

Natalie J. Webb

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EDUCATION

1992 Ph.D., Economics, Duke University
1986 MBA, Meredith College
1983 B.S., Computer Science, North Carolina State University

EMPLOYMENT AND PROFESSIONAL APPOINTMENTS

2013-present Executive Director and Chair, Defense Resources Management Institute, Naval Postgraduate School (NPS)

2014-present Professor, Defense Resources Management Institute, NPS

2022-present Adjunct Professor, Middlebury Institute of International Studies (MIIS)

2010-present Summer Instructor, Summer@Brown Pre-College Program, Brown University

2007-2015 Research Associate, Center for Defense Management Research, Graduate School of Business and Public Policy, NPS

2006-2008 Academic Associate, Defense Resources Management Institute, NPS

2004-2005 NPS Academic Advisor and Faculty Liaison to Navy's Executive Learning Officer, NPS

1998-2013 Associate Professor, Defense Resources Management Institute, NPS

1998-2002 Academic Associate, Defense Resources Management Institute, NPS

1992-1994 Visiting Assistant Professor, Monterey Institute of International Studies

1992-1998 Assistant Professor, Defense Resources Management Institute, NPS

- 1997-1999 Computer consultant, research associate, Webb Technical Group, Inc.
- 1991-1992 Instructor, Introduction to Statistics, Duke University
- 1988 Research assistant, Research Triangle Institute
- 1986-1992 Research assistant, teaching assistant (introductory microeconomics, macroeconomics, and statistics), Duke University
- 1983-1986 Software Systems Engineer, Northern Telecom Inc.
- 1982-1992 Lab assistant, bookkeeper, programmer, Webb Technical Group, Inc.
- 1980-1982 Cooperative education position in software engineering, Northern Telecom Inc.

PUBLICATIONS

Refereed journal articles

- Abzug, R., Webb, N.J. & Abzug, J. (2018.) Leadership believability and higher education fundraising. *Journal of Academic Administration in Higher Education*. Fall. Volume 14 Issue 2:35-46.
- Suppa, A. & Webb, N.J. (2016). What factors contribute to success in performance management in the public sector? An international comparative study of two large defense organizations. *International Public Management Review*. 17(2):1-35.
- Webb, Natalie J., & Abzug, R. (2016). Financial dereliction of duty: Are charities that aid veterans systematically mismanaged? *Armed Forces & Society* 42(4): 719-740. DOI:10.1177/0095327X16629159.
- Webb, N.J., Candreva, I.A., Hickey-Strum, D., Richter, A. & Dwelle, T. (2015). Evaluating community inclusion: A novel treatment program for children with autism spectrum disorders. *Journal of Public and Nonprofit Affairs* 1(2):118-135. <http://dx.doi.org/10.20899/jpna.1.2.118-135>.
- Arney, L., Lipow, J. & Webb, N. (2014). The Impact of Electronic Financial Payments on Crime. *Information Economics and Policy* 29: December, 46-57. DOI:10.1016/j.infoecopol.2014.10.002.
- Richter, A. & Webb, N.J. (2014). Can Smart Defense Work? A Suggested Approach to Increasing Risk- and Burden-Sharing within NATO. *Defense & Security Analysis* 30(4): 346-359. <http://dx.doi.org/10.1080/14751798.2014.948279>.
- Guo, C., Webb, N.J., Abzug, R. & Peck, L. (2013). Religious tradition, religious attendance, and volunteering for social change. *Nonprofit and Voluntary Sector Quarterly*, 42:34-58. DOI: 10.1177/0899764012473385.

- Suppa, A. & Webb, N.J. (2012). "Managing performance in the defense sector: Cases of the Italian Army and US Navy Surface Warfare Enterprise." *Conference proceedings, XIII Workshop Organizzazione Aziendale*, University of Verona.
- Webb, N.J., Richter, A. & Bonsper, D. (2010). Linking defense planning and resource decisions: A return to systems thinking. *Defense & Security Analysis*, 26(4), 387-400.
<http://dx.doi.org/10.1080/14751798.2010.534647>.
- Webb, N.J. & Candreva, P. (2010). Performance management and budgeting: A case study of the U.S. Navy's Surface Warfare Enterprise. *Public Finance and Management*, 10(3), 523-554.
- Webb, N.J. & Richter, A. (2010). Strategy at the crossroads: The case of the Navy hospital ships. *Defense Security & Analysis*, 26(2), 161-179.
<http://dx.doi.org/10.1080/14751798.2010.488857>.
- Casey, W., Peck, W., Webb, N.J. & Quast, P. (2008). Are we driving strategic results or metric mania? *International Public Management Review*, 9(2), 90-106.
- Webb, N.J. & Abzug, R. (2008). Do occupational group members vary in volunteering activity? *Nonprofit and Voluntary Sector Quarterly*, 70(4), 559-582.
 DOI:10.1177/0899764008314809.
- Mehay, S., & Webb, N.J. (2007). Workplace drug abuse programs: Does 'Zero Tolerance' work? *Applied Economics*, 39, 2743-2751. DOI: 10.1080/00036840600749532.
- Staniec, F.O. & Webb, N.J. (2007). Utilization of infertility services: How much does money matter? *Health Services Research*, 42(3), Part I: 971-89.
- Webb, N.J., & Blandin, J. (2006). Evaluating executive performance in the public sector. *International Public Management Review*, 7(1), 98-117.
- Handy, F., & Webb, N.J. (2003). A theoretical model of the effects of public funding on saving decisions by nonprofit service providers. *Annals of Public and Cooperative Economics*, 74(2), 261-282. DOI: 10.1111/1467-8292.00224.
- Abzug, R. & Webb, N.J. (1999). Relationships between nonprofit and for-profit organizations: Nonprofits as stakeholders. *Nonprofit and Voluntary Sector Quarterly*, 28, 416-431.
 DOI:10.1177/0899764099284003.
- Abzug, R., & Webb, N.J. (1997). Rational and extra-rational motivations for corporate giving: Complementing economic theory with organization science. *New York Law School Law Review*. XLI (3&4), 1035-1058.
- Abzug, R. & Webb, N.J. (1996). Another role for nonprofits: The case of 'mop-ups' and 'nursemaids' resulting from privatization in emerging economies. *Nonprofit and Voluntary Sector Quarterly*, 25(2), 156-173. DOI: 10.1177/0899764096252002.
- Webb, N.J. & Farmer, A. (1996). Corporate goodwill: A game theoretic approach of the effect of corporate charitable expenditures on firm behavior. *Annals of Public and Cooperative*

Economics, 67(1), 29-50. DOI: 10.1111/j.1467-8292.1996.tb01946.x.

Webb, N.J. (1996). Corporate profits and social responsibility: 'Subsidization' of corporate income under charitable giving tax laws. *Journal of Economics and Business*, 48,401-421. DOI: 10.1016/0148-6195(96)00022-7.

Webb, N.J. (1996). Tax incentives for corporate giving programs: What measures increase funds available? *Administration in Social Work*, 20(3), 39-56.
http://dx.doi.org/10.1300/J147v20n03_03.

Webb, N.J. (1994). Tax and government policy implications for corporate foundations. *Nonprofit and Voluntary Sector Quarterly*, 23(1), 41-67. DOI:10.1177/0899764094231004.

Chapters in books

Webb, N., & Richter, A. (2013). Evolution in Optimal Use of Navy Hospital Ships. In J. Amara & A. M. Hendricks (Eds.), *Military Health Care: From Pre-Deployment to Post-Separation*. Taylor and Francis. Section III, Deployment. Chapter 9.

Handy, F., & Webb, N. J. (2003). To save or not to save: Aspects of savings decisions by charitable organizations. In K. Banting & K. Brock (Eds.), *The nonprofit sector in interesting times: Case studies in a changing sector* (pp. 71-98). Kingston, ON: McGill-Queen's University Press.

Non-academic, refereed articles

Webb, N.J. & Angelis, D. (2009). Improving performance measurement in defense organizations. *Armed Forces Comptroller*. 54(1), 16-21.

Webb, N.J., & Handy, F. (2001). Saving decisions of nonprofits. *The Not-for-Profit CEO*, 9(1), 1-3.

Chermak, J.M., Lowe, J.K. & Webb, N.J. (1997). A new look at a new discount rate: Discounting project proposals within the U.S. Department of Defense. *Armed Forces Comptroller*, 42(1), 27-32.

Non-refereed technical reports

Candrea, P.J. & Webb, N. (2008). Exploring the link between performance and resource allocation in the Navy Enterprise. Sponsored research report (NPS-CDMR-FM-08-004), 25 September.

Sohn, S. & Webb, N.J. (1994). USAREC: Final report to U.S. Army Recruiting Command: Recommendations for analysis of U.S. Army budget requirements and efficient resource allocation for advertising expenditures, December 28.

Book reviews

Webb, N.J. (2001). [Review of the book: *Global Civil Society, Dimensions of the Nonprofit Sector*, by L.M. Salamon, H.K. Anheier, R. List, S. Toepler, S. W. Sokolowski, &

Associates.] *Nonprofit and Voluntary Sector Quarterly*, 30(2), 411-414.
DOI:10.1177/0899764001302012

Feeney, Suzanne, Harris, M. & Webb, N.J. (1996). Editorial. *Nonprofit and Voluntary Sector Quarterly*, 25(4), 411-414. DOI:10.1177/0899764096254001.

Other

Stanford Social Innovation Review, interview summarized in, "Busy jobs send most volunteers," spring 2009, Vol 7, No. 2, p 14.

Co-editor of Conference Proceedings for NATO Building Integrity Conference, Monterey, CA, February 2013.

Peer-Reviewed Conference Presentations

Webb, N.J. (2012, May) Keynote presentation: Desperately seeking performance in organizations, XIII Workshop Organizzazione Aziendale, University of Verona, Italy.

Webb, N.J. (1996). Rational and extra-rational motivations for corporate giving: Complementing economic theory with organization science. New York Law School Symposium on Corporate Philanthropy, New York, NY.

Current research

Solow, D., Symes, R., & Webb, N.J., 2022. A Novel Approach to Legacy Donations with Long-Term Benefits Supported by Mathematical Analysis. Under review.

Solow, D., Symes, R., & Webb, N.J., 2022. A Novel Approach to Legacy Donations with Long-Term Benefits Supported by Numerical Illustrations. Under review.

Webeck, S. and Webb, N.J. 2022. National Security Governance: A framework for understanding the effects of competing national security imperatives. In progress.

Peer review and referee activities

2009-15 Board Member, *Nonprofit Management and Leadership*

Reviewer service (selected): *Academy of Management Journal*, *Armed Forces and Society*, *Contemporary Policy Issues*, *Defense & Security Analysis*, *Eastern Economic Journal*, HarperCollins College Publishers, *Health Services Research*, *International Public Management Review*, *Journal of Autism and Developmental Disorders*, *Journal of Economic Behavior and Organization*, National Science Foundation, *Nonprofit and Voluntary Sector Quarterly*, *Nonprofit Management and Leadership*, *Nonprofit Policy Forum*, *Public Management Review*, *Quarterly Review of Economics and Business*, *Sage Open*, *The Nonprofit Sector Handbook* (2nd edition), *Voluntary Sector Review*, and *Voluntas*.

TEACHING AND ADVISING EXPERIENCE

Naval Postgraduate School

Defense Resources Management Institute Courses (graduate level executive education, ongoing)

Defense Resources Management
International Defense Management
Senior International Defense Management
Data Analytics for Financial and Resource Management
Human Capital Resources Management
Performance Management and Budgeting
Introduction to Budgeting Concepts
Economic Environment of Defense Management

Selected lectures:

Budget Systems Design	Market Structure and Defense
Budgeting with Inflation	Industrial Organization
Cost Benefit Analysis	Multi-Year Budgeting
Cost Concepts and Analysis	Multiyear Planning &
Cost Estimating Techniques	Programming
Economic Environment	National Budget Making
(introduction to	Performance Management and
macroeconomics)	Budgeting
Economics of Public	Present Value Analysis
Expenditures	Production and Unit Cost
Estimation	Analysis
Forecasting	Program Budgeting
Foundations of Budget Design	Public Sector in Mixed
Foundations of Strategic	Economies
Planning	Regression Analysis
From Strategies to Performance	Specifying, Collecting and
Hierarchies	Using Data
Marginal Reasoning	Strategic Planning for
	Resources Management

Graduate School of Business and Public Policy (Master's level)

Economic Analysis and Defense Resource Management (public finance), 2013
Introduction to Microeconomics, 1995, 1997

Graduate School of Business and Public Policy (graduate level executive education)

Defense Budgeting Course, Center for Defense Management Research, 2010-12
Business Planning; Strategic Business Planning, Center for Executive Education,

2004-2007

School of International Graduate Studies (graduate level executive education)

Infrastructure Reduction and Base Realignment and Closure, International
Defense Acquisition Resources Management Program, 2002

Master's thesis supervision, Naval Postgraduate School

Cho, Maj. C. (Korean Army)

Etcho, Maj. L.L.

Givens, J.

Hey, M.

Holcombe, S.G.,

Kemper, Lt. V.

Matvay, LCDR D., Jr.

McCrea, M.J.

Tannahill, Lt. S.

Tu, Maj. L.

Wittenburg, LCDR S.

(German Navy)

Army Logistics Management College (Master's level) through Florida Institute of Technology

Managerial Economics, 2000-2001

Brown University (Advanced high school summer program)

Making Informed Financial Decisions in Today's World Economy, Brown University
Summer at Brown, 2010-present

Technology and its Effect on Business and World Economies, Brown University Summer
at Brown, 2010-present

Duke University (undergraduate level)

Introduction to Statistics, Institute for Statistics and Decision Sciences, 1991-92.

Monterey (now Middlebury) Institute of International Studies at Monterey (Master's level)

Budget and Finance for Public and Nonprofit Organizations: 2022

International Accounting: 1992, 1993, 1994

Public Finance: 1992, 1993, 1994

SELECTED ACTIVITIES

1992-present Resource Management Courses, Defense Resources Management Institute,
Graduate School of Business and Public Policy, NPS. Provide technical assistance
in the form of short courses on public finance and resources management.
Countries to date: Albania, Argentina, Australia, Cambodia, Canada, Colombia,
Costa Rica, Czech Republic, El Salvador, Estonia, Germany, Guatemala,
Honduras, Italy, Jordan, Kenya, Kosovo, Kyrgyzstan, Latvia, Lithuania,

Macedonia (FYROM), Malaysia, Mexico, Moldova, Namibia, New Zealand, Norway, Peru, Poland, Slovak Republic, Slovenia, Solomon Islands, South Africa (included participants from Lesotho and Swaziland), Thailand, Uruguay, Vanuatu, and Zimbabwe

- 2016-2018 Developed business case analysis course emphasizing cost-benefit and cost-effectiveness analysis of government processes and purchases to the U.S. Naval Air Systems Command. Funding: \$38,000 annually
- 2013-present Develop, manage, deliver, and refresh eight online courses in financial management for the DoD Financial Management Online program
- 2012-present Teach financial management mini courses to The American Society of Military Comptrollers annual professional development conference
- 2012-2013 PI, Sustaining the fight: Data analyses on effects of insurgent and counterinsurgent activities in Colombia, Center for Army Analysis. Funding: \$200,000
- 2011-2013 Technical Advisor on public performance management and budgeting for the Peruvian Vice Minister of Resources, MoD, through the Defense Institution Building Reform Initiative (DIRI)
- 2011-2013 Co-supervised and taught independent studies program to eight Saudi Arabian National Guard participants
- 2011 Proposed, designed, and developed Defense Economics, Technology and R&D course for the Central Intelligence Agency. Recruited members from all four NPS schools. Funding: \$100,000
- 2010-12 Co-PI for Defense Budgeting Course for the CIA, organized and delivered through the Center for Defense Management Research, NPS. Funding \$40,000
- 2010-2011 Monterey County: Juvenile Sexual Offenders Team. Provided (pro bono) technical analysis on performance management, measurement, and government reporting to local government in support of a Department of Justice grant. Funding: \$100,000 to Monterey County
- 2008-2009 Co-PI, Exploring the link between performance and resource allocation in the Navy Enterprise, Navy Enterprise Office. Funding: \$55,665
- 2008 Taught economics and performance management and budgeting in the Marine Corps Practical Comptroller Course
- 2006 Academic Associate, Defense Resources Management Institute, NPS. Managed the curricula for graduate level executive education for in-residence and mobile courses for approximately 700 students annually
- 2003-2012 Subject Matter Expert, Center for Executive Education, NPS. Provided subject matter expertise and discussions with senior naval personnel

- 2002 Base Closure and Realignment Strategies for Peru, International Defense Acquisition Resource Management program. Provided analysis and technical assistance to Ministry of Defense and Finance staff in preparation for Peruvian base realignment and closure process
- 1998-2002 Academic Associate, Defense Resources Management Institute, NPS. Managed the curricula for graduate level executive education for in-residence and mobile courses for approximately 700 students annually
- 1992-1994 Co-PI, U.S. Army budgeting requirements and efficient resource allocation for advertising expenditures, United States Army Recruiting Command. Funding: \$100,000

FELLOWSHIPS, ACADEMIC HONORS AND AWARDS

- 2017 Office of the Secretary of Defense Award for Outstanding Achievement
- 2010-2011 Leadership Monterey Peninsula (nominated) class member
- 2006 Navy Superior Civilian Service Award
- 1997 Fulbright Research Scholar, University of Oslo, Norway
- 1997 Outstanding Research Award, DRMI, NPS
- 1995 Outstanding Teaching Award, DRMI, NPS
- 1991 John D. Rockefeller III, Summer Fellowship at the Program on Non-Profit Organizations, Yale University
- 1990-1991 Center for the Study of Philanthropy and Voluntarism Research Fellowship, Duke University
- 1990 Best Teaching Assistant, Economics Department, Duke University, spring
- 1985-1986 Delta Mu Delta Honor Society in Business Administration, 1985-86

COMMUNITY ACTIVITIES

- 2015-2019 Chair, Professional Advisory Panel, MAOS, Monterey High School
- 2011-2021 Board member, Monterey Academic of Oceanographic Science (MAOS), Monterey High School
- 2012-2014 Mentor to California State University, Monterey Bay students through Rotary Club of Monterey
- 2010-2011 Class member, Leadership Monterey Peninsula
- 2010 Project leader, Special Kids Crusade strategic planning for ability awareness training
- 2000-2015 Editor, Rotary weekly newsletter, *La Rueda*
- 2008-2011 Volunteer Coordinator, International School of Monterey
- 2009-2010 Board member, Kernes Adaptive Aquatics
- 2009-2010 Marathon walk/runner, raised over \$10,000 for Leukemia & Lymphoma Society
- 2006-2007 Taught once-a-week seminar (six-weeks in total, multiple offerings) at the International School of Monterey, where I organized sessions for my international

executive education participants and faculty to discuss their countries and issues with primary school students.

1996-2015 Member, Rotary Club of Monterey

1994-2000 Board member, Legal Services for Seniors, a Monterey County nonprofit organization

REFERENCES

Available upon request