



(U.S. Navy photo by MC2 Chablis J. Torrence)

## Vice Chief of Naval Operations Holds Campus Q&A

By MC2 Chablis Torrence

Vice Chief of Naval Operations Adm. Mark Ferguson visited NPS and addressed students, faculty and staff in the university's King Auditorium, Feb. 12. An NPS alumnus, Ferguson shared personal experiences from his time as a student, and offered advice on career progression and the importance of their studies.

"The education and perspective you gain during your time here is invaluable," Ferguson said. "Take full advantage of the opportunity you have at NPS to think about the strategic challenges and choices you'll face in the future."

As the Navy and DOD continue the strategic pivot to the Pacific, Ferguson told the packed auditorium that political instability around the globe, and in regions beyond Asia like the Eastern Mediterranean, Africa and others, will keep the warfighting capabilities of the Navy at a premium.

*"The demand for naval forces has never been higher. As we transition out of two prolonged land wars in Afghanistan and Iraq, we are seeing increased demand from the combatant commanders for naval forces." – Adm. Mark Ferguson*

"The demand for naval forces has never been higher," Ferguson said. "As we transition out of two prolonged land wars in Afghanistan and Iraq, we are seeing increased demand from the combatant commanders for naval forces."

NPS President retired Vice Adm. Ronald A. Route, thanked Ferguson for his time and for his continued support of the institution.

"Adm. Mark Ferguson is a distinguished alumnus of the Naval Postgraduate School, and has been a consistent, vocal advocate of the institution and the value of our efforts to educate our students, our military's leaders," he said. "VCNO Ferguson dedicated a significant portion of his time here on campus to share his perspective, offer advice and to field questions directly from our community of students, faculty and staff. We thank him for including us on his trip to the West Coast."

Ferguson is the second highest-ranking officer in the Department of the Navy and is the 37th naval officer to serve as VCNO, a position that he has held since 2011. He graduated from the U.S. Naval Academy in 1978 and has served with distinction for the last 35 years.



NAVAL POSTGRADUATE SCHOOL  
UPDATE  
NPS

**p3** Southcom Commander Addresses NPS Students

**p4** NPS Challenges Navy Leaders to Innovate at All Levels

**p6** NPS, NSA Monterey Host Security Training Exercise

MARCH 2014

# NPS Certificate Program Preps Officers for Assignment in the Pacific Rim

By Kenneth A. Stewart

In response to a call to action from the Navy's Office of Foreign Language, Regional Expertise and Culture, the Naval Postgraduate School is currently funneling a select group of officers through a rigorous graduate certificate program in Asia-focused studies.

One of the leading forces behind the effort is Asia-Pacific Hands Program Director retired Navy Capt. Lee Johnson, who was instrumental in bringing the effort to NPS.

"NPS is one of the Navy's flagship schools, they have really taken an interest in our officers," said Johnson. "Our shared interest in Asia regional studies is being brought about due to the Navy's rebalance toward the Pacific. We are going to need regional expertise and education to make that adjustment successful."



*Naval Postgraduate School Assistant Professor Sophal Ear discusses the political economy of Asia with, from left to right, Navy Lt. Joe Lemanek, and U.S. Air Force Capts. Erich Clayson and Michael Nishimura all of which are earning graduate certificates in Asia-focused studies in preparation for future deployments to the region. (U.S. Navy photo by Javier Chagoya)*

Johnson worked closely with NPS' School of International Graduate Studies and Dean Dr. James Wirtz to develop the program.

"There are tremendous educational resources available here at NPS that can meet the Navy's 'just-in-time' education needs, for both officers and enlisted personnel, at a very minimal cost," said Wirtz. "We can make a difference in the ability of our service members to hit the ground running in positions that require regional expertise."

The certificate program is also being leveraged by organizations

outside of the Asia-Pacific Hands program to meet needs unique to their respective mission-sets. In some instances, the certificate is helping officers with regional expertise outside of Asia to change gears and to focus upon a new part of the world.

"There has been a lot of time and attention put into preparing officers to serve in Afghanistan. We cannot afford to completely retrain them, but we can take advantage of the skills and expertise that they gained conducting previous regional studies and help them to build upon those skills," said Wirtz.

Air Force Capts. Erick Clayson and Mike Nishimura along with Navy Lt. Joe Lemanek are studying Asia's political economy under NPS Assistant Professor Sophal Ear. Ear is helping them to understand the inter-related economies of Asia and how those economies affect U.S. policy and the policy positions of U.S. allies and other regional powers.

"China's return, as opposed to rise, to its proportional place in the global economy has undeniably caused our 'pivot' towards Asia. But what this means in Beijing differs markedly from Tokyo, Seoul, Bangkok, and Phnom Penh," said Ear.

"While America's hegemonic status in terms of hard power remains undisputed, China's GDP may surpass our GDP as soon as 2017 and learning about the political economy of Asia, by examining the economic development and trajectory of countries such as China, Japan, South Korea, Thailand, and Cambodia, is especially important for Asia-Pacific Hands students to prepare them for what is arguably the defining question of this new century," continued Ear.

Clayson sees the investment in regional studies as a step toward the prevention of conflict — particularly conflicts born of misunderstood intentions.

"Future threats can emerge if we do not have people in these areas that understand the regions in which we are operating," said Clayson.

Asia-Pacific Hands Action Officer Lt. Chelsey Zwicker agrees. She believes that regional studies at NPS will help naval officers to give their respective commanders the advice necessary to make good decisions while operating throughout Asia.

"Our aim is to support the decision makers by giving them staff members who have the regional knowledge necessary to help them make informed plans and decisions," said Zwicker. "We are working to give them an extra edge and to build regional proficiency."

# Southcom Commander Addresses NPS Students

By Kenneth A. Stewart

Marine Corps Gen. John F. Kelly, head of the United States Southern Command (Southcom), spoke to a packed house of Naval Postgraduate School students, faculty and staff in NPS' King Auditorium, Feb. 19.

Kelly is no stranger to the Navy's graduate university, as Southcom has partnered with NPS on several high-visibility initiatives including efforts to launch nano-satellites, deploy undersea sensors and employ NPS developed, advanced intelligence methodologies to disrupt transnational criminal organizations.

"Schools like NPS are invaluable to our ability [to conduct operations in Latin America]," said Kelly. "The fact that we can ask NPS to look at something specific, be it drugs, economics or other areas of interest that are beyond the scope of my staff's expertise, is very important."

Kelly spoke at length about the Southcom area of operations—an enormous geographic region encompassing Central America (south of Mexico), South America and the Caribbean.

"Latin America is an amazing place, there are a few countries that didn't get the 'peace

and democracy memo,' but most of them got it and they understand that open borders and open economies are better for their people," said Kelly.

Kelly's comments on everything from narco-terrorism to transnational crime and economics were described by attendees as "surprisingly candid." He also spoke about the damage done to Latin American countries by the corrupting influence of the drug trade—a trade that, according to Kelly, exists to feed the U.S.' seemingly endless appetite for illicit narcotics.

"We have destroyed governmental institutions through the corruption caused by our drug consumption," said Kelly.

Referring to the cartels that monopolize the Latin American drug trade, Kelly noted that, "These transnational criminal organizations have no conscience, no limits and no morals ... It's not just drugs, it's lumber, gold mining, human trafficking and virtual slavery.

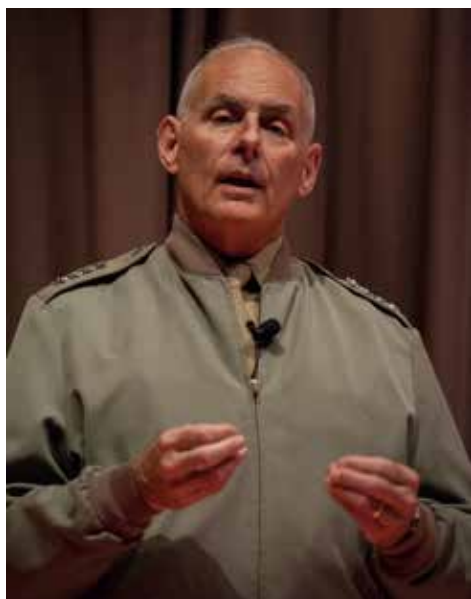
"The cartels are diversified and are composed of sophisticated international businessmen," he continued. "Their distribution networks are so efficient that they would embarrass FedEx. Their networks cost \$1 billion to operate but earn \$84 billion in annual profits."

Kelly noted Southcom's operations and regional partnerships have removed hundreds of tons of cocaine and other illegal drugs "from the source."

Kelly also recognized the advances made by nations like Colombia, Brazil and Peru, all of which have made notable strides in drug eradication and good governance.

"I cannot say enough about what our closest allies in the region are doing. The Colombians have done an incredible job not only fighting the FARC, but reorganizing their society and their economy to improve the lives of their citizens," said Kelly.

Southcom headquarters is located in Doral, Fla. and is one of nine unified joint Combatant Commands (COCOMs) in the Department of Defense. Southcom headquarters employs more than 1,200 active duty and civilian personnel representing every branch of the U.S. military and several federal agencies.



Commander of the United States Southern Command (Southcom), Marine Corps Gen. John F. Kelly, details his command's mission priorities and initiatives within its Area of Responsibility during a presentation to NPS students in the university's King Auditorium, Feb. 19. (U.S. Navy photo by Javier Chagoya)

## FACULTY news & notes

The national 2013 Institute for Operations Research and Management Sciences (INFORMS) United Parcel Service George D. Smith Prize award was presented to members of NPS' Operations Research Department for excellence in the development of Operations Research practitioners at a ceremony in Glasgow Hall, Feb. 27.

The award was presented to OR Department Chair, **Dr. Rob Dell** and associated students and faculty by former INFORMS President Dr. Anne Robinson.

GSBPP Associate Professor of Economics **David R. Henderson** has completed a dizzying round of speaking engagements at several prestigious institutions in both the U.S. and Canada. Henderson spoke to some 250 students at a Fraser Institute forum in Vancouver, Canada on "A Humane Economist's Case for Drug Legalization and to military officers from 44 countries during a Naval War College sponsored event at the Hoover Institute where he discussed, "An Economist's Case for a Non-Interventionist Foreign Policy." He was also invited to speak at Webber International University in Florida on the "Seven Myths About Free Markets."

NPS faculty recently gathered from across campus at the Mechanical and Aerospace Engineering Auditorium to highlight their research. Their presentations were offered in conjunction with the 2014 NPS Studies Program Research Requirements Fair.

The NPS Studies Program was established to address warfighter research requirements by matching operational sponsors with NPS students and faculty.

*Have a story to share? Public Affairs is constantly seeking interesting news and stories for Update NPS. Send your tips to [pao@nps.edu](mailto:pao@nps.edu).*





Chief of Naval Research Rear Adm. Matthew Klunder, left, at the NPS Center for Executive Education, Feb. 24. (U.S. Navy photo by Javier Chagoya)

## NPS Challenges Navy Leaders to Innovate at All Levels

By Kenneth A. Stewart

The Naval Postgraduate School's Center for Executive Education (CEE) recently welcomed senior Department of Defense leaders to NPS to participate in a five-day Leading Innovation: Energy Application Focus (LIEAF) seminar designed to encourage innovation with special emphasis lent to innovation in the areas of energy and conservation.

The seminar brought together the Navy Executive Development Program's Leading Innovation Seminar and aspects of the NPS' Cebrowski Institute Executive Energy Education Seminar in order to teach innovation skills that organizers believe will lead to enhanced mission readiness.

Seminar participants met with leading innovation thinkers from across the fleet and visited civilian industries like Google, VMWare, and IDEO to observe the manner in which they encourage innovation.

CEE Faculty Director for Innovation Initiatives, Dr. Neal Thornberry and Acting CEE Director Winli McAnally organized the seminar.

Thornberry is the author of several books on innovation, including his latest offering, "Innovation Judo: Disarming Roadblocks and Blockheads on the Path to Creativity." Although his book was not featured in the course, the techniques described within it are indicative of his approach to teaching innovation.

"We are often asked to innovate in organizations that have a lot of built in obstacles which have developed over the years. Rules, processes, and procedures that were once meant to be helpful guidelines for behavior have morphed into bureaucratic nightmares for the innovator," said Thornberry.

"Even the most motivated of innovators can be disillusioned in these innovation unfriendly environments, mixed leadership messages like 'Innovate but don't screw up'" can further inhibit innovation," continued Thornberry. "In my book, I teach seven secret principles that innovators can employ to keep their ideas alive despite [innovation] obstacles, especially when logic doesn't work."

Both Thornberry and McAnally want participants to recognize that innovation is not a place, but rather a set of tools whose purpose is to substantially improve an organization's performance.

"Our main goal is to help the leaders in our course to utilize innovation thought and action to do more with less and to do it smartly."

Thornberry and McAnally do this by, amongst other things, helping seminar participants to recognize their innate ability to be innovative.

"We are trying to make them aware that innovation is a friend and that even if they do not feel like they are naturally innovative, that they as human beings are actually hardwired for it" said Thornberry.

## NPS Faculty Unite, Examine the Possibilities of "Big Data"

NPS Department of Computer Science Chair and Cebrowski Institute Director Dr. Peter Denning recently welcomed a cohort of 30-plus university faculty members, along with remote experts and Office of Naval Research officials tuning in from Washington, D.C. and Rhode Island, to their Big Data Symposium.

"Our real purpose here is to bring people together and to stir up a lot of ideas, to see what people are thinking about and how they understand 'big data,'" said Denning.

A key feature of the symposium was a presentation offered by Office

of Naval Research Director of Experimentation Wayne Parris titled, "Data Science: An Elemental and Critical Component for Achieving Naval Information Dominance."

Parris and symposium attendees discussed current trends in what is commonly referred to as 'big data,' or massive amounts of data so large that traditional processing methods become obsolete. The group focused their preliminary discussions on means by which experts could extract value and information from big data that can be visualized and communicated to Navy decision makers in a timely manner.

# Microsoft Exec Shines Light on Cybercrime

By MCSN Michael Ehrlich

Microsoft Institute for Advanced Technology in Government Senior Director David Aucsmith spoke to NPS students, faculty and staff about the company's efforts to fight global cybercrime and botnets using 'big data' during a guest lecture in NPS' Glasgow Hall, Feb. 19. Aucsmith, an NPS alumnus and cybersecurity expert, is a leading proponent of cyber defense initiatives.

"Microsoft has made a significant investment into helping fight cybercrime," said Aucsmith. "We are trying to take-out global cybercrime in partnership with industry and government."

Microsoft has long been a leader in cyber crime prevention. Its anti-piracy initiatives were initially designed to protect the companies intellectual property, but they have also

been used to help to find and rescue exploited children and to combat human trafficking.

"Most cyber problems can only be successfully confronted in partnership between governments and private entities ... We have opened up a large center whose sole job is to cooperate, host and help government entities like the FBI, secret service and foreign governments," he continued.

Capt. Tim Unrein welcomed Aucsmith to NPS.

"[Aucsmith] has been a frequent speaker for senior information dominance short courses," said Unrein. "He's also been willing to talk to our cyber students and faculty and give his perspectives on cyber warfare, cyber criminal activity, and the general infrastructure of the cyber domain."

## JIFX Experiment Leads To Rescue

By Javier Chagoya

Dr. Kevin Montgomery, Technical Director of the National Biocomputation Center at Stanford University was one of hundreds of participants in action at Camp Roberts, Calif., for NPS' Joint Interagency Field Experimentation Program (JIFX), a collaborative effort to remove barriers between defense-driven problems and their corresponding solutions led by faculty and researchers in the university's Department of Information Sciences.

Montgomery, along with researchers from NPS, Carnegie Mellon and other institutions, were examining disaster relief applications of social media, and seized the opportunity to test their capabilities during

the catastrophic ice storm that recently shut-down the city of Atlanta. Their efforts led to the the rescue of at least one stranded motorist.

JIFX researchers leveraged various tools, including cutting-edge analytical programs that help integrate the flow of large-scale data to create high-resolution depictions of a region as well as human interactions. Montgomery is a leader in computation, visualization and simulation and shared with researchers at JIFX his geospatial social platform, Collaborate.org. One of the many tools that helped locate and then send help to the stranded motorist's location.

"We can share scarce resources as never before and we can collaborate with the world around us — that connection to network and leverage communication tools will bring us even closer together," said Montgomery.

Held quarterly, JIFX brought together dozens of technologists in the field of communications, command and control, alternative energy, integrated collaborative tools used in social media and unmanned Aerial vehicles.



NPS Information Technology Specialist Malcolm Mejia, left, and university student Pakistani Navy Lt. Cmdr. Ahmed Tahir, right, review documentation in the Tactical Operations Center at McMillan Air Field. (U.S. Navy photo by Javier Chagoya)

## CAMPUS news & notes

NPS Multicultural Heritage Committee led a campus wide commemoration of Black History Month, Feb. 21. Participants discussed the many milestones reached by African American Sailors in the Navy and the contributions of pioneering black leaders in both the civilian and military communities. The theme of this year's celebration, "Civil Rights in America," commemorated the 50th anniversary of the landmark Civil Rights Act of 1964.

Congratulations to the winner of the 2014 Quarter Outstanding Academic Achievement and Superior Service Awards. The Navy League Award for Outstanding Academic Achievement will be presented to Lt. Cmdr. Robert Storer. Ms. Alana Tweed will be honored with the Outstanding Academic Achievement Award for Department of Defense Students and Australian Army Maj. Adam "Davey" Crockett has been awarded the Outstanding Academic Achievement Award for International Students. Lt. Endia Mendez and Marine Corps Maj. Pagul Goguen will both be presented with Superior Service Awards.

Florida State University has named NPS Alumnus and retired Navy Capt. Dr. Roger D. McGinnis director of its Center of Advanced Power Systems (CAPS, a research center that works to do develop innovative power generation systems.

### THIS MONTH ON

## INSIDE NPS

- Overview of the Joint-Interagency Field Experimentation (JIFX) program featuring Ray Buettner
  - Interview with NPS Student Capt. Caroline Scudder
  - Highlights of ongoing NPS Department of Homeland Security projects
  - New technology showcase, Tectile Communications Systems
- "INSIDE NPS" AIRS WEEKLY ON THE PENTAGON CHANNEL



# NPS, NSA Monterey Host Security Training Exercise

By MC2 Shawn J. Stewart

Naval Support Activity (NSA) Monterey's Police Department and local civilian emergency services organizations recently teamed up for an extensive training exercise dubbed Citadel Shield. The exercise was designed to increase compatibility between military and civilian emergency services through two weeks of crisis response, anti-terrorism and force protection exercises.

"I think these exercises are great training for all of us," said NSA Monterey Commanding Officer Capt. Gerral David. "We realize that we have a lot of response capability, it just takes training for us to get it right."

The anti-terrorism active shooter exercise was held in the La Mesa military housing development. Featuring NSA Monterey Police, Presidio of Monterey Police and the City of Monterey's Fire Department, the joint training exercise was perceived as the highest value training in terms of scope and lessons learned.

"Active shooter training is extremely important," said Officer Samantha Sanders of the Presidio of Monterey Police Department, "especially because we get to work with NPS' Police Department closely, allowing us to communicate and coordinate tactics."

"We coordinated our objectives well," said City of Monterey Fire Department Division Chief Stewart Roth. "We were able to operate as a unified command team between myself, the military, and the police captains ... Being unified allows us to get better and better,

because we are familiarizing ourselves with each other and this with this potential scenario."

The active shooter scenario entailed a disgruntled gunman who opened fire at La Mesa's Fleet and Family Support Center, portrayed by an active duty Chief Navy SEAL in the scenario.

"The [Navy] SEAL as the active shooter made it more realistic," said NSA Monterey Police Officer Anthony Atofau. "This kind of training has opened our eyes to how this situation could unfold in real world conditions because we never know where the threat is coming from."

Sanders and Atofau were two of the first officers to arrive on scene. Atofau's team was the first to engage the active shooter and fell to simulated gunfire while Sanders' team was able to take down the shooter.

"I think we did really well, especially this being our first joint operation with NPS," said Sanders. "But there is room for improvement. I thought logistics and tactics-wise, we could have been tighter."

"It's critical to be able to trust them [NSA Monterey Police] to stack and clear rooms," Sanders continued. "I think

this training helps us save lives in the long run because the more we train the better police force we can be."

The success of the exercise has given birth to future joint training opportunities for all of the services involved.



Members of the Naval Support Activity Monterey Police Department gather with colleagues from the Presidio of Monterey Police Department in preparation for an active shooter exercise as part of the Navy wide Solid Curtain/Citadel Shield, February 24-28, 2014. (U.S. Navy photo by MC2 Shawn J. Stewart)

## Focus On ... Todd Wills

A Monthly Look at Names and Faces on Campus

NSAM Natural Resource Specialist Todd Wills is working to educate NPS students, faculty and staff on base environmental policies.

"As a Boy Scout I found a deep appreciation for the environment and as a college student I gained an understanding of how the environment works. Finally, as a DOD biologist I learned how to manage the environment

to meet the training needs of the military," said Wills.

"My whole life has revolved around what the environment can do for us and what we can do to benefit the environment," continued Wills. "Being able to work in a career where I can spend my days outdoors seems to me like the perfect profession."

In addition to serving as NS-

AM's natural resource specialist, Wills also serves as the President of the National Military Fish and Wildlife Association (NMFWA) and produces the NMFWA Herpetological Working Group monthly newsletter. When not at work, you can find him searching for birds up and down the California coastline and trying to convince his wife that birding is not a waste of time.



NSAM Natural Resource Specialist Todd Wills is pictured at the recycling center behind Herrmann Hall, Feb 21. Wills is working to educate NPS students, faculty and staff on base environmental policies. (U.S. Navy photo by MCSN Michael Ehrlich).

# Any Day at NPS ...



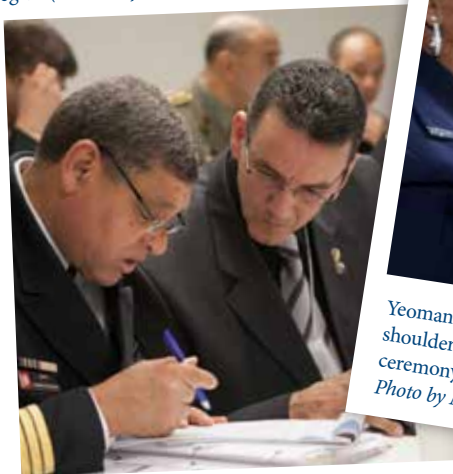
Dr. Nancy Sherman, author of the book "Stoic Warriors: the Ancient Philosophy Behind the Military Mind," speaks to students in the NPS Department of Defense Analysis during a guest lecture, Feb. 19. Her work has received high accolades among soldiers who have returned from the battlefield, only to continue their personal struggles at home. (U.S. Navy photo by Javier Chagoya)

NPS Associate Professor and Naval Studies Program Manager retired Army Col. Andy Hernandez addresses students, faculty and staff during NPS' first Research Requirements Fair in King Auditorium, March 3. (U.S. Navy Photo by Javier Chagoya)



NPS Research Associate Marco Ciarcia, above left, a postdoctoral researcher from the National Research Council, conducts a demonstration of the Three Access Spacecraft Simulator atop a 15-ton slab of granite in the NPS Spacecraft Robotics Laboratory, Feb. 25. The demonstration was conducted for a delegation of senior Navy space leaders who visited NPS to conduct a space systems curricula review. (U.S. Navy Photo by Javier Chagoya)

Tunisian Navy Capt. Labiadh Ezzeddine and Algerian Navy Cmdr. Lakhdar Couchane talk strategy during the International Border Security Short Course at Glashow Hall. Participants from Algerian and Tunisian ministries worked together on a series of exercises designed to enhance their ability to formulate sound border security strategies. (U.S. Navy Photo by Javier Chagoya)



Yeoman Chief Petty Officer Sosthenes Henry, receives his Ensign shoulder boards from his mother and wife during his commissioning ceremony held in the lobby of Hermann Hall, Feb. 28. (U.S. Navy Photo by MC2 Shawn Stewart)



## STUDENT voice

By U.S. Marine Corps  
Capt. Gunnar Spafford,  
President's Student Council

As the new President's Student Council president I would like to thank all of the students that participated in the recent election. Three new officers were elected to serve as your President's Student Council representatives.

As your direct representatives to the president and the dean of students, we look forward to interacting with you. We were elected to ensure that your issues and concerns are articulated to the appropriate authorities. If it matters to you, it matters to us, and we take seriously our responsibility to ensure that your voices are heard.

On behalf of Lt. Adam Farber, Lt. Jason Grammar and myself I would like to express my excitement as we work to implement the platforms upon which we were elected. We will be bringing your issues forward to the President and look forward to your continued buy-in and support. The President's Student Council is open to all students and we encourage you to come to our next meeting and to be a part of the process.

One of the first items on our agenda will be to ensure a successful Battle of Midway Dinner. The council took responsibility for the event after a vote at which we, as your representatives, committed to working with the Naval Order to sponsor the dinner. It will be held at the Barbara McNitt Ballroom, June 7 and will commemorate the 72nd anniversary of the historic Midway campaign. Tickets will be available for purchase, April 1.

Finally, I would like to extend a personal invitation to all interested parties to join available council members and I at the Trident Room, Weds. from 5-6 p.m. I hope that as many of you as possible will stop by to share your thoughts and concerns in a relaxed atmosphere.

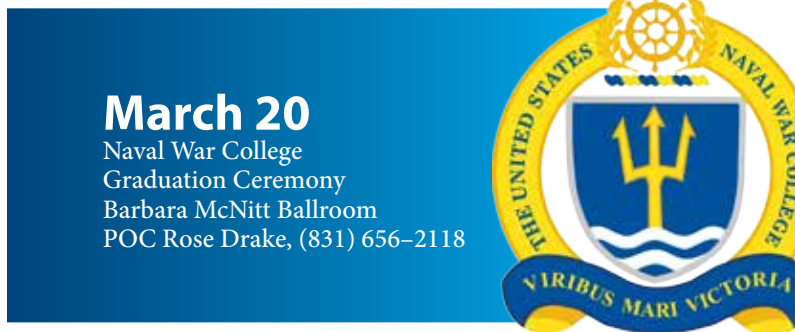


# On Campus this Month



**March 3**

Women's History Month



**March 20**

Naval War College  
Graduation Ceremony  
Barbara McNitt Ballroom  
POC Rose Drake, (831) 656-2118

**March 13**

219th Supply Corps Birthday Ball  
POC Lt. Cmdr. Rob Salire, rdsalire@nps.edu

**March 24**

RoboEthics  
POC Lyla Englehorn, (831) 656-2615



**March 18**

Winter Quarter Awards Ceremony  
POC Student Services, (831) 656-3816

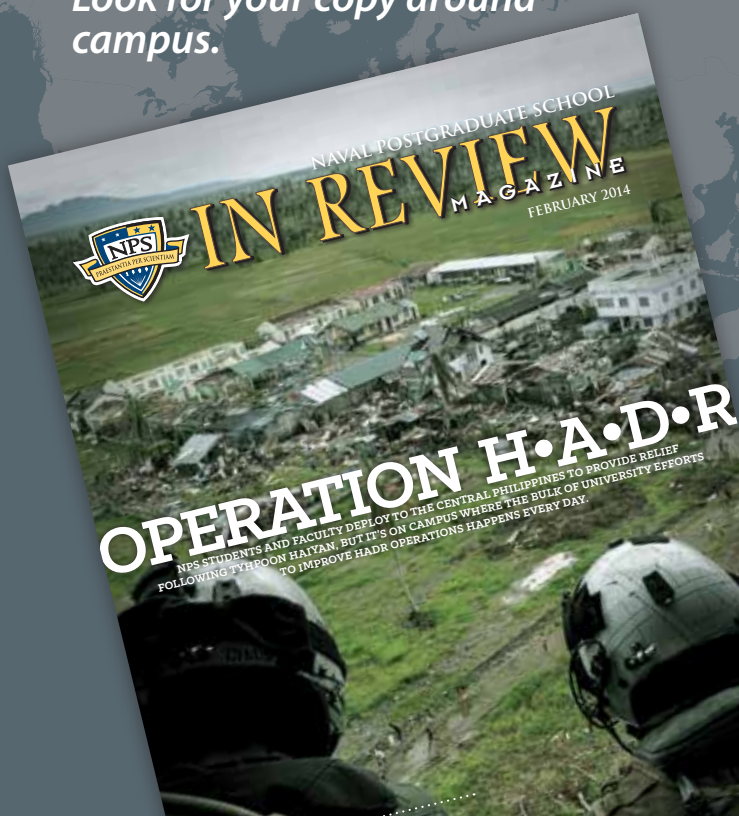


**March 28**

Winter Quarter Graduation Ceremony  
POC Student Services, (831) 656-3816

## In Review Magazine

Look for your copy around campus.



## Historical Highlights



More than 27,000 theses and dissertations are now available in the Dudley Knox Library's (DKL) digital repository, Calhoun, and will soon include the work of more than 300 students who will receive masters and doctoral degrees this month.

Records in the DKL's archives, reveal that NPS awarded its the first advanced degrees to a handful of engineering electronics students in May 1947, before the school's move from Annapolis.

Among those awardees were three lieutenant commanders — Archibald John McEwan, Edward Charles Svendsen and Louis Piollet Spear — who demonstrated the relevance of their education throughout their naval careers. McEwan received three patents for aircraft instrument designs that improved carrier landing capabilities; Svendsen played a leading role in the Navy Tactical Data System project which took computers to sea for the first time; and Spear commanded at sea, then joined NPS as program officer in electrical and electronics engineering, guiding the careers of dozens of junior officers in the late 1950's.

*Historical Highlights are provided by the Dudley Knox Library.*