In This Issue: Summer Graduation Ceremony, WASC Update, Windows to the World, New Boilers at NPS

Naval Postgraduate School Monterey, California
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By MC2 Kellie Arakawa

NPS's Personnel Head rallies grads

Assistant Secretary of the Navy for Manpower and Reserve Affairs Anita Blair rallied 347 U.S. and international officers and Department of Defense civilians to use their world-class education to advance the Navy and the nation at summer 2008 graduation ceremonies in Kings Hall, Sept. 26.

Celebrating the stage were 209 U.S. officer students, including 136 from the Navy, 27 Marine Corps, 29 Air Force, 12 Army, three Navy Reserve, two Army Reserve, 120 DoD civilians and 18 international officer students. The degrees awarded were three Ph.D.s., 241 Master of Science, 73 Master of Arts, 41 executive master of business administration, three master of business administration and 14 dual degrees. Seventy-eight U.S. officers also earned their Naval Command and Staff diploma in Joint Professional Military Education, Phase I, from the Naval War College, which has a satellite campus at NPS.

“If there were a U.S. News and World Report list of the top hard-working schools, the Naval Postgraduate School would be right up there,” said Blair, who lauded NPS as a sterling example of educating to think outside the box. “We train to replicate, but we educate to innovate,” she said. “Here at the Naval Postgraduate School, you’ve learned not only the how of what can be done, but what should be done, and why. Since 9/11, we’ve faced an enemy that’s unconstrained by the rule of law or even human decency, so now more than ever we need your ideas and energy, because it’s through innovation that we’ll be able to defend against, and stay ahead of, this threat. But there are challenges. We’re fighting an Information Age war with an Industrial Age management system, especially in the area of information technology. I sincerely support the Naval Postgraduate School’s efforts to realize the revolutionary vision of bringing the best the Information Age has to offer to the Department of Defense.

“Since 9/11, we’ve also fed a total force of military and civilian assets,” Blair added. "I look out in this auditorium and I see that total force in front of me. Thank you all of you for your commitment to our nation.”

Following the ceremony, the new alumni received congratulatory messages from students, family and friends at a reception in the Barbara McNitt Ballroom.

“Every METOC officer comes to NPS at some time in their naval career, and now that I’ve been here I can say it’s really a great career milestone,” said meteorology and physical oceanography graduate Lt. Cdr. Erick Edwards. "It’s a very, very thorough program, a great opportunity and a great all-round tour.”

“At NPS, you gain a deep insight into the culture of the U.S., as well as of many of the other nations who send their officers here,” said computer science graduate German Navy Lt. Dietmar Teufel. “I know this is now more important than ever, because the higher in rank you go, and especially if you serve in NATO or with coalition forces, you have to work with the militaries from many nations.”

“I wouldn’t hesitate to tell fellow officers considering coming here definitely to do it,” said aerospace engineering duty officer and pilot Lt. Cmdr. Sam Mezaer, who earned a joint master’s in computer science and space systems operations. “Not only do you get a good education, but you get a lot of practical applications to the military. I’m fortunate in that I’ll get to apply that knowledge immediately, because I’m going to work in space systems at the Advanced Science and Technology Directorate at NRO. With what I’ve learned here, it’s going to be awesome.”

By Barbara Honegger

New Course Provides Valuable Insight on Student Opinions

In the first OA4109 research project, Fricker approached Dr. Frank Horvath, the Director of Institutional Planning and Communications, to identify a specific task that would enable his students to tackle a real-world research question. Horvath realized that NPS needed to collect information from new students who just enrolled at NPS, and offered the project to Fricker’s class.

For the most recent OA4109 class, students worked on a topic that was developed after the NPS Student Council approached Horvath with a need for input from midpoint students.

“Since the student council is focused on trying to improve the campus experience, we were highly interested in doing a survey about what the students think while they’re here,” said Air Force Maj. Matthew McQuinn, a representative from the student council. “That way, actions can be put in place during their time here, rather than after exit surveys when the students are gone.”

Answering more than 80 questions, 488 resident students and 82 distributed-learning students responded to the surveys and provided detailed information about their opinions of the curriculum quality based on several survey responses. Additionally, the team looked to many of the respondents’ open-ended comments for further insight to the quantitative data.

For NPS, the results of the course surveys are important, because the Western Association of Schools and Colleges (WASC), a regional accreditation that accredits universities, wants to ensure the school has a feedback system that provides a foundation for improvement efforts, said Horvath.

“More importantly, the institution in its whole strategic planning process is really looking to be much more focused on enhancing our institution-wide, continuous improvement efforts,” added Horvath.

President Oliver and Provost Ferri have a lot to do with this and are really focusing us on data-driven decisions and to really utilize feedback.”

Horvath commended the students for their dedication to the project and said the professional-level analysis they produced is a valuable resource for NPS.

“The best graduate programs always have some sort of methodology courses, and this is an excellent class in methodology. It speaks very highly for the kinds of quality programs - and students - we have here,” she added.

Fricke also mentioned that providing real-world applications of the curriculum have benefited both the students and the school. “Not only have the students in my class learned a lot about how to do good surveys, but through the course project they have had the chance to make a real difference here at NPS,” he said.

Copies of the class project reports are available from Dr. Horvath (fricke@nps.edu) or Prof. Fricker (rrfricker@nps.edu).

By MC2 Kellie Arakawa

Naval Postgraduate School students in Prof. Ron Fricker’s survey research course spent an entire quarter working together to answer a single overarching question: what do we go out and do real research, he said. “Here at the Naval Postgraduate School, you’ve seen a sterling example of educating to think ‘outside the box.’

Naval Command and Staff diploma in Joint Professional Master of Arts, 41 executive master of business administration.

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Mostgreatleadersunderstandthat the realseematernothingaboutthem, butsomething“bigger”thanthem.They don'tfocusonthericebowlsintheirlife,or getcaughtupinthedramaandnois eofeverydaysituationsgreatleaders dowhatisrightfortherightreason...at therighttime...becausenotdoingso mightcausesomeoneevenmorepain,more problems,ormoreadversely.WhatreallyismakingthepositiveeffecthereatNPS?LeadershipThroughServiceToOthers!

Faculty Notes


Prof.LarryJones,GSBPP,whorepresentstheWesternstatesandHawaiianselectedrepresentativeoftheAmericanSocietyforPublicAdministration(ASPA)NationalCouncil,attendedtheCouncil’sannualmeetinginWashington,D.C.


New Boilers for NPS

TheNPScentralboilerplant,builtin1952-53,supplies steamtotheacademic,billingaryadministrativebuildings, andincludesdistributionfor spaceheating,domestichotwaterandkitchenuses.PublicWorks(PW)engineersestimatedthe purchaseandinstallationofonemoreboilerswitheconomicstobeslightlybelow $8.2million.However,bothPWandtheNavyRegional SustainabilityManagementteamcollaboratedto obtainfundingthroughanEnergySavingsIncentiveProgramandsecuredtwoyearlynew,excesspropertyboilersforNPS fromNavalStationEverett,Washington.InSeptember2008,thenewboilerswerecalibrated,testedandfoundtobe wellbelowCaliforniaandMontereyBayPollutionControlDistrict’sallowablelimits.PWoperatorsarecurrentlyundergoingtraining, andwillbegincommissioningandtestingwithfullpowerloadson30days.Inadditionto$6.5millionincapitalcosts,thepowerwillsaveapproximately17,000,000MBTUineverypoweryear,significantly reducingtheNPScarbonfootprintandgeneratinganannual savingsofmorethan$225,000formostheNavy.

Faculty Notes

GSBPP: Associate Prof. Keith Snider presented a paper titled “Integrating Individual and Organizational Learning: Lessons Learned, System and the Case Method in Teaching Public Procurement” and Senior Lecturer Rene Rendon presented a paper titled “Organizational Assessment of Procurement Management Processes” at the 3rd International Public Procurement Conference which was held in Amsterdam. A paper titled “Public Procurement Policy: Implications for Theory and Practice” was also presented by both Snider and Rendon and was selected by the conference scientific committee for publication in the Journal of Procurement Policy.

Prof. Larry Jones, GSBPP, who represents the Western states and Hawaii as an elected representative of the American Society for Public Administration (ASPA) National Council, attended the Council’s annual meeting in Washington, D.C.


New Boilers for NPS

The NPS central boiler plant, built in 1952-53, supplies steam to the academic, billingary and administrative buildings, and includes distribution for space heating, domestic hot water and kitchen uses. Public Works (PW) engineers estimated the purchase and installation of two new boilers with economics to be $8.2 million. However, both PW and the Navy Regional Sustainability Management team collaborated to obtain funding through an Energy Savings Incentive Program and secured two yearly new, excess property boilers for NPS from Naval Station Everett, Wash. In September 2008, the new boilers were calibrated, tested and found to be well below California and Monterey Bay Pollution Control District’s allowable limits. PW operators are currently undergoing training, and in late October, will initiate complete operational testing with full power loads for 30 days. In addition to $6.5 million in capital cost, the boilers will save approximately 17,000,000 MBTU in energy per year, significantly reducing the NPS carbon footprint and generating an annual savings of more than $225,000 for the Navy.