



## NATO Diplomats Gather in Monterey, Prep for 60th Anniversary Summit

By MCSN John R. Fischer

The North Atlantic Treaty Organization (NATO) held a conference in Monterey, Calif., to discuss best practices in building institutional integrity within the global defense



Conference keynote speaker U.S. Marine Corps General James N. Mattis, NATO's Supreme Allied Commander Transformation and Commander, U.S. Joint Forces Command, speaks to attendees of the NATO conference.

sector, Feb. 25-27. The outcomes of the conference will contribute to NATO defense cooperation and collaboration and will be a subject at the annual NATO Summit meeting, which has a goal of integrating defense planning systems and ensuring a high degree of transparency in national defense planning.

The gathering brought together the expertise of 170 senior officials from 30 NATO member and partner countries, as well as international organizations such as Transparency International, a non-governmental organization focused on anti-corruption and civil service, and the World Bank, a global source for the financial assistance of developing countries.

The alliance meeting focused on developing recommendations for more efficient and effective defense policy and training in the areas of building institutional integrity and reducing corrupt practices through improved transparency and accountability.

In opening remarks, Joseph Benkert, the Assistant Secretary of Defense for Global Security Affairs under the U.S. Office of the Secretary of Defense, discussed the capacities of allies and international partners. He focused on the importance of the processes established by the alliance and how to bolster progress in transforming and developing countries, including the need for the military to work in a more synchronous way with state departments and other governmental and non-governmental organizations.

Aurelia Bouchez, Deputy Assistant Secretary General of Political Affairs and Security Policy for NATO, reaffirmed the specifics of the actions Benkert had discussed, stating during her own establishing remarks, "Building integrity, increasing transparency, and improving accountability – those are the three pillars of our action."

With the premise and key focal points for the conference established by Benkert and Bouchez, the stage was set and awaiting its keynote speaker.

U.S. Marine Corps General James N. Mattis, NATO's Supreme Allied Commander Transformation and Commander, U.S. Joint Forces Command, spoke boldly and to the point. "This [conference] is absolutely fundamental to

our success in defending our values," Mattis told the attending members.

"This effort in integrity building goes to the heart of our mission," Mattis continued. He cautioned the audience that undertaking the just cause of clarifying actions and fighting corrupt practices would be "inconvenient, unprofitable and dangerous." The rewards, however, would be reaped by the masses, Mattis assured. "Building integrity in the military results in improved political and economic conditions for the rest of the nation's efforts," he said.

The rest of the morning and afternoon was filled with short, topical lectures accompanied by panel sessions offering the attendees an opportunity to ask questions.

The talks by subject matter experts and the question and answer sessions gave the conference participants a chance to develop concepts and methods for the following day, during which small working groups were formed. The working groups' topics included reducing corruption while strengthening economies, integrity and education, corruption risks in defense contracts, and building effective partnerships with civil society.

The working groups offered findings, notes, questions and arguments observed and discussed throughout the process at a final panel session before calling the conference to a close. The outcomes are to be consolidated into final recommendations to be presented at the upcoming Strasbourg-Kehl NATO Summit, which will also mark the 60th anniversary of the alliance.

The conference closed with remarks from His Excellency, Ambassador Stewart Eldon, Permanent Representative of the United Kingdom to NATO. He praised the significance of the event and hopes the results of the conference "will lead NATO to a comprehensive approach to state building (security building)."

The conference was organized and hosted by the Defense Resources Management Institute (DRMI), which is located at the Naval Postgraduate School (NPS) in Monterey, Calif. NPS is the only Partnership for Peace Education and Training Center in North America.

## New Look for NPS Web

By Joan Ackerman

On Wednesday, March 18, 2009, NPS launched its new external Web site, [www.nps.edu](http://www.nps.edu), marking a milestone in reaching one of the School's strategic goals – streamlining business processes and practices – and in meeting one of ITACS' strategic goals: updating the Web site and implementing the Web Content Management system.

"The Web project is a very exciting development for us, because it has been something that was planned for some time and only recently did we get resources to accelerate its progress," said Dr. Christine Cermak, Vice President of Information Resources and Chief Information Officer of NPS.

With currency of information a primary issue, a better system to process Web content can now be utilized. Much easier through which to navigate and to keep updated, postings can be automatically added or removed at a prescribed time and date, and delays in posting through a webmaster will be eliminated. "NPS installed a new Web Content Management system that is designed with automatic workflows, putting control of content in the hands of

the end user," said Terri Brutzman, Deputy Director of ITACS. "This gives direct control of content to the information owner and allows for nearly instant update capability." Dr. Cermak echoes that sentiment, "I expect to see more current information about NPS displayed in a way that is responsive to the actual users' interests."

The enormous project of updating and reorganizing the Web site is not only to increase ease of use by content providers, but also to have a Web site in which NPS is presented in a manner that illustrates the many unique aspects of the School. In addition, a great deal of usability testing was conducted to ensure that the available navigation does what it is intended to do, and presents the desired information for which site visitors are hunting. "The new Web site is not only designed to provide information to our students, staff and faculty, but also to further our outreach to other institutions, interested prospective students and the general public," Cermak stated. "The Web project is important because it permits us to use technology in very effective ways to not only get more current information about the

Naval Postgraduate School out to our stakeholders, our constituent groups and the world, but also it is a very powerful tool to potentially transform our business practices. We are just beginning to explore how we're going to take advantage of this."

Because external outreach is an important aspect of the new makeup of the site, another aim of the project was to have a specific look and feel that pertains to NPS. "I expect to see the fact that you are visiting a Naval Postgraduate School Web site to be visible and recognizable at every level of the site," said Dr. Cermak.

Implementation of this initiative involved a campus-wide collaboration. Dr. Fran Horvath, Director of Institutional Planning and Communications at NPS said, "A great many people on campus worked long hours to make this project a reality. Our external Web site focuses now on the great work of NPS faculty and students and our world-class research. Keeping the Web site current and relevant will now be easier and faster and that is important as NPS moves to takes its place among the truly great research institutions."

## IN BRIEF

- ♦ The NPS Centennial celebration will kick off on Memorial Day weekend, May 22-25, 2009. NPS will proudly celebrate its landmark achievements with a yearlong slate of special events and activities, beginning on Reunion Weekend, which will feature an evening gala, a golfing event at Monterey Pines, keynote speakers, an open house featuring the four Schools, Institutes and departments, group photo opportunities, an NPS timeline extending down Root Hall's corridor, rededication of the Dudley Knox Library, a historical exhibition at the Monterey Maritime and History Museum, special performances by the Monterey Bay Symphony, children's activities and events, and live music. The Centennial headquarters is located in Herrmann Hall Room 127, at Ext. 2007/Ext. 3092, and at [www.nps.edu/100](http://www.nps.edu/100).
- ♦ On March 10 in Washington, D.c., five students – Lt... Brooke Zimmerman, Lt.. Cmdr. Jason Ellis, Lt.. John Andrew, Maj. Chuck Koch, Lt.. Karen Sankes, Lt.. Scott Woosley – from the Manpower Systems Analysis program in GSBPP and one student from the HSI Program presented their thesis research to the Chief of Naval Personnel, Deputy Chief (Naval Operations of Manpower, Personnel, Training and Education) Vice Adm. Mark Ferguson, an NPS Computer Science alumnus. After the briefing, Rear Adm. Cynthia Covell presented the Chief of Naval Personnel Award for Academic Excellence in Manpower Systems Analysis to Lt. Zimmerman and Lt. Woosley – based on thesis quality and academic performance.
- ♦ Twenty students, a full house, attended the Information Professionals Center of Excellence (IPCOE) IP Senior Officers Course in March. Mr. Robert Carey, DoN CIO and Deputy Mr. Dave Wennergren, DoD CIO, spoke to the class about their perspectives on the future direction of IT in the Navy and across the military. The class included video-teleconferences, a brief tour of NPS, discussions and a final outbrief with Rear Adm. Simpson – which included NPS graduates from the IP Junior Officers Course – and graduation with NETWARCOM's Vice Admiral H. Denby Starling and N6 Vice Admiral Harry B. Harris Jr.



Examples of banners on the new external Naval Postgraduate School Web site, [www.nps.edu](http://www.nps.edu).

## Message From NPS President Daniel Oliver



This past month, NPS was honored to host the visiting team from the Western Association of Schools and Colleges for the Capacity and Preparatory Review (CPR). As you know, this is the first of two visits which form the process of reaffirming our accreditation. These visits are peer reviews by faculty and administrators from similar institutions. The team spent two days intensively interviewing faculty, staff and students. In the exit interview, the team praised NPS

for its CPR report and the supplemental materials provided throughout the visit. The team observed that progress was made in each of the areas noted in the 1999 review (inclusiveness, program assessment, technology). Overall, the team found the systems and processes put into place to be sound and urged NPS to continue to move forward with implementation and documentation of results. The team also commented on the high quality of the NPS faculty and students.

In the area of strategic planning, NPS was complimented on the depth and breadth of our consultative process. The team noted that strategic planning was already going on in many school and department units and that those efforts were leveraged effectively with the institutional planning process. As the team acknowledged, NPS is going through a period of considerable change but our ability to be self-reflective, our commitment to continuous improvement, and our interest in involving all aspects of the university community in the change

process were seen by the WASC team as strong foundations for the future.

The entire campus is to be praised for the efforts made in preparing for this accreditation visit. Many individuals – faculty, staff and students – were involved in the logistics of the visit or in preparing for the interviews. Sponsors (Vice Adm. Mark Ferguson) and Board of Advisor members came to campus to show support and provide information to the team. At the end of April, the Board of Advisors will hold its biannual meeting here on campus. A full report of the WASC visit and progress on the strategic planning efforts will be given to the Board at that time.

The positive feedback and encouragement given to NPS by members of our peer institutions provides a strong affirmation of our progress toward becoming a more fully-realized research institution. I encourage the entire NPS community to join in celebrating this achievement and moving forward to doing the same with the Educational Effectiveness visit in 2010.

## Faculty Notes

In January 2009, Prof. Bert Lundy of the Computer Science department published a book on telecommunications history titled *Telegraph, Telephone and Wireless: How Telecom Changed the World*. A portrait of two centuries of telecom history, including the inventions of the telegraph, the telephone, wireless and the first major transoceanic telegraph cable – in which two U.S. Naval officers played important roles. The book also covers telecom, including its inventors, scientists, technology, business development, and government policies.

A paper titled "A General Defender Attacker Risk Model for Networks" written by Prof. Ted Lewis – Executive Director of the Center for Homeland Defense and Security – and published in *The Journal of Risk Finance*, has been chosen as a Highly Commended Award Winner at the Literati Network Awards for Excellence 2009. The award-winning papers are chosen following consultation amongst the journal's editorial team, many of whom are eminent academics or managers. Prof. Lewis' paper, which reports the work of his recent Ph.D. student, Waleed Al-Mannai, a Colonel in the Bahrain Air Force and an NPS Outstanding Foreign Officer, was determined to be "one of the most impressive pieces of work Literati's editorial team has seen throughout 2008." In addition, Prof.

Lewis' new book, *Network Science: Theory and Applications* by John Wiley & Sons, is shipping this month.

GSBPP Asst. Prof. Chang Wong will be presenting his working paper – co-authored with Prof. Elizabeth Demers at INSEAD, France – titled "The Impact of Career Concerns on Accruals Based and Real Earnings Management" at the 2009 American Accounting Association Western Region Meeting in San Diego from April 23-25.

An interdisciplinary team, including Dr. Jerry Brown, Dr. Javier Salmeron, Capt. Carol O'Neal, USN (ret.), Cmdr. John Looney, USN, PhD candidate, and KptLt. Frank Hallman, German Navy, student, from the Maritime Operational Planner research program – tasked to develop prototypic optimization-based decision aids for use by maritime planners at the operational level of war – briefed the two developmental decision aids that were selected to be formally evaluated in this year's Trident Warrior series of exercises – the Combat Logistics Force (CLF) planner <http://faculty.nps.edu/gbrown/docs/BrownCarlyle2008NRL.pdf> and Central West Africa Resource and Mission Allocator (CARMA) planner <http://www.stormingmedia.us/20/2047/A204764.html>.

## Tenure-Track Faculty Hires

Interim Dean of the School of International Graduate Studies (SIGS) since early 2008, Dr. James Wirtz has been appointed the Dean of SIGS. Dr. Wirtz, who received his Ph.D. from Columbia University in 1989, has also served NPS as Chairman, Associate Chairman for Research, Academic Associate for Security Studies and Academic Associate for Intelligence

in the National Security Affairs Department.

Associate Professor Keith F. Snider and Senior Lecturer James B. Greene, both of the Graduate School of Business and Public Policy, have been jointly selected as the winner of the NPS Academic Year 2009 Hamming Faculty Award for Interdisciplinary Achievement. The selection is based

on their work in leading and administering the School's Acquisition Research Program. The Hamming Interdisciplinary Award Committee includes Professor Ted Lewis, SIGS, Chair; Professor Chuck Calvano, GSEAS; Professor Keebom Kang, GSBPP; and Associate Professor Alex Bordetsky, GSOIS.

## NPS Unveils New Supercomputer

By MC2 Kellie Arakawa

Leaders and faculty from the Naval Postgraduate School celebrated the arrival of a new supercomputer, which will enable researchers and students to carry out advanced levels of computing never before seen on campus.

The new supercomputer, named "Hamming" after the late Dr. Richard Hamming, a world-renowned mathematician who was a pioneer in his field and an NPS professor from 1976 to 1998, is a Sun Microsystems High-Performance Computing Cluster with a processing power of 10.736 teraflops – or 10.736 trillion floating-point operations per second. The system includes 112 terabytes of storage, more than 1,100 CPUs, and blade-based technology, which helps the system consume less energy.

At a ribbon-cutting ceremony in Ingersoll Hall, Dr. Christine Cermak, NPS Vice President of Information Resources and Chief Information Officer, said the new supercomputer is a reflection of NPS' growing reputation as a world-class teaching and research university. "We have made such great strides in

high-performance computing (HPC) at the Naval Postgraduate School in the last several years, but this is really a peak moment for us," she said.

NPS Provost Leonard Ferrari praised the efforts of the Information Technology Task Force and HPC Center, and said the new supercomputer will not only improve the school's research, but help with recruitment as well.

"This is going to enhance the capacities of researchers all over the NPS campus, and will really help the national labs, war-fighting labs and systems commands. I think this will help attract more civilians and Ph.D. students to the campus, so this is a great asset," he said. "This system also ranks among the top 1,000 systems in the world. Today, that's an impressive number."

Hamming should be ready for campus-wide use in late spring; however, for those interested in immediately conducting beta-testing on Hamming, please contact Dr. Jeff Haferman at Ext. 3076.

## CALENDAR

### April 1-10

Directed Energy Professional Society Conference  
POC Michele Merenbloom Ext. 3275

### April 7

Dr. Walter Jones  
Executive Director, ONR  
Keynote Speaker: Directed Energy Workshop  
POC Dr. Karl van Bibber Ext. 3241

### April 13-24

CCMR Conference  
Civil Military Response to Terrorism  
POC Matt King Ext. 3153

### April 14

Consul General Yasumasa Nagamine  
Consulate General of Japan, San Francisco  
NPS site visit  
POC Protocol Ext. 2466

### April 17-19

Bishop Joseph Estabrook  
Auxiliary Bishop, Roman Catholic Archdiocese for the Military Services, USA  
Pastoral visit  
POC Cmdr. Tom Hall Ext. 3996

### April 17-19

Technology Review and Update 2009  
ME Auditorium  
POC Joelle Davi Ext. 2948

### April 20- May 1

San Francisco BayWeb Experiment  
NPS, MBARI, UCB, UCD, SFSU, SPAWAR Systems  
Center Pacific, USCG  
POC Joe Rice Ext. 2982

### April 28-29

NPS Board of Advisors Meeting  
POC Jaye Panza Ext. 2514

## HISTORICAL HIGHLIGHTS

The Navy requisitioned Hotel Del Monte in late 1942 to establish a pre-flight school for its wartime mobilization and, by early 1943, aviation cadets – prospective Navy and Marine Corps pilots – stayed in the guest rooms once occupied by world leaders, corporate executives and Hollywood film stars. Hotel staff was retained to run the physical plant for the new Del Monte Pre-Flight School, which was officially commissioned on February 13. While Del Monte Properties Company President Sam F.B. Morse fully supported the Navy in this endeavor, he subsequently found himself bankrolling staff payroll for several months while the Pre-Flight School operated under a letter of intent. On April 17, 1943, the Counsel for the Bureau of Naval Personnel sent a telegram to Morse notifying him that a definitive contract had been completed and a \$100,000 payment was being expedited. In the telegram, BUPERS Counsel J. A. Fowler said, "Sincerely regret we could not act faster but have done best we could."

NAVAL MESSAGE		NAVY DEPARTMENT	
Telephone Ext. No. 7830	ADDRESSES	TO: S.F.B. MORSE	PRIORITY <input type="checkbox"/>
From: BUPERS		FROM: J. A. FOWLER, JR., COUNSEL	ROUTINE <input type="checkbox"/>
Released by: J. A. FOWLER, JR., COUNSEL		DEL MONTE CALIFORNIA	DEFERRED <input type="checkbox"/>
Date: April 17, 1943			PRIORITY <input type="checkbox"/>
Unless classified RESTRICTED this dispatch will be classified <i>PLAIN</i> .			ROUTINE <input type="checkbox"/>
If CONFIDENTIAL or SECRET use special blank.			DEFERRED <input type="checkbox"/>
Indicate by asterisk addresses for which mail delivery is satisfactory.			
712125(5)			
Unless otherwise designated this dispatch will be transmitted with DEFERRED precedence. Originator fill in date and time for DEFERRED and MAIL delivery. Date 17 Time 2012 G.C.T.			
Text: REFERRING YOUR TELEGRAM SUPPLEMENTAL LETTER OF INTENT WAS ACCEPTED BY YOU APRIL THIRD RECEIVED BACK HERE SIXTH IMMEDIATELY FORWARDED TO BUREAU OF SUPPLIES AND ACCOUNTS BY SPECIAL MESSENGER AND AIRMAILED BY THE BUREAU APRIL SEVENTH TO DISBURSING OFFICER ELEVENTH NAVAL DISTRICT HEADQUARTERS SAN DIEGO AND YOU CAN CALL HIM ON TELEPHONE IF YOU WISH. HAVE SENT TELETYPE MESSAGE TO DISBURSING OFFICER TO EXPEDITE \$100,000 PAYMENT. EXECUTION OF DEFINITIVE CONTRACT HAS BEEN COMPLETED AND COPIES WILL BE MINGOGRAPHED AND DISTRIBUTION TO ALL COGNIZANT BUREAUS MONDAY. COMPLETION OF DEFINITIVE CONTRACT WAS HELD UP PENDING RECEIPT OF EXPERT'S APPRAISAL AND A LATER APPROVAL BY BUREAU OF YARDS AND DOCKS. SINCERELY REGRET WE COULD NOT ACT FASTER BUT HAVE DONE BEST WE COULD.			
J. A. FOWLER, JR. COUNSEL FOR BUREAU OF NAVAL PERSONNEL.			
THIS SPACE IS FOR ABSTRACT OF PREVIOUS REFERENCES. IF THIS IS A REPLY, REFERENCE NUMBERS OF INCOMING DISPATCH MUST BE SHOWN HERE. 70 2846 109 3 Extra DelMonte Calif Apr 16 1943 1112A - Request for payment of funds provided in letter of intent.			
FINISHED FILE PERS 104			

Historical Highlights are provided by the Dudley Knox Library.