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As the Chair of the Energy Academic Group and a faculty member in both the Operations Research Department and the Business School at Naval Postgraduate School (NPS), Dan Nussbaum provides several critical functions. He teaches courses in Cost Estimating and Analysis, mentors students throughout their graduate coursework, including their master's theses, provides Cost Estimating and Business Case Analyses for DoD organizations such as Department of Navy, Department of Air Force, Department of Army, and the Office of Secretary of Defense. He designs, develops and delivers distance learning courses in Cost Estimating and Analysis, especially the world's only all-distance learning Masters in Cost Estimating and Analysis. He chairs the NPS Energy Academic Group, and provides leadership to SECNAV Executive Energy Education program.

Education

- 1964 BA, Mathematics and Economics, Columbia University.
- 1971 Ph.D., Mathematics, Michigan State University.
- 1973 Fellow, National Science Foundation, Econometrics and Operations Research, Washington State University.
- 1983 National Security Management, National Defense University.
- 1985 Employment of Naval Forces, US Naval War College.
- 1995 Senior Officials in National Security (SONS) Fellow, Harvard University, Kennedy School of Government

Employment History

2004-present: Chair of the Energy Academic Group, Naval Postgraduate School, Operations Research Department.

- Teach graduate level courses in cost and schedule estimating and control and other OR areas.
- Lead and conduct research supporting senior government decision makers in cost and schedule estimating and control, cost benefit analysis, and business case analysis.
- Thesis advisor and mentor for US and foreign national military officers and civilians attending NPS.
- Develop strategies and plans to establish NPS presence in the National Capitol Region.
- Develop new, joint, all distance learning Masters programs.

1999-2004 Principal, Booz Allen Hamilton. Responsible for a broad range of cost, financial and economic analyses, with clients across the government and commercial spectrum. Developed new business opportunities for 500+ member team.

- Major financial and management systems projects included developing financial and management systems within US Department of Defense and for NATO aspirants.

- Led economic analyses, business case analyses, and life-cycle cost estimates to support cost-beneficial decisions for very large government systems within Air Force, Navy, Director of Central Intelligence, and Health and Human Services Departments.

1996-1999 Director, Naval Center for Cost Analysis, Office of the Assistant Secretary of Navy (Financial Management and Comptroller), Washington, DC.

- Chief advisor to the Secretary of Navy on all aspects of cost and schedule estimating and control and single Navy point of contact for guiding, directing and strengthening cost estimating and analysis throughout the Department of Navy. Directed all Navy Independent Cost Estimates as required by Congress and senior Defense leadership on ships, aircraft, missiles, electronics, and automated information systems. Directed special, high visibility, cost and economic analyses for Secretary of Navy, Chief of Naval Operations and Commandant of Marine Corps.
- Provided cost and schedule estimating and control policy and leadership for all Department of Navy commands. Developed and implemented cost estimating standards, models, tools, and web and database resources for Navy and OSD analysts.
- Developed first integrated cost research program to identify what needed to be done to improve cost estimating and analysis tools in the Departments of Navy and Defense.

1987-1996 Division Head, Naval Center for Cost Analysis; Washington, DC.

- Headed cost engineering, aircraft and weapons divisions. Conducted Independent Cost Estimates and cost-benefit analyses on all naval weapons, naval aircraft and aircraft systems. Developed and implemented cost estimating tools. Results provided critical and required cost estimates to the most senior levels of decision makers in the Navy and Department of Defense.
- Planned and executed the Navy's research program covering all aspects of cost and acquisition technologies. Provided products and results to senior leadership in Navy.

1982-1986 Deputy Director and Acting Director, Operations Research and Cost Analysis Divisions, Naval Air Systems Command; Washington, DC. Planned and conducted cost and cost/benefit analyses on all major naval aviation systems, including fixed and variable wing aircraft, missiles, and automated information systems. Results were furnished to senior level decision makers in the Departments of Navy and Defense and used as the analytical basis for defensible and reasoned major capital investment decisions.

1977-1981 Director, Economic Analysis and Operations Research, Headquarters, US Army, Europe; Heidelberg, Germany Directed headquarters' program of mathematical modeling in support of resolving critical operations research and resource management problems, including foreign currency fluctuations, relationship of funding to military readiness, value engineering, capital investment decisions and total cost of operations. Provided high-level operations research and econometric support to senior decision makers across the command. Created an operations research cell for the European theater to provide civilian analysts training in real world defense issues, while providing headquarters with greater analytic talent.

1974-1976 Mathematician/Operations Research Analyst; U.S. Army Concepts Analysis Agency; Bethesda, Maryland. Designed, developed, managed and led operations research/systems analysis methodologies and studies. Conducted operations research studies in financial management, resource analysis, manpower utilization, and logistics. Studies were grounded in mathematical programming, econometric modeling, Markov processes and dynamic inventory modeling. Results were instrumental in building efficient and effective Army short term and long terms financial plans.

1969-1974 Faculty member and Chairman, Department of Mathematics and Statistics, Saginaw Valley State University; University Center, Michigan. Developed and taught courses in mathematics, statistics, computer science and economics. Built curricula to support applied engineering program and led department initiatives in budget, personnel and public affairs. Recipient of University's award for excellence.

Professional Activities

- **International Cost Estimating and Analysis Association (ICEAA); Arlington, VA.**
 - Current National Board Member, Past President and Director of Outreach, 2009-present
 - National President 2003-2008
 - Board of Directors 1992-present
 - Responsible for the highly regarded national training and certification program of an international professional organization. Provide oversight of content and staffing of annual training and training workshops. Responsible for designing and managing acquisition of a training tool which covers the body of knowledge in cost estimating and analysis in a single interactive, automated teaching tool. This syllabus and tool are now in the hands of over 3500 professional cost estimators around the world.
- **Washington Institute for Operations Research and Management Science.**
 - Former President
 - Former Vice President.
- **Military Operations Research Society (MORS).**
 - Board of Directors, 1988-91
 - Working Group Advisor/Chair

Major Publications: Available upon request