

**Report to the Senior Executive Council,
Department of Defense**

MBA RECRUITMENT TASK GROUP

Report FY03-2

- **Recommendations on developing and implementing a program for recruiting top-tier Master of Business Administration (MBA) graduates for the Department of Defense.**

February 5, 2003

MBA RECRUITMENT TASK GROUP REPORT

OBJECTIVE: This report should be viewed as part of the larger effort to transform human capital management in DoD's civilian workforce (see earlier DBB Human Resources Task 1 Report). As stated in the introduction to that report, the Department of Defense is striving to develop a high-performance, results-oriented and responsive civilian workforce. This workforce should complement the capabilities-based military force with a lean, flexible, agile and innovative support structure. It should be known and highly regarded throughout the public and private sectors for using world-class management, financial and HR practices to attract and retain outstanding men and women, who excel in service to their country.

The recruitment of top-tier MBA students through this proposed program will help accelerate this civilian transformation. It will infuse DoD's civilian management structure with highly talented, recent MBA graduates from top-tier U.S. business schools. These graduates bring new ideas, energy and private sector management techniques to the Department of Defense, thereby strengthening the Department's leadership resources, filling vacancies caused by early retirement eligibility, and reducing the risks of succession to the next generation of leadership.

TASK: This report represents the findings and advice of the Defense Business Practice Implementation Board (DBB) for developing and implementing a program for recruiting top-tier Master of Business Administration (MBA) graduates for the Department of Defense (DoD). The Board relied on private sector best practices in the development and implementation of a program, and designed it to attract and retain talented people with innovative ideas developed through diverse experiences.

The Task Group was asked to provide the following deliverables:

- 1) Review current practices on professional recruitment
- 2) Identify best practices for top-tier MBA recruitment employed by private industry
- 3) Outline a best-in-class civilian recruitment process of top-tier MBAs for the Department of Defense specifically addressing:

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- Entry level positions and career development path
- Funding source, expected costs and return on investment projections
- Sponsorship, authority and control over program
- Size and scope of the program
- Success management metrics
- Implementation plan

(Note: The original terms of reference for the Task Group requested the development of a pilot program for the Navy. After coordination with the Navy, it was determined that the timing of the Task Group's recommendations would not coincide with the Navy's desire to implement this pilot program for the Class of 2003. The Navy is utilizing an interim solution until the implementation of the Task Group's findings and advice.)

- ® DBB Task Group Chairman: Frederic W. Cook
- ® DBB Task Group Members: Denis Bovin, William Phillips, Andrew Siegel
- ® Task Group Co-sponsors: The Secretary of the Navy, the Under Secretary of Defense (Comptroller) and the Under Secretary of Defense (Personnel and Readiness)
- ® DoD Liaisons to the Task Group: Ms. Ginger Groeber (OUSD Personnel & Readiness), Ms. JoAnn Boutelle (OUSD Comptroller), and Lt. Peter Majeranowski (USN)
- ® DBB Task Group Executive Secretary: Kelly S. Van Niman

PROCESS: The Task Group was briefed on existing hiring practices for MBAs within the Department, and developed a summary of existing governmental hiring authorities (see Appendix A). The Task Group benchmarked MBA recruitment practices at leading companies (McKinsey & Co., General Electric Company, Bear Stearns, Goldman Sachs, and the Boston Consulting Group). The benchmarked companies were selected on the basis of their long-standing and recognized success with MBA recruitment. The Task Group met twice via conference call to discuss findings and directions, and prepared this report for the review of its sponsors and the full DBB on January 29, 2003, before forwarding to the Senior Executive Council (SEC).

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RESULTS: After conducting its analysis on current hiring practices used by the Department of Defense, and through its benchmarking of private industry best practices in this regard, the Task Group concluded the best approach for attracting top-tier MBA talent to the Department would be to develop a dedicated, prestigious recruitment program similar to the White House Fellows Program. This recommended program is called the “Defense Business Fellows Program.”

The report will present the Task Group’s findings and advice as follows:

- I. Current Practices for Professional Recruitment in DoD
- II. Best Practices for Top-Tier MBA Recruitment in the Private Sector
- III. Recommended Defense Business Fellows Program

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Frederic W. Cook". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Frederic W. Cook

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I. CURRENT PRACTICES FOR PROFESSIONAL RECRUITMENT IN THE DEPARTMENT OF DEFENSE

Currently there is no dedicated effort to hire recent MBA graduates into the Department of Defense's civilian management ranks, including within the Military Departments and Defense Agencies. Federal hiring regulations do not permit hiring managers to require an MBA as the basis for selection of a candidate. Thus, the Department has focused its efforts on attracting the best individuals and once employed, offering them the opportunity to obtain their MBA.

Perhaps because of the aforementioned restriction, the Department's recruiting efforts are more general in nature. Currently, the Recruitment on Campus Initiative, sponsored by OUSD (Personnel & Readiness), is designed to market the Department as the employer of choice to college graduates -- but not specifically to MBA graduates. The Department could expand this marketing initiative to graduate business school campuses. However, the Department must still address the regulatory issue previously mentioned, and also be prepared to compete with other private corporations recruiting on campus, which are willing and able to offer highly competitive salaries. Like the previous criteria to possess an MBA, DoD would have to obtain statutory authority or an Executive Order to hire MBAs at a level higher than GS-9 (2003 range of \$39,597 to \$51,476), assuming the individual does not have either prior work or equivalent grade experience.

Existing hiring authorities for recruitment of those with college degrees into exempt or professional positions in government service are described in Appendix A and listed below:

- General Schedule (GS) and Senior Executive Service (SES)
- Presidential Management Intern (PMI) Program
- Defense Career Intern Program (DCIP)
- Limited-term and Emergency SES Appointment
- Consultants to the Department of Defense
- Schedule C and Non-career SES Appointments
- Contractors to the Department of Defense
- White House Fellows Program

The Board believes that the Defense Career Intern Program, if appropriately centralized and modified to suit top-tier MBA recruitment, and the White House Fellows Program, are excellent models for developing the program structure and

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hiring authority to fit the Task Group's vision of the Defense Business Fellows Program. The necessary authority to require a recent MBA degree as a prerequisite for entry into the program should be obtainable by Executive Order, and would authorize DoD to recruit MBAs and pay them at an appropriate salary level to start, for example GS-12/13.

II. BEST PRACTICES FOR TOP-TIER MBA RECRUITMENT IN THE PRIVATE SECTOR

Based on the collective experience of the Task Group members and direct research at General Electric Company, Goldman Sachs, McKinsey & Co., the Boston Consulting Group and Bear Stearns, the Task Group believes the following would characterize a U.S. high-profile firm's "best practices" for top-tier MBA recruitment:

Uniform Image

- The company aims to present a single uniform image on each campus
- Separate departments or divisions do not recruit separately

Proactive Recruiting Schedule

- The recruiting effort covers both years of a two-year MBA degree program
 - You have to start with attracting first-year students because the best candidates are committed by the second year
- Campus presence is continuous and inclusive, starting with the students' arrival in September of their first academic year
- Each campus is different; each campus team needs to know the special recruiting rules applicable to that campus and follow them

Selective Recruiting Presence: Physical vs. Electronic

- Graduate business school campuses are specifically targeted and separated into two groups: *Physical Presence* (high-intensity on-campus presence); and *Electronic Presence* (low-intensity, low cost, no campus presence).

Physical Presence

- A special team is assigned to each high-intensity, physical-presence campus, comprised of:
 - A top executive who interfaces with the school President and/or business school Dean ("CEO/Ambassador" role)

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- A senior executive who is the Team Leader and is active in representing the firm on campus
 - Other mid- and lower-level executives who do the interviewing
 - The HR coordinator
- (All team members are alumni if possible)

Electronic Presence

- Companies market their organizations in the career placement office, advertise vacancies in job books, and accept and screen applications

Formal Recruiting Program Structure: Centralized vs. Decentralized

Full-Time Support Positions

- The MBA recruitment program is managed and coordinated centrally, typically by the Human Resources department
- The role of HR, however, is behind the scenes providing program administration and support and coordination with each campus
- HR has no role in interviewing, selection or hiring

Part-Time Recruiting Positions

- Representations of the line organizations volunteer or are tasked to form the dedicated recruiting teams for each school selected for physical presence
 - Members of the recruiting teams are alumni if possible
- Allows you to determine mutual interest, cultural fit and hiring potential; low cost and low risk

Disciplined/Sequenced Recruiting Process

- The total recruitment effort consists of three phases: "*stimulate interest*", "*screen and assess*", and "*cultivate*"

Stimulate Interest

- Activities undertaken during the "*stimulate interest*" phase to create a strategic pipeline for identification of top-tier candidates include:
 - Review the resume book and identify students of interest
 - Partner with affinity clubs, e.g., armed forces club
 - Provide speakers to clubs and classes
 - Organize and host events (open to all or by special invitation)
 - Conduct on-campus workshops and networking sessions
 - Seek to educate students about your firm
 - Interface with professors

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- Provide case studies and course materials

Screen and Assess

- Activities during the "screen and assess" phase include:
 - Invite those the firm is interested in to submit applications
 - Either screen applicants and invite those in whom you are interested to a first-round interview or interview all who apply
 - Check backgrounds but reference checks are optional
 - Conduct on-line testing for verbal skills, quantitative skills and leadership, but not for intelligence which is presumed
 - First round interviews conducted on campus by trained interviewers from the line organization (not HR) using a structured format
 - Screen for cultural fit, desired characteristics, talent, and motivation
 - Provide for mandatory summer internships for first-year students who pass the assessment screens and interviews
 - Internships are valuable "feeder" for new hires; creates valuable on-campus awareness
 - Allows you to determine mutual interest, cultural fit and hiring potential; low cost and low risk

Cultivate

- Activities during the "cultivate" phase include:
 - Make job offers at the end of the summer program based on performance evaluations and interest
 - Offers are for the same salary amount for all; do not negotiate or deviate
 - Once an offer has been made, designate a contact person to maintain contact, answer questions, address concerns, and encourage acceptance
 - Provide for further office visits and social events to meet other candidates and co-workers
 - Allow a reasonable time for offer acceptance

Post-Hiring Professional Development and Training

- Upon joining, provide a short indoctrination course, but no probationary period; work hard to make the hiring decision successful
- Assign each new hire a senior advisor to assist in development and social issues

Many of these "best practices" have been included in our recommendations for a Defense Business Fellows Program that follows in the next section.

III. DEFENSE BUSINESS FELLOWS PROGRAM

SUMMARY

This section outlines the Board’s advice and recommendations for the structure and management of a Defense Business Fellows Program. The Program is designed to recruit 20 or more top-tier MBA recent graduates a year, to train and develop them (through rotational assignments and targeted training for a two-year Fellowship Program), and to non-competitively convert them to permanent positions in the DoD civilian management structure following graduation from the Program. Unlike the White House Fellows Program, the vision of this program is not to have the Fellows serve for only two years and return to the private sector. Likewise, the Program should not be considered a limited internship. Rather, the Program should be viewed as a permanent vehicle for adding top talent to the civilian management ranks in the Department of Defense over an extended period of time.

The recruiting and two-year development program for successful applicants should be centrally managed, coordinated and funded by the Under Secretary of Defense (Personnel & Readiness). However, a joint Selection Panel consisting of senior line military officers, Senior Executive Service (SES) executives and Political Appointees from the Services, the Office of the Secretary of Defense (OSD) and the Defense Agencies participating in the Program, as well as, the senior OUSD (Personnel & Readiness) official overseeing the Program, should make selection and hiring decisions. All these Program characteristics will need to be spelled out in the Executive Order establishing the Program and understood by applicants (see draft Executive Order at Appendix B).

PROGRAM ELEMENTS

- **Fellowship Program Structure and Accountability**

The Board recommends that the two-year Defense Business Fellows Program consist of:

- (1) A short, centralized program of indoctrination and acculturation at the start (e.g., military/civilian rank structure, DoD organization, mission and values, DoD finance and accounting, government rules on conflicts of interest, Title 5 HR rules, standards of performance, and

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acceptable/unacceptable behaviors) run by OUSD (Personnel & Readiness);

- (2) Two rotational assignments of one year each to allow Fellows to undertake substantial job assignments. Job descriptions should emphasize the importance of spending time in the field to enhance the Fellows' understanding of DoD operations;
 - Hiring managers should review this report's summary of MBA skill sets (see Appendix C) when developing job assignments (e.g., finance, marketing, operations, consulting and strategy, HR, business-government relations, etc.),
 - Participants should have their performance evaluated, and they should in turn evaluate their Program experience, at the beginning of the Program, after each rotation, and at the end of the Program,
- (3) Advanced classroom training and testing, and special events such as briefings by Secretary of Defense and the Joint Chiefs, visits to DARPA and DIA, briefings by the White House and the Chairman of the President's Council of Economic Advisors, visits to carrier battle groups at sea, attendance at State of the Union addresses, visits to military reviews, concerts, and colors ceremonies, viewings of military training, weapons testing and combat exercises, and family picnics and social events.

In addition to an immediate supervisor during rotational assignments, each Fellow should be assigned a Sponsor who is a member of the Selection Panel and who will act as a senior advisor to the Fellow during and after the Program. The Sponsor should monitor their progress and be available to deal with unforeseen problems or personnel issues throughout the two-year Program.

At the end of each two-year Fellows Program, Fellows' performance should be evaluated and offers of conversion to permanent positions for those meeting high performance standards and expectations should be extended. A "rank and rate" process should determine permanent assignments at program completion. Each participant should rank his or her preferences for the positions, branch or Defense component available. Likewise, each branch or component should rank participants in terms of desirability. The Selection Panel, to be detailed later in this report, should perform a "marrying up" process based on the Fellows' and the departments' rankings, and should reserve the right to resolve any "conflicts" through ultimate determination in final offers. Those not offered a permanent

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position, or who do not accept the position offered (assuming another accommodation cannot be made), would be dropped from the Program.

The Board recommends that a graduation ceremony be held, including an address by the Secretary of Defense or other member of the SEC.

The Board recommends that day-to-day management and coordination of the Defense Business Fellows Program be assigned to OUSD (Personnel & Readiness). A suggested name for such an office could be the Defense Business Fellows Program Office. A senior OUSD (Personnel & Readiness) official should be assigned to oversee the head of the Defense Business Fellows Program Office and represent OUSD (Personnel & Readiness) on the Selection Panel. An Implementation Team, to be detailed in a forthcoming section, should determine Defense Business Fellows Program Office staffing needs and a table of organization.

The Defense Business Fellows Program Office should exercise continuous oversight of the career progress of program graduates, including assistance in obtaining SES rank and arranging for rotational assignments to avoid having one's career limited to a particular military branch or Defense component.

Program management and coordination includes overseeing the recruitment process, serving the needs of the Selection Panel, running the two-year Fellows Program, managing Program budgets, measuring program effectiveness, and following the later careers of Program graduates. A financial account should be established to record the costs of the recruitment Program, including direct costs, out-of-pocket travel costs, and the time for those involved in the recruitment process.

- **Compensation and Promotions**

The Board understands that salary packages for top-tier MBA graduates are approximately \$85,000 in salary, and often include signing bonuses and loan forgiveness for associates returning to their former employers and staying two years. The Board does not believe that DoD needs to be fully competitive with private industry in its starting salaries because of the high regard by the American public for those in military service and the draw of service to country in the current economic and geopolitical environment. The Defense Business Fellows Program may not be attractive to a large percentage of top-tier business school graduates for various reasons, for example, they are committed to return to their former employers, are motivated more by money than by service, or are oriented towards

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entrepreneurial small business. The Program is not designed to attract people based solely on its salary. However, the Program needs to be conservatively competitive in pay to attract those who are otherwise motivated to join and serve. As a result, the Board recommends a starting salary of \$70,820 (GS-12, step 8) for successful applicants to the Program, with promotion potential to GS-13 after one year and a satisfactory performance review. Upon successful completion of the Program, Fellows would convert to permanent status at either GS-13 or, if recommended by the hiring managers, at a higher level.

The Board recommends that the GS level and salary offer be the same for all successful applicants in the class of 2004, with no deviation or negotiation permitted. While backgrounds and experience, skill sets and school performance may be different, all Fellows are expected to be recent graduates of top-tier business schools who will be performing in positions of substantially equivalent responsibilities during the two-year Fellows Program. In the same vein, promotion to GS 13 after one year should be identical for all program participants meeting performance standards. However, conversion to permanent positions at the GS-14 level at the end of the two-year Program, and subsequent advancement, should be based on the specific position responsibility and individual performance.

In addition to the starting salary, the Board recommends that as an added inducement, Fellows should be eligible for the same recruitment, retention and relocation bonuses, and student loan repayment as currently offered by the Defense Career Intern Program. Bonuses can be up to 25% of basic pay, and student loan repayment can be up to \$6,000 per year.

- **Candidate Selection and Hiring Process**

The Board recommends that the recruitment and selection process for applicants for the Defense Business Fellows Program be a competitive process through Program postings on DoD's web page and open application acceptance, in addition to more proactive recruiting at schools targeted for *physical presence* and *electronic presence*.

The Selection Panel should be comprised of senior line military officers, SES executives and Political Appointees from the Services, OSD and the Defense Agencies participating in the Program, as well as, the senior OUSD (Personnel & Readiness) official overseeing the Program. The Panel members should be assigned to a target school at which DoD will have a physical recruiting presence, and whenever possible, be an alumni from that school. The Selection Panel member for each recruiting team, in consultation with the Team Leader (full duties

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to be detailed later), should have the authority to prescreen candidates for internships and Fellowships. A Selection Panel member also will have to be assigned to review the applications of those who apply electronically.

The Selection Panel should make offers of internships, Fellowships and permanent employment with full benefits to successful candidates, who meet the minimum criteria. Further, we recommend an outreach program to national organizations of Black, Hispanic, and Asian MBA students to help ensure a diverse applicant pool. The Selection Panel will have to act quickly on the recommendations and make the final selection of interns and Fellows.

The intent of the screening and selection process is to assume that successful applicants will pass all job performance hurdles during the two-year Fellows period and qualify for permanent career employment following graduation, similar to procedures in private industry. Nonetheless, it is also intended that those not invited to convert at the end of the two-year Program period will not have appeal rights or rights to severance. Any decision to terminate a Fellow during the two-year Program, or not offer the opportunity to convert upon graduation from the Program, should be subject to Selection Panel review.

As mentioned previously, each member of the Selection Panel should be designated as the “CEO/Ambassador” to one of the target business schools where DoD is establishing a physical recruiting presence. The person’s role would be to initiate and maintain top-level contact with the school on a continuing basis. As in the case of best practices in the private sector, where companies do not maintain hiring quotas per school, each Selection Panel member and Team Leader should be authorized to recommend those candidates they feel qualified to serve.

- **Recommended Selection Criteria**

The Board recommends the following standards for candidate qualification:

Minimum Criteria

- U.S. citizen
- Recent MBA degree
- GPA of 3.2 or above (or its equivalent)
- Pass background checks
- Related work experience min. 2-3 years
- Ability to obtain necessary security clearance
- No conflicts of interest

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Pass on-line skill, behavioral and leadership testing
Willingness to relocate upon graduation from the Fellows Program

Desirable Criteria

Related work experience in large organizations (4-5 years)
Prior military service

- **First –Year Summer Internship**

Best practices in the private sector indicate that successful recruitment should begin in September of the students' first year on campus, i.e., September 2003 for the class of 2005. Summer internships should be offered between the first and second year of the MBA program at the GS-7 level. At the end of the summer internship program, the Selection Panel should offer a position in the Fellows Program to those whose performance meets expectations and who express a willingness to be considered for the Fellows Program. The Fellows must be able to start the following summer. An additional benefit DoD may be able to offer is work during holidays or other time off following the summer internship and before the two-year Fellows Program begins.

- **Targeted Top-Tier Business Schools**

The DBB staff has researched the characteristics and the reputations of major Graduate Schools of Business in the U.S. The analysis covered not only the program of study for which each school is known, but also the potential target population of students per class and the potential interest in DoD by virtue of the presence of a military/veterans club. Contact information for each school also is included. This information is outlined in Appendix D.

The DBB Task Group recommends the following nine top-tier schools for focused recruiting with a physical DoD presence:

Columbia Business School
Harvard Business School
Kellogg School of Management (Northwestern University)
MIT Sloan School of Management
Robert H. Smith School of Business (University of Maryland)
Stanford Graduate School of Business
The University of Chicago Graduate Business School
University of Michigan Business School

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The Wharton School (University of Pennsylvania)

The following 11 prominent business schools are recommended for electronic marketing of the Program on the schools' web pages and placement offices:

Darden Graduate School of Business Administration (University of Virginia)

The Fuqua School of Business (Duke University)

Haas School of Business (University of California - Berkeley)

Howard University School of Management

Kelley School of Business (Indiana University)

Kogod School of Business (American University)

McCombs School of Business - University of Texas at Austin

McDonough School of Business (Georgetown University)

School of Business Administration (The College of William and Mary)

School of Business and Public Management (George Washington University)

Tuck School of Business at Dartmouth

IMPLEMENTATION ACTIONS

- **Form Implementation Team**

Following conceptual approval of the proposed Defense Business Fellows Program by the SEC and the Secretary of Defense, the Board suggests that the Under Secretary of Defense (Personnel & Readiness) appoint an Implementation Team led by a senior OUSD (Personnel & Readiness) official. The Implementation Team should be composed of this official, as well as an OUSD (Personnel & Readiness) representative who will actively manage the program, and human resources representatives from the Defense components participating in the Program, who could be military officers or civilians. It would be desirable if Implementation Team members had MBA degrees and experience in graduate-level recruiting and management development.

- **Confirm and Quantify the Need and Use for Program Participants**

The next step will be confirming and quantifying the need for top-tier MBA graduates in the Department of Defense, and confirming the willingness of the Military Departments and Defense Agencies to support the Fellows Program and to provide meaningful work opportunities for the participants and graduates.

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This process should proceed as follows:

- (1) Define the skill sets and experience likely possessed by recent MBA graduates (e.g., finance, marketing, information systems, human resources, operations and general management) (see Appendix C),
- (2) Ask each military service and Defense component to express their interest in particular MBA skill sets, to estimate their desired intake, and prepare job descriptions for how they would use Program participants for introductory summer internships, rotational assignments during the two-year Program and for permanent positions following Program graduation and conversion.

The Implementation Team under the direction of Under Secretary of Defense (Personnel & Readiness), should do this confirming and quantifying work.

The Board recommends setting a goal of 20 Fellows to comprise the pilot for the Defense Business Fellows Program. Fellows would start working around July 1, 2004. This estimate is based on five graduates for each of the military branches and five for the Fourth Estate (OSD and the Defense Agencies). If possible, the Board strongly recommends that OUSD (Personnel & Readiness) organize and implement the Summer Intern Program for candidates from the Class of 2004, offering internships that would commence during the summer of 2003. The Board would like to see intake build to around 50 recent MBA graduates for subsequent Fellows classes.

If, however, the initial confirming and quantifying work reveals insufficient need and willingness, then the expense and effort involved in starting the recruitment and development work should not be undertaken.

The Implementation Team should develop estimates of program costs and a proposed table of organization for managing and overseeing the program.

The go-ahead for the Program should be based on the findings of the Implementation Team, and the views and recommendations of the Under Secretary of Defense (Personnel & Readiness); authorization of an appropriate level of funding from the Under Secretary of Defense (Comptroller); and approval of the program by the SEC and the Secretary of Defense.

The remainder of this section assumes a positive go-ahead decision.

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- **Commence the Recruitment Process**

The Board recommends the following steps to activate the recruitment process, following best practices in the private sector:

- (1) The SEC should appoint the Selection Panel consisting of senior line military officers, SES executives and Political Appointees from the Services, OSD and the Defense Agencies participating in the Program, as well as the senior OUSD (Personnel & Readiness) official overseeing the Program; and assign them a target school (alumni where possible) where DoD wishes to establish a physical recruiting presence.
- (2) Individual members of the SEC should be asked to initiate contact with either a target school's President or Dean to brief them on the Defense Business Fellows Program and to gain their support.
- (3) Selection Panel members assigned to a target school should visit with the Dean of the business school and the head of career placement to brief them on the Program, and to obtain advice as to how best to proceed at that particular school.
- (4) USD (Personnel & Readiness) or the senior OUSD (Personnel & Readiness) official selected to oversee the Program and sit on the Selection Panel should select an OUSD (Personnel & Readiness) official to head the Defense Business Fellows Program Office.
- (5) The Defense Business Fellows Program Office should develop the Program notice and application procedures to be used for each school.
- (6) The Defense Business Fellows Program Office should finalize the selection criteria and develop or outsource any on-line testing for behavioral or leadership skills to be used.
- (7) An interview team should be identified for each target physical presence school, composed of volunteers from the Services and the Fourth Estate,

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hopefully MBA graduates from that school. OUSD (Personnel & Readiness) should arrange for interview training for the interview team.

(8) A Team Leader should be appointed for each interview team. This leader should accompany the Selection Panel member on the initial visit to the school.

(9) Responsibilities for the Team Leader should be to:

- Develop a specific recruiting strategy for the school for the approval of the Selection Panel member assigned that school
- Take the lead in executing the recruiting strategy, including maintaining the physical presence at the school
- Review the resume book to identify potential prospects
- Initiate contact with any armed forces club, hosting information meetings and encouraging applications
- Manage the interview process, preparing hiring recommendations in coordination with the Selection Panel member assigned to the school for review by the entire Selection Panel
- Maintain contact with those to whom offers are made to answer questions and to encourage acceptance

The Board or members of this Task Group would be pleased to review recruiting strategies developed for each school, questions to be used by the Selection Panel and/or other elements of the recruiting program.

The initial year's work on campus for the nine target schools with a physical recruiting presence should focus on:

- (1) stimulating interest in the class of '04 by selecting candidates for the pilot summer internship program (July 2003),
- (2) recruiting and recommending candidates for the pilot Fellows Program to commence in July 2004, and
- (3) stimulating interest in the class of 2005 starting in September 2003.

No applications should be sought or accepted from the class of '03 because the two-year Fellows Program will not be ready until July 2004.

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Extreme care should be taken in selecting applicants for summer interns this summer since many otherwise qualified and interested students already may be committed for other summer work. Summer interns who perform well will expect an offer to join the Fellows Class of 2004. Thus, room should be left in the desired intake from the class of '04 for those who cannot join the summer intern program. They should be actively recruited this fall.

For the second and ensuing years, the recruiting focus should be on:

- (1) *first-year students* – stimulating interest, screening, soliciting and offering summer internships for the best qualified and motivated students, and
- (2) *second-year students* – maintaining contact and interest in those offered positions in the Fellows Program after their summer internships, and soliciting applications from targeted second year MBAs who did not participate in the summer Program.

The Board also recommends that attempts be made to quickly engage top schools previously recommended and offer DoD summer internships for the best candidates the summer of 2003. Recruiting teams should be deployed quickly. The Team Leaders, in coordination with the Selection Panel member assigned to their school, should be empowered to identify and recommend interns to the Selection Panel. The Selection Panel will have to be cognizant of each school's deadlines and select interns within the appropriate timeframes. The Board recommends that interns for the Defense Business Fellows Program be offered positions with pay at the GS-7 level.

• **Plan to Immediately Measure Program Effectiveness**

The Board recommends that early attention be paid to establishing success criteria for the Program so that it may be measured and altered based upon its actual effectiveness. One measure of Program effectiveness is recruiting costs per hire. Personnel & Readiness should assess intake from each school and compare the average cost per hire from each school with the overall Program average. Schools should be dropped where costs are out of line with other schools. Recruiting effectiveness also can be measured by the ratio of applicants per eligible applicant pool (generally a high % to demonstrate Program interest), offers per applications submitted (target 10%), and acceptances to offers (target 80%).

The Board has no specific measures to propose for the two-year Fellows Program itself. The design of metrics with respect to cost savings or revenues

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generated per Fellow are not as realistic for DoD as in the private sector. Presumably, participants are doing meaningful work in comparison to their salaries. Surveying the views of the service secretaries and component heads, however, as well as the experiences of Fellows can assess overall Program effectiveness. Ultimately, however, the true contribution of the Fellows will be seen in the application of the top-tier business skills they bring to the Department.

APPENDIX A

**Current Practices for Professional Recruitment within
the Department of Defense**

Recruitment on Campus (ROC) Initiative

An initiative to market Defense as the employer of choice (military and civilians, GS-5 through SES level) to college graduates (undergraduate through PhD). OSD (Personnel & Readiness) will perform the following role: manage a central web to identify Defense agencies and military services websites; provide responses to Frequently Asked Questions (FAQ's); staff an Applicant Assistant Center (AAC) to respond to inquiries from applicants; and coordinate campus visits by General/Flag Officers and SES members to recruit at their respective alma maters and/or targeted college recruitment. The AAC staff will not directly recruit for a specific vacancy.

Appointment Types Applicable to all Federal Positions

Permanent – appointment is not time limited

Term – appointment is for greater than one year, but not more than four years

Temporary – appointment is for up to one year

Competitive Service Appointments (External Hiring)

The competitive service includes a wide variety of hiring flexibilities including permanent, temporary, and term appointments. The Office of Personnel Management (OPM) regulates and oversees all competitive service hiring it has delegated to federal agencies to use. Agencies use the OPM-delegated examining authority to hire new Federal employees. Agencies must advertise positions to the public and apply Merit Systems Principles, Federal qualification standards, and veterans' preference when hiring. Other preference programs may also preempt the external hiring effort. Professional positions are established by agencies at grades from GS-5 to 15. After the examining process, agencies refer a short list of eligible candidates to selecting officials. Selected candidates serve a one-year probationary or trial period upon appointment to permanent or term appointments, respectively. Standard government benefits are available to permanent and term employees, but not to temporary employees. Applicants must be US citizens

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unless the hiring authority can show that no US citizen was available to fill the vacancy. Recruitment, retention, and relocation bonuses of up to 25 per cent of basic pay may be paid. Student loan repayment of up to \$6,000 per year not to exceed \$40,000 total may be paid.

Career Senior Executive Service (SES)

A government-wide, or all-qualified candidates, competitive process for recruitment of career SES members, managed by OPM. Vacancies must be posted on OPM's website, USAJOBS, for a minimum of 14 days for government-wide competition; OSD policy requires a minimum 30-day announcement period if the area of consideration is all-qualified candidates. All applicants must address accomplishments towards the Executive Core Qualifications (ECQs): leading change, leading people, results driven, business acumen and building coalitions. Agencies have the option of additionally requiring applicants address technical qualifications. Applications are reviewed by an agency Executive Resources Board that develops a list of best qualified candidates, certifying the proposed appointee meets the qualifications requirements of the position. The ECQs of the hiring official's selection must be submitted to OPM's Qualifications Review Board for certification prior to appointment. The SES contains no citizenship requirement, however, citizenship is required to obtain a clearance, which is required for the majority of DoD SES positions.

Excepted Service Appointments

These are appointments to appropriated-fund positions that are excepted from competitive service requirements. These professional positions are established by agencies at grades from GS-5 to 15. Excepted appointments, which may be permanent, temporary, or term, fall into one of three categories:

- 1) **Schedule A** positions are positions for which it is not practical to apply competitive service qualifications and requirements, and which are not of a confidential or policy determining nature. This includes positions such as attorneys, intelligence corps, and faculty members.
- 2) **Schedule B** positions are those for which it is not practical to hold open competitive examinations, and which are not of an confidential or policy determining nature. Individuals appointed under Schedule B must meet

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OPM qualification requirements. Students in cooperative education programs fall under Schedule B.

- 3) **Schedule C** positions are either key policy determining positions or positions involving a close personal relationship between the appointee and key officials. No examinations are required and the agency appoints persons whom they determine to be qualified.

Individuals appointed under Schedule C always remain in the excepted service since they serve at the pleasure of the President and their hiring manager. Individuals appointed under Schedules A and B may, depending upon the hiring provisions, remain permanently in the excepted service, or may be subsequently converted to the competitive service. Although appointments under Schedules A and B typically provide more flexibility than do those in the competitive service, certain basic principles continue to apply: veterans' preference, applicable qualification requirements, competitive processes, and merit principles. Excepted service appointments include benefits consistent with the type of appointment, e.g., appointments without time limit are eligible for full benefits packages.

Non-Career SES Appointments

A non-competitive recruitment process for a limited number of professional-level candidates who serve at the pleasure of the President. Individuals are selected by the Secretary's White House Liaison Office and approved by the White House Presidential Personnel Office and OPM. Appointees either fill sensitive positions making or approving substantive policy recommendations, or possess a thorough knowledge of and sympathy with the goals, priorities, and preferences of an official who has a confidential or policy determining relationship with President or agency head. Appointees are eligible for a standard Federal benefits package.

Limited-Term and Emergency Senior Executive Service (SES) Appointment

A non-competitive, or competitive, recruitment process for SES positions that are typically project in nature. Hiring managers may propose candidates whose final appointment must be approved by OPM. Limited-term appointments can be up to three years without renewal. An individual may hold more than one limited term appointment, in different SES limited term positions, for a period not

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to exceed 36 months in any 48-month period. Limited emergency SES appointments may be made for up to 18 months to meet unanticipated urgent requirements, and must be approved by OPM. Appointees are not eligible for retirement or life insurance benefits. Appointees are only eligible for health benefits if his or her appointment as a federal employee results in a denial of health benefits from another source.

Experts and Consultants

Experts and consultants provide specialized opinions and advice, bringing an “outside” point of view to complex issues. Hiring managers directly recruit and select candidates. Appointments are of a temporary nature (not to exceed one year, but there is an option to renew) and consultants work on an intermittent basis (not to exceed 130 days during the year of the appointment). They are intended to be a supplement to the services of Federal employees, not a substitute. Pay is normally limited to that of GS-15, step 10, although higher rates may be authorized for those serving in scientific and other highly technical roles. Expert and consultant positions provide no benefits.

Contractors to the Department of Defense

The Office of Personnel Management (OPM) offers a contract vehicle to Government agencies to hire outside individuals who possess a particular subject-area expertise. Commercial contract partners are selected based upon their particular expertise and in accordance with full and open competition requirements of the *Federal Acquisition Regulations (FAR)*. Hiring managers access contractors through a pre-qualified commercial partner, i.e., rates for service(s) are negotiated during the qualification/selection process. Hiring managers write a job description with sufficient detail to permit the commercial partner to identify and hire the specific individual(s) to meet the requirements of the position. The commercial partner is responsible for providing all benefits to the contractor.

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Presidential Management Intern (PMI) Program

This is a highly selective government-wide recruitment program targeted at Master's Degree level graduates. The selection process, which includes merit principles and veterans' preference provisions, is run by OPM. Successful candidates receive an excepted service appointment with OPM, which then matches them with agencies who have been given a PMI authorization. PMIs are hired at the GS-9 level, and have promotion potential to GS-11 after the first year. PMIs who are U.S. citizens may be converted to permanent appointments at the completion of the program. PMIs are eligible for all standard government benefits; they may also be eligible for student loan repayment, and a retention bonus of up to \$25,000 upon completion of the program.

Defense Career Intern Program (DCIP)

A non-competitive recruitment program managed and implemented by Defense Components using a special hiring authority created by OPM through an Executive Order. Merit Systems Principles, Federal qualification standards, and veterans' preference apply to the program. Hiring managers directly recruit and select desired individual(s) for a two-year internship beginning at a pay level up to GS-9. DCIP employees may be promoted while serving the internship. OPM authority is required if the hiring component wishes to recruit above the GS-9 level, or to extend internships beyond two years. DCIP positions do not have to be publicly advertised. Each intern must complete a formal training and development program during the internship. DCIP interns are non-competitively converted to permanent appointments upon satisfactory completion of the internship. Interns who are U.S. citizens may be converted to permanent appointments at the completion of the program. DCIP employees are eligible for all standard government benefits during the two-year internship. Recruitment, retention, and relocation bonuses of up to 25 per cent of basic pay may be paid. Student loan repayment of up to \$6,000 per year not to exceed \$40,000 total may be paid.

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White House Fellows Program

This highly selective program created by Executive Order is designed to provide 11 to 19 competitively selected US citizens (non-government employees, except career military) with exposure to senior level government operations. Fellows serve as a Special Assistant to the agency head. The Cabinet Secretaries, through their respective White House Liaison Offices, submit job descriptions to the Presidential Commission on White House Fellows. Candidates apply to their regional White House Fellows Board for initial review, and if chosen, their names are forwarded to the Presidential Commission for final selection. Finalists are ultimately reviewed and approved by the President. Job assignments are made by the Director of the Commission in consultation with agency officials and based on the outcome of interviews between the Fellows and the agencies. The Fellows serve for one year with pay equivalent to the GS-14 step 3 level, and are eligible for a standard Federal benefits package. There is no provision for further service or conversion since the goal of the program is to equip Fellows to return to their former employment with a richer sense of public service and to foster public goals in their private pursuits.

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APPENDIX B

The White House

(DRAFT) EXECUTIVE ORDER

Defense Business Fellows Program

WHEREAS it is in the national interest to continue to develop a high-performance, results-oriented, responsive civilian management structure at the Department of Defense; and

WHEREAS world-class management, financial, and business skills are essential to achieve this desired management structure; and

WHEREAS recent school graduates from top-tier U.S. business schools possess these skills as well as new ideas, energy, and private sector management techniques:

NOW THEREFORE, by virtue of the authority vested in me as President by the Constitution and the laws of the United States of America, including Sections 3301 and 3302 of Title 5 of the United States Code, Section 301 of Title 3 of the United States Code, and to provide for the recruitment, selection and employment of exceptional recent MBA graduates from top-tier U.S. graduate schools of business, it is hereby ordered as follows:

Section 1. There is hereby established the Defense Business Fellows Program, hereafter referred to as the Program, the purpose of which is to attract and retain a cadre of men and women of exceptional senior-level business administration potential who have received special training in business administration.

Section 2. The Program provides the nation's finest men and women the opportunity to improve Government business practices within the Department of Defense while gaining valuable insight into the most senior levels of government management.

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Section 3. Outstanding US citizens who have pursued a course of study oriented toward business administration at an accredited graduate school of business, who have had at least two years of professional experience in a business-related field, who, at the time of application, have received within the last 2 years, or upon acceptance will receive, a Masters degree in Business Administration, and who have maintained at least a 3.2 grade point average, or its equivalent, during their studies and met other minimum criteria established by the Department of Defense, are eligible to apply for participation in the Program.

Section 4. The Under Secretary of Defense (Personnel and Readiness), shall create a Defense Business Fellows Program Office, hereafter referred to as the Program Office, to develop appropriate procedures for the recruitment, screening, and selection of applicants possessing the qualifications described in Section 3 of this Executive Order. In developing these procedures, the Program Office shall be guided by the following principles and policies:

- (a) The Program Office shall manage and administer the Program in coordination with the participating Defense Components.
- (b) The number of Fellows participating in the Program shall not exceed fifty per class.
- (c) Fellows shall serve the Department of Defense for a period of 2 years, upon which they may convert their status to permanent federal employees. Fellows shall be hired at GS-12, step 8, with promotion potential to GS-13 after one year and satisfactory performance review. Upon successful completion of the Program, Fellows shall convert at the same level or may be promoted to a higher level if recommended by their hiring managers.
- (d) The Program shall also provide for internships for prospective Fellows as designed and implemented by the Program Office.
- (e) Final selection of Fellows, including those participating in the internships, shall be made by a

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Selection Panel comprised of senior line military officers, Senior Executive Service executives and Political Appointees from the Services, the Office of the Secretary of Defense and the Defense Agencies participating in the Program, as well as the senior OUSD (Personnel & Readiness) official overseeing the Program.

- (f) The procedures so developed shall provide for such affirmative action as the Program Office deems appropriate to assure equal employment opportunity.

Section 5. Continuation in the Program shall be contingent upon satisfactory performance by the Fellows throughout the fellowship period. Each participating Department of Defense Component shall submit evaluations of the Fellows to the Program Office, which shall have the responsibility to measure the effectiveness of the Program.

Section 6. The Program Office, in coordination with the Office of Personnel Management, shall prescribe such regulations as may be necessary to carry out the purposes of this Executive Order.

APPENDIX C

Summary of MBA Skill Sets

Top-tier MBA programs require at least two years of practical business experience, so that students can relate better to the issues being addressed in their classes. The goal of an MBA program is to graduate students who are prepared, experienced and capable of applying the following knowledge and skills:

Finance:

Defined as the supply of fund or capital; the management of money and other assets

- MBAs will understand the role of finance in supporting the functional areas of a firm and how financial decisions themselves can create value.
- MBAs will recognize that accounting is the primary channel for communicating information about the economics of a business, and thus comprehend a broad view of how accounting contributes to an organization.

Marketing:

Defined as the commercial functions involved in transferring goods from the producer to the consumer

- MBAs will comprehend the role of marketing in the company; and explore the relationship of marketing to other functions.
- MBAs will recognize how effective marketing builds on a thorough understanding of buyer behavior and demand to create value for customers.
- MBAs will have a good insight into the thoughts of the consumer. Skills could be applied to DoD for assisting in recruiting diverse, qualified enlistees.

Operations:

Defined as those issues surrounding the planning and operating functions

- MBAs will understand the skills required and concepts needed to ensure the ongoing continuation of the many processes required for the development and manufacture of products as well as the creation and delivery of services.

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Consulting/Strategy:

Defined as the business of providing advice and strategic planning

- MBAs will be able to formulate strategy, and possess an understanding of:
 - A firm's operative environment and how to sustain competitive advantage,
 - How to generate superior value for customers by designing the optimum configuration of the product mix and functional activities,
 - How to balance the opportunities and risks associated with dynamic and uncertain changes in industry attractiveness and competitive position.
- MBAs will understand competitive positioning; understanding comparative costs; and addressing issues such as cannibalization, network externalities, and globalization.

Organizational Behavior:

Defined as how a company is structured and how processes are disseminated throughout an organization

- MBAs will be effective leaders by addressing the human side of enterprise and will understand:
 - Customer Focus
 - Information and Technology Management
 - Driving Change in Operation and the Supply Chain

Business Government and the International Economy & Social Enterprise:

Defined as business interaction with the community and the world as a whole

- Graduates will understand varied economic environment of business to help managers understand the implications for their companies.
- MBAs will recognize the interactions between and interdependence of business with the civic and government sectors. Not only are the relationships increasing in importance, but they are also essential to business success.

Entrepreneurialism:

Defined as a willingness to take risks to gain rewards

- MBAs will have addressed the issues faced by managers who wish to turn opportunity into viable organizations that create value.

Negotiations:

Defined as discussions intended to produce business agreements

- Graduates will be able to develop negotiation skills and analyses.

APPENDIX D

TOP SCHOOLS FOR RECRUITING VIA PHYSICAL DOD PRESENCE

Columbia Business School

Uris Hall
3022 Broadway
New York, NY 10027

Phone: 212-854-1961
<http://www.gsb.columbia.edu/mba/index.html>

Dean Meyer Feldberg

Target Recruitment Population per Class: 455 (470 Summer grads + 180 Winter grads = 650 students – 30% international)

Expertise/Recruitment Strength: Finance

Harvard Business School

MBA Career Services
Wilder House, Soldiers Field
Boston, MA 02163

Phone: 617-495-6232
Fax: 617-495-8947
Email: mbacs@hbs.edu

Dean Kim B. Clark

Target Recruitment Population per Class: 612 (900 students – 32% international)

Expertise/Recruitment Strength: General Management

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Kellogg School of Management

Northwestern University
2001 Sheridan Rd
Evanston, IL 60208

General information: 847-491-3300

[Recruiting cmc@kellogg.northwestern.edu](mailto:cmc@kellogg.northwestern.edu)

Dean Dipak C. Jain

Target Recruitment Population per Class: 434 (620 students – 30% international)

Expertise/Recruitment Strength: Marketing, Brand Management

MIT Sloan School of Management

50 Memorial Drive
Cambridge, Massachusetts 02142

Phone: 617-253-2659

URL: <http://mitsloan.mit.edu>

Dean Richard Schmalensee

Target Recruitment Population per Class: 210 (300 students – 30% international)

Expertise/Recruitment Strength: Engineering, Systems Management

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Robert H. Smith School of Business

University of Maryland
Van Munching Hall
College Park, Maryland 20747

Phone: 301-405-2278

Info@rhsmith.umd.edu

<http://www.rhsmith.umd.edu/>

Joanne Ferchland-Parella, Assistant Dean for External Relations

Phone: (301) 405-9454

E-mail: jferchla@rhsmith.umd.edu

Dean Howard Frank

Target Recruitment Population per Class: 150 (200 students – 25% international)

Expertise/Recruitment Strength: New Economy, MIS/Information Technology and Public Administration (home of the Center for Public Policy and Private Enterprise)

Stanford Graduate School of Business

Admissions

518 Memorial Way
Stanford University
Stanford, CA 94305-5015

Phone: 650-723-4046

Fax: 650-723-1332

email: alumni_inquiries@gsb.stanford.edu

Dean Robert Joss

Target Recruitment Population per Class: 281 (370 students – approximately 24-32% international)

Expertise/Recruitment Strength: General Management, Entrepreneurialism

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The University of Chicago Graduate Business School

1101 East 58th Street
Chicago, IL 60637

University of Chicago switchboard: 773-702-1234/7743
email: dsohotline@gsblistmail.uchicago.edu

Dean Edward A. Snyder
tsnyder@gsb.uchicago.edu
Phone: 773-702-1680
Dean's Office: 773-702-7121

Target Recruitment Population per Class: 370 (530 students – approximately 28-31% international)

Expertise/Recruitment Strength: Quantitative, Finance

University of Michigan Business School

701 Tappan Street
Ann Arbor, MI
48109-1234

Admissions
2260 William Davidson Hall
Fax: 734-763-7804
Phone: 734-763-5796

On-line Job Board: On [website](#). Contact is Katrina Vegter, Career Resources and Technology Coordinator at (734) 647-4917 or vegter@umich.edu. Postings remain active for 90 days; there is no fee for postings.

Dean Robert Dolan
1248 William Davidson Hall
Phone: 734-764-1363
Fax: 734-763-0671

Target Recruitment Population per Class: 305 (430 students – approximately 28-30% international)

Expertise/Recruitment Strength: Strategy

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The Wharton School

University of Pennsylvania
420 Jon M. Huntsman Hall
3730 Walnut Street
Philadelphia, PA 19104.6340

Dean Patrick T. Harker
Phone: 215-898-6183/3430
Fax: 215-898-0120
email: mba.admissions@wharton.upenn.edu

Target Recruitment Population per Class: 480 (800 students – 40% international)

Expertise/Recruitment Strength: Finance

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TOP SCHOOLS FOR RECRUITING VIA ELECTRONIC MARKETING ON SCHOOL WEB PAGE

Darden Graduate School of Business Administration

University of Virginia
Mail Address: P.O. Box 6550
Charlottesville, VA 22906-6500
Courier Address: 100 Darden Boulevard
Charlottesville, VA 22903

Phone 800-UVA-MBA1 (800-882-6221) or 434-924-7281, or 434-924-7739
email: Darden@Virginia.edu

Dean Robert S. Harris

Target Recruitment Population per Class: 226 (310 students - 27% international)

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The Fuqua School of Business

Duke University
Box 90120
Durham, NC
27708-0120

Phone: 919-660-7700
Fax: 919-684-2818
email: <http://www.fuqua.duke.edu>

Dean Douglas T. Breeden

Target Recruitment Population per Class: 224 (340 students - 34% international)

Haas School of Business

University of California - Berkeley
545 Student Services #1900
Berkeley, CA 94720-1900

Phone: General Information 1-510-642-7989
Email: <http://www.haas.berkeley.edu/>

Dean Tom Campbell
Phone: Dean's Office 1-510-643-2027 campbell@haas.berkeley.edu

Target Recruitment Population per Class: 161 (240 students – approximately 28-35% international)

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Howard University School of Business

2600 6th Street, NW
Washington, DC 20059

Recruiting Services, Mr. Harold Gray
Center for Professional Development
Phone: 202-806-1500/1518
Email: <http://www.bschool.howard.edu/>

Dean Dr. Barron Harvey

Target Recruitment Population per Class: 190 (200 students - 3% international)

Kelley School of Business

Indiana University
1309 East Tenth Street
Bloomington, Indiana 47405

Dean Dan Dalton
Phone: 812-855-8100
Phone: 812-856-5052

Email: mbaoffice@indiana.edu
Email: gcs@indiana.edu
<http://www.kelley.iu.edu>

Target Recruitment Population per Class: 180 (257 students - 30% international)

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Kogod School of Business

American University
4400 Massachusetts Avenue, NW
Washington, DC 20016

Phone: 202-885-1000

Dean Myron Roomkin
bizdean@american.edu

Phone: 202-885-1985

Target Recruitment Population per Class: 105 (210 students - 45% international)

McCombs School of Business

University of Texas at Austin
Austin, TX 78712-1178

Phone: 512-471-5921

Fax: 512-471-7725

Email: <http://www.bus.utexas.edu/>

Katy Nelson, Matt Turner
Associate Director, Corporate Relations
Katy.nelson@bus.utexas.edu
Phone: 512-475-8176

Dean George W. Gau

Phone: 512-471-5921

Fax: 512-471-7725

Target Recruitment Population per Class: 296 (400 students - 26% international)

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McDonough School of Business

Georgetown University
Box 571222
Washington, DC 20057

Phone: 202-687-3741
Fax: 202-687-8719
E-mail: tdt3@georgetown.edu

Monica Gray
Assistant Dean and Director of MBA Admissions
Phone: 202-687-4200

Target Recruitment Population per Class: 173 (255 students - 33% international)

School of Business Administration

The College of William and Mary
P.O. Box 8795
Williamsburg, VA 23187-8795

Tammy Ganier
Phone: 757-221-2921
Email: <http://business.wm.edu/overview/contactus.asp>

Dean Lawrence B. Pulley
School of Business Administration
College of William & Mary
P.O. Box 8795
Williamsburg, VA 23187-8795

Phone: 757-221-2891
Fax: 757-221-2937
E-mail: helene.hale@business.wm.edu

Target Recruitment Population per Class: 70 (100 full-time students - 30% international)

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School of Business and Public Management

George Washington University
710 21st Street NW, Suite 206
Washington, DC 20052

Office of Graduate Programs
Phone: 202-994-6584
Email: sbpmgrad@gwu.edu

Office of the Dean, Susan M. Phillips
Phone: 202-994-6380
Email: sbpmdean@gwu.edu

Target Recruitment Population per Class: 78 (120 students – approximately 30-40% international)

Tuck School of Business at Dartmouth

100 Tuck Hall
Hanover, NH 03755

Phone: 603-646-2369
Fax: 603-646-1308
Office of Admissions, tuck.admissions@dartmouth.edu

Dean Paul Danos

Target Recruitment Population per Class: 168 (240 students - 30% international)