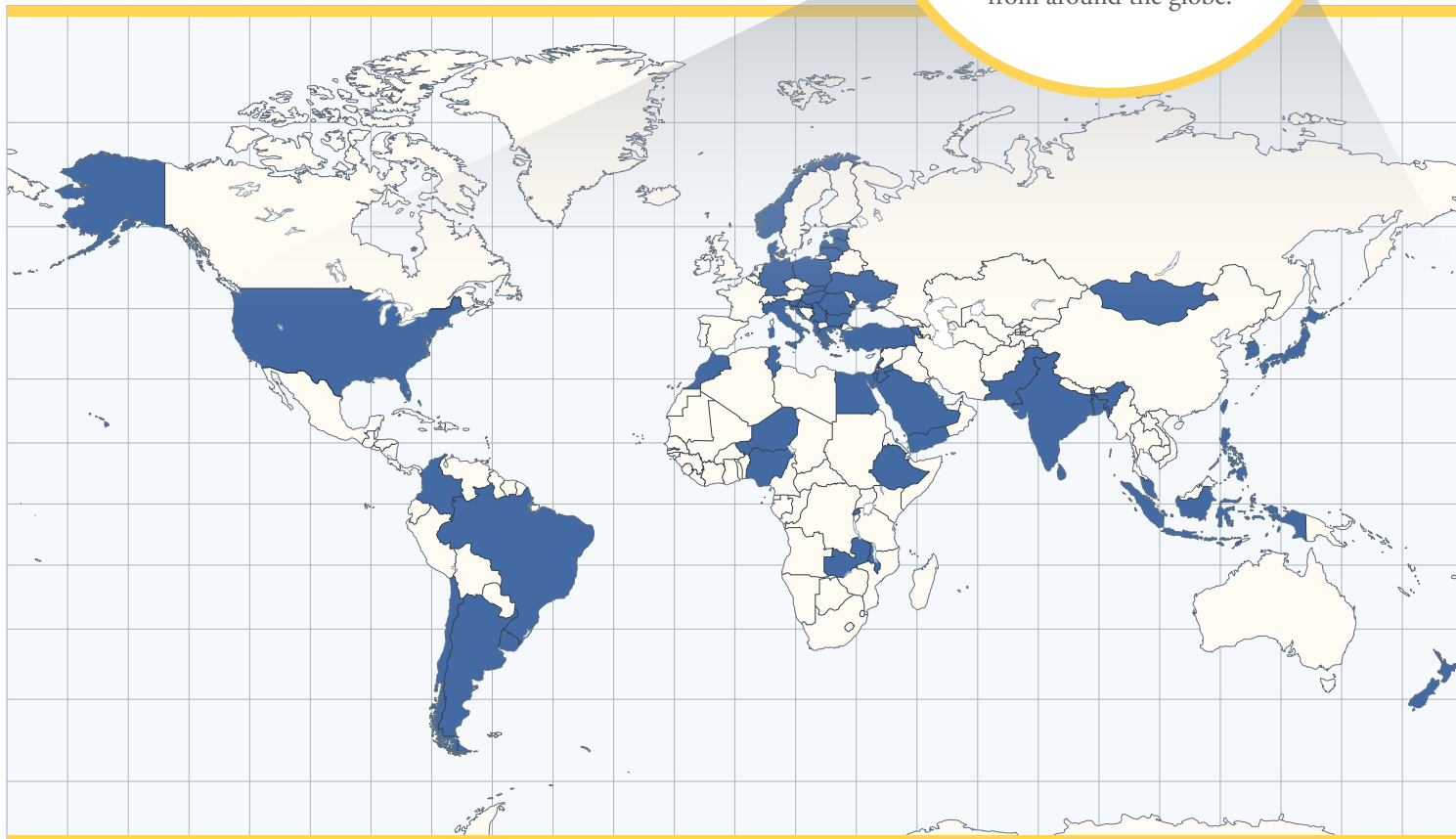
PMB 2016 (14-18 March 2016)

21 Participants from 6 countries

Brazil, Denmark, Italy, Pakistan, Serbia, and the United States ■

DRMI's 2015-2016 RESIDENT PROGRAMS INCLUDED PARTICIPANTS FROM 55 COUNTRIES

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



MOBILE PROGRAMS

“The mix of military and civilian participants greatly enhanced the exchange of views, ideas, and network building among this group of potential future military and civilian leaders.”

—MIDMC, Honduras

MOBILE INTERNATIONAL DEFENSE MANAGEMENT COURSE, MALAYSIA



Jonathan Lipow

DRMI faculty conducted a Mobile International Defense Management Course (MIDMC) at the Malaysian Armed Forces Defence College (MAFDC) in Kuala Lumpur from 1-12

June 2015. Professor Robert McNab, Associate Professor Jonathan Lipow, Assistant Professor Ryan Sullivan, and Lecturer Zack Tate (Lieutenant Commander, U.S. Navy) offered the MIDMC as an integrated part of the MAFDC's Master's degree program for senior officers in the Malaysian Armed Forces. Fifty-two participants, including members of the armed forces of Indonesia, the Philippines, Singapore, and Thailand, participated in the course.

RESOURCES MANAGEMENT COURSE, EL SALVADOR

Associate Professor Diana Angelis and Lecturer Bryant Schumacher (Lieutenant Colonel, U.S. Army) presented a workshop on best practices for United Nations Peacekeeping Operations (UNPKO) resources management in San Salvador, El Salvador from 20-23 July 2015. The course generated high-level awareness within various Ministries and Departments of the Government of El Salvador regarding the benefits, costs, and risks associated with UNPKO and emphasized the effective and efficient use of resources. DRMI faculty presented the concepts in the context of UN peacekeeping and developed a custom case study based on a light utility helicopter currently deployed by El Salvador to Mali in support

of the Multidimensional Integrated Stabilization Mission in Mali—the UN mission in Mali.

DRMI faculty and course participants used the model to estimate the lifecycle costs of a helicopter and to explore the sustainability of current and future deployments. The course had 20 military and civilian participants from the El Salvadoran Ministries of National Defense and Finance, the armed forces, and the Training Center for Peace Operations, a UNPK training center. The Global Peace Operations Initiative (GPOI) provided funding for the course.

MOBILE INTERNATIONAL DEFENSE MANAGEMENT COURSE, HONDURAS

Professor Francois Melese, Associate Professor Jonathan Lipow, Senior Lecturer Al Polley, and Lecturer Peter Bertelsen taught a Mobile International Defense Management Course (MIDMC) in Tegucigalpa, Honduras from 27-31 July 2015. The MIDMC emphasized analytical decision-making and cost-effectiveness tradeoffs; the planning, programming, and budgeting system (PPBS) as a high-level resource management system; and the role of analysis in the evaluation of programs and policies. Forty participants, 21 civilian and 19 military, attended. Military participants came from the Honduran Army, Navy, and Air Force as well as visiting military members from Taiwan and the Dominican Republic. The civilian participants represented various ministries, national institutes, and the private sector. The mix of military and civilian participants greatly enhanced the exchange of views, ideas, and network building among this group of potential future military and civilian leaders.

TWO MOBILE INTERNATIONAL DEFENSE MANAGEMENT COURSES EMPHASIZING HUMAN CAPITAL RESOURCES MANAGEMENT, JORDAN



Jan-Hendrik zurLippe

DRMI faculty conducted two Mobile International Defense Management Courses (MIDMCs) focused on human capital resources management in Amman, Jordan. Associate Professor Jomana

Amara and Assistant Professor Laura Armeý taught the first course, which took from place from 26 July to 6 August 2015 and had participants from the Jordanian Armed Forces (JAF). Drs. Amara and Armeý, and Lecturer Jan-Hendrik zurLippe (Major, U.S. Marine Corps) taught the second course from 6-17 December 2015, which had 30 JAF participants. The courses covered four central themes: (1) an introduction to relevant economic concepts needed to analyze labor/capital tradeoff and the role of governments in economic systems; (2) strategic planning for the work force including force sizing, capabilities based planning, and budgets; (3) human resources integration; and (4) total force management.

MOBILE INTERNATIONAL DEFENSE MANAGEMENT COURSE, COSTA RICA



Diana Angelis

Professor Natalie Webb, Associate Professor Diana Angelis, and Senior Lecturer Luis Morales taught a Mobile International Defense Management Course (MIDMC) in San Jose, Costa Rica

from 7-18 September 2015. The course—DRMI's first MIDMC in Costa Rica—shared economic concepts and management tools for supporting effective and efficient planning, allocation, and budgeting of scarce public resources. The class comprised 19 military and civilian officials from public security forces and government agencies.

TWO MOBILE INTERNATIONAL DEFENSE MANAGEMENT COURSES, JORDAN

DRMI faculty presented two Mobile



Laura Armey

International Defense Management Courses (MIDMCs) in Amman, Jordan. Associate Professor Jomana Amara, Senior Lecturer Luis Morales, and Lecturer Joel Frey (Lieutenant Commander, U.S.

Navy), taught on the first MIDMC, which took place from 25 October to 4 November 2015. Twenty-one participants from the Jordanian Armed Forces (JAF) attended the course. Dr. Amara, Assistant Professor Laura Armey, and Lecturers Jan-Hendrik zurLippe (Major, U.S. Marine Corps) and Jerome Sebastyn taught on the second MIDMC, which took place from 8-19 May 2016. Participants from the JAF attended the course. In both courses, the DRMI faculty presented a series of thought-provoking lectures, case studies, and problems that provided participants the analytical basis for cost-effectiveness analysis. The analysis emphasized aspects of national security and decision making processes for defense resources management and allocation.

MOBILE INTERNATIONAL DEFENSE MANAGEMENT COURSE, PALESTINIAN AUTHORITY

Associate Professor Jomana Amara, Senior Lecturer Luis Morales, and Lecturer Peter Bertelsen presented a Mobile International Defense Management Course in the Palestinian Authority from 14-25 February 2016. The DRMI faculty taught a series of 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. Twenty-two participants attended the course.

RESOURCES MANAGEMENT COURSE, PERU

Associate Professor Diana Angelis and Lecturer Joel Frey (Lieutenant Commander,



Joel Frey

U.S. Navy) presented a United Nations Peacekeeping Operations (UNPKO) resources management course in Lima, Peru from 22-26 February 2016. The course generated high-level awareness within

various Peruvian Ministry of Defense departments for best practices in peacekeeping operations resources management. The course included four presentations by Peruvian officials involved in the planning and financing of UNPKO, which generated very informative discussions.

The course enhanced participants' knowledge on the issues associated with resources management, allocation, life cycle cost analysis, and budgeting processes that can influence the sustainability of UNPKO deployments. DRMI faculty developed a case study and model based on actual data provided by Peruvian officials to explore the life cycle cost of the UN airfield construction company that Peru deployed to the Central African Republic in November of 2015. The course had 26 participants from the Peruvian Navy, Air Force, and Army. Members of the Peruvian Ministry of Defense, peacekeeping unit, and joint staff also attended. The Global Peace Operations

Initiative (GPOI) provided funding for the course.

RESOURCES MANAGEMENT COURSE, PARAGUAY

Associate Professor Diana Angelis and Senior Lecturer Luis Morales presented a United Nations Peacekeeping Operations (UNPKO) resources management course in Asunción, Paraguay from 18-22 April 2016. The course introduced concepts and techniques needed to manage UNPKO resources. The course brought together action officers from the ministries of defense and finance to share information on the organization, operation, and management of peacekeeping personnel and equipment, and the financial and budgeting processes necessary to support them. All participants agreed that this exchange of information between the ministries was extremely valuable. DRMI faculty presented topics related to best practices associated with planning and executing reimbursable activities in peacekeeping operations. Participants will be able to apply the concepts and techniques presented in the course to their current duties associated with PKO deployments, as well as future roles within their departments.

The course had 18 participants from the Training and Education Center for Peace Operations, Finance Ministry, and military forces. The Global Peace Operations Initiative (GPOI) provided funding for the course.



2016 Peru Resources Management Course

Mobile Programs (cont.)

MOBILE INTERNATIONAL DEFENSE MANAGEMENT COURSES, SAUDI ARABIA

Professor Francois Melese conducted two back-to-back Mobile International Defense Management Courses (MIDMCs) in Saudi Arabia. The first MIDMC took place at the Ministry of Defense's Officers Club facilities from 28 April - 1 March 2016 and 15 Saudi Arabian flag officers attended. The second MIDMC took place at the same location from 6-10 March 2016 and 20 Saudi Arabian colonels attended. Both events focused on strategic planning, force readiness, linking threats and challenges in the future strategic environment, and programming and budgeting to improve the efficiency and effectiveness of the Saudi Arabian armed forces. ■

RESEARCH AND PUBLICATIONS

DRMI FACULTY PRESENT AT 2015 WESTERN ECONOMIC ASSOCIATION INTERNATIONAL ANNUAL CONFERENCE

Several DRMI faculty presented their research and served as discussants on papers at the 90th Annual Conference of the Western Economic Association International (WEAI) in Honolulu, HI from 28 June- 2 July 2015. The research that DRMI faculty presented covered the following topics:

- **Traumatic brain injury (TBI) and unemployment for female veterans**
Associate Professor Jomana Amara
(co-authored with Dr. Terri Pagoda, Department of Veterans Affairs)
- **Unmanned maritime systems life cycle costs**
Associate Professor Diana Angelis
- **Options in military acquisition—the Kingfish unmanned underwater vehicle**
Dr. Angelis
- **Exposure to combat and veteran interest in higher education**
Assistant Professor Laura Armev
- **Self-sustaining transportation systems in defense**
Assistant Professor Jay Simon
(co-authored with Associate Professor Eva Regnier; Jay Simon is now at American University)
- **Effects of military acquired skills on economic and health outcomes of military veterans**
Assistant Professor Ryan Sullivan
- **Whether Sino-Brazilian trade and investment impacts United Nations General Assembly voting**
Faculty Associate-Research Kathleen S. Bailey
(co-authored with Professor Robert McNab)

Research and Publications (cont.)

TRAUMATIC BRAIN INJURIES IN VETERANS

JOMANA AMARA

Associate Professor Jomana Amara, along with several co-authors, published an article examining traumatic brain injuries (TBIs) in veterans. Their study investigates the relationship of demographic characteristics, deployment-related experiences, and current health conditions and symptoms to employment status in Operation Enduring Freedom/Operation Iraqi Freedom Veterans who were evaluated for TBI in the Department of Veterans Affairs. The study hypothesized that a history of deployment-related TBI, particularly moderate/severe TBI, would be significantly associated with unemployment relative to mild TBI and no TBI history.

In addition, the study concluded that unemployment would be associated with greater TBI severity, more mental health conditions, and more negative health symptoms.

Pogoda, T.K., Stolzmann, K.L., Iverson, K.M., Baker, E., Kregel, Lew, H.L., Amara, J., & Meterko, M. (2015). Associations between traumatic brain injury, suspected psychiatric conditions, and unemployment in Operation Enduring Freedom/Operation Iraqi Freedom Veterans. *Journal of Head Trauma Rehabilitation*. 31 (3): 191-203. DOI: 10.1097/HTR.0000000000000092.

JUSTIFICATION FOR AN ALL-VOLUNTEER FORCE

JOMANA AMARA

Associate Professor Jomana Amara published an article examining the justification for an all-volunteer force (AVF). In her paper, Dr. Amara reviews the history behind the AVF and the debate surrounding the merits of both the AVF system and conscription. The paper revisits and surveys the literature surrounding the 1970s AVF debate in light of several points that the United States Army Recruiting Command's "Recruiting 2025 Summit" raised.

Does the economic argument, such as opportunity and social costs, which the AVF presented in the 1970s, hold today? What is the political argument surrounding the AVF? What are the equity issues with the AVF, and who is bearing the burden of defense? Has the AVF resulted in a military that is not representative of the population it serves? This paper reviews and revisits the discussions for and against the AVF and updates the discourse on national service.

Amara, J. (2015). Revisiting the justification for an all-volunteer force. *Recruiting for force 2025: Human Capital Center of Excellence*. In press.

VETERAN INTEREST IN HIGHER EDUCATION

LAURA ARMEV AND JONATHAN LIPOW

Assistant Professor Laura Armev and Associate Professor Jonathan Lipow published a paper that examines veteran interest in higher education. Over 2.5 million Americans served in the Afghanistan and Iraq wars. In their short article, they consider the impact of

these experiences on veterans' future welfare. Specifically, they ask if those who served in Afghanistan and Iraq are more or less likely to exploit their GI Bill benefits in order to pursue higher education than service members who did not directly participate in these conflicts.

They use a comprehensive administrative dataset that the U.S. Armed Forces' Defense Manpower Data Center (DMDC) provided to them. They find across models that deployment to Afghanistan or Iraq significantly increases the likelihood that veterans will take advantage of their educational benefits, but that exposure to violent combat significantly decreases it.

Armey, L., & Lipow, J. (2015). Hard lessons: combat deployment and veteran interest in higher education. *Applied Economics Letters*. 23 (11): 768-772. DOI: 10.1080/13504851.2015.1105918

INCREASING PUBLIC HEALTH RESPONSE CAPABILITIES TO NOVEL PANDEMICS

ANKE RICHTER

Professor Anke Richter and Daniel Mackie, Center for Homeland Defense and Security Master's student, published a paper that examines possible ways to strengthen the public health sector's response in case of another novel flu-like virus outbreak. The recent emergence of two separate outbreaks of two new viruses has generated renewed interest in the threat of pandemics. For a significant portion of the total fatalities associated with these infections the cause of death was due to an over-reaction of an infected body's immune system. Their research explored possible pharmaceutical interventions that would help expand the list of options public health officials could employ in a response. For inclusion in state stockpiles, medications must meet three specific criteria: medical efficacy, cost, and logistical considerations. They identified four medications that could be employed (three statins—atorvastatin, simvastatin, and gemfibrozil and an antiviral—ribavirin) and presented options for their inclusion into state stockpiles. Through this research the authors attempted to open a dialogue with other federal and state planners as they wrestle with the same challenges within their home agencies.

“Through this research the authors attempted to open a dialogue with other federal and state planners as they wrestle with the same challenges within their home agencies.”

-Mackie and Richter (2015). *Surviving the 'storm.'*

Mackie, D. & Richter, A. (2015). Surviving the 'storm': Expanding public health's capabilities in response to the increasing threats posed by novel, pandemic strain viruses. *Homeland Security Affairs* 11 (7): 1-26. <https://www.hsaj.org/articles/6306>

THE PRESIDENT'S IMPACT ON ECONOMIC GROWTH

RYAN SULLIVAN AND ROBERT McNAB

Assistant Professor Ryan Sullivan and Professor Robert McNab, along with Dr. Chris Rolfs, Vice President of Risk Management, Morgan Stanley, published a paper investigating the connection between presidential elections and the economy. Presidential elections are often seen as referendums on the health of the economy; however, little evidence exists on the president's ability to influence gross domestic product (GDP). Their study examined the effect of the incentive to be reelected and the resulting increase in presidential effort on GDP growth.

They found that growth rises in reelection years for first-term presidents after 1932 and falls in election years before 1932, when reelection was uncommon, and for second-term presidents generally. This effect is largest for high-quality presidents—who probably have the highest return to effort—and is spread across multiple sectors of the economy.

Sullivan, R., Rohlfs, C., & McNab, R.M. (2015). Can the president really affect economic growth? Presidential effort and the political business cycle. *Economic Inquiry* 53 (1): 240-257. DOI: 10.1111/ecin.12111

AUTISM TREATMENT FOR CHILDREN

NATALIE WEBB AND ANKE RICHTER

Professors Natalie Webb and Anke Richter, along with co-authors from the Special Kids Crusade, published a paper about a special community inclusion program for children with autism spectrum disorders. The case study examined the intervention program at the original community host sites to determine if the evidence supports a measurable and demonstrable change in behaviors in a real-world setting that may lead to increased quality of life and greater inclusion in the community. Using evidence-based data, they measured the progress of 30 children over 6-24 months. Children participating in the program showed average improvement in all but two function areas and improvement in all composite scores.

While these results did not prove program success, they offered an indication that the program helps children learn skills and behaviors to successfully navigate and become part of community-based, after-school recreational programs.

Webb, N. J., Candreva, I. A., Hickey-Strum, D., Richter, A. & Dwelle, T. (2015). Evaluating community inclusion: A novel treatment program for children with autism spectrum disorders. *Journal of Public and Nonprofit Affairs* 1 (2): 118-135. DOI: 10.20899/jpna.1.2.118-135 ■

FUTURE COURSES

RESIDENT COURSES, FY2017*

- **11 Oct – 16 Dec 2016**
International Defense Management Course (IDMC)
- **8-18 Nov 2016**
Introduction to Budgeting Concepts
- **9-20 Jan 2017**
Human Capital Resources Management (HCRM)
- **30 Jan-10 Feb 2017**
Risk Management Course
- **13 Feb-20 Apr 2017**
International Defense Management Course (IDMC)
- **20-24 Mar 2017**
Performance Management and Budgeting (PMB)
- **24 Apr-18 May 2017**
Defense Resources Management Course (DRMC)
- **22 May- 6 Jun 2017**
Defense Resources Management Course (DRMC)
- **19 Jun-14 Jul 2017**
Defense Resources Management Course (DRMC)
- **17-28 Jul 2017**
Multiple Criteria Decision Making Course (MCDM)
- **19-28 Jul 2017**
Introduction to Budgeting Concepts
- **7-31 Aug 2017**
48th Senior International Defense Management Course (SIDMC)

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

DRMI FACULTY SERVICE

BERTELSEN BECOMES DRMI INTERNATIONAL PROGRAMS COORDINATOR



Peter Bertelsen

In January 2016, Lecturer Peter Bertelsen became DRMI's fourth International Programs Coordinator (IPC). Mr. Bertelsen took over the IPC role from Senior Lecturer Al Polley who retired in June 2016.

The IPC serves as the primary coordinator for all DRMI mobile courses and workshops overseas. The IPC is also a key contributor for the administration of the international officials who attend DRMI resident courses.

The DRMI faculty created the position in the 1970s and the late DRMI professor Al Rilling served as the department's first IPC. Former DRMI Senior Lecturer Don served as DRMI's second IPC starting in 1983 and saw the position take on a much greater role with the Congressionally mandated Expanded International Military Education and Training (E-IMET) initiative in 1991. Mr. Bonsper passed the reins to Mr. Polley in 2006 and then retired at the end of 2011.

DRMI faculty would like to acknowledge Mr. Rilling's pioneer efforts and to thank Mr. Bonsper and Mr. Polley for their service. The DRMI faculty look forward to Mr. Bertelsen's contribution to this very important position.



Don Bonsper

RICHTER DELIVERS GUEST LECTURE

Professor Anke Richter was a guest lecturer in the Executive Healthcare Resource Management Course presented by the Defense Institute for Medical Operations. Dr. Richter presented a daylong seminar on multi-criteria decision making in the Medical Management Community on 8 June 2016 in San Antonio, TX. The course participants represented a diverse mix of U.S. and international military officers in the medical and health management fields.



Anke Richter

SULLIVAN APPOINTED AS FACULTY COUNCIL REPRESENTATIVE



Ryan Sullivan

Assistant Professor Ryan Sullivan was Postgraduate School (NPS) Research Board. The position facilitates information between the NPS Research Board and the NPS Faculty Council about upcoming changes to rules and regulations for research at NPS. ■

“The IPC serves as the primary coordinator for all DRMI mobile courses and workshops overseas. The IPC is also a key contributor for the administration of the international officials who attend DRMI resident courses.”

-Role of DRMI IPC

FACULTY AND STAFF NEWS

AMARA SERVES AS SUBJECT MATTER EXPERT

Associate Professor Jomana Amara served as a Subject Matter Expert for the Naval Health Research Center, and the Women's Health Research Interest Group (WHRIG), participating in the Military Women's Health Gap study. WHRIG's primary objective is to collect and objectively review the level of evidence in the existing research regarding military women's health. The intent is to identify gaps in the existing literature and encourage and generate research on military women's health.

DRMI FIELD STUDIES PROGRAM MANAGER OFFERS THANKS, CREATES NEW EVENT

On behalf of the DRMI Field Studies Program (FSP), Faculty



Charlie Orsburn

Associate-Instructor and Field Studies Program Manager, Ms. Charlie Orsburn, wishes to send out a personal thank you to Lecturer Zack Tate (Commander,

U.S. Navy), FSP Program Coordinator Jeff Paquette (Major, U.S. Air Force), the DRMI staff and faculty, International Defense Management Course (IDMC) 16-1 participants, and the Foreign Area Officers Cultural Ambassadors (FAOCAs). As an organization that focuses on defense resources management, DRMI faculty and staff recognize that there are times when a series of unfortunate events can upend all the good planning and budgeting one does. This is what happened to the DRMI FSP when, due to unforeseen circumstances, the funding was held up. The people mentioned above, stepped up and proactively sought creative ways to have FSP team-building events, for example, pizza parties, picnics, bowling excursions, and whale watching, etc.

Once the FSP resolved the funding issue it was back to business as usual. The FSP was able to host trips to Washington,

D.C.; San Francisco; the Monterey Bay Aquarium; and San Juan Bautista. It was also able to conduct three Monterey Peninsula tours and to host FAOCA program (FAOCAP) joint security cooperation activities. During the Defense Resources Management Course (DRMC) 16-2, the FSP launched a new activity in the first week, a FAOCAP beach party. This will be a part of the FSP activities from now on. DRMI faculty and staff would like to thank all of the FAOCAP volunteers who participated in these activities and for those of you who engaged in independent events with the DRMI participants.

DRMI WELCOMES NEW (AND RETURNING) FACULTY AND STAFF MEMBERS



José Andin

DRMI had the pleasure of welcoming the return of **Mr. José Andin** (Lieutenant Colonel, U.S. Air Force, retired) from August 2015 to May 2016. While Mr. Andin served as a DRMI lecturer from 2009-2012, during his latest time at DRMI, he directly assisted Executive Director Natalie Webb and the DRMI administrative staff with academic materials and customer service for DRMI participants. DRMI faculty and staff enjoyed having Mr. Andin back in the department and wish him well in his return to the NPS Comptroller's Office.

Lecturer Christian "Hansel" Hansen (Lieutenant Commander, U.S. Navy) joined the DRMI faculty in January of



Christian Hansen

2016. LCDR Hansen earned his Bachelor of Science in Political Science from the United States Naval Academy (2002) and a Master of Science in Systems Engineering Analysis from the Naval Postgraduate School (2007). After

the Naval Academy, he has served as a Naval Aviator and as a Tactical Action Officer onboard USS George Washington. He most recently served as N3 for air operations onboard USS Iwo Jima. His personal decorations include the Navy and Marine Corps Commendation Medal (three awards), Navy and Marine Corps Achievement Medal (three awards), and various campaign and unit commendations.

DRMI welcomed **Mr. Joseph Maniulit** to the department in August of 2015. Mr. Maniulit works with Executive Director Natalie Webb and Administrative Officer Mary Cabanilla as a student assistant coordinator. Mr. Maniulit received his bachelor's in Computer Information Technology from ITT Technical Institute in 2011, and his associate degree in Computer Information Technology from Heald College in 2004. Prior to arriving at DRMI, Mr. Maniulit spent time working as a field technician for a computer consulting company, and he also worked for the Defense Manpower Data Center (DMDC).



Joseph Maniulit

Lecturer and Military Associate Chair Erin D. Reeder (Lieutenant Colonel, U.S.



Erin Reeder

Army) joined the DRMI faculty in December 2015. LTC Reeder earned his Bachelor of Science in Business Administration (BSBA) with a concentration in finance from Northern Arizona University in 1994. He received his Master's of Business Administration (MBA) and his Master's of Public Administration (MPA) from Syracuse University in 2009. His prior command and staff experience include Military Police Company Commander, Kuwait Defense Cooperation Agreement Branch Chief, Resource Manager, and Tactical Execution Branch

Faculty and Staff News (cont.)

Chief and Budget Officer. His most recent assignment was as the North Atlantic Treaty Organization (NATO) Deputy Financial Controller in Kabul, Afghanistan, where he provided oversight for direct contributions from the 28 NATO nations. His personal decorations include the Army Meritorious Service Medal (four awards), the Joint Commendation Medal (two awards), Army Commendation Medal, and various campaign and unit commendations.

Mr. Aaron Roy, Information Technology Specialist joined DRMI in October 2015. In 2010, Mr. Roy earned a Bachelor of Arts from California State University Monterey Bay in Teledramatic Arts and Technology. Prior to joining DRMI, Mr. Roy was selected for the



Aaron Roy

2012 Monterey Bay Regional Academy of Computing Education (MBRACE) internship program, a National Science Foundation-funded grant, and began working at Cisco systems in their core networking labs in San Jose, California. While working as a contractor, Mr. Roy has provided IT solutions for commercial clients around the Monterey peninsula.

Lecturer Jerome T. Sebastyn joined the DRMI faculty in October 2015. Mr. Sebastyn earned his BA in Business Administration from the University of Massachusetts and his MA in Strategic Studies from the Naval War College. His previous work experience in the U.S. Navy Reserve



Jerome Sebastyn

included mobilization tours in support of both Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF). As a Department of Defense civilian, he served as an advisor to the Government of Iraq in Baghdad, Iraq and also served as an advisor to the Afghan National Army in Kabul, Afghanistan. He has completed the

Project Management Professional (PMP) credential from the Project Management Institute), the Program Management Level III certification from the Defense Acquisition University, and the Joint Professional Military Education (JPME) Phase I and the Advanced JPME certificate from the Joint Forces Staff College.

AMARA PRESENTS PAPER AT U.S. ARMY RECRUITING SUMMIT, RECEIVES RECOGNITION

Associate Professor Jomana Amara attended the "Recruiting 2025 Summit," held at the U.S. Army Recruiting Command (USAREC) headquarters in Fort Knox, KY from 1-3 June 2015. The summit emphasized developing solutions for recruiting challenges facing the U.S. military's all-volunteer force. Over 100 defense researchers and senior military leaders attended from the Department of Defense, and from the U.S. Army, Navy, Air Force, Marine Corps, and Coast Guard. While at the summit, Dr. Amara presented a paper, "Revisiting the justification for an all volunteer force."

Following the summit, Major General Allen W. Batschelet, then Commanding General, USAREC, wrote a letter to Naval Postgraduate School President Vice Admiral (ret.) Ronald A. Route, U.S. Navy, expressing his appreciation for Dr. Amara's "hard work and dedicated research" in support of the summit. He also enclosed a certificate of appreciation.



Jomana Amara

"Words cannot express my appreciation for the hard work and dedicated research your agency provided in support of the U.S. Army Recruiting Command's Recruiting 2025 Forum [...] Please formally present the researchers with the enclosed Certificate of Appreciation for Dr. Jomana Amara's world class support."

- Major General Allen W. Batschelet, then Commanding General, USAREC,
to NPS President Vice Admiral (ret.) Ronald A. Route

LIPOW AND BAILEY ORGANIZE AFGHAN RESOURCE NETWORK STRATEGY WORKSHOP

Associate Professor Jonathan Lipow and Faculty Associate-Research Kathleen S. Bailey, along with Professor William (Bill) Fox of the Naval Postgraduate School (NPS) Department of Defense Analysis, and Research Professor Michael Melich of the NPS Wayne E. Meyer Institute of Systems Engineering organized an Afghan Resource Network Strategy (RNS) workshop from 28-29 August 2015 at NPS. Major Ryan Hartwig, U.S. Army, also a workshop attendee, first introduced the RNS in his master's thesis for the NPS Defense Analysis program. As Major Hartwig envisioned, the RNS would form a central element in the North Atlantic Treaty Organization (NATO) strategy in Afghanistan following the completion of the withdrawal of most coalition forces in/by the end of 2014. The RNS combines Village Stability Operations (VSO) with the development of Afghanistan's mineral wealth in accordance with national laws and customs. The research, which the Office of Net Assessment sponsored, proposed to address three central questions: 1. How do you support a "devolved" governance strategy, where more is done in the provinces and villages? 2. Does one need to and how do you provide "guidance and support" when governance is dispersed? 3. What problems will those attempting to provide "guidance and support," face, particularly



Kathleen Bailey

when the support team become “targets”? The workshop brought together an interdisciplinary team of military, civil service, and private sector participants to attempt to answer these questions and to discuss possible ways to promote Afghanistan’s stability and economic growth.

In particular, the workshop emphasized ways in which to design and operationalize the RNS.

DRMI FACULTY AND STAFF RECEIVE SEVERAL AWARDS

DRMI would like to recognize several faculty and staff who received awards for length of service, teaching, and meritorious and superior civilian service. Congratulations to all of you!

LENGTH OF SERVICE AWARD - CABANILLA

At a President’s Council meeting on 10 November 2015, Naval Postgraduate School President Vice Admiral (ret.) Ronald A. Route, U.S. Navy, presented Administrative Officer Mary Cabanilla with an award for her federal service. As of 20 April 2015, Ms. Cabanilla completed 35 years of federal service.



Mary Cabanilla accepts service award from NPS President Vice Admiral (ret.) Ronald A. Route

2015 DRMI TEACHING AWARD - POLLEY

As his colleagues’ feedback and participant comments attest, Senior Lecturer Al Polley has for many years been one of the best teachers in DRMI, giving absolutely first-rate, well-prepared, on-target and thoughtful lectures and discussions in every class period in which he works. He teaches challenging technical material with clarity, and

pulls together diverse concepts, tools, and techniques into an elegant summary of programming in the broader context of defense resources management. Mr. Polley is an extremely knowledgeable Drmecia coordinator as well as an “instruction mentor” to anyone who asks. He is always willing to take on new lectures and learn new materials, taking on new lectures as recently as his last month at DRMI. In Kosovo last spring, he designed and delivered a fantastic, effective course to the leadership of the Kosovo Armed Forces, including the minister of defense, the top military officer, senior civilians, and all of the top generals. It is not an exaggeration to say that he single-handedly taught the fundamentals of planning, programming, and budgeting to the top “brass” in Kosovo.

His skill, flexibility, and commitment are sources of inspiration to his colleagues.

The award committee would also like to recognize fellow teaching award nominees, Assistant Professors Laura Armey and Ryan Sullivan, for their outstanding work.

SUPERIOR CIVILIAN SERVICE AWARD - POLLEY

Senior Lecturer Al Polley received the Department of the Navy (DoN) Superior Civilian Service Award for his outstanding career service as a DRMI senior lecturer from September 2001 to June 2016. Mr. Polley played a critical role in developing,



Al Polley with Natalie Webb

updating, and delivering resident and mobile courses for U.S. and international defense leaders and in creating high-quality programs for Department of Defense and DoN executives.

MERITORIOUS SERVICE AWARD - SCHUMACHER



Bryant Schumacher

In a small, August 2015 ceremony in DRMI’s lecture hall, Colonel Nelson Emmons (U.S. Army), Associate Dean of the Naval Postgraduate School Graduate School of Operational and Information Sci-

ences presented Lecturer Bryant Schumacher (Lieutenant Colonel, U.S. Army) with an award for meritorious service. LTC Schumacher received the award in recognition of his contributions to DRMI as both a lecturer and the military associate chair. Among his accomplishments, LTC Schumacher spearheaded the development of two online financial management certification courses for the congressionally mandated Department of Defense financial management certification program.

MELESE RECEIVES RECOGNITION FOR CONTRIBUTION TO YEAR-LONG NATO STUDY

Dr. Todd R. Calhoun, Director of Program Analysis and Evaluation, Programs and Resources Department, Headquarters Marine Corps, wrote a letter in December 2015 to Naval Postgraduate School President Vice Admiral (ret.) Ronald A. Route, U.S. Navy, acknowledging Professor Francois Melese’s “excellent work” on a year-long North Atlantic Treaty Organization (NATO) Science & Technology Organization study analyzing future budget constraints and their impact on NATO capability development. Dr. Calhoun expressed his gratitude to Dr.



Francois Melese

Faculty and Staff News (cont.)

Melese for over 20 years of “wise counsel” and maintained that the people at Marine Corps Headquarters are “fortunate to have him on our team.” DRMI faculty and staff could not agree more.

DRMI FACULTY PRESENT AT PROFESSIONAL DEVELOPMENT INSTITUTE CHAPTER MEETINGS

Professor Robert McNab presented at the American Society of Military Comptrollers (ASMC) San Antonio chapter professional development institute (PDI) on 11 February 2016 in San Antonio, TX. While at the PDI, Dr. McNab discussed the economic environment and the challenges it presents for defense managers, economic tools for defense analysis, and performance budgeting.

Dr. McNab also attended the ASMC Southside Virginia chapter PDI with Senior Lecturer Luis Morales on 31 March 2016 in Fort Lee, VA. While there, Dr. McNab presented on multi-criteria decision making analysis and performance budgeting. Mr. Morales presented on tools, techniques, and concepts related to program budgeting.

Professor Natalie Webb, Associate Professors Diana Angelis and Eva Regnier, Lecturers Erin Reeder (Lieutenant Colonel, U.S. Army) and Christian Hansen (Lieutenant Commander, U.S. Navy) and former DRMI Lecturer Steve Hanson (Lieutenant

Colonel, U.S. Army) attended the ASMC Orlando chapter PDI in Orlando, FL from 1-3 June 2016. The DRMI faculty offered a series of mini courses. Dr. Angelis presented “Analytical Decision Making for Financial Managers” and “Risk Management”; LTC Hanson administered “Cost Concepts for Accounting Analysis” and “Decision Support for Leaders”; Dr. Regnier taught “Multi-criteria Decision-making for Financial Managers”; and Dr. Webb presented “Concepts, Techniques, and Tools that Support Performance Budgeting” and “The Economic Environment and the Application of Economic Tools Supporting Financial Managers.”

DRMI FACULTY ATTEND THE 2016 SECURITY COOPERATION EDUCATION AND TRAINING WORKING GROUP (SCETWGS) CONFERENCES

Each of the U.S. combatant commands (COCOMs) conduct an annual security cooperation education and training working group (SCETWG) conference. As the title implies, their purpose is to synchronize and to coordinate international military education and training programs for the following year, with limited funding sources, to best achieve COCOM theater security cooperation objectives.

Country team representatives from the COCOMs’ area of responsibility, as well as representatives from the U.S. State Department, Defense Security Cooperation Agency, and various school houses (including DRMI) among others, participate in the SCETWGs.

Senior Lecturer Luis Morales represented DRMI at the U.S. Central Command SCETWG (21-24 March) and the U.S. Southern Command SCETWG (9-13 May), while Lecturer Peter Bertelsen represented DRMI at the U.S. European Command SCETWG (11-15 April) and the U.S. Africa command SCETWG

(18-22 April). The DRMI representative’s focus is to provide information on the goals and objectives of DRMI’s programs, clarify attendance requirements, provide funding estimates for the courses, identify availability of seats for attendance at resident courses in Monterey and/or available dates for mobile courses to their country, and answer questions or resolve issues related to DRMI courses raised by any of the SCETWG participants.

DRMI FIELD STUDIES PROGRAM HELPS HOST JOINT FOREIGN AREA OFFICERS CONFERENCE

The DRMI Field Studies Program, in partnership with the Defense Language Institute Foreign Language Center (DLI-FLC) Foreign Area Officer (FAO) program, helped host the Joint FAO Conference (JFAOC) embassy style reception on 8 June 2016. This is the sixth year that DRMI has participated in this bi-annual event. The U.S. Army, Navy, and Marine Corps FAOs, along with the U.S. Marine Corps and Air Force Regional Area Specialists (RAS), and the U.S. Air Force Political Affairs Strategists (PAS) met the international participants attending DRMI’s resident courses. This beneficial partnership provides a unique security cooperation opportunity as it allows FAOs to begin building long-term relationships even before arriving in country. On occasion a former FAO will recognize a familiar face in DRMI’s participants. Colonel Roger L. Bowman (U.S. Army), Director of FAO Program Office at the DLI-FLC, for example, and Mr. Mark Pekala, former ambassador to Latvia, reconnected with Mr. Edgar Slisans, a Latvian DRMI participant. DRMI looks forward to the next JFAOC in January 2017. ■



Luis Morales



LTC Reeder LCDR Hansen at ASMC Orlando PDI

BON VOYAGE

DRMI BADE FAREWELL TO SEVERAL FACULTY AND STAFF MEMBERS



Robert McNab

After 16 years at DRMI, **Professor Robert (Bob) McNab** left the department in June 2016 to teach economics in the Strome College of Business at Old Dominion University in Norfolk, VA. While at DRMI, Dr. McNab had the opportunity to teach in over 20 countries and to educate participants from many more. DRMI provided him the opportunity to grow as a teacher, but it also helped

him investigate issues related to the management of scarce defense resources. Although he has moved on to Old Dominion, he truly feels that the DRMI experience is not to be missed as either a faculty member or as a participant. He believes that DRMI is a special place that fosters learning in an open and honest environment. He reminded DRMI faculty, staff, and past participants that this is not “goodbye,” it is “until we see each other again.”

Office Automation Clerk Elliot Mitchell left DRMI in early



Elliot Mitchell

August 2015 to pursue a job in Austin, Texas. Mr. Mitchell began working at DRMI in 2005 as a summer hire research clerk while a student at the Monterey Peninsula College, where he was studying electrical engineering. While at DRMI Mr. Mitchell managed to juggle a multitude of responsibilities. He worked for academic materials and while maintaining those responsibilities, he moved into the administrative

office to provide customer service to the participants. Adding yet again to his responsibilities, he joined the financial arena and held a government purchase card. Mr. Mitchell was a joy to work with and the DRMI faculty and staff wish him well in Texas.

With his retirement in June 2016, DRMI said Aloha to **Senior Lecturer Al Polley**. His sustained superior service to DRMI over



Al Polley

his 15-year career was unrivaled. He coordinated international programs, helped develop DRMI's resources management curriculum, and made exceptional contributions to faculty development. In addition to serving as a lecturer and then senior lecturer, Mr. Polley took on several leadership roles within the department. He was the international programs coordinator and he also served as chair of a promotion

committee to senior lecturer (only one of two people to have done so in the last 25 years at DRMI), and served on DRMI's hiring and curriculum committees. Mr. Polley and his wife, Georgie, relocated to the island of Kauai in Hawaii. Mahalo, Mr. Polley.

Lecturer Zack Tate (Commander, U.S. Navy) completed his three-year tour as a DRMI lecturer in December. In addition to teaching in many resident courses, CDR Tate also contributed to the development of the Department of Defense Financial Management Certification online courses and taught two mobile courses in Malaysia. CDR Tate was heavily engaged with the DRMI faculty and staff and frequently helped the Field Studies Program coordinate events and trips for the international participants. He also served as the lead coordinator for submitting travel clearance requests for all DRMI faculty teaching courses internationally. CDR Tate and his family moved to San Diego, CA, where he has been assigned to Commander Naval Air Forces (CNAF) Flight Hour Program Staff. ■



Zack Tate

RECENT DRMI GRADUATES



DRMC 15-3 Class Photo



DRMC 15-4 Class Photo



DRMC 16-1 Class Photo



DRMC 16-2 Class Photo

Recent DRMI Graduates (cont.)



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IDMC 16-2 Class Photo



Risk 15-2 Class Photo



Risk 16-1 Class Photo

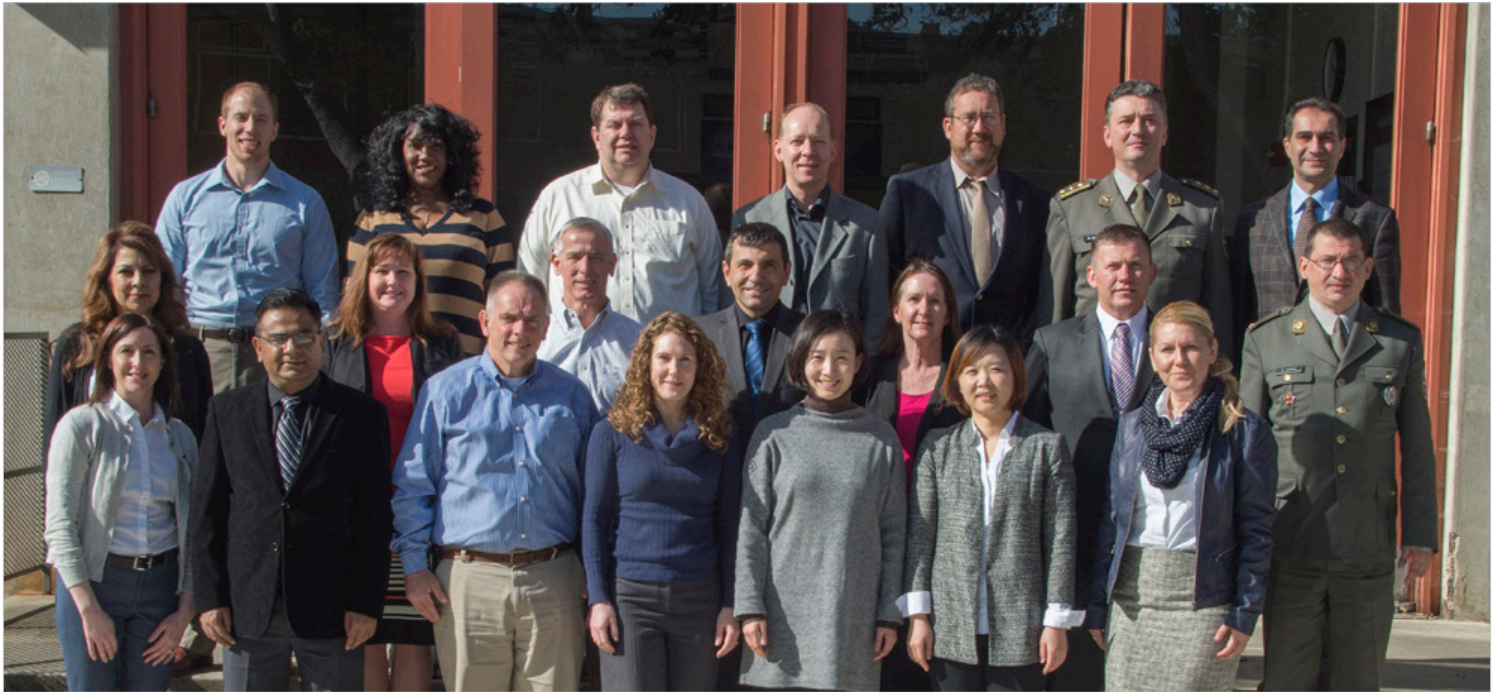
Recent DRMI Graduates (cont.)



MCDM 16-1 Class Photo



HCRM 16-1 Class Photo



PMB 2016 Class Photo



El Salvador Resources Management Course

Recent DRMI Graduates (cont.)



2015 Honduras Mobile International Defense Management Course

ADDITIONAL DRMI PHOTOS



2015 Honduras MIDMC participants engaged in discussion



2015 Costa Rica Mobile International Defense Mgt. Course



2016 Paraguay Resources Management Course



2015 Costa Rica Mobile International Defense Management Course



LTC Bryant Schumacher (far left) and Faculty Associate, NPS Department of Defense Analysis, Mr. Nathan Christensen (far right) outside of the Luis Poma training center with El Salvador resources management course participants



Saudi Arabia Mobile International Defense Management Course



IDMC participants at Arlington National Cemetery, Arlington, VA



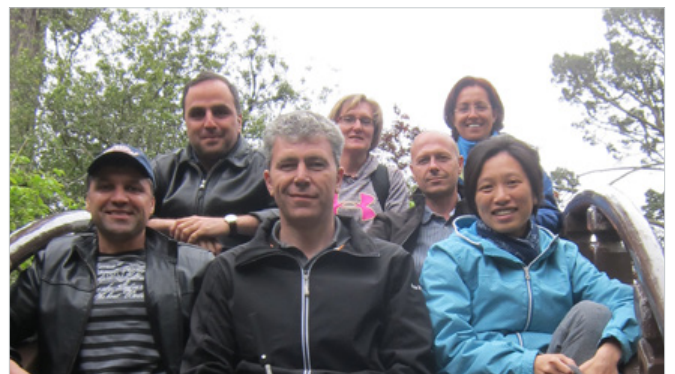
IDMC participants at Old Jamestowne, Jamestown, VA



IDMC participants at Golden Gate Bridge in San Francisco, CA



DRMI faculty with 2015 Honduras MIDMC participant Lieutenant Colonel Oddir Fuentes (Honduran Army) (right)



IDMC participants at the Japanese Tea Gardens, Golden Gate Park, San Francisco, CA



IDMC participants at Bixby Bridge, Monterey, CA



IDMC participants at Bixby Bridge



*IDMC participant at Golden Gate Bridge
in San Francisco, CA*



IDMC participants at the U.S. Capitol building in Washington, D.C.



DRMI FSP and FAOCAP team building exercise



DRMI FSP and FAOCAP team building exercise



IDMC team building exercise



IDMC participant at Butterfly Sanctuary in Pacific Grove, CA



DRMC participants at FAOCAP beach event

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



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