

Abstract

The Naval Supply Systems Command 810 program provides an opportunity for approximately eight Navy Supply Corps officers to attend a top-30 U.S. business school every year. Upon graduation, these officers obtain a 1301 subspecialty code and are expected to serve in leadership assignments where their educational experience is needed to influence strategy, innovation, and significant Department of Defense business decisions. Our research has identified a twofold problem facing what's considered the most expensive educational program within the Navy Civilian Institutions Office's portfolio amassing nearly \$100k per student per year. Firstly, between 2003- 2019, only 5% of NAVSUP 810 graduates were billeted to a 1301 coded position within the first two assignments following completion of their degree. Secondly, the current set of 1301 coded billets for NAVSUP 810 graduates does not provide the best return on investment to the Navy. Data shows that the current inventory of 1301 coded assignments should be increased to meet the demand of graduating officers. Likewise, these positions must be located at prominent commands that provide the officer with the opportunity to impact strategy, innovation, and policy-making. Our team has provided several recommendations to improve billet optimization for this highly selective population of Navy Supply Corps Officers.

NAVSUP 810 Approved Schools List FY 2020	
Brigham Young University	Stanford University
Carnegie Mellon University	University of California, Berkley
Columbia University	University of California, Los Angeles
Cornell University	University of Chicago
Dartmouth University	University of Maryland
Duke University	University of Michigan
Emory University	University of North Carolina
Georgia Institute of Technology	University of Notre Dame
Georgetown University	University of Pennsylvania
Harvard University	University of South California
Indiana University	University of Texas Austin
Massachusetts Institute of Technology	University of Virginia
New York University	Vanderbilt
Northwestern University	Washington University in St Louis
Rice University	Yale University

FY2020 List of Approved NAVSUP 810 Schools.
This list is also representative of the Top 30 Business Schools and MBA Programs in the US identified by Bloomberg Businessweek

Methods

In order to properly analyze the problem presented by NAVSUP, our team used qualitative content analysis (QCA) to break down this complex and intertwined data set. As a widely used qualitative research technique, this approach allowed our team to subjectively interpret the text data content through the identification of themes and patterns. Our team analyzed and developed findings for the following NAVSUP 810 specific focus areas:



- **Utilization Metrics:** *Percentage of 810 graduates going to 1301 coded assignments.*
- **Educational Skill Requirements:** *Fundamental concepts required for approved graduate education curriculums. Harvard University, Duke University, and Stanford University analyzed.*
- **Core Skill Requirements:** *Specific business principles, processes and techniques required to authorize a billet as 1301. Includes the skills that the 810 graduate should obtain after degree completion.*
- **Navy Officer Billet Code:** *Codes used to assist in describing billet requirements for officer assignment.*

Results

- The current set of 1301 coded billets for NAVSUP 810 graduates does not provide the best return on investment to the Navy
- NAVSUP 810 students amass more than 4 times the annual tuition cost of an NPS MBA Student.
- Approximately 5% (5.13- 5.50) of NAVSUP 810 graduates were billeted to a 1301 coded position within the first two assignments following completion of their degree.
- This means an abundance of 810 graduates are being detailed to locations without 1301P billet classifications.
- Through QCA, our team discovered:
 - An additional 281 billets over 179 commands that could be investigated for 1301 coding.
 - With 1,026 billets available billets within the ranks of O4, O5, and O6, only 32 are 1301 coded.
 - 74 billets have been filled by 810 graduates with no subspecialty code at all.

University	FALL Obligations
Columbia	\$ 41,447.50
Duke	\$ 38,491.00
Duke	\$ 38,490.00
Georgetown	\$ 29,867.00
Georgetown	\$ 19,867.00
NYU	\$ 39,755.00
Texas A&M	\$ 19,078.30
U Michigan	\$ 34,546.00
U North Carolina	\$ 25,751.00
U San Diego	\$ 17,452.00
UC San Diego	\$ 15,951.04
USC	\$ 32,233.00
Yale	\$ 37,280.00
University	SPRING \$ Obligations
Columbia	\$ 39,785.00
Dartmouth	\$ 26,043.00
Georgetown	\$ 29,867.00
Georgetown	\$ 19,867.00
NYU	\$ 38,430.00
NYU	\$ 38,430.00
Texas A&M	\$ 21,231.00
U North Carolina	\$ 24,025.50
U North Carolina	\$ 26,601.00
U Notre Dame	\$ 28,369.00
U San Diego	\$ 23,037.00
Vanderbilt	\$ 29,750.00
Average Obligation Per Student Per Quarter:	
\$29,425.77	

Snapshot of the NAVSUP 810 Tuition Financial Document (FY20)