

CURRICULUM VITAE

Douglas A. Brook, Ph.D.

Education:

Ph.D. (Public Policy), George Mason University, 2001

M.P.A., University of Michigan, 1967

B.A., Political Science, University of Michigan, 1965

Graduate, The Executive Program, Darden School of Business Administration, University of Virginia, 1977

Academic Appointments and Experience:

Professor of Public Policy and Director, Center for Defense Management Reform, 2005-Present

Graduate School of Business and Public Policy

Naval Postgraduate School

Monterey, CA

Dean and Professor of Public Policy, 2002 - 2005

Graduate School of Business and Public Policy

Naval Postgraduate School

Monterey, CA

Work History:

Acting Under Secretary of Defense (Comptroller)/Chief Financial Officer, 2008-2009

Assistant Secretary of the Navy (Financial Management & Comptroller), 2007-2008

Vice President, Government Affairs, The LTV Corporation, 1993-2002.

Acting Director, U.S. Office of Personnel Management, 1992-1993.

Assistant Secretary of the Army (Financial Management), 1990-1992.

President, Brook Associates, Inc., 1982-1990.

Vice President, Government Affairs, Libbey-Owens Ford Company, 1976-82.

Supply Corps Officer, U. S. Naval Reserve, 1968-1998. Retired as Captain.

Professional and Educational Affiliations:

Member – American Society of Military Comptrollers, 1990-Present

Member – American Society for Public Administration 2005-Present

Member -- Visiting Committee, Gerald R. Ford School of Public Policy, University of Michigan, 1995-2002.

Trustee – U. S. Naval Academy Foundation, 1993-2004.

Member – M.P.A. Advisory Committee, George Mason University, 2000-2002.

Symposia, Conferences and Workshops:

Panel Chair, “Perspectives on Defense Acquisition and Procurement Policy in Transition,”
6th Annual Acquisition Research Symposium, Naval Postgraduate School, Monterey,
CA, May 14, 2009

Co-organizer, “The Future of Merit: Twenty Years After the Civil Service Reform Act,”
George Mason University and The Woodrow Wilson International Center for Scholars,
1998.

Dissertation:

“Business-Style Financial Statements Under the CFO Act: An Examination of Audit
Opinions”

Honors and Awards:

Fellow – National Academy of Public Administration, 2006-Present

Joseph L. Fisher Doctoral Award, George Mason University, School of Public Policy, 2001.

Journal Publications:

Douglas A. Brook, “Audited Financial Statements in the Federal Government: Intentions,
Outcomes and On-Going Challenges for Managers and Policy-Making,” *Journal of
Public Budgeting, Accounting and Financial Management*, vol 22 no. 1 (Spring 2010):
forthcoming.

Douglas A. Brook and Philip J. Candreva, “Whither the Defense Budget? Countervailing
Pressures and Process Challenges,” *Journal of Government Financial Management*,
(Spring 2009): 10-15.

Philip J. Candreva and Douglas A. Brook, “Transitions in Defense Management Reform: A
Review of the Government Accountability Office’s Chief Management Officer
Recommendation and Comments for the New Administration,” *Public Administration
Review*, November-December 2008: 1043-1049.

Douglas A. Brook and Cynthia L. King, “Federal Personnel Management Reform: From the
Civil Service Reform Act to National Security Reforms,” *Review of Public Personnel
Administration*, vol. 28 (September 2008): 205-211.

Douglas A. Brook and Cynthia L. King, “Civil Service Reform as National Security,” *Public
Administration Review*, May-June 2007: 397-405.

Douglas A. Brook and Philip J. Candreva, “Business Management Reform in the
Department of Defense in Anticipation of Declining Budgets,” *Public Budgeting &
Finance*, Fall 2007: 50-70.

Douglas A. Brook, “Dumping and Subsidy Cases at the ITC: Voting Discretion and
Commissioner Attributes,” *The International Trade Journal*, vol. XIX, no. 4 (Winter
2005): 309-336.

Douglas A. Brook, “Meta-Strategic Lobbying: The 1998 Steel Imports Case” *Business and
Politics*, vol. 7, no. 1 (2005), Article 4: 1-25.

Douglas A. Brook, “Trade Policy Strategies and Enforcement Choices: An Examination of
the 1992 Steel Antidumping Cases,” *The International Trade Journal*, vol. XVII, no. 1
(Spring, 2003): 81-100.

Douglas A. Brook, "Administrative Reform in the Federal Government: Understanding the Search for Private Sector Management Models -- An Annotated Bibliography," *Public Administration and Management: An Interactive Journal*, vol. 7, no. 2 (2002): 117-165.

Books and Book Chapters

Douglas A. Brook and Cynthia L. King, "Legislating Innovation in Human Capital Management: Lessons From The Department of Homeland Security," in Hannah Sistare and Terry Buss, eds., *Innovations in Human Capital Management* (New York: M.E. Sharpe, 2009): 277-291.

James P. Pfiffner and Douglas A. Brook, eds., *The Future of Merit: Twenty Years After the Civil Service Reform Act*, (Washington: Woodrow Wilson Center Press, 2000).

Douglas A. Brook, "Merit and The Civil Service Reform Act," in James P. Pfiffner and Douglas A. Brook, eds., *The Future of Merit: Twenty Years After the Civil Service Reform Act*, (Washington: Woodrow Wilson Center Press, 2000), 1-11.

Douglas A. Brook, "Steel: Trade Policy in a Changed Environment" in Alan V. Deardorff and Robert M. Stern, eds., *Constituent Interests and U. S. Trade Policies*, (Ann Arbor: The University of Michigan Press, 1998), 133-144.

Monographs, Technical Reports and Working Papers

Douglas A. Brook, Cynthia L. King, Shane Prater and Eric Timmerman, *National Security Personnel System: A History of the Creation and Enactment of the NSPS Legislation*, Center for Defense Management Reform Technical Report Series, December 2008.

Douglas A. Brook and Philip J. Candreva, *Business Reform in the Department of Defense with a Declining Budget Top Line*, Center for Defense Management Reform Working Paper Series, NPS-CDMR-GM-06-008, 26 October 2006.

Douglas A. Brook, Bryan Hudgens, *Benchmarking Best Practices in Transformation for Sea Enterprise*, Naval Postgraduate School Technical Report Series NPS-CDMR-GM-06-006, September 15, 2006.

Douglas A. Brook, Cynthia L. King, David W. Anderson and Joshua P. Bahr, *Legislating Civil Service Reform: The Homeland Security Act of 2002*, Naval Postgraduate School Technical Report Series NPS-CDMR-HR-06-006, June 2006.

Douglas A. Brook, *Audited Financial Statements: Getting and Sustaining "Clean" Opinions*, monograph, (Washington: The PricewaterhouseCoopers Endowment for the Business of Government, July, 2001).

Invited Presentations

Douglas A. Brook, "Financial Management in Transition: The Challenges of Continuity". Association of Government Accountants National Leadership Conference. Washington, DC, 20 February 2009.

Philip J. Candreva and Douglas A. Brook, "Budget Uncertainty and Business Management Reform in the Department of Defense: Some Considerations for Acquisition Management," 4th Annual Acquisition Research Symposium, Naval Postgraduate School, Monterey, CA, May 17, 2007

Douglas A. Brook and Cynthia L. King "Legislating Civil Service Reform: The Homeland Security Act of 2002." Keynote speakers for the Standing Panel on Public Service, National Academy of Public Administration, Washington DC. 15 November 2006.

Douglas A. Brook, discussant for paper by John E. Ullman, "Defense Cuts, Base Closings, and Conversion: Slow Reaction and Missed Opportunities," presented at the conference *George Bush: Leading in a New World*, Hofstra University, Hempstead, NY, April 17-19, 1997. Discussant comments published in conference proceedings: *From Cold War to New World Order: The Foreign Policy of George H. W. Bush* (Westport, CT: Greenwood Press, 2002), pages 420-422.

Douglas A. Brook, "Steel: Trade Policy in a Changed Environment." presented at the conference *Representation of Constituent Interests in the Design and Implementation of U.S. Trade Policies: The Sweetland Conference*, The University of Michigan, Ann Arbor November 8-9, 1997.

MBA Thesis and Project Advising

Primary or Co-Advisor:

Shane Prater and Eric Timmerman, *National Security Personnel System (NSPS): A History of Creation and Enactment of the Legislation Authorizing Its Establishment*, March 2008.

Aron Carman and Ryan Mudd, *Adding a Performance-based Component to Surface Warfare Officer Bonuses: Will It Affect Retention?* March, 2008.

Robert Williams, "Naval Aviation Enterprise AIRSpeed Measures of Success: The Generation of Measurable Costs Savings and Reinvestment for Recapitalization of the Future," December 2007.

Daniel B. Francis and Robin J. Walther, *A Comparative History of Department of Defense Management Reform from 1947 to 2005*, December 2006.

Eric Long, *Cost Valuation: A Model for Comparing Dissimilar Aircraft Platforms*, December 2006.

Ryan J. Mahoney and Scott D. Schofield, *Cost Analysis of Outsourcing an Air Force Squadron*, December 2006.

Chase J. Edwards, *Space Policy Challenges in the Dynamic Homeland Support Environment: A Taxpayer's Study of Lost Efficiencies on the Use of National Assets to Assist Civil Agencies in the Performance of Their Daily Missions*, December 2006. (Classified Thesis)

Trent Kalp, Cory Schemm and Jim Strauss, *Promoting Enterprise Success Within Team Based Entities in Hierarchical Organizations: A Study of Business Systems Modernization (BSM) Initiatives at Defense Supply Center Richmond (DSCR)*, December 2006.

Robert D. Patton (Conrad Scholar), *Evaluation of Sustained Value Creation With the DoD's Financial Improvement and Audit Readiness (FIAR) Plan*, December 2006.

Eric S. Wiese (Conrad Scholar), *Examination of Success Factors in Gaining and Sustaining Clean Audit Opinions Within DOD Components*, December 2006.

David W. Anderson and Joshua P. Bahr, *The Department of Homeland Security: A Gateway to Civil Service Reform?* December, 2005.

Andrew Lind, *Federal Financial Reform. Policy Formulation to Implementation: Research Into Relationships Between The President's Management Agenda Scorecard, Federal Audited Financial Statements, and the GAO High Risk List*, December 2005.

Second Reader:

Michael W. Middleton, *Assessing the Value of the Joint Rapid Acquisition Cell*, December 2006.

Henry Brown and Owen Nucci, *Performance Based Pay for the U.S. Marine Corps*, December, 2005.

Ph.D. Dissertation Advising

External Reader:

Todd R. Calhoun, *An Investigation Into The Impact of Foreign Direct Investment on Economic Freedom in Host Countries*, Spring, 2006, George Mason University School of Public Policy.

Research Interests:

Public Administration; Administrative Reform Movements

Civil Service and Public Personnel Policy

Trade Policy

Advocacy and Lobbying

Professional Service:

AACSB Peer Review Team (Initial Accreditation, U.S. Coast Guard Academy), 2005

Member of the Academic Council, Naval Postgraduate School, 2005-2007

Member of the Meyer Institute for Systems Engineering Review Committee, NPS, 2006

Member of the Provost's Committee on Sustaining Faculty Excellence, NPS, 2006

Judge of the Sea Enterprise Essay Contest sponsored by the U.S. Naval Institute, 2006

Reviewer for Rand Arroyo Center Research Report, 2006

Community Service:

Councilman, Town of Vienna, Virginia, 1979-83.

Member of the Monterey Symphony Chorus 2006- Present

Member of New Dominion Chorale, 2008