IN REVIEW
NAVAL POSTGRADUATE SCHOOL
MAGAZINE
JANUARY 2013

INSIDE:
NPS Stands Up New Littoral Ops Center
Newest Members Inducted into Hall of Fame
NPS, Navy Initiate Community Involvement Plan
Welcome to 2013 and what will inevitably be an important year for the NPS campus. I am pleased to take this opportunity to pen my first message for In Review and provide an update on our progress. As a graduate of this wonderful institution and a program/research sponsor, I have maintained a deep personal and professional connection with NPS. Like many of you, I have the utmost respect and admiration for the mission of this institution and the people who fulfill it, and I am honored to serve as Interim President.

This past year presented plenty of challenges to the NPS community. I am confident that together, and with the support of Navy leadership, we are on the right path to turning those challenges into opportunities for improvement and a strengthening of this institution. While many individuals and families are outlining their own resolutions for the New Year, NPS hit the ground running, well before the New Year began, on fulfilling our institutional resolutions: commitment to improved compliant processes that strengthen delivery on our mission to provide relevant and unique advanced education and research programs to increase the combat effectiveness of commissioned officers of the Naval Service and to enhance the security of the United States.

This university has been a fixture on the Monterey Peninsula since 1942. Since that time, NPS has woven itself into the fabric of this community. We must never lose sight of our commitment to our neighbors made evident through our generous volunteerism and outreach programs. Events like the annual Memorial Day Concert on the Lawn, the Expanding Your Horizons Conference for young women, providing judges for the Science Fair and other community outreach events enrich us individually and as an institution. Additionally, these events provide the community with a snapshot of what kind of people compose NPS and what we value as an institution. In the coming year, we will continue to place great emphasis on maintaining an open relationship with the community that we are a part of and continue our commitment to service.

To underpin that goal, Secretary of the Navy Ray Mabus asked NPS to develop a community involvement plan. We created community groups and hosted meetings, which opened a dialogue between NPS and Navy leadership with local elected officials, business leaders, educational partners and media professionals. Assistant Secretary of the Navy for Manpower and Reserve Affairs Juan Garcia has taken part in all of the meetings, and we could not be more pleased with the collaboration and frank and open input received in the initial meetings.

Shortly before the Christmas break, we established a Team Inspector General Inspection Recommendation (TIGIR) team to tackle each of the recommendations put forth in the IG Report. Each TIGIR team is made up of a diverse blend of experts from across the campus. I’ve assigned Marine Corps Col. Mitch McCarthy to coordinate our overall response to the IG recommendations, track our progress, and work with the TIGIR teams to ensure we have fully considered the range of options in our response. The teams have each developed their Plans of Action and Milestones and are moving forward smartly.

The Provost Search Committee, headed by NPS Department of Defense Analysis Chair, Dr. John Arquilla, continues to work diligently in search of qualified and experienced candidates to serve as the institution’s senior academic officer. Campus interviews and visits are underway for select candidates, and the committee will be actively engaged with the university community for input into this process. The committee is dedicated to moving us forward as quickly as possible, and following these campus visits, will be submitting their recommendations to me for review. I will, in turn, forward a prioritized list of candidates on to the Chief of Naval Operations and Secretary of the Navy.

With a new quarter now underway, I am committed to maintaining the academic standards for which NPS stands, and place a high priority on communication — both on campus and beyond. My promise to you is that NPS leadership will continue to ensure our critical mission is fulfilled and we will over-communicate status and happenings to ensure broad understanding through continued campus communications (small group discussions), President’s Portico on the NPS intranet, Inside NPS video spots, and in print material such as the monthly Update NPS, as well as In Review.

The academic reputation of the Naval Postgraduate School stands firmly on a century-old foundation of academic integrity and excellence. I am confident that the exceptional dedication of our students and the commitment of our faculty and staff will not waver in the face of adversity. Together, we will continue the tradition of academic integrity and excellence, while strengthening all other dimensions of our university.
Alumnus Rear Adm. Jan E. Tighe Takes the Helm at NPS

Rear Adm. Jan E. Tighe addressed NPS faculty and staff for the first time during a gathering in King Auditorium, Nov. 28, following the announcement of the university’s change in senior leadership by Secretary of the Navy Ray Mabus. Tighe was introduced to the institution’s community by Under Secretary of the Navy Robert O. Work.

Tighe is well acquainted with the NPS, having earned an academic prowess, earning both a master’s degree in applied mathematics as well as a Ph.D. in electrical engineering in 2001 from the university, but remained connected to the institution well beyond her days as a student.

“While I don’t know each of you individually, I believe I have a sense of who you are. I imagine my role will be to listen to you and learn from you,” she said. “I am fortunate to work with colleagues who have a breadth of diverse experiences, and I look forward to learning from each of you.”

Tighe said her cumulative experience with NPS provides her with a perspective to their studies. “With military cyber capabilities growing and changing so rapidly, it is critical for IDC students to understand how cyber fits into the broader picture of national defense,” said Unrein. “Vice Adm. Harris’ visit is a valuable chance for IDC officers at NPS to gain perspective into how the education and skills they gain here will be used in the cyber domain, and how that domain is interlinked with operations in other warfighting domains such as air, surface, subsurface and land.”

Noting the strength of the NPS cybersecurity program, Harris went on to mention the value he places on NPS and the student and faculty work that it produces. “These students are doing in all the schools here continues to be a direct impact on the fleet,” Harris said. “I just finished reading an NPS student’s thesis focused on maritime policing and security operations. I thought it was brilliant, and I will use it when I talk to my colleagues about things we need to start thinking about in terms of our strategy.”

Harris earned a Master of Science degree in Operations Analysis from the Naval Postgraduate School in 1989.

NPS Librarian Honored with Coveted Industry Award

The Carnegie Corporation of New York and the New York Times recently presented the “I Love My Librarian Award” to NPS’ Dudley Knoll Library Outreach and Collection Development Manager Greta E. Marllatt.

“I appreciate the ability to serve the NPS population and the free- dom and flexibility to support their needs,” said Marllatt.

The award was the result of a nomination effort led by NPS Department of National Security Affairs Distinguished Professor Dr. Tom Bruneau. There were 10 winners from 1,500 nominations, with Marllatt winning in the College Community or University category.

“It was very humbling and a huge surprise… it’s an honor,” said Marllatt. “One of the things that was the most special to me was that I was nominated from the people that I serve.”

In addition to her work as a reference librarian, Marllatt spends much of her time working with the Center for Homeland Defense and Security...
UNIVERSITY NEWS

NPS Promotes STEM Fields Through Expanding Your Horizons Conference

More than 240 girls from grades 5–10 gathered at the NPS campus, Oct. 27, for the Expanding Your Horizons conference, a daylong event meant to promote interest in the science, technology, engineering and math (STEM) fields. The event included a series of hands-on workshops that exposed the students to possible careers or courses in STEM.

“Over the years, we’ve seen a decrease in interest in the science fields and we want to change that,” explained EYH organizer Dr. Dave Nickles. “This is what makes this conference so great … The kids get hands-on experience in science activities and they leave here believing that they can work in these fields.”

This year the conference offered a series of workshops led by professionals in the fields of robotics, geology, mathematics, and other sciences. Countless NPS faculty and studentsparticipated, dedicating hours of their own time into holding the event.

As a special treat the students got the opportunity to listen to a local Monterey scientist. Representing the Pacific Grove Museum of Natural History, Ann Wasser gave an energetic speech about her life as a scientist and how she became interested in marine biology. “He was a Sailor’s admiral,” said Zumwalt.

Zumwalt expressed particular pride when discussing his father’s efforts to end what he called, “the institutional racism” that the Navy and its crew had experienced. “The Navy became part of this and I think it’s really important for these girls to have experience with that,” added Nickles.

Retired Air Force Lt. Col. Kris Johansen, currently employed with Yardney Technical Products presented the first in a series of near weekly guest lectures through our NPS Defense Energy Program. Johansen discussed the strategic applications of lithium ion batteries in critical defense programs and space exploration.

“The batteries that go on missiles and rockets, like the Trident D5 and the Minuteman last up to 25 years,” said Johansen. “We want to make sure they work after 25 years.”

Johansen’s company has been producing batteries for the military since 1944 – batteries that must be reliable in the most extreme environments. “These batteries must be reliable in the most extreme environments,” said Johansen.

As the designated United States Partnership for Peace Training and Education Center Program Manager Nathan Christiansen, from Israelis, from 1996 to 2005.

NPS Brazil Hold Joint Workshop on Fiscal Transparency

Faculty at NPS Defense Resource Management Institute (DRMI) recently conducted a Domestic Finance for Development (DF4D) workshop in Brasilia, Brazil.

As the designated United States Partnership for Peace Training and Education Center (USPTC), NPS worked closely with the U.S. State Department and the Government of Brazil to bring together NPS professors, diplomats and partner nation representatives for the two-day workshop.

“Our goal was for the U.S. and our Brazilian counterparts to encourage whole-of-government fiscal transparency initiatives in partner countries,” said DRMI Executive Director Dr. Francesco Melose. “The conference was attended by high-ranking government representatives from Honduras, El Salvador and the Dominican Republic.”

Also in attendance was U.S. Assistant Secretary of State for Economic and Business Affairs Jose Fernandez. “We want to help countries prepare themselves to take ownership of their own development by gathering the necessary resources from domestic sources,” said Fernandez.

Melose and DRMI associate professors Drs. Diana Angelis, Robert McNich, and Anke Richter conducted the workshop with participation from Fernandez and senior Brazilian finance, treasury and central bank officials.

“Each partner brought something unique to the table,” said Anderson.

As the designated United States Partnership for Peace Training and Education Center Program Manager Nathan Christiansen, from left: Dr. Diana Angelis, a professor at the University of Brasilia; Robert McNich, professor at George Mason University; and Anke Richter, professor at the European University Institute.

Researchers Develop Revolutionary Networking Architecture

Naval Postgraduate School research researchers have been developing what has been coined, “the premier disruptive technology of the decade,” by one of the principal investigators.

Dr. Thomas Anderson is a researcher with the Cold Regions Engineering and Research Laboratory, currently working with the U.S. Army’s Training and Doctrine Command Analysis Center (TRAC) at NPS to develop “information models” or executable descriptions of interactive systems — within a system he calls the Global Information Architecture, also known as GINA.

GINA is a “system of systems modeling environment,” he says, a digital marketplace wherein multiple applications, users and components are able to interact and behave through specified configurations as linked multi-dimensional systems.

“The GINA environment is ‘agnostic.’ It takes components, programs and technologies and represents them within itself in a manner that is universal within the GINA environment, allowing for previously unseen levels of interoperability without the man hours and dollars generally spent to make systems be able to work together,” said Anderson.

Col. Jeff Magram became familiar with GINA while studying with NPS’ next to Homeland Defense and Security, and put GINA to the test at Fort Hunter-Liggett, Calif., in a demonstration called “Sourcing Ang” last year.

In a world where the ability to view, process and use information is becoming more and more critical in the areas of war and death, a system like GINA has potentially life-altering implications. GINA allows for the interoperability of unrelated systems and advanced decision matrix databases critical to the kind of operations simulated in exercises.

“Because of GINAs’ flexibility we are able to better control our domain … we are able to do more with less and gather the necessary information,” said Magram. “On the operational side, we are able to turn GINA into a massive mission management tool. I believe that the ability to access information faster than separate store-piped systems.

“GINA is the cognitive toolset for the decision maker, it allows us to focus on what’s important, reconfigure quickly along with a developing mission, and be a more agile and capable combat and civil support organization,” Magram added.

Acoustical Society of America Recognizes Oceanography Professor

NPS Department of Oceanography professor Professor John Colosi has been honored with the prestigious Medwin Prize by the Acoustical Society of America. The award recognizes Colosi’s work on the acoustical properties of ocean waves as they relate to sound fluctuations in the sea. He was also honored with being selected to present the Acoustical Oceanography Prize Lecture.

“Quite an honor to receive the acoustical Medwin Prize as I also had the privilege of knowing Hank Medwin when I first arrived at NPS,” said Colosi of NPS Emeritus Professor Herman H. Colosi, upon whom the prize is named.

The Medwin Prize was established in 1990 to honor Dr. Herman E. Medwin of Woods Hole Oceanographic Institution in recognition of his contributions to acoustical oceanography. The prize is awarded to scientists who have made significant contributions to the field of acoustical oceanography.

Colosi joined the NPS faculty in 2005 after serving as Assistant and Associate Scientist at Woods Hole Oceanographic Institution from 1996 to 2005. Dr. Colosi has served as the head of the Acoustics Department of Oceanography and also as the Department’s Resident Scientist, overseeing the Acoustics Program. He was also instrumental in the development of the Acoustics program at the NPS Department of Oceanography.

Dr. Colosi’s research interests include the study of ocean waves, their interactions with the sea floor, and the effects of these interactions on ambient noise levels. His work has been focused on understanding the mechanisms that govern the generation and propagation of ocean noise, with applications to naval and underwater acoustics.

Dr. Colosio’s research has contributed significantly to the understanding of the acoustic properties of the ocean and has helped to advance the field of acoustical oceanography. His work has been recognized with numerous awards and honors, including the Acoustical Society of America’s Medwin Prize, which he received in 2013.

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officially can be collected privately by the ruling authorities to line their own pockets,” added Ear. “It is by weakening accountability that foreign aid most harms governance, by increasing the incentive for cor-ruption and diluting political will.”

Ear argues that good govern-ance in Cambodia is further hin-dered by a political culture that values loyalty over competence. “There are two roads ahead for Cambodia; one values loyalty above all else, even more than competence or merit; the other values compe-tence at all costs as much as loyalty. The right road must be chosen to turn bread and circuses into wealth and prosperity,” said Ear.

Loyalty to the ruling authority, although a seeming virtue, hinders development according to Ear. In the Cambodian context, blind loy-alty to the party prevents the sort of introspection and self-criticism that leads to growth. “You must be able to make a professional judgment … because of the problem of loyalty, you do not get a professional level of ba-reaucracy. The rational-legal bu-reaucracy that is needed to run coun-tries in same ways that are prob-ably possible and get development are just not there. Without them, you have corruption, land grab-bing, etc.,” said Ear.

Ear’s interest in Cambodia is not only scholarly, but also born of tragedy and personal experi-ence. He and his family escaped the Khmer Rouge when Ear was a young child. His father died due to malnutrition-induced dysentery while working at a Khmer Rouge commune that was little more than a slave-labor camp. Ear’s mother managed to save him and his siblings by pretending to be Vietnamese. Her subtitle was nearly discovered when it was brought to her attention that she had inadvertently given her boys’ girls’ names and vice-versa. Had she been discovered, she and her children would have likely joined the ranks of the estimated 1.7 mil-

lion killed by the Khmer Rouge. Ear is also the co-author of the book, “The Hungry Dragon,” in which he explores Chinese efforts to gain international access to nat-ural resources.

NPS Free Electron Laser Team Successfully Accelerates Beam in Spoke Cavity

Sweat was pleased to see the progress made, having advised on the design and testing of the spoke cavity. “This was the first time that one of these so-called spoke cavi-ties had accelerated a beam. They had done some testing on them before, but they had never actually gotten to the point of using one as an accelerator.”

From here, Sweat is continuing to work with the group on the next phase of the project, which will look into beam dynamics simu-lations, and the design of beam transport systems and diagnostics.

NPS Professor Given Unprecedented Access to Turkmen Archives

Clement will be returning to Turkmenistan in the spring to at-tend a scholars’ conference. Her chives. Clement is a historian with a background in Near Eastern lan-guages and civilization. She is cur-rently exploring the intersection of political and social power in mod-ern Central Asia.

“Language and the press are the lesser through which I look at how power is shaped,” said Clement. “One of the things I am looking at in my work is the change in alphabets, the competition between Russian and Turkmen for dominance, and how have culture and language poli-cies been administered by the State.”

Clement is one of only two non-Turkmen scholars ever al-lowed access to the archives. Turk-menistan presents a compelling subject for her studies. As a nation still in transition — its ancient past, Soviet-era occupation, and even-tual independence — it evokes a rare window into the use of language and culture as political mechanisms to power.

“One of the things that is inter-esting is the degree to which peo-ple abandoned Russian and Soviet culture after independence,” said Clement.

Clement will be returning to Turkmenistan in the spring to at-tend a scholars’ conference. Her findings are set to be the subject of an upcoming book titled, “Learning to Be Turkmen: Literacy, Learning and Power, 1904–2006.”

Mathematics Professor Coauthors Book on Nonlinear Equations

NPS Department of Applied Mathematics Professor Beny Neta recently released his co-authored book, “Multiple Methods for Solving Nonlinear Equations” written in collaboration with professors from the University of Nis, Serbia.

“We are hoping to spark a new research direction in our field,” said Neta. “If people know what’s already been done, maybe they’ll come up with new ideas.”

Neta and his co-authors saw the need for a text that would con-tain both non-linear equation solvers. They hope that their work will help to prevent redundancy in the field and offer a “clear start-ing point” that will encourage further research. An electronic edition of, “Multiple Methods for Solving Nonlinear Equations” was released in December; a hardcover edition is to be released in early 2013.

As part of a guest lecture by former Under Secretary of the Army Nels-son Ford, students in NPS’ Graduate School of Business and Public Policy class titled “Defense Budget and Financial Management Policy,” were presented with a simulation for exploring how to actually reduce the federal deficit.

“We are studying the broader fiscal context in which the defense bud-get operates,” explained NPS Professor Douglass Brook. “This simulation gives the students an opportunity to try to stabilize the national debt by making complex spending and tax choices.”

Leading a two-day classroom exercise, Ford shared with students the grim reality of the federal budget, noting that issues like social security and health care must be addressed if reasonable solutions to the budget crisis are to be found.

“The military budget is a large portion of the discretionary budget, which means we are one of the first ones to be looked at when it comes to identifying cost saving measures and reduction in benefits,” said Marine Corps student Maj. Petra Seipel. “But what many fail to see is that most of the cuts in defense spending will not be enough to offset the shortfalls in the mandatory spending. The decisions that were made within the simulation exercises made it clear that to balance the budget we need to look at the underlying laws that make our expenditures high-er than the revenue we take in.”

Ford presented students with an online budget simulator by the Com-mittee for a Responsible Federal Budget, and tasked students with propos-ing how to reduce the national debt to 60 percent of the Gross Domestic Product by 2021. The simulation explores spending categories such as defense, health, care, social security and tax expenditures. Having worked in both the public and private sectors, Ford has a good idea of the management and resource challenges that await the class of future military leaders he was addressing. “We are borrowing a trillion dollars a year and, if we don’t stop, we’ll wreck the economy and the country. Second, you can’t solve the problem with cuts in defense and other discretionary spending because it only represents 30 percent of the total spending. And their generation needs to lead the charge to make this happen.”

As part of the week-long simulation, students were presented with a comprehensive budget blueprint, which included detailed information on current funding and programs. The students were then asked to identify potential areas for cuts and reductions in benefits. They were also tasked with developing a plan for the future, including strategies for increasing revenue and reducing the national debt.

Clement and her co-authors plan to continue their research on the topic of language and power in Turkmenistan, with a focus on the role of the press in shaping national identity. They hope that their work will continue to contribute to the understanding of the complex relationship between language, culture, and power in the region.
The Navy is making big investments in littoral technology — there is currently 20 plus littoral vessels in the works, but constructing the vessels is just the beginning. And according to NPS Professor of Practice, retired U.S. Navy Capt. Wayne Hughes, as the vessels continue to be integrated into the fleet, decision-makers must determine the optimal weapons, radar and communications systems, and strategies, necessary to make the vessels most effective.

Hughes has been thinking about littoral operations for over 30 years and was instrumental in the creation of a littoral center at NPS. He was aided in his efforts by, amongst others, retired U.S. Navy Cmdr. Stephen Benson, a littorals expert now working with the contractor providing the primary surveillance radar on one of the currently operating littoral vessels.

“Too often in the past, 10 years, I have been passionate about littoral operations,” I believed that at one point, those ground campaigns would shift and we would need to focus our attention on littoral strategies,” said Benson. “It dawned on me that we have 24 ships coming and it was time to stop the grazing and begin the work of figuring out how the ships were going to be employed around the world. I knew the Navy was working this problem, and I began looking for ways to help.”

Hughes echoes Benson’s emphasis on developing littoral operations strategies. “We are good at blue water operations, but we are not that skilled in fighting and operating in the littoral waters in places like the South China, Baltic and Black Seas as well as the Persian Gulf,” said Hughes. Seeking expertise in littoral operations, researchers turned to allied navies that operate regularly in the littorals.

“There is no better place to explore how anti-access [littoral] strategies are employed than by working with our partners who have been focused on anti-access strategies for years,” said Benson. NPS researchers turned to Sweden to learn from their experience operating in the extreme littorals of the Baltic Sea during the cold war, he continued.

“The U.S. and Swedish approaches to littoral warfare present two unique yet coupled perspectives … The U.S. has been primarily concerned with access via the global commons for brief periods of time, amphibious assault,” said retired Swedish Naval Capt. Bo Wallander. “The Swedish Navy, while increasingly active in coalition forces around the world, has been primarily concerned with its national existence while operating adjacent to the overwhelming threat of the Soviet Union for decades.”

The Swedish approach is also unique amongst naval forces in that it does not make clear distinction between land and sea operations in the littoral. “The Swedes have a very different view of the near shore or littoral zone,” he said. “The U.S. Navy looks at it as an area that we travel through quickly to get Marines on shore. The Swedes do not draw hard dark lines between the land and the water in the manner that the U.S. Navy tends to … They see it in an integrated way, how they got to that and managed that integration is something that we want to be able to draw upon,” added Sepp.

Despite all the interest in Swedish strategies, littoral warfare strategy is far from new to the U.S. military. The first significant U.S. littoral war- fare occurred during the civil war between ironclads, the CSS Monitor and the CSS Virginia. Littoral warfare was also conducted in Vietnam, but interest dwindled after the conflict as the U.S. Navy focused on deep-water operations during the height of the Cold War. Present interest reflects changing geopolitical concerns, economics and the realization that naval forces around the world will be required to do more with less.

“The U.S. Navy has done a great job since World War II continuing high tempo operations, but as we get fewer and fewer ships, it is difficult to maintain the same presence,” said Kline. “There is overwhelming evidence that we have the ability to do military research with students to the profit of the Navy and its students in many areas,” said Hughes. “Students were able to offer insights into optimal equipment, weapons and sensor packages and were able to foresee complications and possible capabilities that have not been previously considered,” said Kline.

But, it is not just about manpower and economics. Littoral ships also appear to be an efficient means of responding to modern threats. “Most of our destroyers are not doing missions related to warfighting, they are doing drug interdiction and other non-warfare activities. Littoral ships can conduct those operations more effectively while saving the destroyers for their wartime responsibilities,” said Kline.

As NPS researchers explore littoral strategies and determine the correct mix of technology, weaponry and tactics, they are drawing upon the expertise of NPS’ unique student body through wargaming exercises and campaign analysis courses.

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Students note that the work they are doing with researchers supports individual learning objectives while providing them with an opportunity to shape the future Navy in which they will continue to serve.

“As a student today, I know that one day I may command an LCS,” said U.S. Navy Lt. Robert Floyd. “As a student here at NPS, I can have input into the development of the ship that I may serve on in the future.”
T
he Department of Defense, and the
U.S. Armed Forces, are about combat
effectiveness.

But in modern times of intense budget
scrutiny, sitting right behind being effective is
being efficient. Budgets have been scrutinized
for years, but with sequestration looming, and
further tightening of the belts pending, the
reality is those budgets will only continue to
be examined in excruciating detail.

Efficiency is the best remedy, and in all
aspects, it’s a pillar of a profitable business.
Whether that efficiency lies in logistical
optimization, personnel management, finance
or in leadership, it is the name of the game for
success. But it has become just as critical in
DOD operations and strategy as well, and this
is the space of the Graduate School of Busi-
ness and Public Policy, or GSBPP, at the Naval
Postgraduate School.

A dedicated management school at NPS was stood up
in the late 50s, and according to current
GSBPP Dean Dr. William Gates, naval leaders recognized
then the value of lessons learned from the business
community.

He cites a 1959 conference on the
establishment of the Master of Science in
Management degree at NPS, noting the goal for
the initial degree was “to inform our graduates
about the best management practices from
large and complex business and government
organizations, and apply them to the ‘manage-
ment of men, material and money’ to maximize
the Navy’s combat effectiveness,” Gates said.

It’s strikingly similar to the goals of NPS
business school today, however, the means by
which the university achieves these goals have
evolved dramatically.

“GSBPP’s programs, students and faculty
have grown, diversified and improved in
quality during our 50-year evolution,” says Gates.
“We now have approximately 70 faculty
members, over 50 of whom hold Ph.D.s, and
GSBPP now offers a broad spectrum of de-
grees, both in residence and distance learning,
as well as hybrid programs and certificates
that meet the individual needs of our spon-
sors, and the students they support.”

Gates points to multiple degree programs
in management, as well as Master of Business
Administration (MBA) and Executive MBA
programs also available. Degree programs in
counterpart management, logistics management,
program management, defense systems analysis
and so many others, round out a broad portfo-
lio of degrees that are tailored to the immediate
and near future needs of the Navy and DOD.

This direct connection to the needs of
the services could not be more critical, says retired
Rear Adm. Jim Greene, who in partnership with
GSBPP Associate Professor Keith Snider, lead
the school’s Acquisition Research Program.

“Taps into the intellectual capital available.
Senior officers to engage with NPS faculty and
students during one of his own stints in the DOD
acquisition process, learning these hard les-
sions during one of his own stints in the DOD
headquarters as program manager of the multi-

billion-dollar Aegis Shipbuilding program.

Greene and Snider have driven the Acqui-
sition Research Program (ARP) for a decade
and the effort has become the nation’s leading
clearinghouse of research and knowledge in
acquisition policy and practices. The team
boasts nearly 1,200 scholarly reports and
analyses through the ARP that have been
published and are readily available.

Given the enormous investment the U.S. makes in acquisition, its importance
in achieving the mission, and its potential
for failure, “It seems that far more attention
should be paid to acquisition research than is
the case,” Snider says.

But he is quick to point to both the
aforementioned girth of acquisition reports
and papers, as well as a growing number of scholars
involved in the evolving discipline, as
a mark of success in the program.

“All of these contribute to a growing body of
publically-available knowledge about acquisition,
and they also help to bring defense acquisition
into the scholarly mainstream," he adds.

A very recent success story of student
research through GSBPP came at the request of
Vice Adm. William Landay, pictured above right,
Director of the Defense Security Coop-
eration Agency (DSCA) and an NPS graduate
in systems technology. Landay wanted a fresh
look on the Foreign Military Sales Administra-
tive SurchARGE Rate, and tapped into the intel-
lect of U.S. Army Maj. Matthew Fix and U.S.
Air Force Maj. Abizer Tyabji to achieve this.

Working closely with longtime NPS GSBPP
Professor Joseph G. San Miguel and Opera-
tions Research Professor Daniel Nassbaum,
the two officers performed a detailed analysis and
assessment of the rate, detailing their studies in
a joint 2011 thesis. Landay also requested an ad-
ditional study on workload and cost analyses for
the DSCA/Foreign Military Sales efforts, per-
fomed by Marine Corps Capt. Henry Curquez.
Landay’s organization reviewed both works,
performed its own detailed studies, and just
over a year later, modified the surcharge rate
agency-wide. In a letter to GSBPP Dean Gates,
Landay noted, “I am personally grateful for the
efforts and professionalism exhibited by these
individuals and appreciate their tremendous
contribution to the Security Cooperation mis-
sion,” he wrote. “I firmly believe these initia-
tives will contribute to improved management
of this large and complex business.”

“Maj. Fix and I are very excited that
our research was able to make some really
positive financial changes at an important
governmental organization,” says Tyabji, cur-
rently teaching management at the U.S. Air
Force Academy. “The results of this research
wouldn’t have been possible without the sup-
port of our NPS advisors, Professors Nass-
baum and San Miguel, as well as the amazing
collaboration of DSCA and Vice Adm. Landay.”

Gates notes there are countless examples
of direct responsiveness between the research
performed by GSBPP students, and the needs
of Bort and service commanders — it’s a true
hallmark of the school’s diverse set of
programs. And the results are immediate,
not only in policy but in operational elements as
well, such as the re-establishment of a search
and rescue unit at Naval Air Station Lemoore
thanks to an EMBA capstone project by sev-
eral NPS students (see article on p. 24).

Beyond research, GSBPP’s core educational
programs are equally in direct connection
to the needs of Navy leadership. Rear Adm.
Joseph Mulloy, pictured above left, Deputy
Assistant Secretary of the Navy for Budget and

By Callie V. Nusbaum

JUST OVER 50 YEARS HAVE PASSED SINCE THE NAVAL POSTGRADUATE SCHOOL AWARDED ITS FIRST DEGREE IN MANAGEMENT. SINCE THEN, THE CURRENT GRADUATE SCHOOL OF BUSINESS AND PUBLIC POLICY HAS DEVELOPED A PORTFOLIO OF DEFENSE-FOCUSED, DEGREE PROGRAMS TO DIRECTLY ADDRESS THE BUSINESS NEEDS OF THE DEFENSE ENTERPRISE.

In Review • January 2013

Dr. William Gates
Dean, Graduate School of Business and Public Policy

“We don’t define ourselves by the degrees we currently offer, but by the diversified set of management skills that span several disciplines. As we talk with potential sponsors, we work to understand their particular needs and tailor programs to meet those needs, if they do not already exist.”

Dr. William Gates
Dean, Graduate School of Business and Public Policy

CONTINUED ON PAGE 16
The Graduate School of Business and Public Policy (GSBPP) at NPS offers the only MBA program specifically designed to provide a defense-focused, graduate business education. The objectives of the MBA programs are both to provide professional knowledge and skills to prepare officers for management positions within DOD and to develop broad critical thinking and analytical abilities. A multitude of faculty capabilities combined with diverse academic products and a variety of delivery modes allow GSBPP to be remarkably versatile across the nation and world. The school has the ability to create new curricula on short notice, modify current programs to meet demands of the defense community, and use evolving technology to advance research and scholarship.

### Acquisition Management

The acquisition management program was designed to develop the knowledge, skills and competencies necessary to effectively lead the acquisition workforce and efficiently manage the resources allocated to the acquisition process. The two curricula—acquisition and contract management—and systems acquisition management, focus on problem solving and decision-making in a variety of acquisition situations demanding critical thinking and a balanced approach in the application of theory and practical solutions. Graduates of the curricula are expected to assume leadership positions in the acquisition workforce.

### Defense Management

The defense management program provides future DOD leaders with the analytical skills and critical thinking ability to solve problems and make decisions they will confront in both operational and staff jobs. The interdisciplinary curriculum integrates within the defense context course-work in accounting, economics, mathematics, communications, management theory, and operations/systems analysis. Students design their own concentrations to meet their respective organizations’ unique staffing and operational needs.

### Financial Management

The financial management program prepares officers for business, financial, and analysis positions including comptroller and the DOD. Financial management assists the DOD’s decision-making processes at all levels by providing accurate, timely and relevant information and analysis. They are concerned with the optimal allocation of human, physical and financial resources to achieve the DOD’s goals and objectives while assuring efficient and effective expenditure of public funds. Curricula cover topics such as financial reporting standards, cost analysis, budgeting and financial management, management planning and control systems, strategic resource management, and the Planning, Programming, Budgeting Execution System used within the DOD.

### Information Management

The Information Age has generated a revolution in the means in which we conduct business and war. New technologies have changed our view of the marketplace and the way we conduct business. This change has had a significant impact on the way that we think and work. In the Information Age, we must be able to think critically and creatively to solve problems and make decisions. The Information Age has also created new opportunities for growth and development. The Information Age provides us with new tools to help us achieve our goals.

### Logistics Management

The logistics management program provides education in all aspects of the logistics function. The management core of the program provides study in accounting, information management, supply chain management, and systems acquisition, and logistics strategic planning.

### Typical Acquisition Management Jobs:
- Program manager
- Logistics staff action officer
- Test and evaluation officer
- Acquisition logistics officer
- Contracting officer
- Director of contracts
- Contracts and business policy

### Typical Financial Management Jobs:
- Budget analyst
- Business financial manager
- Program analyst
- Fiscal officer

### Typical Logistics Management Jobs:
- Logistics staff action officer
- Maintenance or logistics readiness squadron commander
- Operations officer
- Test commander
- 3rd staff action officer

### Logistics Research Opportunities:
- Managing the service supply chain in DOD
- Logistics Information Technology in Supply Chain Management
- A Diagnostic Approach to Analyzing Weapon System Life-cycle Support
- Operational Force Sizing and Prepositioning for Natural Disasters

### Resident On Board By Service

- **Navy:**
  - Residents: 42%
  - Hybrid: 22%
  - Distance learning: 46%
- **Army:**
  - Residents: 21%
  - Hybrid: 22%
  - Distance learning: 46%
- **Coast Guard:**
  - Residents: 21%
  - Hybrid: 22%
  - Distance learning: 46%
- **Marine Corps:**
  - Residents: 21%
  - Hybrid: 22%
  - Distance learning: 46%
- **International:**
  - Residents: 21%
  - Hybrid: 22%
  - Distance learning: 46%

### Resident On Board By Service

- **Navy:**
  - Average length of program time in months to MBA degree earned: 290
- **Army:**
  - Average length of program time in months to MBA degree earned: 18

### Alumni Profile:
- USN Cmdr. John DaDitius (Ret.)
  - MBA, Naval Postgraduate School, 2006
  - Current Job: Senior Financial Manager at U.S. Department of Justice, Washington, D.C. Metro Area

### Alumni Profile:
- USN Lt. Cmdr. Joel Rosset
  - MBA, Naval Postgraduate School, 2004
  - Current Job: Commanding Officer at 33rd Maintenance Squadron (F-35), Destin/Fort Walton Beach, Florida Area

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GSBPP research and education efforts also keep a keen eye on the emerging and future needs of the U.S. Navy and DoD. Humanitarian assistance and disaster response (HADR) operations are becoming a more critical element of operational strategy, one that will likely only continue to evolve and grow.

The service is learning fast lessons, on the fly, on how to get better at HADR missions, and how to deal with this need. The GSBPP Humanitarian Research Group (HBGR) launched the efforts of Operations and Logistics Management Associate Professor Dr. Aruna Apte.

"The other part of the NPS business school curriculum that I believe is particularly helpful is the focus on organizational culture and strategic management," he stressed. "The study of the organizational change process is what we learn in strategic management, and I really found it useful...I think the NPS business school has taught me useful tools that can help me be an agent for change within a large organization such as the Navy."
Dr. David Titley, a retired Rear Admiral and NPS graduate, has been instrumental in leading NOAA operations. In his current position as Deputy Under Secretary for Operations, he applies his educational and Navy career experiences to oversee the National Weather Service (NWS), an operation that is critical today.

In times of critical decision-making, Titley, a retired Rear Admiral, teaches you how to think about the future. And it’s not only thinking about the future, but thinking about problems that, when you were in postgraduate school, you didn’t even know were going to be of interest to the Navy.

Titley, a 32-year Navy veteran who assumed his position as chief operating officer of NOAA in June of this past year, earned his master’s degree in meteorology and physical oceanography, and a doctorate degree in meteorology from NPS. His dissertation research was focused on the rapid intensification of tropical cyclones, which have proven dangerous for civilian populations as well as the Navy's maritime operations — and were no more evident than with Sandy's power surge.

Since assuming his current position, Titley has relied upon his Navy leadership experience and his academic background to help assess the future operational needs for the organization charged with oceanographic and meteorological research and planning. The NOAA Corps, with over 300 commissioned officers, is just one dimension of the administration that also serves as home to the NWS, a large research office, and a number of branches dedicated to furthering atmospheric and maritime planning and operations — from issuing storm warnings to overseeing fisheries. One of the focal points of Titley's leadership, he says, is in examining the current state of his organization.

“Right now, as the Deputy Under Secretary for Operations, I’m really just working out some real basic things. In fact, to borrow from Adm. John Harvey, I’ll say ‘Brilliant at the Basics,’ because I think it can apply to NOAA,” said Titley. “It's important to look at how we manage our IT, how we do our hiring of civilian personnel, how we do our acquisition, how we do our financial management, and how we just do the business of NOAA. All of those things, I'm just taking a hard look at and seeing where there are opportunities for improvement.”

With such a wide-reaching research mission, Titley sees the NOAA operations as necessary to keep the U.S. a step ahead of the challenges of the future — one of growing concern is climate change. He noted the Arctic has seen a dramatic decrease in multi-year ice, which had previously prevented ships from passing through the region. Today, leaders are beginning to ask the logistical questions about an area that may soon see more traffic from tourism, commerce and resource exploitation.

“If we see climate change, I think of it really as no more or no less than the physical battle space in which our Navy has to operate everyday,” explained Titley. “And when directed by the national security, they be required to fight and win in that battle space. So just as we plan for changes in policy, changes in economics, and changes in demographics, the U.S. security establishment, and the Navy in particular, should also plan for when our physical environment is going to change. And that really, to me, is the link between the reality of the physical science of climate.”

Titley has decades of experience in weather systems and oceanography, having previously served at Fleet Numerical Meteorological and Oceanographic Center, Naval Oceanography Operations Command, and Naval Meteorology and Oceanography Command.

Having served both Navy and civilian meteorological and oceanographic institutions, Titley understands the value of the two coming together in collaboration. In looking to the future, he expressed hope that NOAA will continue to find new opportunities to share expertise and ideas with partners in the scientific community.

“I think that collaboration is important, and it certainly continues to improve. And it really extends from strategic all the way down to tactical. At the strategic level, we work very closely with the Navy on the Ocean and Atmosphere Prediction System, because at the end of the day, we share a battle space.”

Titley hopes to see partnerships between NPS and NOAA extended as well, and beyond the university's meteorology and oceanography departments, drawing on the expertise and research within fields like operations research.

“I think there is an opportunity for collaboration with NPS and the great mixture it has beyond the meteorology and oceanography departments,” Titley explained. “Some of what we do require people with skill-sets different than oceanographers or meteorologists. It requires skills such as operations research or operations analysis, among others. So I see this as not only collaboration with the institutional departments we have worked with previously, but reaching across departmental lines to reach those that may not have participated yet.”

Retired Rear Adm. and NPS graduate Dr. David Titley, pictured during a campus visit while serving as Oceanographer of the Navy, now applies his educational and Navy career experiences leading the National Oceanic and Atmospheric Administration as Deputy Under Secretary for Operations.
The two newest members of the prestigious Naval Postgraduate School Hall of Fame — former Chief Executive Officer of Science Applications International Corp., retired Marine Corps Col. Walt Havenstein, left, and former Commander of the U.S. Special Operations Command, retired Navy Adm. Eric Olson, right — stand before the wall dedicated to Hall of Fame members in Herrmann Hall.

NPS Partners with USUHS on Grad Certificate Program in Health Care Simulation

The Naval Postgraduate School’s Modeling, Virtual Environments and Simulation Institute (MOVES), in partnership with the Uniformed Services University of the Health Sciences (USUHS), has developed a graduate-level certificate program that provides health care simulation center directors, staff, users and supporters with state of the art education focused on the theory and practice of health care simulation.

The Healthcare Simulation certificate program is delivered asynchronously to students across the country already serving as managers of programs using modeling and simulation to train health care professionals. Graduates of the one-year program will be versed in the current best practices of health care training and education.

"The students participating in our first cohort are already managing the use of simulation training," noted U.S. Navy Cmdr. Joseph Sullivan, director of NPS’ MOVES Institute. "They are well established leaders in the health care profession, but their knowledge of simulation has been primarily self-taught. This certificate offers the opportunity for formalized training, and illustrates the underlying principles of applying and developing simulation solutions."

Noting the forecasted shortage of health care professionals in the United States over the coming decade, Sullivan sees modeling and simulation as an effective way to bridge a critical gap in the health care industry, and the development of a modeling and simulation management certificate as a meaningful endeavor.

"Studies are showing there will be a shortfall of health care professionals in the United States," noted Sullivan. "Between now and 2020, there will be an estimated 5.6 million new jobs for health care workers nationwide. Partnering with USUHS to deliver this certificate program is kind of a perfect storm in timing."

"Senior health care leaders within the Department of Defense (DOD) are increasingly looking towards modeling and simulation to fill these shortfalls. We are having the exact same problems as the civilian sector when it comes to the need for qualified medical providers," noted Sullivan. "One of the advantages we have is that Assistant Secretary of Defense for Healthcare Affairs, Dr. Jonathan Woodson, recognizes this problem and wants to use simulation as a means to radically reform the education model to meet this demand."

"Currently there are 16 DOD simulation centers and three Department of Veterans Affairs learning centers utilizing modeling and simulation to train health care workers. When senior members from USUHS began looking for solutions to address the gaps in qualified modeling and simulation center directors, staff, users and supporters with state of the art education focused on the theory and practice of health care simulation.

THE NAVAL POSTGRADUATE SCHOOL welcomes its newest inductees into the university’s prestigious Hall of Fame during a formal ceremony in Herrmann Hall, Nov. 10. Interim President Rear Adm. Jan E. Tighe presided over the event, enshrining retired Adm. Eric Olson and retired Marine Corps Col. Walt Havenstein as the latest graduates to receive the distinguished honor.

"Olsen served 38 years in the Navy, achieving the unique distinction of being the first Navy SEAL to earn the ranks of three- and four-star admiral. In welcoming Olsen to the prestigious hall, Tighe offered testament to the sacrifices made by the national security affairs alumni.

"It would be appropriate to say he led by example," Tighe said of Olson, "demonstrating a tireless commitment to excellence and service to his country through his military career, from which he later retired as the longest-serving SEAL the Navy had ever seen."

While Olson humbly took to the podium to accept the honor, he admitted his attendance at NPS occurred as a matter of luck and circumstance.

"I consider myself an accidental inductee," Olson noted. "I was an Arab linguist and Middle East Cultural Specialist studying at DLI [Defense Language Institute], and I started sitting in on classes at NPS. Eventually they decided to give me credit for them," he added.

"I am a fan of what this institution has always been," Olson continued. "The freedom of an academic environment and an academic staff that encourages freedom of thought. My experience at NPS was one of the most extraordinary experiences in my military career."

"Olsen stressed the importance of higher military education in an era of modern asymmetric warfare. He noted that success on the battlefield is not simply a matter of who has the best equipment or the most lethal weapons. "We have to be able to think our way out of conflicts," he stressed. "NPS, as an institution, is crucial in its ability to produce professionals capable of accomplishing that task."

The second inductee into the university's Hall of Fame left his mark on national defense not only during his time as both an active Marine Corps officer and reservist, but also during his career beyond as well. Walt Havenstein would follow his years of dedicated military service with a legendary career in industry, culminating in more than three years as Chief Executive Officer of Science Applications International Corp.

"As accomplished as his career in industry was, however, it's been his role as Chairman of the Board of FIRST (For Inspiration and Recognition of Science and Technology) that he is most proud of, exerting a tireless commitment to "create a world where science and technology are celebrated," he said.

"Mr. Havenstein has distinguished himself beyond a stellar career in industry, serving as an unwavering champion of education for youth in science, technology, engineering and mathematics programs," Tighe said. "As Chairman of the Board of Directors for the non-profit organization FIRST Mr. Havenstein helped inspire future generations of leaders and innovators through hands-on education.

"Olsen and Havenstein are the 18th and 19th alumni respectively to be inducted into the university Hall of Fame. Other notable members include former Chairman of the Joint Chiefs of Staff retired Adm. Michael Mullen, Permanent Secretary, Thailand Ministry of Defense General Apichart Penkitti, and former Commandant of Marine Corps retired Gen. Michael Hagee."

Cdr. Ramona Domen of the Naval Medical Center San Diego Medical and Surgical Simulation Center checks the heart and lungs of the Mobile Adult Trainer mannequin. A new graduate certificate program, developed in partnership between NPS and the Uniformed Services University of the Health Sciences, provides similar health care simulation centers with state of the art education focused on the theory and practice of health care simulation. By Kenneth A. Stewart

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NPS Inducts Iconic SEAL, Industry Mogul Into University Hall of Fame
Marine Corps Student Uses Ops Research Thesis to Combat Veteran Homelessness

By Amanda D. Stein

ABRAHAM LINCOLN LONG ago charged the nation with the duty to “care for him who shall have borne the battle, and for his widow and her orphan.” NPS Operations Research (OR) student Marine Corps Maj. David Coté has tried to do just that in his seven years of work as a volunteer with the Veteran’s Village of San Diego (VVSD), a non-profit organization dedicated to helping homeless veterans access the resources they need to get back on their feet.

Coté’s studies in data analysis and modeling in his OR curriculum at NPS, his work with the Department of Housing and Urban Development, and even his studies to care for his own chemical dependency all added to his calling to serve his fellow service members.

In his thesis, Coté helped fuel his sense of duty to his fellow service members, a responsibility that he sees as lasting well beyond the time one leaves the service.

"I believe education will help to reduce the veteran homeless numbers. Education brings dignity, security, confidence and increased opportunity. My mission as a Marine, academic and advocate is to widen the circle of opportunity for all veterans including those that are homeless."

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"I believe education will help to reduce the veteran homeless numbers. Education brings dignity, security, confidence and increased opportunity. My mission as a Marine, academic and advocate is to widen the circle of opportunity for all veterans including those that are homeless."

Upon checking into the VVSD for assistance, veterans are asked, among other things, if they have any chemical dependency for which they need treatment. They are also asked a series of questions outlined by the Department of Housing and Urban Development, noting demographic information such as age, combat era and mental health history.

Coté analyzed three years worth of data to develop a scoring card that he calls the Service Member Attrition Risk Tool (SMART) Card, which allows treatment providers at VVSD to scare incoming veterans based on demographic factors, such as age and the number of years the individual has been homeless, to identify and interpret the risk factors of premature discharge. He hopes that such detection of high-risk veterans will allow the appropriate resources to be made available to help them succeed in treatment.

"This research study is terrific and already helping in significant ways. We can now make targeted interventions, improve treatment outcomes and reduce treatment episodes for our veterans," said VVSD President and Chief Executive Officer Phil Landis. "With this analysis we see an improved pathway for homeless veterans; a path that leads to self-sustainable independence and a meaningful life . . . I wish we had this study five years ago."

The SMART card will allow for staff to recognize during in-processing paperwork whether certain individuals may be at high risk of not completing their treatment programs. Often, those with chemical dependencies make several attempts at treatment before succeeding. For some, it's a matter of getting a more tailored treatment plan within their first 150 days.

"The treatment providers at VVSD don't have the statistical software that I used here at NPS. They don't have the regression analysis tools," Coté explained. "These folks are running a non-profit organization, and doing the best they can with what they have. So what do I want to do? I've got to boil it down and make it a basic tool that's easy to use.

"So I put it on a card, with simple questions. I hand out the SMART card to case providers, and they can use it with next to no training. It doesn't require statistical software, and it reflects the probability of failure that I calculated analytically," he added. "And here is another important finding. My scoring scheme maps to the analytical probabilities with a 99 percent correlation. It's not perfect, but it's pretty close."

After seven years as a volunteer at the VVSD’s annual Stand Down event, a three-day ‘camp’ of sorts where homeless veterans are given food, medical attention, clothing, and assistance with finding jobs and housing, Coté has become personal friends with some of the veterans so desperately in need of assistance. He saw the same pride and determination in them that military service had instilled decades earlier, but many were simply in need of a little help. For Coté, the quote from Abraham Lincoln could not have been more resounding.

"Within our military, our people are our most precious asset. More important than ships, planes and rifles — we must know our veterans, know their needs and try to determine the best way to meet those needs," said Coté. "While homeless veterans need access to secure housing, and viable employment, each veteran has his or her own unique set of circumstances that we must consider.

"Homeless veterans often times need more than money, free clothes, free food and even housing. They may need assistance not only with counseling, job training education, and chemical dependency help, but often times need to customize our assistance to the individual needs of each homeless veteran."

Coté, a strong proponent of education for military service members. He believes education has the potential to help veterans prepare for life after their service. Although the veterans that Coté encounters through his volunteer service have already been dealt a rough hand, he sees education as the way to “get to the left of the problem” and prevent future generations of veterans from ending up in similar circumstances.

"Like the tremendous educational opportunity afforded to me at NPS, I believe we should try to prepare all veterans not just for war, but also for life," Coté explained. "They each answered the call to serve. I want to make education a mission and ensure that every veteran is prepared for life in and out of uniform.

"I believe education will help to reduce the veteran homeless numbers. Education brings dignity, security, confidence and increased opportunity. My mission as a Marine, academic and advocate is to widen the circle of opportunity for all veterans including those that are homeless."

"On any given night there are approximately 75,000 homeless veterans on the streets," said Coté. "I believe that effective leadership requires courage, consistency, competence, and compassion and helping homeless veterans and getting to the left of this problem is the right thing to do."

Having been given the opportunity to study at NPS, Coté has become a strong proponent of education for military service members. He believes education has the potential to help veterans prepare for life after their service. Although the veterans that Coté encounters through his volunteer service have already been dealt a rough hand, he sees education as the way to “get to the left of the problem” and prevent future generations of veterans from ending up in similar circumstances.

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EMBA Capstone Returns Search and Rescue Unit to NAS Lemoore

By Amanda D. Stein

THE WHIRL OF the Sikorsky MH-60S Seahawk at Naval Air Station (NAS) Lemoore is a welcomed one, as a new search and rescue (SAR) unit has geared up to begin operations and support open water training to NAS Lemoore’s 16 strike fighter squadrons. For Naval Postgraduate School (NPS) Executive Master of Business Administration (EMBA) capstone project, and ultimately, a permanent civilian position with the NHQ Global Navigation and Exception Performance in Information Technology (IT) and Operational Command, Control, Communications and Computers (C4). Hughes was selected for the award over his peers in the Information Professional Community worldwide, said NPS Senior Intelligence Officer Capt. Jennith Hoyt after formally presenting Hughes with his certificate. “This shows what an exceptional officer Lt. Hughes is, and I know he will continue to be an instrumental leader in the Information Dominance community and the Navy.”

Hughes joined the Navy over 18 years ago, and started as a Fire Control Technician, but says he spent most of his Navy career in positions so way related to information technology and C4, including teaching IT “C” Schools. During his tour with NCTAMS LANT, Barrett credits Hughes for setting the standard for excellence in Defensive Global Information Grid Operations.

“Because of his maturity, innovative thinking, and expert knowledge, he was selected as the Joint Fleet Telecommunications Operations Center Director, a position normally held by a more senior officer,” explained Barrett. “He led five watch teams providing the operational platform for information to thousands of Navy, joint and coalition forces worldwide.”

“His direct oversight during deployment planning and execution ensured flawless communications support to the multiple Strike Group deployments,” she continued. For Hughes, continuing education has been a personal commitment, having dedicated free time during his 2010 commissioned tour to earning an academic certificate in Information Systems Technology through NPS’ distance learning program. When the chance presented itself for Hughes to attend NPS full-time for his master’s degree, he jumped at the opportunity. Although only one month into his studies at NPS, Hughes says he looks forward to bringing his unique experiences in IT and C4 to the cyber conversation.

“You look across, not just military, but federal government as well, and no one really has the clear direction for how we proceed in cybers,” said Hughes. “That means it’s important for leadership to bring people together with diverse opinions and backgrounds to work to develop these solutions.”

“I think you’re going to find a lot of people who bring different things to the table. And some people who turn out to be true leaders and visionaries in cyber, may not even have a background in cyber. And that’s what’s interesting about the information professional community,” he added. “You’ve got people of quite diverse backgrounds all coming into this community, and they all bring interesting strengths and different ways of looking at things.”

EMBA Capstone Returns Search and Rescue Unit to NAS Lemoore

By Amanda D. Stein

Biros was first made aware of the need for a SAR unit when he served at the F/A-18 Hornet Wing, Commander, Strike Fighter Wing Pacific, where leadership had expressed concern for the slow response times of neighboring rescue resources in the event of a training accident. The previous SAR unit had been operational at NAS Lemoore for 41 years before being deactivated in 2004. The need for search and rescue capabilities in the area was outweighed by the unit’s high operating costs, an issue tackled by Biros and his peers in their capstone project.


Upon the completion of their capstone, the group’s findings were presented to decision makers within Commander, Naval Air Forces, and Biros was hired on as a civilian at Lemoore to continue to push the project. The resulting unit of 30 active duty sailors, 40 civilian contractors and three helicopters, as well as the capability to conduct remote operations out of the Marina Municipal Airport, placing SAR duty crews closer to the open ocean training areas, has begun operations.

Graduate School of Business and Public Policy Dean, Dr. Bill Gates, reiterated the value of applied research, noting that it is at the core of all student capstone projects through the EMBA program.

“Biros’ project illustrates the exceptional value provided by our EMBA program. Our students receive a fully-accredited, government-sponsored EMBA. In return, our students complete capstone projects addressing current problems facing the organizations in which they work. Feedback from the ‘clients’ accepting the students’ capstone projects indicate that the students’ work has more than offset the Navy’s cost to sponsor the program.”

“We were very grateful that the project went such a long way to actually re-establishing the unit,” added Biros. “And NPS was very instrumental to the setup…” we actually took what we learned and were able to apply it to create something tangible.”

By Amanda D. Stein

NPS CYBER SYSTEMS and Operations student Lt. Jason Hughes has been presented with the Vice Adm. Richard W. Mayo Award, nominated for the honor by his previous command, Naval Computer and Telecommunications Area Master Station Atlantic (NCTAMS LANT) Commanding Officer, Capt. Danielle Barrett. Hughes is a “true leader and visionary in the Information Dominance Corps who is already thinking and operating at a more senior level. His contributions to the areas of operational communications for joint and afloat naval forces are exceptional and have longstanding, positive impacts on national security,” read Information Dominance Center for Excellence Director Cdr. Tim Urein from the award citation on behalf of Navy Cyber Forces Commander Rear Adm. Gretchen S. Herbert.

The Mayo Award, named for the first commander of the Naval Network Warfare Command, is presented annually to an Information Professional (IP) officer who demonstrates vision, innovation and exceptional performance in information technology (IT) and operational command, control, communications and computers (C4).

“Hughes was selected for the award over his peers in the Information Professional Community worldwide,” said NPS Senior Intelligence Director, a position normally held by a more senior officer, “explained Barrett. “He led five watch teams providing the operational platform for information to thousands of Navy, joint and coalition forces worldwide.”

“His direct oversight during deployment planning and execution ensured flawless communications support to the multiple Strike Group deployments,” she continued. For Hughes, continuing education has been a personal commitment, having dedicated free time during his 2010 commissioned tour to earning an academic certificate in Information Systems Technology through NPS’ distance learning program. When the chance presented itself for Hughes to attend NPS full-time for his master’s degree, he jumped at the opportunity. Although only one month into his studies at NPS, Hughes says he looks forward to bringing his unique experiences in IT and C4 to the cyber conversation.

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By Amanda D. Stein

This MH-60S Seahawk helicopter is assigned to the new operational NAS Lemoore’s Search and Rescue unit established as a result of the capstone project of four Executive Master of Business Administration students.

Cyber Student Honored With Prestigious Vice Adm. Richard Mayo Award

By Amanda D. Stein

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Retired Army General, Former NPS Dean Challenges Fall Graduates

By Kenneth A. Stewart

THE NAVAL POSTGRADUATE SCHOOL honored nearly 300 graduates during Fall Graduation ceremony in King Auditorium, Dec. 14. Presiding over the ceremony was NPS alumnus and Interim President Rear Adm. Jan E. Tighe.

“The Naval Postgraduate School is graduating another class of well-educated officers who are capable of critical thinking, problem solving, and succeeding at a much higher level than they were before entering our doors,” said Tighe. “Because of the vital work you have accomplished on behalf of this institution, our nation, and nations around the world, are safer today.”

Tighe’s remarks were followed by those of guest speaker, retired U.S. Army Lt. Gen. Robert L. Ord III. Ord has long ties to NPS … he is a former Dean of the NPS School of International Graduate Studies, served as a distinguished senior fellow at NPS’ Center for Civil Military Relations, and was the founding director of school’s Global Center for Security Cooperation.

“Who is your hero, who is it in your life that you are trying to be like … And whose hero are you going to be?” asked Ord. “When in command, take command, lead, follow or get the heck out of the way.”

Ord’s leadership lessons stressed the importance of people. He admonished the graduates to care for one another and their subordinates, and challenged graduates to consider the importance of character in leadership, especially when serving as a role model for others. “One of the privileges of getting promoted is that you have the opportunity to help, to mentor, to coach and to be a role model for those under you and those that work for you,” he said.

Ord offered advice drawn from his own career, and that of past military leaders. “Seek the tough jobs, volunteer for the tough missions and be the one to step forward when presented with a challenge,” he said. “The uniform you wear is a badge of servitude, a badge of servitude to the Constitution, to the nation and to each other … We on this stage have confidence that you will serve with dignity, respect, humility and with a focus on people.”
Encouraging Words

This collection of officers from various nations has a number of things in common. For one, they’re all serving at NATO’s International Security Assistance Force Headquarters (ISAF HQ) in Kabul, Afghanistan. In their varied assignments, these officers play lead roles in executing operational analyses for Afghan assessment, logistics and policy development efforts.

They are also all graduates of the Naval Postgraduate School’s operations research program. The photo was captured in late 2012, and sent to OR department Chairman Dr. Rob Dell with the note, “I hope you and the other professors find it encouraging that your daily efforts build U.S. and allied analysis capacity and make a difference — sometimes years later and half way around the world!”

Pictured, from left to right, are Spanish Navy Lt. Cmdr. Pablo Alvarez; Turkish Army Capt. Fatih Cesur; U.S. Army Lt. Col. Jeffrey House; German Army Lt. Col. Jens Hartmann; U.S. Army Col. Bob Bradford; and, Turkish Army Maj. Hakan Kabalar. It was House, a 2005 graduate, who sent the photo along with the message to his former thesis advisor, Dell.

“My education at NPS has been invaluable in preparing me for conducting strategic and campaign assessments here at HQ, International Security Assistance Force,” House wrote in a separate correspondence.

“In the Operations Research department, I learned how to effectively structure complex, ill-defined problems … Processing disparate information streams, describing clearly what’s going on, and identifying the driving factors that impact operational decisions — the ‘so what?’ in the data — adds great value to the commander. I really grew in my ability to do this while at NPS, and I’ve put these skills to use in every job I’ve held since graduating,” he continued.

“When I arrived in Kabul, I was the fourth graduate of the NPS operations research program to join the Afghan Assessments Group. We all attended NPS at different times, had different thesis advisors, and specialized in different areas. Yet working through differences in language, service cultures, and national cultures never cost us one second on the job, because we all shared a common frame of reference. We knew everyone had a strong background in operations research, and this naturally increased the trust and confidence in each other’s work.”

Encouraging words, indeed!