Investiture Ceremony Beginning of New Era

By Kenneth A. Stewart

Assistant Secretary of the Navy for Manpower and Reserve Affairs, the Honorable Juan M. Garcia III, traveled to the Naval Postgraduate School campus to serve as guest speaker for the investiture of university President retired Vice Adm. Ronald A. Route during a traditional academic ceremony in King Auditorium, April 23.

"Today is a significant step in NPS history," said Garcia in opening the ceremony. "It is a pleasure to be here at one of the Navy’s crown jewels … the intellectual center of our Navy’s defense strategy.”

Speaking prior to the investiture ceremony, Garcia, who counts a visit to NPS’ Herrmann Hall at his father’s side as one of his earliest childhood memories, spoke of the care that was taken in the selection of Route as the institution's president.

“We were looking for an experienced flag officer with both academic and operational experience and who, preferably, was an NPS alumnus. We also hoped to find someone with previous IG [Inspector General] experience; Adm. Route met all of those criteria,” said Garcia.

“This ceremony is not about me. This is about NPS — our students, our faculty and our staff — and our future together.”

– NPS President retired Vice Adm. Ronald A. Route

"Adm. Route also brings a level of diplomacy to NPS that we thought would be valuable to the institution … if you were to draw out the ideal NPS president on paper, it would look a lot like Ron Route," Garcia continued.

As he began his own remarks, Route was quick to emphasize that the ceremony, an academic tradition that dates back hundreds of years, was a celebration of the institution as a whole.

“This ceremony is not about me. This is about NPS — our students, our faculty and our staff — and our future together,” Route said.

“Together, we have this great convergence of experienced and operationally savvy students, of a world-class faculty focused on graduate education and relevant research, and a first-rate staff of military and civilian professionals; all of whom truly enable our mission here at NPS,” he continued. “This convergence is unique — there is truly nothing like it anywhere else in the world.”
NPS SPECIAL REPORT: Supporting the COCOMs – U.S. Southern Command

By Kenneth A. Stewart

Throughout the U.S. Southern Command's organization, a network of partnerships with NPS on several high-visibility initiatives continues to have a direct impact on combatant command operations.

Leveraging the academic work of NPS students and its faculty, some of the nation’s leading defense experts, Southcom officials are working with the university on a diverse portfolio of advanced relevant research — nano-satellites for communications, underwater networks supporting complete, secure command and control, and robust intelligence methodologies to disrupt transnational criminal organizations, to name a few.

It's an impact on the command that is impressive, and has caught the attention of Southcom's Commander, Marine Corps Gen. John F. Kelly.

"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."

NPS' Distributed Information Systems and Experimentation (DISE) research group has worked with Southcom to evaluate a number of these technologies.

"Our research group focuses on complex field experimentation, collaborating with operational commanders to develop objectives for experimentation while providing support to the Department of Defense in experimentation, acquisition and project management," said DISE Research Associate Brian Wood.

"One of DISE's core missions and functions is field experimentation and conducting utility assessments to get new equipment out to the front lines as quickly as possible," he continued.

Wood is currently working to evaluate the SeaWeb and Deep SeaWeb programs for Southcom utility. SeaWeb is an advanced, underwater network envisioned by former NPS Research Professor Joe Rice, currently with Texas A&M University.

Deep SeaWeb utilizes a series of sensors anchored to the sea floor in areas transited by transnational criminal organizations. The sensors are loaded with NPS-developed algorithms that can differentiate between fishing vessels, and the cigarette boats employed by international drug traffickers.

Wood and the DISE Research Group are also continuing to work with Southcom on its ambitious, Space and Missile Defense Command Nano-Satellite-3 (SNAP-3) program.

"SNAP-3 is an attempt to fill a capabilities gap associated with the need for other than line-of-sight communications in Southcom's heavily-forested and remote areas of operation," said Wood. "NPS is assessing SNAP-3’s ability to fill that gap."

NPS Space Systems student, U.S. Marine Corps Capt. Clayton Jarolimek of Minto, N.D., is working with Wood on the SNAP-3 assessment.

"One of the things that drew me to this was my past experience on the ground without satellite communication in Helmand Province, Afghanistan," said Jarolimek. "If adopted, SNAP-3 has the potential to bring satellite communications down to squad size units on the ground."

Other NPS-Southcom initiatives are more focused on governance and regional stability. NPS has worked closely with the U.S. Department of State (DOS) and governments throughout the Southcom area of responsibility to encourage and support good governance in areas such as fiscal policy, defense budgeting, communications and human rights.

In a representative effort, NPS, the DOS and Brazil brought together representatives from several Central and South American nations for an international workshop comprised of NPS professors, diplomats and partnered nations to discuss fiscal transparency.

"Our goal was for the U.S. and our Brazilian counterparts to encourage whole-of-government fiscal transparency initiatives in partner countries," said NPS Professor Francois Melese. "The conference was attended by high-ranking government representatives from Honduras, El Salvador and the Dominican Republic."

In the unrelated, but mission critical area of intelligence gathering, NPS developed intelligence-analysis methodologies have, amongst other things, led to the identification of Revolutionary Armed Forces of Columbia (FARC) military camps.

NPS researchers at the Common Operational Research Environment (CORE) Lab are working to assist intelligence analysts and tactical operators to visualize the Southcom area as never seen before.
Travel Office Off to Strong Start, Despite Transition

By Kenneth A. Stewart

In an oft-repeated truism, it is said that a happy Sailor never angers the cook, the medic or the finance officer. In today’s modern Navy, it would seem appropriate to add the travel officer to that important group.

Employees at the Naval Postgraduate School Travel Office have a thick skin, they have had to, the travel office staff has borne the brunt of the frustration expressed by travelers adjusting to necessary measures that bring NPS into regulatory compliance with the rest of the Navy.

But thick skin or not, the NPS travel office is hard at work, processing travel requests and getting travelers to their destinations.

According to Interim Travel Officer and Deputy Comptroller Jack Shishido, travel requests are being processed at a rate of 80 per week with some 4,400 requests processed last year alone. That number includes the approval of travel by groups of NPS faculty to 221 non-Department of Defense academic conferences, 18 percent of which were international.

“Despite the fact that we are operating with fewer staff members and having to meet new travel requirements, we have been able to meet demand and assist our travelers,” said Shishido. “The process is not difficult, it is merely a matter of proper preparation.”

Mandated supervisory controls were met with some initial resistance, but Shishido insists that these measure are merely an attempt to improve transparency and to ensure proper stewardship of federal tax dollars.

“We need to assure the public that we are good stewards of the their money,” said Shishido. “Travelers can help out by ensuring that their travel justifications are clear and succinct and that they demonstrate the value of the proposed travel.”

Former NPS Travel Officer Mark Pritchard was instrumental to the successful implementation of mandated Navy travel guidance. He was recently honored with a civilian meritorious service award for his efforts.

“[The Civilian Service Award] truly belongs to all the folks within the Travel Office. Starting in January 2013, we developed a process for achieving the first flag approval requirements,” said Pritchard. “In April of 2013, we assumed responsibility for all non-DOD attendance requirements, despite new requirements, furloughs, and a government shutdown, the staff just kept grinding on with a focus on completing the travel mission within the larger mission of NPS.”

“The success we have had in making travel as painless as possible is also a reflection of Vice Adm. Jan Tighe and ret. Vice Adm. Route, along with the provost and Chiefs of Staff Col. Zoe Hale and Capt. Deidre McJay,” continued Pritchard. “Without their willingness to spend time reviewing basic travel and non-DOD conference requests … none of our work downstairs would have made a difference.”

While travel office staff acknowledge that travel approval can be frustrating, they insist that proper preparation, a well-worded justification and a willingness to comply with necessary, Navy-mandated travel regulations and procedures will do a lot to both relieve frustration and to ensure a smooth travel approval process.

The Institute of Electrical and Electronics Engineers (IEEE) has joined with the Computer History Museum and organizers of the Asilomar Microcomputer Workshop to honor former NPS professor Dr. Gary A. Kildall. Organizers commemorated the role that Dr. Kildall’s work played in the personal computer revolution with the dedication of an IEEE milestone recognizing the 40th anniversary of Dr. Kildall’s CP/M personal computer OS.

NPS annual Promotion and Tenure Ceremony will be held at the Mechanical Engineering Auditorium, May 6. The 2014 candidates are professors Thomas Albright, Jeremy Arkes, Alex Bordetksy, Christopher Brophy, Anthony Gannon, Heather Gregg, Ted Huffmire, Jae Jun Kim, Luis Morales, Dave Owell, William Shaw, Chong Wang and Natalie Webb.

Congratulations to Assistant Professor Dr. Karen Guttieri for selection as an Honorary Member of the U.S. Army’s Civil Affairs Regiment.

A Singaporean delegation led by Singapore Chief Scientist Professor Quek Tong Boon visited NPS, April 24. The Delegation met with NPS Dean of Research Jeff Paduan to discuss joint research interests as well as NPS President ret. Vice Adm. Ronald A. Route, Rear Adm. Richard Breckenridge and members of the Consortium for Robotics and Unmanned Systems Education and Research (CRUSER) and the Cebrowski Institute.

Other members of the delegation included National University of Singapore (NUS) Temasek Defense Systems Institute (TDSI) Professor Yeo Tat Soon. The TDSI partnership with NUS and NPS dates back to July 2011. It brings together the U.S. and Singaporean service members and defense technologists in a education and research environment.
The Navy recently brought together a representative group of Sailors from across the fleet for a NPS-facilitated forum that engaged Sailors in an informed discussion about the Navy’s SAPR-related communication education program. The forum was part of a Naval Personnel Command sponsored study that was conducted in partnership with NPS Graduate School of Business and Public Policy (GSBPP) and NPS’s Center for Executive Education (CEE).

Rear Adm. Sean Buck, the Navy’s sexual assault prevention and response (SAPR) officer, kicked off the San Diego forum as part of a seven-month-long “listening tour” focused on SAPR, stress reduction, alcohol abuse and suicide prevention.

“Training has a half-life of only 90 days. Therefore we need to continue coming up with new ways to train and keep the material fresh. I want to hear from the fleet, what you like and what you don’t like about our training, how we should move forward with our training. What works? What do you want to hear and how do you want to hear it?” said Buck.

“The forum was designed to assist the Navy in developing proactive and adaptive Fleet communication strategies and tailored messages that will help accomplish the U.S. Navy’s SAPR vision,” said Acting CEE Director Winli McAnally.

Forum attendees were divided into five groups of seven consisting of a mix of enlisted and commissioned service members. “Our youngest participant was just out of ‘A-school’, he was sitting beside the commanding officer of a destroyer and joined by people of every rank in-between,” said GSBPP and CEE Program Manager for Strategic Communication, Professor Gail Thomas.

Thomas often works with senior military leaders to build strategic communication processes, but she recognized that in order to effectively communicate to the Navy’s target audience, she would need to facilitate direct communication between Navy leaders and their Sailors.

“We could have just done some focus groups, but we wanted to see what the systems look like, we put participants into small groups hoping to get better participation and a window into relationships aboard the ship,” said Thomas. “It’s going to take a lot more than training videos.”

Buck used the forum to determine whether or not Sailors were getting the Navy’s messages, and if not, to determine the most effective way to get the word out. Some of the results were surprising.

Clinical psychologist Dr. Jeff Patrissi was also a forum participant and organizer. He has watched the way the military response to sexual assault has evolved throughout the years.

“The Navy’s efforts have evolved over time, there was nothing in the beginning, but the Navy has made a 180 degree turn around. We still have a ways to go, especially regarding the stigma associated with sexual assault, but we are headed in the right direction,” said Patrissi.

NGIS General Manager David Wolf has been striving to meet guest’s needs throughout the hotel’s many renovations in and around the property.

“The Admiral Elmo R. Zumwalt Four Star Accreditation award recognizes the hard work and effort the NGIS team has made in providing stellar customer service through operational excellence,” said Wolf. “Every level of the organization has worked to exceed our guests’ expectations. I am very proud of each and every member of the team.”

The Four Star Accreditation followed a comprehensive review of everything from management, guest services and housekeeping to facilities and employee training. NGIS consists of some 212 guest and VIP accommodations at Herrmann Hall and its adjoining wings that were once part of the historic Hotel Del Monte.
CCMR, International Group Work to Combat Terrorism, Maritime Violence

By Kenneth A. Stewart

The Center for Civil-Military Relations recently brought together security and defense professionals from 11 countries to share counterterrorism and maritime violence prevention strategies and to discuss interagency and international cooperation.

“The purpose of the course was to enhance interagency and international cooperation against terrorism and maritime threats from prevention to response,” said Maritime Security Program Manager retired Navy Capt. Tim Doorey with NPS’ Center for Civil-Military Relations (CCMR).

“International cooperation is very important… What is affecting Guatemala is also affecting Mexico and the U.S.,” said course participant and Caribbean Naval Command Lt. Col. Marlon Mihail Velazquez. “We need to put into people’s minds that they need to be a part of the solution and not a part of the problem.”

NPS’ Center for Civil-Military Relations combines scholarly rigor with operational experience to solve complex civil-military relations issues as well as national security and defense related problems. The center has been working with partnered and allied nations on counterterrorism education since 2002. In 2008, the center added Senior Fellow retired Navy Capt. Paul Shemella’s Responses to Maritime Violence course to its curriculum.

Pacific Fleet Commander Visits Naval Postgraduate School

By Kenneth A. Stewart

U.S. Pacific Fleet Commander Adm. Harry B. Harris Jr. visited the Naval Postgraduate School and spoke at length to students, faculty and staff in King Auditorium, April 4.

NPS President, retired Vice Adm. Ronald A. Route welcomed Harris and urged him to think of NPS as his, “… advanced problem solving think tank.”

Harris discussed America’s strategic rebalance to the Pacific, the critical role of naval operations, and how NPS is an “intellectual engine” that contributes to U.S. success in the Asia-Pacific region.

“I value greatly the graduates and the products that come out of NPS,” said Harris. “I am a consumer of those products.

“I like to think of NPS as an intellectual RIMPAC,” said Harris, comparing NPS to the Pacific Fleet-led Rim of the Pacific (RIMPAC), the largest international exercise in the world. “Our ability to work with our international partners is critical and the work that comes out of this school is critical to those partnerships.”

In addition to the contribution that NPS makes by way of regional area experts, Harris also spoke of the important contributions students and faculty are making in the areas of cyber operations, security and defense.

“I need capabilities that analyze, protect and ensure frequency spectrum dominance,” said Harris.

In addition to answering questions from students and faculty, Harris offered insight into the importance of maritime operations to the nation and the world.

“Seventy percent of the earth’s surface is covered in water and 90 percent of the world’s commerce travels by sea,” said Harris. “What happens on the sea, under the sea and over the sea matters to the nation and to the world.”

The NPS Board of Advisors (BOA) recently convened at the Executive Briefing Center in Herrmann Hall for the latest meeting of the institution’s consultative group, April 23. The NPS BOA is a 15-member federal advisory subcommittee providing guidance on matters pertaining to NPS and its graduate education and research programs.

The Honorable Juan Garcia, Assistant Secretary of the Navy for Manpower and Reserve Affairs visited NPS to participate in President ret. Vice Adm. Ronald A. Route’s Investiture ceremony and to participate in a Town Hall meeting with NPS faculty and staff where he read from the close-out letter from the NAVINSGEN NPS Working Group to the Secretary of the Navy. The letter has been accepted by SECNAV, and effectively closes the administrative loop on the 2012 NAVINSGEN report.

NPS will no longer be making quarterly updates to the ASN or to external organizations. Nevertheless, NPS remain responsible for closing out eight remaining IG Items and providing closeout memos for each to Secretary Garcia’s office and the Vice Chief of Naval Operations, all of which should be complete by mid-summer 2014.

Congratulations to IT Specialist Juana Wells. Wells was selected as the ITACS Employee of the 2nd quarter of FY 2014.
Focus On … Customer Service
A Monthly Look at Names and Faces on Campus

NPS Travel Coordinator Samantha Carter works to review and approve travel plans for NPS Faculty and Staff and DOD sponsored visitors when they travel to or from campus.

Having begun her federal career at the Defense Language Institute as a dental assistant, Carter went back to school to receive a bachelor’s and a master’s degree. She began working at NPS in 2004 in the Information Systems department before moving to the travel office in 2009.

With 14 years of government service, Carter feels strongly about the environment in which she works.

“‘The time that I have spent in the Travel Office has been one of great camaraderie and friendship,’ said Carter. ‘I am lucky to be able to work with some of the most genuine, driven, and hard-working people, who continue to inspire me as we strive, daily, for excellence in serving the NPS community.’

“Our office dynamic makes us a family more than a team,” said Carter.

Carter helps travelers by providing them with information and resources, checking current rates, making travel plans and ensuring compliance with DOD and DON travel instructions.

“If we have a large group visit the campus and the department wants to pay for their lodging, they contact me and I make sure everything is taken care of,” said Carter.

Robots in the Roses Brings TechCon 2014 to a Close

By MCSN Michael Ehrlich


Assistant Professor Timothy Chung with NPS’ Department of Systems Engineering describes advances in Unmanned Aerial Vehicle (UAV) research to a group of children during the 4th annual Robots in the Roses Research Fair.

“Whether it’s a decision support tool to help determine where to send UAVs to search; a diver assist robot that can pull an operator out of the water allowing for safer operations, or a remotely operated vehicle that can help with harbor security, all of these arenas and more are where NPS can deliver to the Navy immediately,” said Chung.

Robots in the Roses is NPS’s contribution to National Robotics Week. It provides an interesting opportunity for local community members to interact with NPS students, faculty and staff and it provides a platform to showcase advances in robotics through activities and demonstrations. These activities support CRUSER’s mission to create a culture of excellence in the fields of robotics and unmanned systems.

“When the Secretary of the Navy and the Under Secretary of the Navy told NPS to establish CRUSER, the point was to develop a culture around robotics systems and to help incorporate them into our DNA,” said CRUSER Director Dr. Ray Buettner. “Robots in the Roses is a way for us to share new information across campus and to get future supporters engaged and involved.”

CRUSER began just three years ago with seven members, and has since ballooned into a clearing-house of sorts that provides both a collaborative environment and a community of interest for the advancement of unmanned systems education and research.

Members of the CRUSER community at NPS include both researchers from the uniformed services and academia. Outside NPS, the CRUSER community has members from all branches of the military, several government agencies, industry, other academic institutions and beyond.
Any Day at NPS ...

Runners dart from the starting line at this year’s Sexual Assault Awareness Run, which seeks to bring attention to sexual violence and abuse in the workplace and at home. Sexual Assault Prevention and Awareness activities are being conducted across all Navy installations in concert with National Sexual Assault Awareness Month. (U.S. Navy Photo by Javier Chagoya)

Royal Australian Navy Lt. Cmdr. Katrina Ryan holds her salute as retired Navy Capt. Carol O’Neal plays “Ode to the Fallen” during NPS’ annual commemoration of Australia and New Zealand Army Corps (ANZAC) Day. ANZAC Day honors all Australians and New Zealanders who served and died in all wars, conflicts and peacekeeping operations. (U.S. Navy Photo by MC2 Shawn Stewart)

Graduate School of Business and Public Policy faculty member retired Army Col. Bill Fouts with the Del Monte Brass performs “Look Down” from the Broadway play “Les Misérables” during NPS’ bi-annual Spring Fling BBQ held at the Roman Plunge Reflecting Pool, March 27. The potluck was coordinated by the Faculty Council and the National Federation of Federal Employees Local 1690 and featured live music and a variety of food and beverages. (U.S. Navy Photo by MC2 Shawn Stewart)

Warfare Integration Division Director Rear Adm. Rick Breckinridge, Lt. Cmdr. Krysten Ellis, and retired Senior Chief Petty Officer Theodor Dick, from left to right, cut the ceremonial birthday cake during NPS’ annual Submarine Ball, April 26. The ball was held in celebration of the U.S. Naval Submarine Force’s 114th birthday. (U.S. Navy photo by MCSN Michael Ehrlich)

The Naval Postgraduate School’s Board of Advisors (BOA), above, takes a moment to gather for a group photo near the university’s Hall of Fame display in Herrmann Hall during the latest meeting of the institution’s consultative group. April 23. The NPS Board of Advisors is a 15-member federal advisory subcommittee providing guidance on matters pertaining to NPS and its graduate education and research programs. (U.S. Navy Photo by Javier Chagoya)

It is my pleasure to witness, along with the rest of the student body, the wonderful spring weather which now graces NPS. The proud calls of our trademark peacock wafting over a campus in bloom, set in Monterey’s unique and special environment, should remind each student of the unique and special mission they traveled here to fulfill.

Fittingly, the current season heralds two unique and special events:

Tickets are now on sale for the Battle of Midway Dinner and Dining Out. The Dining Out will be a kaleidoscope of great food, revered customs, entertainment and camaraderie, which will render satisfaction to all. Surface Navy Association President Lt. Brian Harrington will serve as the Vice President of the Mess. The Dinner will be held, June 7 at 6:00 p.m. Ticket sales and additional information are available at the student muster page.

Additionally, the campus will observe International Day in order to celebrate the cultural diversity of NPS Students from more than 20 countries. The event will be held, May 3 from 12:00 to 4:00 p.m.

NPS students and families from around the world will participate in the International Day celebration, with food, dancing and singing. Admission is free and open to the public with photo I.D. Food tickets will be available for $1 each or $20 for 22 tickets.

Lt. Jason P. Grammar is on the President’s Student Council. Visit the PSC on the intranet at http://intranet/psc/index.html.
Historical Highlights

Historical Highlights are provided by the Dudley Knox Library.

American sailors served in China on the Yangtze River Patrol from 1854–1941, the longest riverine patrol operation in U.S. Navy history. Sailors aboard the river gunboats protected U.S. commercial interests as merchants began to increase trade with China.

Sailors on the Yangtze Patrol lived a unique life as young Americans with little world experience adapted to the culture and conditions of the river. Several sailors maintained photo scrapbooks and journals that offer a glimpse into their ships, service and remarkable circumstances.

The Dudley Knox Library Special Collections and Archives holds a one-of-a-kind collection of the Yangtze River Patrol and will begin a new showcase of its collection this month. Among the items to be presented are century old photos and correspondence by Yeoman Guy Harter, who was a Yangtze Patrol River Rat from 1912–1914.

Future plans call for digitization of several publications, including the only known set of the Yangtze River Patroller Newsletter (1976–1995) published by the Yangtze River Patrol Association. The association, which was comprised of former Yangtze sailors, donated these materials to NPS prior to disbanding.

CSUMB Service Learning Intern Elora Morgan has been working on the collection and is developing the new exhibit.