

Philip J. Candreva

Senior Lecturer of Budgeting
Senior Associate, Center for Defense Management Research
Graduate School of Business & Public Policy
Naval Postgraduate School
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EDUCATION

M.S., Financial Management (with distinction), Naval Postgraduate School, 1996
Thesis: "The Use of Financial Scoring Models for the Prediction of Business Failure: Implications for Department of Defense Financial Analysis" (Advisors: Doug Moses, Shu Liao)
B.S., Mineral Economics, Pennsylvania State University, 1984

Other graduate work:

25 credits beyond the MS at NPS in research methodologies and seminars, 2004-2006.
Masters Certificate, Project Management, George Washington University, 2002
Advanced Management Program, Tench Francis School of Business, 2001
Defense Systems Management College, 1998

POSITIONS HELD (retired military officer; retired at the grade of Commander in 2006)
Special Assistant, Assistant Secretary of the Navy (Financial Management & Comptroller), Washington, DC (2008)

Advisor and analyst; reported directly to the Assistant Secretary. Conducted analyses and studies on behalf related to areas of defense business transformation, financial management improvement and financial audit preparedness, and resource allocation.

Senior Lecturer of Budgeting, Graduate School of Business & Public Policy, Naval Postgraduate School, Monterey, CA (2006-present)

Lecturer and researcher in the areas of federal budgeting, public management, and financial management...teach both military and federal government civilian subject matter experts at the graduate level in resident, distributed, and executive education courses... serve as thesis advisor... conduct and publish original research.

Military Lecturer, Graduate School of Business & Public Policy, Naval Postgraduate School, Monterey, CA (2002-2006)

Lecturer and researcher in the areas of federal budgeting, public management, financial management, and defense acquisition...taught both military and federal government civilian subject matter experts at the graduate level... served as thesis advisor to 25

students... conducted and published original research and course materials...earned excellent student feedback scores.

Director, Navy Supply Information Systems Activity, Mechanicsburg, PA (1999-2002)

CFO and Director of \$85 million organization engaged in software development and maintenance for Defense Department logistics and financial systems...responsible for all budgeting, business management, and reporting of financials...ERP (SAP R/3) implementation project manager...developed and maintained corporate and project metrics and balanced scorecard...designed and implemented significant command reorganization ...led a staff of 115 civilians, reported directly to CEO.

Deputy for Financial Management, Research and Engineering, Naval Air Systems Command, Patuxent River, MD (1996-1999)

Managed the finances (budgeting and execution) of over \$350 million in annual Congressional appropriations... project management oversight of 25 research & development, procurement, and operation & maintenance programs...led a staff of 12 civilians, reported to top management of 8000 employee organization...awarded for financial analysis and for instilling increased financial and programmatic discipline ...advisor to team reorganizing 1300 person financial management workforce for \$16 billion parent organization...key member of teams involved in life-cycle costing, workload planning, corporate metrics, and enterprise resource planning.

Supply Officer, USS JOHN RODGERS (DD-983), homeported in Charleston, SC (1991-1994)

Managed all logistics for a 350 crewmember warship...turned around an ailing department of 40 officers and sailors to unprecedented levels of success in logistics management encompassing supply chain management, financials, food service, retail operations, and service activities (earned 3 consecutive fleet logistics awards)...coordinated logistics for U.S. Navy Task Force deployed to South America involving 19 port visits in 8 countries over a 5 month period.

Faculty and Assistant Planning Officer, Navy Supply Corps School, Athens, GA (1989-1991)

Taught afloat supply procedures to newly commissioned naval officers...hand-selected to teach leadership course ...led team of 8 providing public affairs and administrative support to front office of graduate level educational institution...actively involved in local government and Chamber of Commerce representing the largest federal employer in the region...earned Navy-wide award for public affairs excellence.

Supply Support Officer, USS PUGET SOUND (AD-38), homeported in Norfolk, VA (1985-1989)

Supported repair department of 1200-crewmember tender (repair ship)...reduced by 75% the percentage of unfinished maintenance tasks due to lack of parts.

REFEREED PUBLICATIONS

“Whither the Defense Budget? Countervailing Pressures and Process Challenges,” with Douglas A. Brook, *The Journal of Government Financial Management*, Vol. 58, no.1, Spring 2009, pp. 10-15.

“Transitions in Defense Management Reform: A Review of the Government Accountability Office’s Chief Management Officer Recommendation and Comments for the New Administration” with Douglas A. Brook, *Public Administration Review*, Vol. 68, no. 6, 2008, pp. 1043-1049.

“Business Management Reform in the Department of Defense in Anticipation of Declining Budgets,” with Douglas A. Brook, *Public Budgeting & Finance*, Vol. 27, no. 3, 2007, pp. 50-70.

“Controlling Internal Controls,” *Public Administration Review*, Vol. 66, no. 3, 2006, pp. 463-465.

“Congressional Delegation of Spending Power to the Defense Department in the Post 9-11 Period,” with L.R. Jones, *Public Budgeting & Finance*, Vol. 25, no. 4, 2005, pp. 1-19.

“Congressional Control over Defense and Delegation of Authority in the Case of the Defense Emergency Response Fund,” with L.R. Jones, *Armed Forces & Society*, Vol. 32, no. 1, 2005, pp. 105-122.

"Analysis of the Field of Public Management: A Response to Kelman, Thompson, Jones and Schedler," *International Public Management Review*, Vol. 5, no. 1, 2004, pp. 58-68.

BOOK CHAPTERS

“Financial Management” in Rene Rendon and Keith Snider, eds., *Management of Defense Acquisition Projects* (Reston, VA: AIAA, 2008).

NON-REFEREED PUBLICATIONS

“Accounting for Transformation,” *Armed Forces Comptroller*, Vol. 49, no. 4, Fall 2004, pp. 7-13.

“Global War on Resource Management,” *Armed Forces Comptroller*, Vol. 49, no. 2, Spring 2004.

Editor, *Practical Financial Management: A Handbook for the Defense Department Financial Manager*, 5th ed., Naval Postgraduate School, Monterey, CA, March 2003. Updated in January 2005 (6th ed.).

“What Makes a Professional?” *Armed Forces Comptroller*, Vol. 42, No. 2, Spring 1997.

“Predicting Contractor Failure,” *Navy Comptroller*, Vol. 7, No. 2, January 1997.

TECHNICAL REPORTS

“Exploring the Link between Performance and Resource Allocation in the Navy Enterprise,” with Natalie Webb, sponsored research report (NPS-CDMR-FM-08-004), 25 September 2008.

“Preparing for Transition: Strategic Considerations for the Business Transformation Agency,” with Cynthia King and Anita M. Salem, sponsored research report, 29 August 2008.

“Transformation in Transition: Defense Management Reform and the 2008 Election,” Center for Defense Management Reform Working Paper Series, NPS-CMDR-GM-08-001, 5 August 2008.

“Rethinking Acquisition Reform: Cost-Growth Solutions May Aggravate More Important Problems,” *Proceedings of the 5th Annual Acquisition Research Symposium* (Report number NPS-AM-08-037), Monterey, CA, May 14-15, 2008.

“After Transformation: Adverbs in Lieu of Verbs”, Center for Defense Management Reform column, January 2008, available at:
http://www.defensereform.org/files/FY2008/Candrea_01-08.pdf

“Changes in Navy Regional Maintenance Activities and their Funding Models,” NPS-GSBPP-07-002IR, Naval Postgraduate School, Monterey, CA, February 2007.

“Business Reform in the Department of Defense with a Declining Budget Top Line” with Douglas A. Brook, Center for Defense Management Reform Working Paper Series, NPS-CMDR-GM-06-008, 26 October 2006.

“National Service Trust: A Case Study,” NPS-GSBPP-05-010IR, Naval Postgraduate School, Monterey, CA, July 2005.

“Case Studies in Basic Fiscal Law (A),” NPS-GSBPP-05-011IR, Naval Postgraduate School, Monterey, CA, July 2005.

“Case Studies in Basic Fiscal Law (B),” NPS-GSBPP-05-012IR, Naval Postgraduate School, Monterey, CA, July 2005.

SPONSORED RESEARCH

Naval Postgraduate School Acquisition Research Program. 2009. (\$38,600) Principal Investigator; assisted by Monica Agarwal. “An Examination of the Institutional Factors that Result in Cost Growth in Defense Acquisition.”

Defense Business Transformation Agency. 2008. (\$62,807) Co-Principal Investigator with Cynthia King; assisted by Anita Salem. “Preparing for Transition: Strategic Considerations for the Business Transformation Agency”

Office of the Chief of Naval Operation (N09X). 2008 (\$55,665) Principal Investigator; assisted by Natalie Webb. “Exploring the Link between Performance and Resource Allocation in the Navy Enterprise: An Analysis of the Surface Warfare Enterprise”

UNPUBLISHED MANUSCRIPTS & WORKS IN PROGRESS

“Diagnosing performance management and performance budgeting systems: A case study of the U.S. Navy” with Natalie Webb. Under review by *Public Finance & Management*.

“Rethinking Acquisition Reform: Cost-Growth Solutions May Aggravate More Important Problems,” Revise and Resubmit by *International Journal of Defense Acquisition Management*.

“Depreciation of Capital Assets: Management Alternatives and Implications,” prepared for the Deputy Chief Financial Officer, U.S. Department of Defense, November 2005.

“Researching Policy Network Management: Cybernetics in Navy Programming Decisions”

“Becoming a Successful Researcher: A Grounded Theory of Identity”

COURSES TAUGHT

Defense Budget & Financial Management Policy (GB/GE4053/MN3172) (2009-present)
1 iteration, 22 students, aggregate student evaluations (5.0 scale) for instructor (4.95) and course (4.59)

Defense Financial Management Practice (GB/GE/MN3510 & MN3154) (2002 – present)
27 iterations, 533 students, aggregate student evaluations (5.0 scale) for instructor (4.57) and course (4.25)

Practical Comptrollership Course (2002-2006)
28 iterations, 947 students, aggregate student evaluations (5.0 scale) for instructor (4.92) and course (4.78).

Business, Financial, and Contract Management (MN3364) (2003)
1 iteration, 20 students, aggregate student evaluations (5.0 scale) for instructor (4.84) and course (4.58)

CONFERENCE PRESENTATIONS, SYMPOSIA, and COLLOQUIA

“Examining the Institutional Factors Affecting Cost Growth in Defense Acquisition: Additional Insights May Yield More Effective Policy Interventions,” Sixth Annual Acquisition Research Symposium, Monterey, CA May 13-14, 2009.

“Rethinking Acquisition Reform: Cost-Growth Solutions May Aggravate more Important Problems,” Fifth Annual Acquisition Research Symposium, Monterey, CA, May 14-15, 2008.

“Budget Uncertainty and Business Management Reform in the Department of Defense: Some Considerations for Acquisition Management,” with D.A. Brook, Fourth Annual Acquisition Research Symposium, Monterey, CA, May 16-17, 2007.

“Accounting for Transformation,” American Society of Military Comptrollers annual Professional Development Institute, San Diego, June 2006.

“Tell Me How I’m Measured, I’ll Tell You How I’ll Perform,” American Society of Military Comptrollers annual Professional Development Institute, San Diego, June 2006.

“Development of the National Service Trust Case” faculty colloquium, Graduate School of Business and Public Policy, Naval Postgraduate School, Monterey, California, February 2006.

Sole discussant for panel, *Issues in International Public Budgeting and Financial Management*, Association for Budgeting and Financial Management conference, Washington DC, November 2005.

“Policy Network Management: A Suggested Campaign of Experimentation” 2005 Networking and Electronic Commerce Research Conference (NAEC 2005), Riva Del Garda, Italy, October 2005. (paper accepted, but unable to attend)

“The Sword and the Purse: The Why and How of Congressional Delegation of Budget Authority to DoD,” American Society of Military Comptrollers annual Professional Development Institute, Salt Lake City, June 2005. Reviewed in *Armed Forces Comptroller*, Vol. 50, no. 3, Summer 2005, 41-44.

“Accounting for Transformation,” American Society of Military Comptrollers annual Professional Development Institute, Salt Lake City, June 2005.

“Paying for the War on Terrorism,” with L. R. Jones, a paper presented in the panel discussion *Current Issues in Federal Budgeting*, Association for Budgeting and Financial Management Conference, Chicago, October 2004.

“The Defense Emergency Response Fund: A Case Study of Delegation of Authority by Congress to the Department of Defense” faculty colloquium, Graduate School of Business & Public Policy, Naval Postgraduate School, Monterey, California, September 2004.

INVITED LECTURES

“The Affordability of the Defense Program: Internal and External Pressures,” in Navy Practical Comptrollership Course, Naval Postgraduate School, April 2009.

“The Blending of Academic and Military Cultures,” Naval Postgraduate School, Compass Program, December 2008.

“The Recent Past and Likely Futures of Defense Management Reform,” in Navy Practical Comptrollership Course, Naval Postgraduate School, August 2008 and November 2008.

“National Service Trust” case study discussion facilitation in Navy Practical Comptrollership Course, Naval Postgraduate School, December 2006.

“Performance Measurement” and “PPBE” in Navy Practical Comptrollership Course, Naval Postgraduate School, December 2006.

“How can Information Science Help Answer the Big Questions of Public Management” in Information Science PhD program seminar (IS4790), November 2006.

“Using Financial Information,” in Executive Business Course, Navy Center for Executive Education, Monterey, August 2006.

“Research Design” in Graduate School of Operational and Information Sciences research seminar, Monterey, August 2006.

“Defense Financial Management” in Principles of Acquisition and Program Management (MN3331), Fleet Numerical Meteorological and Oceanographic Center, Monterey, CA, July 2006.

“The Process of Theorizing,” with T. Lewelling, in Information Science PhD program seminar (IS4790), July 2006.

“Issues in Navy Financial Management,” in Navy Corporate Business Course, Navy Center for Executive Education, San Diego, April, 2006; Monterey, June 2006.

“Absorptive Capacity and Interorganizational Knowledge Flows,” in Information Science PhD program seminar (IS4790), May 2006.

“Congressional Micromanagement of Defense” in Information Science PhD program seminar (IS4790), March 2006.

“U.S. Navy PPBE Practices,” in Defense Financial Management Policy (GB4053), Naval Postgraduate School, February 2006 and August 2006.

“Case Study Research and Teaching Case Writing: a Comparison of Methods and Ideals,” in Information Science PhD program seminar (IS4790), October 2005.

“Accounting for Transformation,” meeting of the American Society of Military Comptrollers, Monterey, CA, August 2004.

“Management of the Navy’s ERP Pilot Projects,” in Technology and Information Systems for Logistics and Operations (GB4420), Naval Postgraduate School, November 2003.

“PPBE Reform” in Acquisition Symposium, Naval Postgraduate School, October 2003.

“National Service Trust” case study discussion facilitation in Internal Control and Auditing (GB4520), Naval Postgraduate School, September 2003.

“Management of the Navy’s ERP Implementation Projects,” in Economic Evaluation of Information Systems II (IS4031), Naval Postgraduate School, November 2002.

STUDENT THESIS ADVISING (* indicates lead advisor)

Monica Agarwal, “Mapping the Institutional Factors that Explain Persistent Cost Growth in Defense Acquisition Programs”*

Kevin Sudbeck, “An Analysis of the Naval Air Enterprise Strategy and Structure”

Brett Sullivan, “Determination of Cost Drivers for Ship Operations (1B1B) Consumable (SO) Operations Target Accounts for Amphibious Assault Ships”

Tiffany Hill, “An Analysis of the Organizational Structures supporting the PPBE Process” (Conrad Scholar)*

Sharon Holcombe and Nate Johnston, “Analysis of the PPBE Process in the Current Dynamic Political Environment”

Lynn Trujillo, “Analysis of the Dynamic Nature of Information Flow and its Effects on the Navy Operational Target (OPAR) Cost Estimation Process”

Ryan O’Loughlin, “A Stakeholder Analysis of the U.S. Navy’s Thirty-Year Shipbuilding Plan” (Surface Navy Association Award for best thesis)

Erik R. Naley, “Emulating Excellence: Financial Management Lessons for the Navy from the Experiences of the Corporation for National and Community Service” (Conrad Scholar)*

John M. Lund, “Agile Rapid Global Combat Support (ARGCS) system: A Cost and Benefit Analysis of including ARGCS technologies in acquisition of the Enhanced Consolidated Support System (eCass)”

Jason D. Kindred, “War funding for Commander Naval Air Forces Pacific: Evaluating the Impacts of Supplemental Appropriations on the Flying Hour Program at CNAP”

Vincent A. Kahnke, “Predicting Submarine Operating and Maintenance Costs Using Probabilistic Methods Correlated To Position In The 18 Month Inter-deployment Readiness Cycle (IDRC)”

Matthew D. Hoekstra, “Planning, Programming, Budgeting and Execution (PPBE) System and Its Implications for Right-Sizing the Fleet’s Fuels Operation Budget”*

Alice Y. Liburd & Avonna Ramsey, “The Defense Messaging System (DMS) in the Navy Regional Enterprise Messaging System (NREMS) Environment”

Chad J. Roum, “The Nature of DoD Reprogramming” (Conrad Scholar)*

David E. Miller, “The Blank Check Policy of Funding War in the 21st Century”

R. David Patton, “Creating Sustained Public Value with Defense Financial Management Reform: An Evaluation of the Financial Improvement and Audit Readiness Plan” (Conrad Scholar)

Grayson T. Story, “Marine Corps Special Operations Command: Estimating a Budget Baseline for Developing and Sustaining a Standing Marine Corps Component capability for US Special Operations Command (USSOCOM)”

John Velez and John Dibert, “An Analysis of Earned Value Management Implementation in the F-22 System Program Office’s Software Development”, available as NPS Acquisition Research Sponsored Report NPS-AM-06-052.

Eric S. Wiese, “Incentives to Achieve Lasting Department of Defense (DoD) Financial Management Reform: Establishing Mechanisms to Reward Organizations and Individuals for Behaviors that Comply with DoD-wide and Congressional Goals” (Conrad Scholar)

Jason Woodruff, “Trends in Congressional Control of Defense Spending: 1990 to 2006”*

Christopher M. Sacco & Jason D. Lovell, “Evaluating Leadership’s Approach to Implementing Organizational Change Across the Naval Aviation Enterprise with a Focus on the Development of Fleet Readiness Centers”

Amanda Evans, “Long Term Military Contingency Operations: Factors Affecting Budgeting in Baseline and Supplemental Appropriations”

Pamela Theorgood, “Model Process Validation: An Analysis of Performance-Based Pricing Programs” (distinguished graduate, Conrad Scholar, ASMC Research Award)*

Coleman Ruiz & Jason Klingenberg, “Expenditure Tracking as a Performance Measurement System”

Michael Dube & Brad Vetting, “Lessons for the Department of Defense from Non-Profit Organizations”*

Rodney Blevins, “Understanding Ethical Dilemmas in the Military Workplace: Factors that Influence the Decision to Take Action”

Paul J. Haren, James P. Ingram (distinguished graduate), and Lee H. Weber, “Ethics in the Military: A Review of Junior Officer Education and Training Programs”

Jed Espiritu, “Implementing the Mission Funded Naval Shipyard: A Case Study in Change Management” (Conrad Scholar, distinguished graduate)*

Sean Foss, “The Defense Transformation for the 21st Century Act: Civilian Personnel Structures and the U.S. Legislative Process”

Timothy B. Worley & Sonia I. Adams, “What is the Academic Review Process and How is it Working at the Naval Hospital Corps School?”

Jeff Davis, “Information Technology Portfolio Management and the Real Options Method: Managing the Risks of IT Investments in the Department of the Navy” (Conrad Scholar, distinguished graduate, outstanding thesis award)*

Scott Willette, “Implementing Transformation: An Analysis of Marine Direct Air Support Requirements” (distinguished graduate)

Tadd Gorman, “Effect of OPTEMPO on Ship Operational Costs”

Ricardo Byrdsong, et al, “Transformation of Department of Defense Contract Close-out”

Thomas “Jack” Moreau, “The Evaluation Of Appropriateness Of OMB Circular A-76 Studies On Revenue-Generating Functions In Defense Working Capital Fund Activities”*

AWARDS

Double meritorious pay step increase, Naval Postgraduate School (2007, 2008)

Earned military subspecialties in financial management (1996) and information technology management (2002)

Designated, Defense Acquisition Professional, 1999

Certified DAWIA Level III – Business, Cost Estimating, and Financial Management, 1998

American Society of Military Comptrollers, First Place Essay, 1997

Conrad Scholar in Financial Management – Naval Postgraduate School, Monterey, 1996

Naval Supply Systems Command Award for Academic Achievement, 1996

Navy Blue "E" Award for Logistics Excellence (3 consecutive), 1992-1994

Rear Admiral Thompson Award for Public Affairs Excellence, 1991

Surface Warfare Supply Corps Officer Designation, 1991

Military decorations for meritorious performance: Meritorious Service Medal (3), Navy Commendation Medal (3), Navy Achievement Medal, plus various unit awards.

SERVICE / MEMBERSHIP

Naval Postgraduate School Faculty Council (Graduate School of Business & Public Policy representative, 2008-2011 term)

Center for Defense Management Research (Senior Associate, 2006-present ; Acting Director, 2008)

Reviewer: *International Journal of Defense Acquisition Management*, 2008

Reviewer: *Armed Forces & Society*, 2008

Reviewer: *Public Administration Review*, 2005-2008

Reviewer: *International Public Management Review*, 2005-2008

Reviewer: *Hawaii International Conference on System Sciences (HICSS)*, 2004-2006

MBA/MS Student Thesis Advisor (48 students, 35 projects)

Association for Budgeting and Financial Management (member)

American Society of Public Administration (member)

ASPA Section on Public Performance and Management (member)

International Public Management Network (member)

American Philatelic Society (member)

Naval Postgraduate School Awards Board (member, 2002-2006)

American Society of Military Comptrollers (member, President of Monterey Chapter, 2005-2006)

Boy Scouts of America (local troop parent volunteer, 2000-2008)

Navy-Marine Corps Relief Fund Drive (Monterey peninsula 2004 campaign chairman)
U.S. Navy Supply Corps Association, Monterey CA (faculty advisor, 2002-2004)
Bethany Christian Services, Grand Rapids, MI (endowed and oversee management of a scholarship fund for social work students in Romania attending University of Timisoara and Alexandru Ioan Cuza University in Iasi)
Moving in the Spirit, Atlanta, GA (financial and in-kind supporter, 15+ continuous years)
Community Fellowship Church, Lancaster, PA (teen program leader, 2000-2002)
Montessori Academy of Lancaster, Lancaster, PA (parent volunteer, 1999-2002)
South Potomac Church, Waldorf, MD (business task force, building program, missions task force, 1996-1999)
Beddow School, Waldorf, MD (parent volunteer, budget committee, 1996-1999)
Athens Arts Festival, Athens, GA (participating artist, 1992, won "Best in Show")
Madison-Morgan Cultural Center Arts Show, Madison, GA (participating artist, 1992)
Athens/Clarke County Chamber of Commerce, Convention & Visitors Bureau, Athens, GA (member, 1990-1992)
50th Anniversary Celebration of the George Foster Peabody Awards, Athens, GA (organizing committee, 1992)
Habitat for Humanity, Athens, GA (volunteer, 1990-1991)

PERSONAL

Married 23 years; three boys (16, 13, and 11 years old). Enjoy reading, philately, running and cycling, and family activities.