By MC3 Kellie Arakawa

For the first time in its nearly 100-year history, the Naval Postgraduate School welcomed the first civilian president and provost team to its executive office in a historic inauguration celebration and ceremony April 20-21. NPS President Graham Spanier and Provost Leonard Ferrari were recognized by the Chief of Naval Personnel and Deputy Chief of Naval Operations for Manpower and Personnel.

Ferrari began his position as Provost in July 2006 and served as the NPS Dean of Research in April 2007. He was commissioned as a naval aviator and led a notable 34-year military career in which he served as the Chief of Naval Personnel and Deputy Chief of Naval Operations for Manpower and Personnel.

Oliver, a retired vice admiral, was appointed President of NPS by the Secretary of the Navy in April 2007. He was commissioned in 1966 as a naval aviator and led a notable 34-year military career in which he served as the Chief of Naval Personnel and Deputy Chief of Naval Operations for Manpower and Personnel. The current process of reaffirmation occurs over a three year period. Our NPS WASC Steering Committee has agreed to abide by formal standards of quality for their organizations throughout the U.S. and California and Hawaii. There are accrediting agencies, such as WASC, that are the Naval Postgraduate School, said Oliver.

In honor of another key NPS leader, Ferrari present Air Force Col. David Smarsh, NPS Chief of Staff, with a Legion of Merit for his meritorious conduct and outstanding service as the Acting President of NPS from June 2006 to December 2006 and as Chief of Staff from July 2003 to April 2008.

G. Kim Wimpney, Chairman of the NPS Board of Advisors, confirmed Oliver’s appointment as President of NPS while Adm. Patrick Walsh, Vice Chief of Naval Operations, presented him with a badge of office, a symbol of the authority vested in him by the charter and bylaws of NPS. To be formally invested as President of NPS is a humbling and deeply felt honor made even more profound by understanding the history that came here and learning about the breadth and richness of the education, research and service that are the Naval Postgraduate School,” said Oliver.

“Our NPS WASC Steering Committee has been actively working since 2006 Faculty members from each school, as well as staff representing key support areas, have been actively engaged. For a complete list of members, go to the website http://wasc.princeton.edu/WASC.

NPS submitted a successful proposal laying out our themes for the reaffirmation process. These themes, which will guide our self-study, are:

- **Theme One**: Strategic planning for the next NPS centennial
- **Theme Two**: Integrating a campus-wide program of continuous improvement
- **Theme Three**: Supporting an evolving academic enterprise

These themes reflect the many issues NPS has tackled over the past year – a new strategic plan, understanding how to provide the highest quality graduate education and research programs, as well as the administrative support needed for those programs.

The next stage in the reaffirmation process is the capacity review. In spring 2009, a team of faculty and administrators from other universities will visit NPS to review the fiscal, physical, personnel, technical and other infrastructure supporting our academic mission. To aid in this review, NPS is crafting a capacity self-study and submitting it to WASC in December 2008. The Capacity and Preparatory Review Task Force, chaired by Eleanor Uldingen, University Librarian, has been working on this study, which will be available for campus comment later this year.

Concurrently, a separate group, the Educational Effectiveness Task Force, chaired by Dr. Doug Mines, Vice Provost for Academic Affairs, is working on the last stage. In fall 2010, a second team of visitors from other institutions will come to NPS to review what NPS does to meet its mission and to evaluate the quality of its educational programs. The Educational Effectiveness Report will be submitted to WASC in spring 2010 and will document the ways in which NPS evaluates its academic programs.

Recently, NPS has advanced on a number of relevant fronts: development of a strategic plan with metrics for evaluation, new business processes and budget models, establishment and implementation of an academic program review. These strong efforts at continuous self-evaluation and improvement will make the reaffirmation process a successful and positive experience, as well as demonstrating the high calibre of our academic environment.

IN BRIEF

- The NPS Foundation is sponsoring its Quarterly Event on May 29, 2008, beginning at 5:30 p.m. in the ME Auditorium. This event will feature Brian Binnie, test pilot for the new space craft SpaceShipOne. All are invited to attend the event, but RSVPs are requested. Please contact Katie Van Dalah at Ext. 7781 in the Foundation Office to confirm your attendance.

- Secretary of the Navy Guest Lecturers for the month of May include U.S. Air Force General Bruce Carlson, Commander, Air Force Material Command; Dr. Charles McQuary, Director, DoD Operational Test and Evaluation; and Senator Gary Hart. They will speak on May 13, 20 and 27, respectively.

- President Oliver and Provost Ferrari recently engaged a management consultant firm to provide advice about the most effective executive management structure for NPS. LMI is the management consultant firm selected for the NPS engagement, and their report can be read on the NPS intranet under Administration. The organizational structure recommended, and adopted by NPS, effective immediately, is also found on the intranet under Administration. The organizational changes only affect the positions reporting to the Office of the President and the executive-level meeting structure and scheduling.

- Monterey Pines Golf Course and Driving Range is undergoing an extensive renovation that includes a new irrigation system, trees, greens, bunkers and changes to the present layout to enhance safety, playability and aesthetics. The renovation is being done by the Kevin Tucker Design Group (KTDG) and Tommy Albott Construction Company. KTDG has received numerous achievement awards for their design excellence, including the “Landscape Design Award (Type E) Renovation of Golf Greens at Deer Run Golf Course” at Little Rock Air Force Base in Arkansas, and Koosari Pines in Oklahoma, which was ranked as the seventh best course in the U.S. Monterey Pines is scheduled to reopen in early 2009.
Message From Vice President Information Resources/CIO

Dr. Christine Goett

This marks the fifth year of our IT strategic plan, The Information Revolution: Planning for Institutional Change. (https://www.nps.edu/Technology/) PD11-012-Final.pdf)!

The plan was the result of many meetings with faculty, students and administrators, and site visits to peer institutions and Navy commands. Vital to the plan’s development and eventual endorsement by NPS leadership and implementation was the DIP, a group of faculty, staff and students representing the major academic and administrative areas on campus.

Under our current strategic plan, we moved as a community to the .edu domain. We also joined the state’s higher education network which links the UC and CSU campuses, Cal Tech, Stanford, and the University of Southern California, a move that could not have been accomplished without the assistance of the County of Monterey. We deployed a wireless network, established a Technology Assistance Center with tiered levels of support for our customers, formulated a coordinated approach to software licenses for the campus, developed a classroom technology inventory and life cycle replacement plan, piloted new technologies for the campus, and established a High-Performance Computing Program to meet the needs of the projected growth within the NPS distributed-learning environment.

The majority of FAO trainees from NPS leadership and implementation of the modernizing the highly successful streaming media project - the global regions the military uses - the majority of FAO trainees from NPS personnel. For information contact Joan Ackerman, jeackerm@nps.edu.

New Hires

Jovanna Rosen
Research Assistant

Eileen Schnurr
Librarian

Marci L. Ward
Purchasing Agent

Faculty Notes

On April 1, 2008, Provost Leonard Ferrari announced that tenure was awarded to Christopher Darken, Gurimder Singh, Paul DeMott, and Jeffery Paduan. Jeffrey Paduan, Anna Simons, Kevin Smith, and Qingsheng Wang; tenure was awarded to Christopher Darken, Gurimder Singh, and the Department of Defense. I would like to take this opportunity to thank you for your support to date, and ask for your continued support over the next months as we share the plan for the next 5 years for your review and comment.

2nd Annual ISFAO Conference Held at NPS

Foreign Area Officers (FAOs) from all four military services convened at the Na- val Postgraduate School April 10-11 for the second annual Inter-Service Foreign Area Officer (ISFAO) Conference. Organized and hosted by the Foreign Area Officer Association of Monterey, a student organization of FAO candidates from NPS and the Defense Language Institute, FAOs in- clude Foreign Language Center (DLI), the event featured interdisciplinary panels of deployed FAOs and academic, military, State Department and non-governmental organization experts addressing the national-security issues that transcend national, regional and cultural boundaries. The association’s mission is to consolidate and advance the joint-service interests of FAOs and to develop the inter-service ac- cessional support for the performance of their duties worldwide.

The conference theme, “Working the Seams: Consistency and Coordination Across Six Areas of Responsibility” - the global regions the military uses to organize its operations overseas - was fleshed out in regional and func- tional forums. The panels identified the resources and best practices FAOs can use to understand and brief the strategic goals and challenges facing the U.S. military abroad. In 24 hours of plenary and working group sessions the questions, “What common challenges do U.S. Foreign Area Officers from all ser- vice faces that transcribed Combatant Command regional boundaries” and “How can an inter-service community of FAOs address those chal- lenges?” Foreign Area Officers are politico- military officers who under- go mid-career training and education in regional studies and foreign languages in preparation for assignments as military attachés in U.S. embassies, security assistance officers and ad- visors on international operations. The majority of FAO trainers from all services undergo this instruction at NPS, which currently has 32 FAO candidate students, and DLI. In gen- eral military terminology, FAOs in- clude Army, Navy and Marine Corps officers as well as Air Force Regional Area Specialists and Political Area Specialists. The Navy’s FAO program is the most recent of the four services, having been stood up in 2005.

The system enables NPS to encode content in both Micro- soft’s Windows Media and open source MPEG4 formats, and also provides the capability to encode and stream in DVD quality MPEG2 format for sharing video content with those with larger bandwidth capabilities, such as our CENIC partners.

By being fully Lightweight Direct Access Protocol compli- ant - using standard NPS usernames and passwords to access the system, NAVCast is designed to be highly scalable to meet the needs of the projected growth within the NPS distributed-learning environment.

One of the most exciting new features of NAVCast is its ability to rebroadcast television signals over the existing NPS IP network, eliminating the need to install cabling in offices and conference facilities that need access to television program, NAVCast programming is available to internal NPS users via the NAVCast portal.

The Brick system was installed by ITACS personnel over the winter break, after which members of the ITACS Dis- tributed Learning Technology team configured and tested the system to ensure that it meets the needs of the NPS academic community.

External users can access NAVCast via https://navcast.nps.edu, while internal NPS users can access it at: https:// intranet.nps.edu/navcast.

Update NPS is a monthly newspaper for NPS personnel. For information contact Joan Ackerman, jeackerm@nps.edu.

Cedars

This new, improved NPS streaming media and video-on- demand portal, the NPS Academic Video Webcast (NAVCast), went live in late March. The culmination of seven years of effort, NAVCast is powered by the VBrick platform, which began in 2002, NAVCast is provided by the VBrick - Ethernet TV system, used to run similar streaming portals at NPS partner institutions — the U.S. Naval Academy and Defense Language Institute — and more than 300 other higher education institutions in the United States, Cornell, University of California and the University of Southern California.

NAVCast reestablishes the functionality of the legacy Webcat- in-a-box system while adding some exciting new features. The system enables NPS to encode content in both Micro- soft’s Windows Media and open source MPEG4 formats, and also provides the capability to encode and stream in DVD quality MPEG2 format for sharing video content with those with larger bandwidth capabilities, such as our CENIC partners.

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