



NPS IN THE NEWS

Weekly Media Report – Jan. 26 - Feb. 1, 2021

EDUCATION:

1. [NPS' TLC Continues Critical Support to Teaching, Learning Through COVID-19](#)

(*NPS.edu 26 Jan 21*) ... Matthew Schehl

In March 2020, a virulent global pandemic swiftly swept across America, bringing daily life to a jarring standstill virtually overnight. The Naval Postgraduate School (NPS), however, hardly missed a beat. In short order, it seamlessly transitioned to nearly total distance learning (DL), ensuring the university remained steadily on course to continue delivering excellence in advanced education to the nation's military officers.

RESEARCH:

2. [NPS Railgun Lab Propels Technology Leaders, Alumnus into Award-Winning Research](#)

(*NPS.edu 26 Jan 21*)

(*Navy.mil 27 Jan 21*)

(*BollyInside.com 27 Jan 21*)

(*EurkeAlert! 27 Jan 21*)... ... Mass Communication Specialist 2nd Class Tom Tonthat

Since its establishment approximately two years ago, the Naval Postgraduate School's Railgun Laboratory – the largest of any academic institution – has empowered students and faculty with the facilities to conduct advanced, applied research in hypervelocity projectile (HVP) technology. But advanced technologies aren't the only result ... In fact, the lab has quickly become a critical asset in equipping alumni to be enduring technological leaders in the HVP space, ready to make an immediate impact in the fleet after graduation.

3. [This is my Marine Corps robot, there are many like it but this one is mine](#)

(*Marine Corps Times 27 Jan 21*) ... Todd South

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4. [Latest Surface Navy Sleep Policy Aims for Better-Rested, More Alert, Healthier Crews](#)

(*USNI 28 Jan 21*) ... Gidget Fuentes

The Navy's surface fleet has a new set of orders that updates a sleep policy to give sailors on watch rotations a bit more sleep and create a culture supporting a more ready, rested and focused seagoing force... "We took a look at the instruction as it was. We took a look at what we've learned in the last three years. We reached out to the experts," including the Crew Endurance team at the **Naval Postgraduate School** in Monterey, Calif., and the Naval Health Research Center in San Diego, as well as the National Transportation Safety Board and National Institute of Health, Cordle told USNI News. "How can we make this instruction better, using science and research that we've done (and) what we've learned in three years? So that was the genesis of the rewrite."



FACULTY:

5. [Best food safety practices for meat and poultry](#)

(*Supermarket Perimeter 26 Jan 21*) ... Andy Nelson

A team of Kansas State University researchers is using a \$1 million grant from the US Department of Agriculture — and an additional grant from the State of Kansas — to study how to effectively control the spread of SARS-CoV-2, the virus that causes COVID-19, in the nation's meat and poultry processing facilities... Co-investigator **Anke Richter, a public health-focused operation research specialist at the Naval Postgraduate School**, will lead the risk assessment driven by mathematical modeling. Co-investigators Yunjeong Kim and Erin Schirtzinger in the K-State College of Veterinary Medicine and the Food Science Institute's Daniel Vega round out the project team.

6. [County should revise advice on masks](#)

(*East Bay Times 29 Jan 21*) ... **Chih-Pei Chang, Distinguished Professor of Meteorology NPS**

Due to a serious PPE shortage for health workers, the government first misled people by saying that face masks are not useful, then asked people to wear cloth masks but not surgical and N95 masks.

7. [Accounting for Lethality](#)

(*USNI 1 Feb 21*) ... Laura C. Alford

During my first week as an assistant professor of financial management at the **Naval Postgraduate School (NPS)**, I read the executive summary of *Education for Seapower*. It emphasizes “strategic education and critical thinking for greater lethality.” But I teach accounting. What is lethal accounting? How can I translate financial management into lethality and then communicate it to students?

ALUMNI:

8. [Oasis System’ Appoints Vice Admiral T.J. White, Former Commander of the U.S. 10th Fleet Cyber Command, To Board of Advisors](#)

(*ACCESSWIRE 26 Jan 21*)

Oasis Systems, a leading provider of Information Technology, Systems Engineering, Specialized Engineering Solutions and Enterprise Applications to the Department of Defense and US Federal Agencies, announced today that Vice Admiral Timothy White (T.J.) has joined the company's Board of Advisers... White is a 1987 graduate of the United States Naval Academy where he received a Bachelor of Science in Mechanical Engineering. He holds a Master of Science in Systems Technology (Command, Control and Communications) from the **Naval Postgraduate School** and a Master of Science in National Resource Strategy from the National Defense University-Industrial College of the Armed Forces in Washington, District of Columbia. He is a Massachusetts Institute of Technology Seminar XXI fellow.

9. [Huntington Ingalls Industries Announces James Loeblein as Corporate Vice President of Customer Affairs](#)

(*Homeland Security Today 26 Jan 21*)

Huntington Ingalls Industries announced today that James “Jim” Loeblein has been named corporate vice president of customer affairs. Loeblein will relieve Dan Holloway upon his retirement later in 2021 and be responsible for outreach to executive branch principals and the fleet for the Ingalls portfolio. He will be located in HII’s Washington, D.C., office and will report to Mitch Waldman, HII’s executive vice president, government and customer relations... Loeblein holds a bachelor’s degree in applied science from the U.S. Naval Academy, a master’s degree in electrical engineering from the **Naval Postgraduate School** and a master’s degree in national security and strategic studies from the Naval War College.

10. [NPS Welcomes Retired Vice Adm. Edward Moore Jr. Into Hall of Fame](#)

(*NPS 26 Jan 21*) ... Mass Communication Specialist 3rd Class Lenny Weston

The Naval Postgraduate School (NPS) inducted its newest member, retired Vice Adm. Edward Moore Jr., into the university's prestigious Hall of Fame (HOF) during a virtual ceremony, Jan. 26, making him the 24th person to be welcomed into this revered community since 2001. As a unique addition to Moore’s induction, retired Adm. Cecil Haney presented Moore for induction following his SECNAV Guest Lecture to the university community.



11. [23 Black Leaders who are shaping history today](#)

(*CNBC 1 Feb 21*) ... Courtney Connley

Black Americans have played a crucial role in helping to advance America's business, political and cultural landscape into what it is today. And since 1976, every U.S. president has designated the month of February as Black History Month to honor the achievements and the resilience of the Black community... Before becoming a NASA astronaut, Glover was a commander and test pilot in the U.S. Navy, where he flew 2,000 hours in over 40 aircraft and 24 combat missions. Glover got his bachelor's in general engineering from California Polytechnic State University in San Luis Obispo, California and received multiple related graduate school degrees including a masters in flight test engineering from Air University and a masters in Systems Engineering from the **Naval Postgraduate School**.

UPCOMING NEWS & EVENTS:

February 9: NWSI Brief on the Tri-Service Strategy and the CNO's NAVPLAN

February 15: Presidents Day

February 16: [V-SGL with Dr. William D. Phillips: A New Measure: Quantum Reform of the Metric System](#)





SEAPOWER CONVERSATION

Discussing trends, technologies, and tactics that shape modern Seapower



Tri-Service Maritime Strategy "Advantage at Sea"



9 February 2021

1500-1630 PST

The Naval Warfare Studies Institute of the Naval Postgraduate School presents a virtual discussion on the recently issued maritime strategy, *Advantage at Sea*. Hear from U.S. Navy, Marine Corps, and Coast Guard leaders directly involved in the creation of this tri-service strategy that "provides strategic guidance on how the sea services will prevail in day-to-day competition, crisis, and conflict over the next decade". A short discussion will be held followed by audience Q&A.

Speakers:

CAPT Matthew Culp - Naval Strategy OPNAV N7 (USN)
Col Robb Sucher - Plans & Strategy, PP&O, HQMC (USMC)
CDR Kate Higgins-Bloom - Office of Emerging Policy (USCG)

Moderated by:

Col Randy Pugh – NWSI Deputy Director (USMC)
CAPT Dan Sunvold –NWSI Deputy Director (USN)

NPS livestream link: www.nps.edu/web/video

For more information and to submit discussion questions contact Capt Spencer Hayashi – spencer.hayashi@nps.edu

The Naval Postgraduate School proudly presents

THE SECRETARY OF THE NAVY GUEST LECTURE SERIES

In Collaboration With the Naval Education Enterprise

Dr. William D. Phillips

“A New Measure: Quantum Reform of the Metric System”



16 FEBRUARY 1500 (PST)

1997 Nobel Prize in Physics recipient Dr. William D. Phillips is a pioneer and leading researcher in laser cooling and trapping of atoms at the National Institute of Standards and Technology. His fundamental studies were used to develop applications for new kinds of physics measurements and processes such as high resolution spectroscopy, atomic clocks, atomic collisions, atom optics, bio-molecular interactions, and atomic-scale and nano-scale fabrication. Dr. Phillips' research was funded in part by the Office of Naval Research and has yielded many relevant Naval applications, in particular precision timekeeping, navigation and quantum information. His current research includes Laser Cooling and Trapping of Neutral Atoms, Atomic-Gas Bose-Einstein Condensates and Quantum Information with Single-Atom Qubits. Read more about Dr. Phillips' Nobel Prize [here](#).

V-SGL series page
www.nps.edu/scls

Viewing link
www.nps.edu/web/video



EDUCATION:

NPS' TLC Continues Critical Support to Teaching, Learning Through COVID-19

(NPS 26 Jan 21) ... Matthew Schehl

In March 2020, a virulent global pandemic swiftly swept across America, bringing daily life to a jarring standstill virtually overnight. The Naval Postgraduate School (NPS), however, hardly missed a beat. In short order, it seamlessly transitioned to nearly total distance learning (DL), ensuring the university remained steadily on course to continue delivering excellence in advanced education to the nation's military officers.

Prior to the outbreak of COVID-19, approximately one third of NPS faculty taught via DL ... Over the course of the Spring Quarter, this figure had risen to 100 percent. Propelling this remarkable transformation was the university's Teaching and Learning Commons (TLC), a relatively new cross-campus consortium dedicated to enhancing the quality of NPS education. Although less than two years old, the TLC was able to draw on the extensive inroads, partnerships and open lines of communication it had cultivated in that short time to rapidly and effectively adapt to the unfolding crisis.

The TLC did so by remaining true to its founding mission: it listened to the NPS community. Even under trying conditions, it engaged, experimented and then supported faculty in order to move forward.

"When the transition to DL was first announced, the TLC played a 'boots on the ground' role, meeting with faculty one-on-one or with school departments," explained Dr. Ralucca Gera, TLC director and Associate Provost for Graduate Education. "Our goal was to provide the necessary information required to empower faculty who had never taught DL before or who had never used DL technology. What distinguished our support was our proactive approach with regard to anticipating challenges, identifying resources, and then reaching out to faculty to work with them on finding personalized solutions that meet their instructional needs."

The TLC was born of a recognized need to bring people and ideas together from across campus. Since its inception in the Spring of 2018, it has functioned as a collaborative community of practice at NPS: the Office of the Associate Provost for Graduate Education (OAP-GE) partnered with the Dudley Knox Library (DKL) and Information Technology and Communications Services (ITACS) to coordinate a wide range of specialized services and resources. By joining forces, these entities were able to serve as a catalyst for the creation of new teaching and learning environments at NPS specifically geared towards the school's unique student population.

"Think of the TLC as a cohesive, virtual umbrella organization over existing centers - nobody belongs to the TLC, but we bring together faculty and student perspectives as well as the technology to support their requirements," Gera said. "Our focus is to enhance teaching and learning and instill awareness of the resources that faculty and students have for that."

The enterprise's success came down to communication. The TLC went to great lengths to engage the NPS community, holding a series of open forums to discuss critical issues, conducting surveys, visiting departments to determine the best ways to support them, and launching an innovative mini-grant program to seed emerging educational methods and technologies.

When the coronavirus struck and NPS President, retired Vice Adm. Ann Rondeau, mandated all residential unclassified classes immediately transition to DL for the start of the academic quarter on March 30, 2020, these efforts had laid an effective groundwork for the TLC to act as a central hub for communication, information, web-based resources and tools to support the transition.

"If COVID were to have hit NPS prior to the formation of the TLC, the campus organizations would have been able to respond in their own way, but in silos," observed D'Marie Bartolf, Coordinator of Education Innovation at NPS. "Because the TLC was created 18 months prior to COVID, the communication bridges were in place that allowed NPS to be uniquely positioned to respond to COVID in a collaborative manner."



The OAP-GE, DKL and ITACS all stepped up in equal measure to ensure these bridges were solid, and that the needs of students, faculty and staff continued to be met. One of the initial challenges in realizing this was making sure an adequate information technology infrastructure was in place. For this, ITACS had the right tools for the job.

“We were fortunate to have most of the tools in place prior to COVID,” noted retired Navy Capt. Scott Bischoff, NPS CIO and ITACS Director. “We made the decision years ago to invest in Microsoft 365. It is cloud based and suits remote work well, not only as a system of productivity applications, but also the security apparatus behind the scenes.”

On top of meeting an increased demand for help desk assistance, ITACS renewed Zoom licenses for web conferencing and ensured a good VPN and firewalls with sufficient capability to handle the remote surge and the entire campus teleworking. Through the TLC, it conducted trainings on using the Sakai learning management system and Microsoft Teams for teleworking and DL classes, which were recorded and posted to the NPS intranet for easy access, on-demand training. A TLC Learning Cafe was also set up in Microsoft Teams to allow staff and faculty to post questions and learn from each other.

Additionally, ITACS established a 24x7 Cybersecurity Operations Center to defend the evolving infrastructure and continuously worked to provide and maintain user hardware - laptops, webcams and other telework tools - even as supply chains stretched thin.

“We responded well, but of course there’s no way any of this happened without the close attention of a very talented IT staff,” Bischoff said. “Keep in mind that we are supporting 300ish classes a quarter and more than 500 staff workers. Our staff has been unbelievably good, the help desk actually improved productivity, and our DevOps team built new processes and tools to fit the model and kept everything humming in the data center and in the cloud.”

The infrastructure ITACS sustained allowed NPS to remain united and functioning despite the manifold challenges and uncertainty of the unfolding COVID environment. Navigating this was no easy task, yet the TLC lost no time in touching base with the NPS community.

The TLC immediately began conducting periodic surveys which, as the Spring Quarter progressed, captured feedback from faculty and students enabling the TLC to better coordinate support for teaching and learning, according to Gera.

“Back in March 2020 we found ourselves in a living laboratory environment, and the TLC’s main goal was to support faculty as they transitioned to DL and explored new ways to engage the students,” she said. “We looked to determine the necessary technical and functional support required to enable a successful transition. In addition, we provided teaching guidelines for faculty, and lessons learned from DL veterans and novices.”

The training sessions the TLC recorded and made available on-demand, plus a plethora of additional resources they’ve created, have enabled a rapid shift from residence to DL classes for all the faculty that started teaching online for the first time and established a bedrock for subsequent academic quarters as the pandemic persists.

Based on feedback from the Office of Teaching and Learning (OTL) as well as the Classrooms of the Future initiative, the TLC also purchased a range of equipment enabling faculty to teach directly from their homes, including Microsoft Surface Pro tablet computers with pens, document cameras, web cameras, microphones and connecting dongles.

“We wanted to make sure faculty had the proper equipment to support the development and delivery of both synchronous and asynchronous activities,” Gera said. “After using these devices for some months for online teaching, some faculty will now bring their newly acquired online experience and devices to hybrid learning in Winter Quarter 2021, and furthermore to the ever-evolving teaching and learning ecosystem at NPS.”

That this ecosystem has continued to grow and thrive in the austere conditions of the COVID environment is testament to the collaborative strength of its stakeholders, including instructional designers, media developers, graphics designers, librarians and instructional coaches.

“There are many stakeholders in the delivery of high quality education to our students,” said Dr. Dennis Lester, Director of the Graduate Education Advancement Center (GEAC). “In addition to our schools and departments that play the primary role, organizations such as the GEAC, ITACS, DKL,



Graduate Writing Center (GWC) and Thesis Processing Office (TPO) all play a crucial support role. Our biggest challenge during the transition to the COVID environment was to have all of these organizations working together - seamlessly and quickly - to provide optimal solutions for our most important stakeholder - our students.”

This is where the TLC shined. The collaborative culture it fostered in its pre-pandemic days now easily facilitated a rapid whole-of-campus response as the university moved to online instruction. For example, the GEAC’s Office of Teaching and Learning (OTL), already an integral part of TLC initiatives, was able to readily adapt existing programs and services and leverage relationships with faculty.

“The OTL was able to identify the critical requirements for emergency online instruction and provided small group and individual assistance to address them,” commented Ali Rodgers, OTL Director of Faculty Development. “This was integrated with faculty training to use web-based technologies provided by the TLC. Collaborative and synchronized interactions provided valuable information that facilitated outreach to schools and departments to determine additional needs and to resolve emerging problems.”

This spirit of collaboration echoed throughout the university. The DKL, long the epicenter of campus life, remained a hub of teaching and learning through continuously working with the NPS community. Virtual town halls through the TLC, according to University Librarian Tom Rosko, provided the opportunity not only to communicate services to students and faculty, but for the library to listen to - and meet - their needs.

“For instance, we learned of the need for printing and we were, and continue to be, able to provide some print-on-demand services as well as access to interlibrary loan resources,” he said. “Similarly, we also started a pick-up service so that students and faculty could request physical copies of books and pick them up in the library lobby or have them mailed to them if they could not come on campus.”

“Throughout this time, the library’s electronic resources and services have remained available and have been well utilized and we are now considering ways to continue to expand our services,” added Greta Marlatt, DKL Outreach and Collection Development Director. “We have also developed a suite of ‘how-to’ videos as well as making recordings of workshops available.”

Last Spring, the coronavirus drastically altered NPS’ educational landscape. Yet the TLC showed up. It listened. It engaged the community, experimented with innovative solutions and fully supported faculty, enabling them to move forward and, despite the sudden pivot to full DL learning, NPS did not waver in its core mission.

The TLC continues to provide comprehensive support as COVID conditions continue and students provide feedback on their needs and the challenges they experience. Underlying this success is a current of community in the truest sense of the term, and the TLC’s recognition that community engagement is not only a pedagogical but also a psychological imperative.

“Our goal,” Gera said, “is to continue to support a diverse population of faculty who continue to deliver quality online education, supporting their flexible teaching styles that enable distinctive learning experiences.”

[NPS’ TLC Continues Critical Support to Teaching, Learning Through COVID-19 - Naval Postgraduate School](#)

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RESEARCH:

NPS Railgun Lab Propels Technology Leaders, Alumnus into Award-Winning Research

(NPS 26 Jan 21)

(Navy.mil 27 Jan 21)

(BollyInside.com 27 Jan 21)

(EurkeAlert! 27 Jan 21)... Mass Communication Specialist 2nd Class Tom Tonthat

Since its establishment approximately two years ago, the Naval Postgraduate School's Railgun Laboratory – the largest of any academic institution – has empowered students and faculty with the facilities to conduct advanced, applied research in hypervelocity projectile (HVP) technology. But advanced technologies aren't the only result ... In fact, the lab has quickly become a critical asset in equipping alumni to be enduring technological leaders in the HVP space, ready to make an immediate impact in the fleet after graduation.

Two of these alumni leaders are Dr. Ben McGlasson, NPS' Electric Weapons Advisor and Railgun Laboratory lead, and Lt. Paul Cross, the Naval Strike Missile Lead Military Engineer at Naval Surface Warfare Center Dahlgren Division (NSWCDD).

McGlasson, who just completed his PhD in Applied Physics at NPS furthering railgun research – a technology that uses Gun Launched Guided Projectiles for anti-air and surface missions – also helped commission the NPS Railgun Lab in 2018. He used the lab's initial research results to establish credibility for its simulations positioning the Railgun Lab today to successfully explore the challenges associated with electric weapons.

“The railgun research that we do here is not only for student projects or learning purposes,” said McGlasson. “We’re executing experiments sponsored by the Office of Naval Research, collaborating with a variety of research labs and universities. The discoveries that we make [at the Railgun Lab] would improve any kind of gun-based defense, which is a new approach to doing shipboard missile defense using guns instead of missiles to defend against missiles. Using guns to defend against those kind of threats helps preserve our own missiles for a higher-end threat. This would be in addition to the surface strike mission, in which the railguns being tested at Dahlgren and White Sands can reach over 100 nautical miles.”

McGlasson noted that railguns will benefit from continued research and that he hopes the Railgun Lab will continue to help faculty and students conduct that research.

As for Cross, a 2018 NPS alumnus, he put his education to immediate use at NSWCDD and was recently awarded the C.J. Rorie Award for his impact on the Navy’s Gun Launched Guided Projectile program at the warfare center in Dahlgren, Va. The Rorie Award – named in honor of retired Rear Admiral C. J. Rorie, a former warfare center commander and NPS alumnus– recognizes excellence in performance of military personnel who contribute significantly to the effectiveness of the division’s operations.

According to command officials, Cross was recognized for outstanding leadership in the Gun Launched Guided Projectile effort leading a successful fielding of a guided projectile.

“I was able to work with some amazing scientists and engineers at Dahlgren,” said Cross. “The people and technology that are present here [in Dahlgren] are definitely world class. My time at NPS and my thesis research there made for an easier transition to the work at Dahlgren.”

Prior to being a technological leader at NSWCDD, Cross' NPS research focused on how electromagnetic contacts coated with carbon nanotubes (CNT) could be applied to modern day weapon technology. Cross conducted his NPS thesis research at the NPS Railgun Lab, albeit while it was still under construction.

While the burgeoning Railgun Lab enabled Cross’ research, NPS’ multidisciplinary education prepared him to apply it, and to be a critical thinker and leader in the field.

“NPS prepared me by educating me into the science, technology, and real-world applications for which I have been working,” said Cross. “In addition to a fundamental grasp of the scientific principles, I also received a bedrock foundation of how federal acquisition regulations work, and the systems engineering courses also taught me the fundamental principles of how the ‘system of systems’ work together to bring a new capability to the fleet and warfighter.



"All of this enabled me to hit the ground running in [Dahlgren] and understand the avenues a program can take to get capability to the warfighters as fast as possible," continued Cross.

Whether developing railgun technology at NPS or NSWCCD, Cross agreed with McGlasson that railguns are appearing to be a more cost-efficient warfighting capability.

"Railgun and HVP technology would allow for far cheaper options to counter adversarial threats," said Cross. "When you look at engagements, the cost per engagement becomes an issue that must be addressed for protracted conflicts. The logistics of having the depth of fire with HVPs, operating at their maximum capability, on shooting platforms starts to become extremely attractive."

From the new Railgun Lab to the traditional classroom, Cross expressed that he's the perfect example of how NPS can transform its military officer students into innovative leaders who can respond to emerging military needs.

"The science, curriculum and personal experiences [at NPS] are unmatched," said Cross. "What I learned via the curricula, faculty and my fellow students positioned me to lead, excel, and make an immediate impact after graduation."

<https://www.navy.mil/Press-Office/News-Stories/Article/2483008/naval-postgraduate-school-railgun-lab-propels-tech-leaders-alumni-into-award-wi/> (Please use link and then copy/paste so it is same format as other links)

[NPS Railgun Lab Propels Technology Leaders, Alumnus into Award-Winning Research - Naval Postgraduate School](#)

[Naval Postgraduate School Railgun Lab Propels Tech Leaders, Alumni Into Award-Winning Research > United States Navy > News-Stories](#)

[NPS Railgun Lab Propels Tech Leaders and Alumni in Award-Winning Research - Tech Bollyinside](#)
[NPS Railgun Lab propels technology leaders, alumnus into award-winning research | EurekAlert! Science News](#)

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This is my Marine Corps robot, there are many like it but this one is mine

(Marine Corps Times 27 Jan 21) ... Todd South

Robots are coming to Marine units, but how can jarheads learn to trust their machine battle buddies?

A recently publicized paper by a Marine major took a look at how that could help with an experiment involving real Marines.

Maj. Daniel Yurkovich's main takeaways: If Marines don't understand the artificial intelligence they're working with and don't also train with it regularly then they won't trust it.

Yurkovich took on the problem for his thesis at the Naval Postgraduate School in a paper he titled, "This is My Robot: There are many like it but this one is mine," a shout out to the Rifleman's Creed.

Though the paper was published in June 2020, it was its inclusion at the National Defense Industrial Association's annual Interservice/Industry Training, Simulation and Education conference in November.

The major noted that while the Corps is putting time and money into new robotic systems, it hasn't focused on how to integrate those best with flesh-and-blood leathernecks.

"Autonomous systems are only useful when they are used, and a large determinant of use is trust. In many cases, systems go unused due to the human's skepticism regarding its trustworthiness," Yurkovich wrote. "As machines transition from teleoperated towards partially or fully autonomous; the capabilities, limitations, and reasoning behaviors of the machines will further mystify users and inhibit trust."

Back in February 2020 the major ran an experiment, using 40 Marine volunteers out of School of Infantry-East, all but three of them in their final weeks of training.

He split the Marines into two groups and had them "train" the robot's brain to do the tasks and functions that they wanted it to perform. This was compared to "out-of-the-box" AI in which the device's control module comes preloaded and Marines didn't have involvement in "teaching" it how to function.



For example, he wrote that Group A members were told: “Currently, the robot is programmed to leave and return to the spot outside of our current building. Your training of the robot in the game will determine how the robot will behave in the courtyard and objective building.”

And then Group B members were told, “Currently, the robot is programmed to leave and return to the spot outside of our current building. The coding from the engineer will determine how the robot 70 will behave in the courtyard and objective building.”

Yurkovich wrote that the training scenarios would have Marines training, teaching and partnering with a kind of transferrable robot “brain” called a Removable AI Device, or RAID, that could be accessed frequently, but then be put into the hardware or robot “body” in a kind of secure “Robopool” much like a Humvee driver and motor pool.

“Now, the functioning robot and Marine have become a live team with calibrated trust and tendencies built within a simulated environment. Upon completion of the live task or operation, the Marine conducts an after-action review (AAR) with his robotic teammate,” he wrote.

With a small pool of trainees and limited experiment time, the research did not reach a definitive conclusion on which method, pre-training or out of the box, was most effective. But the major’s thesis is backed up by a recent study in the *Journal of Indo-Pacific Affairs*, citing a U.S. Air Force survey, which was first reported by the website Defense One.

The 2019 survey of 800 officer cadets and midshipmen at the Australian Defence Force Academy showed that, “a significant majority would be unwilling to deploy alongside fully autonomous” weapons systems.

Yurkovich has pitched a larger study that would better decipher how to incorporate the right kind of training to help Marines better trust those robots.

[This is my Marine Corps robot, there are many like it but this one is mine \(marinecorpstimes.com\)](http://marinecorpstimes.com)

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Latest Surface Navy Sleep Policy Aims for Better-Rested, More Alert, Healthier Crews

(USNI 28 Jan 21) ... Gidget Fuentes

The Navy’s surface fleet has a new set of orders that updates a sleep policy to give sailors on watch rotations a bit more sleep and create a culture supporting a more ready, rested and focused seagoing force.

The “Comprehensive Crew Endurance Management Policy,” signed off Dec. 11 by Naval Surface Force Pacific and Naval Surface Force Atlantic, is the first update to the joint instruction issued just months after two 2017 fatal at-sea collisions rocked the Navy.

The latest directive takes aim at tackling the problem of fatigued watchstanders in an often-sleep-deprived force. The Navy wants ship crews to be operationally ready by getting more restful sleep, staying physically active and eating nutritiously – all part of the concept of “crew endurance” that officials believe will lead to safer operations and reduce risks of errors or mishaps.

“This is not a sleep instruction. This is an endurance instruction,” said retired Capt. John Cordle, a former ship commander who retired in 2013 and last summer took the job of human factors engineer, a new position at SURFLANT’s safety department in Norfolk, Va. Cordle, along with his counterpart at SURFPAC, helped lead the update to the 2017 instruction.

“We took a look at the instruction as it was. We took a look at what we’ve learned in the last three years. We reached out to the experts,” including the Crew Endurance team at the **Naval Postgraduate School** in Monterey, Calif., and the Naval Health Research Center in San Diego, as well as the National Transportation Safety Board and National Institute of Health, Cordle told USNI News. “How can we make this instruction better, using science and research that we’ve done (and) what we’ve learned in three years? So that was the genesis of the rewrite.”

The underlying premise of the 2017 instruction, issued by then-SURFOR Vice Adm. Tom Rowden, hasn’t changed significantly. The goal remains the management of healthier, less fatigued crews. The revised policy takes a more holistic view to tackle fatigue and incorporates NPS’s “Crew Endurance Best



Practices” on napping, sleep hygiene, physical activity and nutrition. But it also reinforces individual responsibility.

“It is the responsibility of every sailor to take advantage of sleep opportunities. Sailors who are provided with protected sleep periods but deliberately use them for other purposes are subjecting themselves, their shipmates and their ship to unnecessary risks,” the instruction states. And “COs and commanders will ensure that all personnel are trained on the facets of crew endurance, especially the overall risk that fatigue presents to the ship, their crewmates and themselves.”

It directs that commanders should establish watch rotations schedules that implement that natural sleep-awake concept as well as “a supporting schedule to make sure that folks have an opportunity to sleep,” Cordle said.

It also emphasizes a renewed risk-management matrix for commands crafting watch bills based on the 24-hour internal “circadian” clock. The matrix weighs each watchstander’s watch-to-rest ratio, experience, crew coherence and equipment to determine risks and mitigation, such as swapping out an inexperienced sailor or providing for additional sleep or supervision.

But how much sleep is required?

The 2017 instruction called for a minimum of seven hours of sleep – split into a five-hour sleep and two-hour nap – in a 24-hour day “under ordinary circumstances underway.” That guideline is in line with minimum seven to eight hours of daily sleep the NTSB identifies as important to reduce fatigue and ensure alertness.

But in reality, few sailors get seven uninterrupted hours of actual sleep, Cordle noted. So the new policy slightly bumps up that minimum. “Sailors must be given the opportunity to obtain a minimum of 7.5 hours of sleep per 24-hour day,” with an uninterrupted 7.5-hours or an uninterrupted 6-hour sleep period and uninterrupted 1.5-hour restorative nap, states the instruction, COMNAVSURFPACINST/COMNAVSURFLANTINST 3120.2A.

The expanded guidelines amplify fatigue’s impacts on a crew’s effectiveness, noting that sleep-deprived watchstanders are less effective, have slower reaction times and may struggle with making good decisions, and warning against a sailor’s workday that stretches beyond 12 hours. “Twelve hours is a long day,” said Cordle. “After 18 hours, you start to degrade.”

The fatal 2017 collisions involving destroyers USS *Fitzgerald* (DDG-62) and USS *John McCain* (DDG-56) prompted sharp criticisms and scrutiny over the Navy’s management, maintenance and training of its surface fleet and personnel. In the fallout came renewed attention to manning, training and operations, and with it a spotlight on a sleepy, fatigued force.

Those collisions weren’t the first ones caused by fatigue and lack of sleep among watchstanders. The skipper involved in the 2009 grounding of USS *Port Royal* (CG-73) off Hawaii reported little sleep in the days prior, for example. Fatigue and a lack of sleep are problems long identified across the military services. Sleep remains a much-studied field of science and health, including an ongoing NPS study that’s looking closely at a ship’s engineering department.

As a former ship skipper, Cordle has had first-hand experiences in the importance – and cost – of sleep at sea. In a February 2019 article in *Proceedings* – “Captain, Get Some Sleep!” – he recounted his own failing when, as skipper of destroyer USS *Austin* (DDG-79), his fatigue led to a mishap that injured one of six crew members who were tossed into the sea from their rigid-hull inflatable boat.

He’s been an advocate for measures that promote new attitudes about sleep and its importance in overall health and readiness. In an article in the January 2020 issue of *Proceedings*, he wrote that “fatigue is the Navy’s black lung disease” and warned that failing to take corrective actions now would be to the detriment of sailors’ long-term health.

“I really do see kind of a culture change. Certainly not all the way there yet, but there was a time ... when being tired was sort of the measure of something to be proud of,” he told USNI News. “You’d hear people say, well I was up for 36 hours. Oh yeah? I was up for 40 hours. At the time, that would be something to congratulate somebody. Now, that’s something to say, well you idiot, that’s stupid, right?”

Nowadays, naps “are kind of part of the culture,” Cordle said, although he acknowledged “a cultural resistance to maybe admitting that we’re taking naps.”



“We have science to show that that’s not the way to do business,” he said. “At the end of the day, that warship is out there to be ready when missiles come inbound, when you hit something, when something bad happens (and) you have to respond.”

“You go into battle with the sleep you have,” he added, “and whether you got that in an eight-hour stint or by taking a nap, if it keeps you alert on watch, then it’s worth it.”

In his job, Cordle regularly talks to ship skippers and visits with crews. “My feedback from this ships is they are implementing this,” he said, adding, “it’s more than just a watch bill. It’s the whole mindset of the prioritization of sleep and watching for fatigue.”

But while the instruction challenges COs to review schedules for meals, meetings and training events so those don’t cut into sailors’ sleep times – especially that of watchstanders – it doesn’t mandate specific schedules or actions.

“One of the things we didn’t want to do was tell commanders, ‘you shall use this watch rotation,’ ‘and people will sleep at this time,’” he said. “It’s all the broad guidelines to make sure they get enough sleep, to make sure that’s part of the planning process.”

“It makes no sense to make it a requirement if I know you can’t always meet it,” he added.

Cordle expects to see secondary benefits of more sleep and circadian watch bills benefit the fleet. One captain, he said, called it “life-changing.”

“Watch teams become coherent teams, and they start to compete with each other, and they start to workout together. They start to study together,” he said. “So when you sleep better, you learn better and you qualify better. You have more time to workout. ... You can study better for your qualifications.”

[Latest Surface Navy Sleep Policy Aims for Better-Rested, More Alert, Healthier Crews - USNI News](#)

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FACULTY:

Best food safety practices for meat and poultry

(Supermarket Perimeter 26 Jan 21) ... Andy Nelson

A team of Kansas State University researchers is using a \$1 million grant from the US Department of Agriculture — and an additional grant from the State of Kansas — to study how to effectively control the spread of SARS-CoV-2, the virus that causes COVID-19, in the nation's meat and poultry processing facilities.

The study, "Translating SARS-CoV-2 Research Into Practical Solutions For The Meat And Poultry Processing Industry," seeks to protect meat plant workers and their surrounding communities from the spread of COVID-19. It involves researchers from K-State's College of Veterinary Medicine and College of Agriculture.

As part of the study, \$330,000 from the State of Kansas National Bio and Agro-Defense Facility Transition Fund will be used for research in K-State's Biosecurity Research Institute, or BRI, at Pat Roberts Hall. The BRI is a high-containment research facility.

A key objective of the project will be verifying the effectiveness of many of the approved cleaners and sanitizers for inactivating SARS-CoV-2 during plant processing and sanitation operations.

"Nationally and internationally, many facilities that produce meat and poultry products have been temporarily closed because of COVID-19 outbreaks," said A. Sally Davis, an assistant professor of experimental pathology in the College of Veterinary Medicine and project director of the K-State grant. "This has put a major strain on food production, limiting the amount of meat and poultry on grocery store shelves and disrupting food and feed supply chains across the globe. Research is necessary to understand why SARS-CoV-2 is such a problem in meat and poultry processing environments and how we can mitigate the problem."

Davis said infections with SARS-CoV-2 are primarily thought to occur by exposure to infectious micro-droplets in the air and contaminated surfaces.



"We are investigating the conditions within meat and poultry processing environments, such as low temperatures, relative humidity, increased air movement and workers being in close proximity to one another, to help identify areas and surfaces that are at high risk for contamination and spread of infectious SARS-CoV-2."

The team will evaluate potential sources of exposure and determine the amount and the longevity of infectious virus that is present during and after meat processing and packaging activities. The team seeks to identify, develop, validate and deliver practical cleaning and disinfection strategies, plus develop mathematical models to predict and reduce the risk of SARS-CoV-2 exposure in meat and poultry processing facilities.

Joining Davis on the research team are food safety faculty from K-State's Food Science Institute, including Randall Phebus, co-project director and professor of animal sciences and industry, and Jeanette Thurston, director of the Food Science Institute and co-investigator on the project. The project also will rely on input from an industry advisory board.

"Our advisory board will be regularly updated on research progress," Thurston said. "We will communicate with them in real time to make sure we are on the right track with our research and recommendations, and ensure that our findings are rapidly deployed across the processing sector."

The industry advisory board is composed of senior-level directors of food safety and plant operations at Hormel Foods, Smithfield Foods, National Beef Packing Company, Cargill Protein North America, JBS USA, Wayne Farms, Jennie-O Turkey Store, Tyson Fresh Meats and Costco Wholesale.

Bonnie Rush, dean of K-State's College of Veterinary Medicine, said K-State, known as the "Silicon Valley of biodefense," is the ideal place to conduct this vital research.

"This is an advantageous collaboration between the College of Veterinary Medicine and College of Agriculture," Rush said. "It combines our expertise in the study of viruses, our high-containment research facility in the BRI and our national experts in food safety."

Ernie Minton, dean of the College of Agriculture and director of K-State Research and Extension, said COVID-19 has hit the agricultural industry and its workers hard.

"We certainly felt the impact when COVID-19 hit our meat processing plants in Kansas and across the nation this spring," Minton said. "In April, nearly 5,000 workers in U.S. processing plants became infected, causing plant closures, a backlog of animals waiting to go to market, higher feed costs, lower market prices, and a scarcity of meat and poultry in some areas. It's a tremendous privilege to receive USDA support and work with a team of top academic and industry leaders to find solutions to help us avoid this type of problem in the future."

Collaborating with the K-State team are co-project directors from the University of Georgia poultry science department, Harsha Thippareddi and Manpreet Singh, who will provide extensive poultry experience and industry connections and lead the grant's industry outreach efforts. Valentina Trinetta and Sara Gragg, food safety faculty from the Food Science Institute, are co-project directors.

Co-investigator **Anke Richter, a public health-focused operation research specialist at the Naval Postgraduate School**, will lead the risk assessment driven by mathematical modeling. Co-investigators Yunjeong Kim and Erin Schirtzinger in the K-State College of Veterinary Medicine and the Food Science Institute's Daniel Vega round out the project team.

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County should revise advice on masks

(East Bay Times 29 Jan 21) ... **Chih-Pei Chang, Distinguished Professor of Meteorology NPS**

Due to a serious PPE shortage for health workers, the government first misled people by saying that face masks are not useful, then asked people to wear cloth masks but not surgical and N95 masks.

Things have changed now. There is now an abundance of surgical and N95 types (including KN95, KF94). Numerous studies have shown that they offer significantly better protection than cloth masks,



which are poor substitutes unless there are three layers with a middle-layer filter. Further, the popular one-layer bandanas and scarves are practically useless.

Due to the highly contagious emerging variants which are coming into California, European governments have started to require medical-type masks in public. Santa Clara County Coronavirus and Education Programs FAQ has it exactly backward. The statement strongly discouraging N95 and surgical type masks should be reversed, and cloth covers without a filter should be discouraged before more harm is done.

[Letters: Revise mask advice | Bumbling bureaucracy | Lottery limits | Saving face – East Bay Times](#)

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Accounting for Lethality

(USNI 1 Feb 21) ... Laura C. Alford

During my first week as an assistant professor of financial management at the **Naval Postgraduate School (NPS)**, I read the executive summary of *Education for Seapower*. It emphasizes “strategic education and critical thinking for greater lethality.” But I teach accounting. What is lethal accounting? How can I translate financial management into lethality and then communicate it to students?

One of the first principles in communication is to know your audience. At NPS, students primarily are military officers. A colleague encouraged me to participate in the Scientist to Sea program, which is designed to enhance understanding of shipboard systems and operations for civilians who might design those systems or work with sailors to improve them. In the spirit of strategic education, I spent four nights under-way on board a *Ticonderoga*-class cruiser.

I learned a lot, but we almost had to come back early because the main reefer needed a part and the backup was failing. When I heard the sailor brief the supply officer early in the week, I didn’t think much about it. Later, however, I realized that canceling the deployment would have been costly.

Several newly minted helicopter pilots had scheduled daylight and evening bounces on Tuesday, with more scheduled for Wednesday. They all had experienced pilots riding with them, and they came from several different commands. My thoughts focused on the cost (salaries, increased time to train, etc.) that would be incurred by delayed or rescheduled training. If pilots are not certified on time, what is the downstream effect? Does someone who is currently deployed get extended? Would that person receive extra compensation for that deployment? What would the pilots do while waiting for the next certification opportunity?

I also considered the second- and third-order effects. Pilots would need to reschedule their events on another ship, which in turn would bump the pilots scheduled for that ship, and so on.

For the ship itself, there could be serious implications to the loss of underway time and drills. All week, the cruiser’s crew trained to fulfill certification requirements. Certification is, of course, required before deploying with the carrier group. But certified is different from proficient and current, qualities that are more difficult to measure and sometimes overlooked during the certification process.

Skills are refined and honed with practice. Sailors need to practice with drills: firefighting, man overboard, torpedo evasion. However, without food, without a working refrigerator, without the needed part, these drills would be rushed or possibly canceled.

The Big Picture

In cost accounting, it is important to consider more than just the immediate, short-term effects. We examine the bigger picture and use an extended time horizon when evaluating management decisions.

The Navy has some 290 ships in commission, including 11 carriers. A single carrier has approximately 60,000 spare parts valued at roughly \$98 million that are stored in more than 40 locations. The crew will spend four to seven days each month (about 18 percent of their time) verifying the inventory.¹ If we do the math (\$100 million in inventory x 11 carriers), \$1.1 billion in mission-critical parts are sitting on shelves, not directly contributing to putting “warheads on foreheads.”



Maintaining a large inventory of parts ties up critical funds in idle assets. Even more important, inventory takes up space on the ship, which is at a premium at sea. Any reduction in available square footage can have a significant impact on repair time, the size of ship required for a mission, and the quantity of weapons and fuel available.

Decreasing inventory frees funds for investment in productive assets and frees space on the ship. Of course, it is not that simple. What is needed is the convergence of emerging technologies and critical thinking.

The Muscle of War

An analytical mind-set is a key component of financial management. Using inventory as an example, accountants and sailors can use “big data” analysis to forecast which equipment is most likely to break, as well as when, where, and how often. Statistical regression analysis has the potential to reduce inventory in the short run, freeing working capital funds.

However, just because there are parts on board does not mean they will be the parts needed while underway. Three-D printing might offer a solution.² Investing in the education of engineers to develop the technology required for 3D printing on ships and training sailors to operate the equipment is a viable long-term solution to inventory and repair problems.

This is a great idea, but great ideas without funding are called dreams. How then do we add this to an already burdensome budget? The answer may lie in better auditing.

In 2017, the Department of Defense (DoD) issued Financial Improvement and Audit Readiness Guidance that highlights the necessity of educating staff, sailors, and soldiers about proper accounting procedures and internal controls.³ While spreadsheets are not registered as deadly weapons, being able to account for the billions of dollars in the budget is crucial. DoD’s widely publicized audit failures have highlighted this critical need. Better accounting practices can lead to fewer instances of fraud and less waste, which translates directly into more money for equipment, munitions, and technological advancement.

How much money are we talking about? More than \$792 million was recovered in fines, penalties, restitution, and forfeiture of property as a result of criminal convictions against federal contractors during 2013–17.⁴ That is the equivalent of approximately 560 Tomahawk missiles, which undeniably would affect the lethality of the fleet.

Chief of Naval Operations Admiral Michael Gilday lists fiscal stewardship as a key component of the future Navy end state.⁵ Without funding, there are no fighter jets, carriers, or destroyers. Without a paycheck, there are no sailors to operate the equipment and fight the battles. Without steady revenue streams, research and technological innovations cease. Money is the muscle of war.⁶

Author’s Note: I would like to thank Captain Edward “Tick” McCabe for his time and effort on the original version of this article.

[Accounting for Lethality | Proceedings - February 2021 Vol. 147/2/1,416 \(usni.org\)](#)

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ALUMNI:

Oasis Systems’ Appoints Vice Admiral T.J. White, Former Commander of the U.S. 10th Fleet Cyber Command, to Board of Advisors

(ACCESSWIRE 26 Jan 21)

Oasis Systems, a leading provider of Information Technology, Systems Engineering, Specialized Engineering Solutions and Enterprise Applications to the Department of Defense and US Federal



Agencies, announced today that Vice Admiral Timothy White (T.J.) has joined the company's Board of Advisers.

VADM White served a distinguished 33-year career in the United States Navy. As a flag officer, he has served as deputy director, Tailored Access Operations, NSA and as director for intelligence, U.S. Pacific Command. Admiral White's last tour was as Commander, Cyber National Mission Force, U.S. Fleet Cyber Command/U.S. 10th Fleet.

Tom Colatosti, Oasis Systems, CEO, said, "I am thrilled and honored to welcome Admiral White to the Oasis Systems' team. Admiral White brings a wealth of senior level experience, personal credibility, thought leadership and deep Cyber Security expertise to our mission".

Commenting on the appointment, Admiral White remarked, "I am excited to be part of the wonderful Oasis Systems team and look forward to working with their talented and dedicated professionals as they endeavor to keep America safe and secure."

His operational fleet tours include assignments as assistant cryptologist, Commander, U.S. Naval Forces Central Command/U.S. 5th Fleet in Manama, Bahrain, and assistant chief of staff for Information Operations, commander, U.S. 7th Fleet embarked aboard USS Blue Ridge, home-ported in Yokosuka, Japan.

Admiral White has served on the staff of the Chief of Naval Operations as the Joint Military Intelligence Program and Tactical Intelligence and Related Activities program resources director, as the deputy director of intelligence and chief of staff, Joint Functional Component Command-Network Warfare, U.S. Strategic Command, and as the director, Commander's Action Group at U.S. Cyber Command.

He was originally a surface warfare officer. He served aboard USS Missouri as electronic warfare officer, combat information center officer, and assistant operations officer. He was selected for re-designation as a cryptologic warfare officer, in 1992 and was assigned to the Operations Directorate at the National Security Agency, Fort Meade, Maryland.

His command tours include Naval Security Group Activity Bahrain and Navy Information Operations Command Maryland.

White is a 1987 graduate of the United States Naval Academy where he received a Bachelor of Science in Mechanical Engineering. He holds a Master of Science in Systems Technology (Command, Control and Communications) from the **Naval Postgraduate School** and a Master of Science in National Resource Strategy from the National Defense University-Industrial College of the Armed Forces in Washington, District of Columbia. He is a Massachusetts Institute of Technology Seminar XXI fellow.

His decorations include several personal awards and various campaign, unit, and service awards.

About Oasis Systems

Oasis Systems is a premier provider of customer-driven, cost-effective, and quality Engineering Services; Enterprise Systems and Applications; Human Factors Engineering; Information Technology and Cyber Security; Professional Services; and Specialized Engineering Solutions to the Department of Defense, Federal Aviation Administration, Nuclear Regulatory Commission, and other federal agencies.

[IT News Online - Vice Admiral T.J. White, Former Commander of the U.S. 10th Fleet Cyber Command, Appointed to Oasis Systems\ Board of Advisors](#)

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Huntington Ingalls Industries Announces James Loeblein as Corporate Vice President of Customer Affairs

(Homeland Security Today 26 Jan 21)

Huntington Ingalls Industries announced today that James "Jim" Loeblein has been named corporate vice president of customer affairs. Loeblein will relieve Dan Holloway upon his retirement later in 2021 and be responsible for outreach to executive branch principals and the fleet for the Ingalls portfolio. He



will be located in HII's Washington, D.C., office and will report to Mitch Waldman, HII's executive vice president, government and customer relations.

"Jim has extensive naval experience and a strong background in defense policy development and Navy staff operations and strategy," Waldman said. "I have full confidence in his abilities, and I look forward to working together to position HII and our customers for continued future success."

Loeblein comes to HII from Raytheon Technologies, where he was vice president of naval requirements and capabilities at Raytheon Missiles & Defense. Previously, he served as the Department of the Navy's chief of legislative affairs providing oversight, direction and execution of all congressional legislative functions and strategy for the secretary of the Navy and the chief of naval operations. In 2019, he retired after 34 years of service as a rear admiral. During his career, Loeblein served as a surface warfare officer where he commanded USS *Thach* (FFG 43), Destroyer Squadron 9, and Carl Vinson Carrier Strike Group 1.

Loeblein holds a bachelor's degree in applied science from the U.S. Naval Academy, a master's degree in electrical engineering from the **Naval Postgraduate School** and a master's degree in national security and strategic studies from the Naval War College.

[Huntington Ingalls Industries Announces James Loeblein as Corporate Vice President of Customer Affairs – Homeland Security Today \(hstoday.us\)](#)

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NPS Welcomes Retired Vice Adm. Edward Moore Jr. Into Hall of Fame

(NPS 26 Jan 21) ... Petty Officer 3rd Class Lenny Weston

The Naval Postgraduate School (NPS) inducted its newest member, retired Vice Adm. Edward Moore Jr., into the university's prestigious Hall of Fame (HOF) during a virtual ceremony, Jan. 26, making him the 24th person to be welcomed into this revered community since 2001. As a unique addition to Moore's induction, retired Adm. Cecil Haney presented Moore for induction following his SECNAV Guest Lecture to the university community.

Moore joined the U.S. Naval Reserves as an enlisted Sailor in 1963. In June 1968, he received his degree in Psychology at Southern Illinois University (SIU) and was commissioned as an officer. In 1974 he became a graduate of NPS when he completed his master's degree in management.

According to Moore, his NPS education was beneficial in several ways, making him a stronger critical thinker and problem solver.

"I found myself using knowledge and analytical skills learned at NPS in most of my subsequent tours whether at sea or ashore, especially my Executive Officer and Commanding Officer tours, and my tour as the Personnel and Manpower division director for the Pacific Fleet," said Moore.

Moore's service included commanding officer of USS Cowpens in 1989, where he was the ship's first commander, and the first African American commanding officer of an Aegis-cruiser. While on the Cowpens, Moore led the ship, along with three other ships, in an attack on Iraqi nuclear weapons site in Baghdad on January 17, 1993.

He then went on to serve as commander of U.S. Naval Forces in the Persian Gulf in 1996, commanding the Carl Vinson Task Group and Cruiser-Destroyer Group 3 with successful missile strikes against Iraqi military sites in Operation Desert Strike. Upon his promotion to Vice Admiral in 1998, he became the highest ranking African American Naval officer on active duty through his retirement in 2001.

Moore continued to serve the Navy in a different capacity following his retirement, becoming Vice President for Anteon, and later General Dynamics Information Technology, providing personnel to engineering support. He retired fully in 2012 from the business.

He now continues his legacy by giving back to the community. He volunteered at Four Seasons Hemet Veterans Support Group and California Alumni Chapter of Kappa Alpha Psi Fraternity, Inc., helping homeless veterans and youth in Riverside and San Bernardino counties in California. He has been



on the board of directors of the San Diego Fleet Week Foundation, San Diego Armed Forces YMCA, Navy Federal Credit Union, Surface Navy Association, and National Boy Scouts of America.

A compelling story, written by Moore's son Edward Anthony Moore III titled, "Tearing Down Racism or Erasing Our History."

"Amid the controversy surrounding the tearing down of confederate statues and the potential renaming of military bases, I came across an article that mentioned Carl Vinson and his historic support of segregation. It immediately dawned on me that my father, a man who attended school with the Little Rock 9 and their siblings during desegregation, had been stationed to command a ship named after a man who had directly opposed his equality," he wrote.

"It was important for him to be selected because it proves that when brought to the front line, in the light of nomination, people cannot deny great people of their quality of work and consistency regardless of race, religion, or creed," said U.S. Navy Lt. Brandon Carter, an NPS student. "For those who have been disenfranchised or marginalized, it demonstrates to them that the mindset of the powers that are shifting to become more accepting and understanding of hard-working men and women. Men and women who have had the energy to break down social and racial barriers while maintaining an extensive resume of sustained superior performance."

NPS President retired Vice Adm. Ann Rondeau noted that recognizing the incredible service and accomplishments of our most distinguished alumni is an inspiration to the university and all those who serve.

"As a leader, warfighter and trailblazer, it is an honor to formally commend and induct Vice Adm. Moore into our prestigious NPS Hall of Fame," said Rondeau. "Showcasing individuals who have attained the highest levels of public service and made significant contributions to our Navy and our society can only set the standards for all of us serving who dare to do great and remarkable things."

"VADM Moore is the epitome of resilience and mental toughness," added Carter. "He has gone from being an enlisted sailor to an officer, becoming the first black person to command an AEGIS Cruiser and reach the highest rank any black person in the Navy has seen and then continued to serve as a senior executive in the defense field. Even after all that, he has been able to still give back to his community because service has been that important to him."

In addition to his NPS Hall of Fame induction, Moore has also been inducted into the Arkansas Black HOF in 1999, SIU distinguished Graduate in 2003 and inducted to the Buffalo Soldiers Museum HOF in 2013.

"It is truly a humbling experience to be recognized by induction into the school's Hall of Fame," said Moore. "Thousands of students over the years have benefited from the educational, professional, cultural, social, and environmental skills imparted to them in their time here as a student. Most have probably applied what they learned in productive ways, personally and professionally. So, it is a clear honor to be singled out as having lived up to the expectations that the school has for all students."

Watch the complete ceremony welcoming Moore into the university's Hall of Fame on the NPS YouTube Channel.

[NPS Welcomes Retired Vice Adm. Edward Moore Jr. Into Hall of Fame - Naval Postgraduate School](#)
[Vice Adm. Edward Moore Jr. Inducted Into the NPS Hall of Fame - YouTube](#)

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23 Black Leaders who are shaping history today

(CNBC 1 Feb 21) ... Courtney Connley

Black Americans have played a crucial role in helping to advance America's business, political and cultural landscape into what it is today. And since 1976, every U.S. president has designated the month of February as Black History Month to honor the achievements and the resilience of the Black community.



While CNBC Make It recognizes that Black history is worth being celebrated year-round, we are using this February to shine a special spotlight on 23 Black leaders whose recent accomplishments and impact will inspire many generations to come.

These leaders, who have made history in their respective fields, stand on the shoulders of pioneers who came before them, including Shirley Chisholm, John Lewis, Maya Angelou and Mary Ellen Pleasant.

Following the lead of trailblazers throughout American history, today's Black history-makers are shaping not only today but tomorrow.

From helping to develop a Covid-19 vaccine, to breaking barriers in the White House and in the C-suite, below are 23 Black leaders who are shattering glass ceilings in their wide-ranging roles...When NASA astronaut Victor Glover arrived at the International Space Station — roughly 250 miles above earth — on a SpaceX Crew Dragon Capsule in November, he settled in for a six-month stay to become the first Black astronaut to live and work on ISS for an extended period of time. (Of the more than 300 NASA astronauts who have been sent to space, only 14 have been Black Americans.)

“It is bittersweet, because I’ve had some amazing colleagues before me that really could have done it, and there are some amazing folks that will go behind me,” Glover, who is serving as pilot and second-in-command on the crew, told The Christian Chronicle in a November story. “I wish it would have already been done, but I try not to draw too much attention to it.”

Before becoming a NASA astronaut, Glover was a commander and test pilot in the U.S. Navy, where he flew 2,000 hours in over 40 aircraft and 24 combat missions. Glover got his bachelor's in general engineering from California Polytechnic State University in San Luis Obispo, California and received multiple related graduate school degrees including a masters in flight test engineering from Air University and a master's in systems Engineering from the **Naval Postgraduate School**.

It was Glover's fifth grade science teacher at Allison Elementary in Pomona, California., Mr. Hargrove, who inspired Glover to pursue STEM (an area where Blacks in the U.S. are under-represented, and Black and Latino students drop out of STEM degrees at higher rates than their white peers).

“My interest in math encouraged him to suggest that I consider engineering. At the time...I didn't know any engineers,” Glover told Pittsburgh Steelers quarterback Josh Dobbs during a Jan. 15 interview from aboard the ISS.” But Mr. Hargrove's belief in me still continues to resonate with me today and is one of the reasons I chose engineering as a profession.”

[23 Black leaders who are shaping history today \(cnbc.com\)](#)

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