

SUSAN PAGE HOCEVAR

EDUCATION

Ph.D., Business Administration. University of Southern California, 1989.
M.A., Educational Psychology and Measurement. Cornell University, 1975.
B.A., Psychology. University of Rochester, 1970.

PRIMARY TEACHING AREAS

- Organizational Behavior
- Negotiation and Consensus Building
- Organization Design
- Organizational Power, Politics and Conflict Management

GRADUATE TEACHING EXPERIENCE

Graduate School of Business and Public Policy, Naval Postgraduate School, Monterey, CA
Associate Professor (7/01-present); Assistant Professor, Department of Systems Management, (7/95 – 7/01). Visiting Assistant (Adjunct) Professor 9/90 - 6/95. Courses taught in Organizational Behavior; Organizations as Systems and Structures; Effective Teams; Negotiation and Consensus Building (for GSBPP, SIGS (Stability and Reconstruction; Homeland Security curricula) and GSOIS (Defense Analysis curricula)); Modules in Inter-organizational Collaboration; Research Methods; and Capstone (for Center for Homeland Defense and Security).

Center for Executive Education, Naval Postgraduate School, Monterey, CA. Modules on organization design, negotiation, and inter-organizational collaboration for the Navy Corporate Business Course (NCBC), the Naval Intelligence Business Executive Course (NIBEC) and the Executive Business Course (EBC). 2002; 2006-present

Adjunct Faculty for University of San Francisco's MPA in Managing Nonprofit Organizations teaching statistics and advising thesis research. (11/85-9/90)

REFEREED ARTICLES for JOURNALS or BOOKS

Hocevar, S.P., Thomas, G.F., Jansen, E. (2006). Building collaborative capacity: An Innovative strategy for homeland security preparedness. In Beyerlein, Beyerlein & Kennedy (Eds) *Advances in Interdisciplinary Studies of Work Teams: Innovation Through Collaboration*, Volume 12 (263-283). Elsevier JAI Press.

Baker, B.T., Hocevar, S.P. and Johnson, W.B. (2003). The prevalence and nature of service academy mentoring: A study of Navy midshipmen. *Military Psychology*, 15: 272-282.

Strayer, K.W., Hoivik, T.H. and Hocevar, S.P. (2000). The use of advanced warfighting experiments in acquisition decisions. *Acquisition Review Quarterly*, 7(4): 281-294.

Hocevar, S.P. & Owen, W.E. (1998) Team-based redesign as a large scale change: Applying theory to the implementation of Integrated Product Teams. *Acquisition Review Quarterly*, 5(2): 147-166.

Frew, B.A. & Hocevar, S.P. (1998) Stakeholder analysis and diffusion of innovation as requirements determination tools. In M. Gordon Hunter (Ed.) *Systems development case studies* (79-88). Boston: Irwin McGraw-Hill.

Hocevar, S.P., Frew, B.A. & Bayer, V.C. (1997) Implementing a wide-area network at a naval air station: A stakeholder analysis. In M. Khosrowpour and J. Liebowitz (Eds.) Cases on IT Management in Modern Organizations (73-83). Hershey, PA: Idea Publishing.

Barrett, F.J., Thomas, G.F. & Hocevar, S.P. (1995). The central role of discourse in large-scale change: A social construction perspective. Journal of Applied Behavioral Science, 31, 352-372.

Hocevar, S.P. & Bhambri, A. (1989). Corporate social performance: A model of assessment criteria. In J.E. Post (Ed.), Research in corporate social performance and policy, Volume 11 (pp. 1-20). Greenwich, CT: JAI Press.

Hocevar, S.P. (1984). Corporations and Communities: Slow Dancing in the Industrial Heartland. New Management, 2(2), 55- 60.

CONFERENCE PAPERS IN PROCEEDINGS

Jansen, E., Hocevar, S.P., Rendon, R.G., Thomas, G.F. (2009). The Theory and Measurement of Interorganizational Collaborative Capacity in the Acquisition and Contracting Context. In *Proceedings of the 6th Annual Acquisition Research Symposium*. May 13-14, 2009. Monterey, CA.

Entin, E., Weil, S., Hutchins, S.G., Kleinman, D.L., Hocevar, S.P., Kemple, W.G., Pfeiffer, K. (2008). Two Types of ISR Commands Under Two Different Mission Intensities: Examining ESG Concepts. In *Proceedings of the 13th International Command and Control Research and Technology Symposium*, Seattle, WA, June 17-19, 2008.

Hocevar, S.P., Jansen, E., Thomas, G.F. (2007). Developing Collaborative Capacity: A Diagnostic Model. In *Proceedings of the 4th Annual Acquisition Research Symposium*. May 16-17, 2007. Monterey, CA.

Hutchins, S.G., Weil, S., Kleinman, D.L., Hocevar, S.P., Kemple, W.G., Pfeiffer, K., Kennedy, D., Oonk, H.M., Averett, G., Entin, E.E. (2007). Design of an Experiment to Investigate ISR Coordination and Information Presentation Strategies in an Expeditionary Strike Group. In *Proceedings of the 12th International Command and Control Research and Technology Symposium*, Newport, RI, June 19-21, 2007.

Thomas, G.F., Hocevar, S.P. Jansen, E. (2006). Building Collaborative Capacity in an Inter-Organizational Context. In *Proceedings of the 3rd Annual Acquisition Research Symposium*. May 2006. Monterey, CA.

Weil, S., Kemple, W.G., Grier, R., Hutchins, S., Kleinman, D, Hocevar, S.P., Serfaty, D. (2006). Empirically-Driven Analysis for Model-Driven Experimentation: From Lab to Sea and Back Again. In *Proceedings of the 11th International Command and Control Research and Technology Symposium*. June 20-22, 2006. San Diego, CA.

Hutchins, S.G., Kemple, W.G., Kleinman, D.L., Hocevar, S.P. (2005). Expeditionary Strike Group: Command Structure Design Support. In *Proceedings of the 10th International Command and Control Research and Technology Symposium*. June 13-16, 2005. McLean, Virginia.

Entin, E.E., Weil, S. A. Kleinman, D.L., Hutchins, S.G., Hocevar, S.P., Kemple, W.G., Daniel Serfaty, (2004). Inducing Adaptation in Organizations: Concept and Experiment Design. In *Proceedings of the 2004 Command and Control Research and Technology Symposium*, Loews Coronado, CA, June 2004.

Diedrich, F.J., Entin, E.E., Hutchins, S.G., Hocevar, S.P., Rubineau, B. and MacMillan, J (2003). When do Organizations Need to Change (Part I)? Coping with Incongruence. In *Proceedings of the 2003 Command and Control Research and Technology Symposium*, NDU, Washington, D.C., June 2003.

Entin, E.E., Diedrich, F.J., Kleinman, D.L., Kemple, W.G., Hocevar, S.P., Rubineau, B. and Serfaty, D. (2003). When do Organizations Need to Change (Part II)? Incongruence in Action. In *Proceedings of the 2003 Command and Control Research and Technology Symposium*, NDU, Washington, D.C., June 2003.

Diedrich, F.J., Hocevar, S.P., Entin, E.E., Hutchins, S.G., Kemple, W.G. and Kleinman, D.L. (2002) Adaptive Architectures for Command and Control: Toward an Empirical Evaluation of Organizational Congruence and Adaptation. In *Proceedings of the 2002 Command and Control Research and Technology Symposium*, NPS, Monterey, CA, June 2002.

Hutchins, S.G., Kleinman, D.L., Hocevar, S.P., Kemple, W.G., and Porter, G.R. (2001). Enablers of self-synchronization for Network-Centric Operations: Design of a complex command and control experiment. Proceedings of the 6th International Command and Control Research and Technology Symposium. US Naval Academy, Annapolis, MD. (Honorable Mention for Best Conference Paper; Best Paper Track 5)

Hutchins, S.G., Kemple, W.G., Poirier, J.A. and Hocevar, S.P. (2001). Use of a novel organizational structure to support complex decisionmaking during Global Wargame 2001. Proceedings of the 6th International Command and Control Research and Technology Symposium. US Naval Academy, Annapolis, MD.

Hutchins, S.G., Kemple, W.G., Poirier, J.A., Hocevar, S.P., Kleinman, D.L. and Sovereign, M.G. (2001). Use of information technology to develop a collaborative decision support system for command and control. Proceedings of the 6th International Command and Control Research and Technology Symposium. US Naval Academy, Annapolis, MD.

Hocevar, S.P. (2000). Autonomous vs. interdependent structures: Impact on unpredicted tasks in a simulated Joint Task Force mission. Proceedings for the 2000 Command & Control Research and Technology Symposium. Naval Postgraduate School, Monterey CA.

Hess, S.M., Hess, K.P., Kemple, W.G., Hocevar, S.P., Entin, E.E., Serfaty, D. (2000). From Laboratory to Field – Testing A2C2 Concepts During Global Wargame Exercises. Proceedings for the 2000 Command & Control Research and Technology Symposium. Naval Postgraduate School, Monterey CA.

Hess, K.P., Entin, E.E., Hess, S.M., Hutchins, S.G., Kemple, W.G., Kleinman, D.L., Hocevar, S.P., Serfaty, D.L. (2000). Building Adaptive Organizations: A Bridge from Basic Research to Operational Exercises. Proceedings for the 2000 Command & Control Research and Technology Symposium. Naval Postgraduate School, Monterey CA.

Hocevar, S.P., Kemple, W., Kleinman, D. and Porter, G. (1999) Assessments of simulated performance of alternative architectures for command and control: The role of coordination and adaptability. Proceedings for the 1999 Command & Control Research and Technology Symposium (pp. 123-143). Newport RI, June 1999.

Hutchins, Susan G., Hocevar, Susan P., and Kemple, William G. Analysis of Team Communications in “Human-in-the-Loop” Experiments in Joint Command and Control. Proceedings of the 1999 Command and Control Research & Technology Symposium (pp.223-232). Newport, RI, June 1999.

Wollenbecker, LT Joan M., Kemple, W.G, Kleinman, D.L., Porter, G.R. and Hocevar, S.P. (1999) Using MTWS for Human-in-the-Loop C2 Organizational Experiments. Proceedings for the 1999 Command & Control Research and Technology Symposium (pp. 144-173). Newport RI, June 1999.

Hocevar, S.P. (1998) Deciding to adapt organizational architecture: Facilitators and inhibitors to change. Proceedings for the 1998 Command & Control Research and Technology Symposium (pp. 78-95). Monterey, CA, June 1998.

Hocevar, S.P., Kemple, W.G. & Benson, R. (1998) Translating model-based findings to an operational arena: Interpretations from research participant/experts. Proceedings for the 1998 Command & Control Research and Technology Symposium (pp. 54-65). Monterey, CA, June 1998.

Kemple, W.G., G.R. Porter, R. Benson, S.G. Hutchins, & S.P. Hocevar (1998) Research in the classroom and simulation laboratory: Combining C2 research and education. Proceedings for the 1998 Command & Control Research and Technology Symposium (pp. 360-366). Monterey, CA, June 1998.

Thomas, K.W., Thomas, G.F. & Hocevar, S.P. (1998) Values implicit in the word "empowerment": Historical analysis and an interview study in a U.S. organization. 1998 Proceedings for the 6th International Conference on Work Values and Behavior. Istanbul, Turkey, July 1998.

CONFERENCE PRESENTATIONS: PAPERS NOT in PROCEEDINGS

Hutchins, S. G., Weil, S., Kleinman, D. L., Hocevar, S. P., Kemple, W. G., Pfeiffer, K., Kennedy, D., Oonk, H. M., Averett, G. A., and Entin, E. E. (2007). *ISR Coordination Structure and Information Presentation Strategies to Support Expeditionary Strike Groups*. Paper presented to the 75th Military Operations Research Society Symposium. Annapolis, MD, June 12-14, 2007.

Hutchins, S. G., Kemple, W. G., Kleinman, D. L., and Hocevar, S. P. (2005). *Expeditionary Strike Group: Command Structure Design Support*. Presentation to the Military Operations Research Society Symposium. West Point, NY. 21-24 June 2005.

Hocevar, D. & Hocevar, S. (2004). *What is Good for Science may not be Good for Policy: Scales, Schools and Accountability*. Presentation at the International Meeting of the *Psychometrika* Society, Monterey, CA.

Hutchins, S.G., Entin, E.E., Weil, S. A. Kleinman, D.L., Hocevar, S.P., Kemple, W.G., Daniel Serfaty, (2004). *Inducing Adaptation in Organizations: Concept and Experiment Design*. Presentation to the 72nd Military Operations Research Society Symposium, NPS, Monterey, CA, June 2004.

Kemple, W.G., Hocevar, S.P., Diedrich, F.J., Hutchins, S.G., Kleinman, D.L., and Entin, E.E. (2002). *Divisional versus Functional Organizations: Contrasts for Different Tasks*. Presentation to the 70th Military Operations Research Society Symposium, 18-20 June 2002, Ft. Leavenworth, KS.

Hocevar, S.P., Kemple, W.G. and Hutchins, S.G. (2001). Self-synchronization: Preliminary simulation-based research on where it effectively occurs and key enablers. Presentation at the 69th Annual Military Operations Research Society Symposium (MORSS), 12-14 Jun, 2001, US Naval Academy, Annapolis, MD.

Hutchins, S.G., Poirier, J. A., Kemple, W. G., Hocevar, S. P., and Kleinman, D. L. (2001) Functionality Required for a Collaborative command and control decisionmaking system. Presentation at the 69th Annual Military Operations Research Society Symposium (MORSS), 12-14 Jun, 2001, US Naval Academy, Annapolis, MD.

Hutchins, S.G., Poirier, J. A., Kemple, W. G., and Hocevar, S. P., (2001) Effectiveness of a Novel C2 Organizational System Used During Global Wargame 2000. Presentation at the 69th Annual Military Operations Research Society Symposium (MORSS), 12-14 Jun, 2001, US Naval Academy, Annapolis, MD.

Hocevar, S.P. (2000). The Effects of Variation in Structurally Derived Coordination Capabilities on the Response to Unpredicted Mission Requirements: A Simulation-Based Experiment. Presentation at 68th Annual Military Operations Research Society Symposium (MORSS), U.S. Air Force Academy, Colorado Springs, CO, June 2000.

Hocevar, S.P. (2000). Why Marines Leave Active Duty Service: Preliminary Analysis of 1999 Web-Based Survey Results. Presentation at 68th Annual Military Operations Research Society Symposium (MORSS), U.S. Air Force Academy, Colorado Springs, CO, June 2000.

Pasaraba, W.L., Hocevar, S.P. and Kemple, W.G., (2000). Alternative Architectures for Command and Control: Performance on Anticipated and Unanticipated Tasks. Presentation at 68th Annual Military Operations Research Society Symposium (MORSS), U.S. Air Force Academy, Colorado Springs, CO, June 2000.

Hocevar, S.P., Kemple, W.G., Kleinman, D.L. and Porter, G. (1999) Alternative Architectures for Command and Control: Performance on Anticipated and Unanticipated Tasks. Paper presented at 67th Annual Military Operations Research Society Symposium (MORSS), U.S. Military Academy, West Point NY, June 1999.

Hutchins, S. and Hocevar, S.P. and Kemple, W. (1999) Communications and team effectiveness in a simulated joint operation. Paper presented at 67th Annual Military Operations Research Society Symposium (MORSS), U.S. Military Academy, West Point NY, June 1999.

Hocevar, S.P. (1998) Organizational Change at the Naval Air Warfare Center, Aircraft Division, Indianapolis: A Comprehensive Case Study. Paper presented at "The 21st Century Change Imperative: Evolving Organizations and Emerging Networks." Center for the Study of Organizational Change, University of Missouri, Columbia. June 1998.

Hocevar, S.P., Kemple, W.G. & Benson, R. (1998). Determinants of Organizational Structure from a Military Operations Perspective. 66th Military Operations Research Society (MORSS) Symposium: Preparing for Military Operations Research in the 21st Century. Monterey, CA, June 1998.

Hutchins, S.G., Kemple, W.G., Benson, R. and Hocevar, S.P. (1998). Drivers of Adaptation Within Military architectures: An empirical Evaluation. 66th Military Operations Research Society (MORSS) Symposium: Preparing for Military Operations Research in the 21st Century. Monterey, CA, June 1998.

Hocevar, S.P. (1994). Assessing the Impact of Organizational Restructuring Through the Application of Structural Equation Modeling. Paper presented at the Conference on Causal Modeling, Purdue University, March, 1994.

Hocevar, S.P. (1991, March). It's that Time of Year Again. Case and teaching note on performance appraisal. Case Research Colloquium, Western Academy of Management, Santa Barbara, CA.

Hocevar, S.P. and Jansen, E. (1989, August). The dimensionality of reward preferences: A confirmatory analysis. Paper presentation at the National Academy of Management, Washington, D.C.

Hocevar, S.P. (1989, March). Performance contingent rewards. Paper presentation at the annual meeting of the Western Academy of Management, San Francisco, CA.

Hocevar, S.P. (1987, April). Action research and participative management. Paper presentation at the meeting of the Western Academy of Management, Hollywood, CA.

Hocevar, S.P. and Bhambri, A. (1985). Corporate social performance: A model of assessment criteria. Paper presentation at the annual meeting of the National Academy of Management, San Diego, CA.

Hocevar, S.P. and Mohrman, S.A. (1984, August). Quality circles in a large metropolitan police department. Paper presented at the meeting of the National Academy of Management, Boston, MA.

Hocevar, S.P. and Hocevar, D. (1982, August). Use of confirmatory factor analysis in evaluating factorial validity. Paper presented at the meeting of the National Academy of Management, New York, NY.

Hocevar, S.P. and Starr, L. (1979, March). California's Interagency Agreements. Presentation at the California Conference of Administrators in Special Education (CAL/CASE), Sacramento, CA.

CONFERENCE PRESENTATIONS: SYMPOSIA

Hocevar, S.P. (2000). Inter-unit Autonomy vs. Inter-unit Coordination: Effects on Performance of Simulated Military Mission Under Two Conditions of Uncertainty. Paper presented at the symposium Understanding Adaptive Organizations: Concepts, Methods, Findings from Military C2 Contexts at the Society for Industrial and Organizational Psychology, New Orleans, LA, April 2000.

Hutchins, S.G., Hocevar, S.P., Kemple, W.G (2000). Comparison of High and Low Task Performance Via Assessment of Team Communications in a Joint Command and Control Environment. Paper presented at the symposium Understanding Adaptive Organizations: Concepts, Methods, Findings from Military C2 Contexts at the Society for Industrial and Organizational Psychology, New Orleans, LA, April 2000.

Hocevar, S.P. (1996). Symposium chair and presenter: Self-Managed Teams: A Case from the Public Sector. Western Academy of Management, Banff, Alberta, Canada, March 1996. (Co-presenters Gail Fann Thomas and Kenneth W. Thomas).

Hocevar, S.P. (1985, April). What's in it for business? In W. Schmidt (Chair), Public-private partnerships: Future trend or passing fad? Symposium conducted at the meeting of the Western Academy of Management, San Diego, CA.

Hocevar, S.P. (1984, April). Deinstitutionalizing Ideology. In S. Kerr (Chair), Unfreezing organizational assets: Leverage through reframing. Symposium conducted at the meeting of the Western Academy of Management, Vancouver, BC, Canada.

Hocevar, S.P., Jansen, E. and Teagarden, M. (1983, April). Learn by designing: An exercise in the design of an inhabited space platform. Workshop presentation at the meeting of the Western Academy of Management, Santa Barbara, CA.

TECHNICAL REPORTS

Jansen, E., Hocevar, S. P., Rendon, R. G., Thomas, G. F. (2008), *Inter-organizational Collaborative Capacity: Development of a Database to Refine Instrumentation and Explore Patterns*, NPS Technical Report (NPS-AM-08-148), Monterey, CA: Naval Postgraduate School.

Thomas, G. F., Jansen, E., Hocevar, S. P., & Rendon, R. G. (2008). *Field Validation of Collaborative Capacity Audit*. NPS Technical Report (NPS-GSBPP-08-10). Monterey, CA: Naval Postgraduate School.

Hocevar, S.P. & Roberts, N. (2007). *Information Sharing in Insecure Environments*. Technical report on workshop conducted by Center for Stabilization and Reconstruction Studies, Naval Postgraduate School, Monterey CA, May 21-25, 2006.

Thomas, G.F., Jansen, E., Hocevar, S.P., Rendon, R.G. (2007). *Field Validation of Collaborative Capacity Audit*. NPS Technical Report (NPS-AM-07-123). Monterey, CA: Naval Postgraduate School.

Thomas, G.F., Hocevar, S.P., Jansen, E. (2006). *A Diagnostic Approach to Building Collaborative Capacity in an Interagency Context*. NPS Technical Report (NPS-PM-06-026). Monterey, CA: Naval Postgraduate School.

Hocevar, S.P., Jansen, E.; Thomas, G.F. (2004). *Building Collaborative Capacity for Homeland Security*. NPS Technical Report (NPS-GSBPP-04-008). Monterey, CA: Naval Postgraduate School.

CNO-N6 AC2 Study, Game IV Report: Simulation-driven game focusing on self-synchronization (2001). Technical report prepared by research team comprising NPS, Aptima, and SAIC participants. 2001. [http://cno-n6.hq.navy.mil/n6c/ac2/game4\(final-3\).pdf](http://cno-n6.hq.navy.mil/n6c/ac2/game4(final-3).pdf)

Hocevar, S.P. (2000). *A Preliminary Analysis of the 1999 USMC Web-based Exit Survey*. NPS Technical Report (NPS-SM-00-008). Monterey, CA: Naval Postgraduate School.

Hocevar, S.P., Thomas, G.F. & Green, T. (1995) *A Case Study of Organizational Change at NAWC-ADI*. NPS Technical Report, Monterey, CA: Naval Postgraduate School.

Hocevar, S.P., Barrett, F.J. & Thomas, G.F. (1994) *Organizational Assessment of Large Scale Change at NAWC-ADI*. NPS Project Report NPS-SM-94-005-PR. Monterey, CA: Naval Postgraduate School.

Hocevar, S.P., Thomas, G.F., Thomas, K.W., Moore, N.B. & Barrett, F. (1994) *Developing High Performing Self-Managed Teams at NAWC-ADI*. NPS Project Report NPS-SM-94-004-PR. Monterey, CA: Naval Postgraduate School.

Moore, N., Thomas, K.W., Thomas, G.F. & Hocevar, S.P. (1994) *Team Empowerment: A Selected Bibliography*. NPS Technical Report, Monterey, CA: Naval Postgraduate School.

Hocevar, S.P. (1993). *Quality of Work Life: 1992 Survey*. NPS Project Report submitted to Naval Air Warfare Center, Aircraft Division, Indianapolis, IN. Monterey, CA: Naval Postgraduate School.

Hocevar, S.P. (1992). *Culture Gap Study: 1990-1992*. NPS Technical Report NPS-AS-92-024PR. Project report submitted to Naval Air Warfare Center, Aircraft Division, Indianapolis.

Crawford, A.M. and Hocevar, S.P. (1992). *Employee Perceptions of Selected Management Training Courses at the Naval Avionics Center*. NPS Technical Report NPS-AS-92-014PR.

Hocevar, S.P., Applegate, C. & Thomas, K.W. (1991) *Self-ratings of Eight Factors of Quality Management at Naval Avionics Center*. NPS Technical Report NPS-AS-92-005PR.

Thomas, K.W., Hocevar, S.P., Thomas, G.F., and Barrett, F.J. (1991). *Profile of an effective engineering manager*. NPS Technical Report NPS-AS-92-006. Project report submitted to the Naval Avionics Center, Indianapolis, IN.

Applegate, C., Hocevar, S.P., and Thomas, K.W. (1991). *Total Quality Management in Ten Exemplary Department of Defense Organizations: Lessons Learned, Innovative Practices, and Quality Measurements*. NPS Technical Report NPS-AS-92-003. Project report submitted to the Naval Avionics Center, Indianapolis, IN.

Hocevar, S.P. and Jansen, E. (1984). *A Sourcebook of Leadership*. Prepared for Transformational Technologies (a division of Lockheed) and the EST Foundation.

Hocevar, S.P., Jansen, E. and Teagarden, M.B. (1982). *Psychological and sociological issues in the design of an autonomous life support system*. Jet Propulsion Laboratory, California Institute of Technology, Pasadena, CA.

Hocevar, S.P., Heiny, R.W., and Starr, L.A. (1980). *A guide to local interagency collaboration*. Los Angeles, CA: California Regional Resource Center.

PROFESSIONAL ASSOCIATIONS AND ACTIVITIES (2003-present)

Memberships:

- Fellow in the Inter-University Seminar on Armed Forces and Society, 1993-present.
- Member of the National Academy of Management, 1982-present.

Reviewing:

- Journal reviewer for Homeland Security Affairs 2005-present.
- Member of editorial review board for Military Psychology, 2002 to 2005.