SOUTHCOM Commander Gen. Douglas Fraser Briefs NPS Regional Studies Students

By Amanda D. Stein

NPS students in the National Security Affairs Western Hemisphere curriculum and regional Foreign Area Officers gathered in Glasgow Hall on the university campus for a detailed briefing on the U.S. Southern Command (SOUTHCOM) from the Commander himself, Air Force Gen. Douglas Fraser, Jan. 23.

The briefing gave students a firsthand perspective on both the unique challenges and areas of progress within Latin America. Fraser spoke highly of the partnerships that the U.S. has and continues to strengthen with the 31 countries in the SOUTHCOM area of responsibility.

“This is our real goal: security, stability, prosperity,” explained Fraser. “We will stay ready to conduct joint and combined full spectrum operations, but we really don’t see that as an issue today. We have great military relationships with almost every military in the region. Our real objectives are to defend the southern coast of the United States, foster regional security, and be an enduring partner.”

“It truly is an important region,” he continued. “There is a land bridge from Latin America and South America to the United States. And the oceans that have protected us still protect us but not in the same manner that they did before … So what we are very focused on is building partnerships.”

While visiting NPS, Fraser took the opportunity to hear briefings from departments across campus, and to speak with university leaders about the school’s mission and objectives. He came away noting that NPS serves a unique purpose, especially in bringing together international communities to help foster those critical global partnerships.

“I see it throughout the world, in everyone we integrate with, and I hear it from our Latin American partners as well. The educational opportunities we have allow students a chance to talk over issues that they see in common,” he noted. “It is critical to building an understanding and a relationship. When you know somebody, you can break through a lot of barriers that you wouldn’t be able to otherwise. It is critical that our partners are here so that we understand them and they understand us.”
A Message From ...  
Dr. Peter Purdue, Dean, Graduate School of Operational and Information Sciences

It has been both a privilege and duty to chair the Naval Postgraduate School’s Strategic Planning Task Force these past five months, and I am proud to now share with our campus community the results of these efforts.

At the request of institutional leadership, the four school deans and the dean of students, together with select senior faculty representing each school, have been meeting to draft a new strategic plan for NPS. The current “Strategic Plan: Vision for a New Century” was published back in 2008, and was intended to guide the university for five years. Now entering the final year of this plan, it is time for the university to determine its path for the next five years.

The faculty leaders involved with this project include Drs. William Colson, Robert Dell, John Mutty and Robert Springborg. Together with the four school Deans (myself, Drs. Jim Wirtz, Bill Gates and Phil Durkee) and Dean of Students Capt. Alan Ponsdexter, the group began by reviewing the diligent efforts and detailed results of the recent Committee on the Future, chaired by retired Rear Adm. Jerry Ellis. In addition, the task force reviewed in detail the strategic guidance outlined by the Navy and DoD, other military institutions’ and civilian universities’ guidance and plans, and interviewed numerous campus representatives from faculty, military, staff, students and the NPS Foundation.

As the task force worked through the information gathered from this process, it became clear that reviewing and potentially revising the mission and vision of NPS must be part of this effort. We worked to incorporate and define the values of NPS, and how these values align with those of the U.S. Navy. Finally, the task force focused on revising and updating the strategic plan goals themselves.

Additionally, the task force is recommending that future planning efforts include, for the first time, operational plans drawn in direct support of the university’s broad overarching goals. Accompanied with these operational plans will be a concise set of metrics to determine how and whether goals are being met.

As the initial work of this task force winds down, it is now time for perhaps the most critical effort within the strategic planning process — your review. Shortly, the draft planning document will be made available to the entire campus via web, and an announcement will be made of the location via bulk e-mail and the Intranet. I encourage and hope everyone on campus — faculty, students and staff — will read this draft plan, for your comments, concerns and questions are vital to this task force’s success.

In “Patrons for Profit,” Bruneau takes an in-depth look at the issue concerning the replacement of military forces, in recent conflicts, with civilian contractors and the effects and repercussions of such policies. Bruneau raises the point that, while the military is an integral part of the U.S. government and controlled by elected representatives of the American people, contractors work under little public control and vague legal authority.

“The biggest challenge is oversight,” said Bruneau. “There’s a huge pressure to outsourced to the commercial side but the problem is, who is going to keep track of what the contractors are doing?”

In the book, Bruneau is critical of current defense literature on U.S. civil-military relations and proposes his own framework, developed over years of experience conducting research, seminars and lectures on civil military relations all over the world through NPS’ Center for Civil-Military Relations. He places particular interest on the issue of armed private security contractors that many times operate with limited accountability.

“My goal was to write something objective,” said Bruneau, “cold, analytical and objective.”

In coauthoring “Mara,” Bruneau collaborated with Lucia Dammert of the Consortium on Security Transformation, in Santiago, Chile, and Elizabeth Skinner of NATO’s Allied Command Transformation, in Norfolk, Va. The collaborative effort commissioned a series of chapters from multiple experts in the study of the history, organization and propagation of the Mara Salvatrucha and the 18th Street gangs that originated in Los Angeles and have been growing in prominence and influence in the United States and Central America, and are becoming increasingly more dangerous.

According to Bruneau, as violence in Central America increases, interest in organized crime elements associated with the Central American mara increases as well. The book offers an analysis of the history, hierarchies and future of the mara phenomenon.

“What this book attempts to do is provide an in-depth analysis of what the reality of these gangs is,” said Bruneau. “We try to provide an objective overview of what the issues are and put it in the context of security.”

For Bruneau, the opportunity to generate this information and release it to the general public through university press books for the advancement of knowledge in the subject is the motivation behind his efforts.

“My contribution as a professor is to try to at least provide data, evidence, information, so that people in policy-making positions or students get a fix on what’s going on,” said Bruneau. “I hope these works establish a basis for people to do more.”

On Jan. 24, members of the NPS Strategic Planning Council (SPC) participated in an all-day retreat to receive updates on several critical efforts related to the strategic guidance of the university. Dr. Peter Purdue updated the SPC on the recent progress of the Strategic Planning Task Force, presenting its draft strategic plan to the SPC. In addition, the four aca- demic school deans in attendance to the Office of the Dean of Research provided annual report briefs.

On Jan. 25, President Dan Oliver presented the Distinguished Alum- namus Award to retired Marine Corps Col. Walter Augustin, on campus as a member of the Human Systems In- tegration curriculum review board.

On Jan. 25, Oliver, Executive Vice President and Provost Dr. Leon- ard Ferrari, and Vice President for Information Resources and Chief Information Officer Dr. Christine Haska, participated in the ribbon- cutting ceremony celebrating the completion of the NPS/DLIFLC Academic Network Initiative.


From the Mezz provides a brief report on the activities of NPS’ senior administration. For more details on any of these reports, please contact the Office of Institutional Advancement at update@nps.edu.

“Update NPS” is a monthly publication for students, faculty and staff of the Naval Postgraduate School produced by the Office of Institutional Advancement. For additional copies, comments, or to suggest story ideas, contact the editorial staff at update@nps.edu.

Our unique institution, driven by a distinctive mission, providing an expertise and learning environment found nowhere else. The Strategic Planning Task Force was compelled to highlight those strengths, proposing new goals and guidance that will keep the university on its demanded path.

Additionally, the task force is recommending that future planning efforts include, for the first time, operational plans drawn in direct support of the university’s broad overarching goals. Accompanied with these operational plans will be a concise set of metrics to determine how and whether goals are being met.

As the initial work of this task force winds down, it is now time for perhaps the most critical effort within the strategic planning process — your review. Shortly, the draft planning document will be made available to the entire campus via web, and an announcement will be made of the location via bulk e-mail and the Intranet. I encourage and hope everyone on campus — faculty, students and staff — will read this draft plan, for your comments, concerns and questions are vital to this task force’s success.

Following the campus comment period, the revised plan will be presented to the Navy’s Advanced Education Review Board and the NPS Board of Advisors this spring, followed by presentation to the Chief of Naval Operations (CNO) and the Secretary of the Navy (SECNAV) in the summer, and finalized at the Board of Advisors meeting in the fall.

As we all are aware, the last few years have brought many changes, successes and challenges to NPS. We have received strong support from the CNO and SECNAV for improving NPS operations, and are currently creating new programs to supplant our prior programs and sustain our global role, and the security challenges we now and will face in the future, demonstrate an ever-increasing demand for the work done here at NPS.

Our unique institution, driven by a distinctive mission, providing an expertise and learning environment found nowhere else. The Strategic Planning Task Force was compelled to highlight those strengths, proposing new goals and guidance that will keep the university on its demanded path. We look forward to hearing your input.

A Naval Postgraduate School Distinguished Professor recently published two books on two very different subjects concerning national security, defense, civil military relations and organized crime.

Dr. Peter Purdue  
Dean, Graduate School of Operational and Information Sciences

"My contribution as a professor is to try to at least provide data, evidence, information, so that people in policy-making positions or students get a fix on what's going on," said Bruneau. "I hope these works establish a basis for people to do more."
NPS Acquires Two USVs, Unveils New Sea Web Lab
By Amanda D. Stein

Naval Postgraduate School leaders, students and guests gathered on the roof of Spanagel Hall, Jan. 11, to welcome two new unmanned surface vehicles (USVs) to the university’s research community, and to celebrate the establishment of the new Sea Web and Wave Glider Laboratory.

David Jackson, Chief Emerging Technology Officer for the Office of Naval Intelligence (ONI), attended the ceremony on behalf of the ONI, officially presenting one of the Wave Gliders to the Undersea Warfare Research Center. The two vehicles, referred to by the Navy as Sensor Hosting Autonomous Remote Crafts (SHARCs), were appropriately named Tiberon and Mako, and christened with a stream of champagne carefully poured on the crafts.

During the christening ceremony, retired Rear Adm. Jerry Ellis, Director of the Undersea Warfare Research Center, offered confident predictions about the future.

"The systems, called Wave Gliders, are wave propelled, and include sensors and tools for data collection. Rochholz expects to find that the gliders are well-equipped to handle long stints at sea, and copious amounts of data.

Tiberon will utilize the data gathered in this thesis, tentatively titled "Wave Powered Unmanned Surface Vehicle Operation in the Open Ocean," where he will explore the feasibility of using unmanned systems in place of the network of expensive, vulnerable moored research buoys.

The systems, called Wave Gliders, are wave propelled, and include solar panels capable of powering the payload of sensors and tools for data collection. Rochholz expects to find that the gliders are well-equipped to handle long stints at sea, and copious amounts of data.

Also, as an added feature, the site has its very own Quick Response (QR) code that when scanned with a QR reader on a mobile device, the user is instantly directed to the mobile site on the device’s web browser.

“NPS patrons are extremely mobile,” said University Librarian Eleanor S. Uhlinger. “DLK wants to be part of their toolkit any time, anywhere.”

And with this in mind, DLK has been increasing its efforts to better serve its users on and off campus. The library has constantly been looking for ways to improve services to its patrons, and the mobile site project is one example of those efforts. The project took months of preparation and planning by the DLK staff to develop, design, troubleshoot and finally launch the site.

“I’m very excited,” said Reference and Instruction Librarian, Andrea Davis. “There have been many starting and stopping points as technology has come together, so it’s really nice to be able to launch it.”

University Leads Project on Countering Weapons of Mass Destruction
By Amanda D. Stein

NPS Center on Contemporary Conflict (CCC) is now home to the Project on Advanced Systems and Concepts for Countering Weapons of Mass Destruction (PASCC), a multi-million dollar program directed and strategic dialogues on the threat from weapons of mass destruction, on behalf of the Defense Threat Reduction Agency Strategy and Plans Enterprise.

CCC has assumed these functions from the former Office for Advanced Systems and Concepts (ASCO), which was disestablished in June 2011.

“The core function of what ASCO did, and what PASCC is now doing, is to get hundreds of dollars into research dollars to qualifiy research proposals and engage in strategic engagement with key global partners. Clunan explained that the decision for CCC to assume the program for DTRA ultimately came down to the merit and footprint of NPS faculty in proving the value of the university, and the academic and administrative capacity of the center. “

“The project fits very well with the expertise of the CCC faculty, and the National Security Affairs department faculty, in that we have a very deep bench of folks who are focused on WMD, strategic stability and extended deterrence issues and they also have very deep regional expertise,” explained Clunan. “And that is not something found at a lot of major research universities.”

Students explore USV s for Maritime Data Collection

Underscoring the importance of university research in helping to update budgeting for national defense, a new book, titled “Financing National Defense: Policy, Planning & Budgeting,” which was published in 2017, as part of the NPS-Center for Decision, Risk, Controls and Signals Intelligence Young Scholars Network.

Graduate School of Business and Public Policy Distinguished Professor Larry Jones and Senior Lecturer Phil Candreva collaborated with Professor Marc DeVore of the European University Institute to author a new book, titled “Financing National Security: The Role of the United States.” Their book covers the processes, actors, politics, and policy dimensions of budgeting for national defense.

Send your faculty news and notes to update@nps.edu.

NPS Executive Vice President and Provost Leonard Ferrari recently announced that Capt. Dave Price will serve as the new Assistant Chief of Staff for Aviation Activities. Price will be overseeing NPS Aviation Activities, and serving as the Alternate Government Flight Representative for the Center for Remotely-Piloted Aircraft Studies.

Oceanography Professor John Colosi has been named the 2012 recipient of the Acoustical Society of America’s Medwin Prize in Acoustical Oceanography, to be received at the Fall 2012 ASA meeting. The prize is named after NPS Hank Medwin and recognizes the effective use of sound in the discovery and understanding of physical and biological parameters and processes in the sea.

Natural Security Affairs Associate Professor Zachary Shore was appointed to a committee of the American Historical Association for selecting the year’s best book in European international history and made a presentation to Stanford University’s Center for Advanced Study in the Behavioral Sciences on international history.

Electrical and Computer Engineering Assistant Professor Freetha Thomas presented a seminar titled “Multiscale Optimization for Resource Allocations in Wireless Multihop Mobile Networks,” Jan. 27, as part of the NPS-Center for Decision, Risk, Controls and Signals Intelligence Young Scholars Network.

NPS’ Dudley Knox Library Launches Mobile Website
By MC1 Leonardo Carrillo

"The Chief of Naval Operations, the Secretary of the Navy and the manned systems, and the addition of the USVs will only help broaden always return to your home base."

During the christening ceremony, retired Rear Adm. Jerry Ellis, Director of the Undersea Warfare Research Center, offered confident predictions about the future.

"The systems, called Wave Gliders, are wave propelled, and include sensors and tools for data collection. Rochholz expects to find that the gliders are well-equipped to handle long stints at sea, and copious amounts of data.

Also, as an added feature, the site has its very own Quick Response (QR) code that when scanned with a QR reader on a mobile device, the user is instantly directed to the mobile site on the device’s web browser.

“Our patrons are extremely mobile,” said University Librarian Eleanor S. Uhlinger. “DLK wants to be part of their toolkit any time, anywhere.”

And with this in mind, DLK has been increasing its efforts to better serve its users on and off campus. The library has constantly been looking for ways to improve services to its patrons, and the mobile site project is one example of those efforts. The project took months of preparation and planning by the DLK staff to develop, design, troubleshoot and finally launch the site.

"I’m very excited," said Reference and Instruction Librarian, Andrea Davis. "There have been many starting and stopping points as technology has come together, so it’s really nice to be able to launch it."
**Army’s Intellectual Center Commander Visits NPS**

*By MC1 Leonardo Carrillo*

The Commanding General of the esteemed ‘intellectual center’ of the Army, the Combined Arms Center, Lt. Gen. David Perkins, visited the Naval Postgraduate School for a series of briefings and meetings with faculty, staff and students, Jan. 10.


The Commanding General of the Army, the Combined Arms Center, Lt. Gen. David Perkins, visits the Naval Postgraduate School for a series of briefings and meetings with faculty, staff and students, Jan. 10. (U.S. Navy photo by MC1 Leonardo Carrillo)

**Focus On … Supporting Students’ Needs**

*By MC1 Leonardo Carrillo*

For incoming and outgoing students, the to-do list can seem endless. But when that list leads them to the Student Services Office, they can expect to meet a staff ready to help them get in, out, and on their way in no time.

Among those friendly faces are Chi Patel, Student Services and Special Events Coordinator, and Lt. Justin Whipple, Director of Student Affairs. Together, the 10-person Student Services team, located in the basement of Herrmann Hall, helps students ensure their affairs are all in order during their time at NPS.

“A lot of questions that students have for us, we can fix or answer here,” explained Whipple, “and the ones that we can’t, we have the corporate knowledge within our office to send them to wherever they need to be.”

The office is responsible for things like transfer packages, email account creation, sponsorship programs, ID cards, foreign language testing, and leave. They also handle countless walk-ins each day as students look to find the resources they need to navigate their academic careers.

“We help the students out and make their days that much easier,” said Patel. “We get the solutions they need to allow them focus on their studies.”

If a student has a family emergency, we can take care of things in a heartbeat and get them on the way to being with their family,” noted Whipple. “We take on a lot of the logistical things that they would otherwise have to worry about on their own.”

**Any Day at NPS ...**

*By Lt. Matthew Yoleley, Chairman, President’s Student Council*

The year and the quarter are off to a great start and the opportunities at NPS are abound! Let’s welcome our new students who have just finished their first month here in beautiful Monterey and are now in the thick of classes, tests and all those things long forgotten by many of us upon arrival. It is hard to imagine how fast the time here will go.

While it is important to focus on your courses and what you’re doing now, it is also a good idea to be looking forward. For many, the thought of leaving this place is unfathomable, but planning for the future is always the right answer. You never know when you may find yourself leaving the Central Coast to conduct research abroad or to brief those most interested in your work.

There is more to future planning than just being prepared for travel. As I alluded to before, the time at NPS is short and while it is great to be here, for most it is not our final destination. I encourage all of you to seek out those hidden opportunities available in Monterey and make the most of your time here. You may quickly find yourself again behind the wheel of an armored transport, back in the pilot’s seat or at the helm of a warship, but no matter where you came from or where you are going, your time at NPS will surely navigate you to success in your future career.

Lt. Yooley is the Chairman of the President’s Student Council. Visit the PSC on the intranet at http://intranet/psc/index.html.

Have a story to share? Instructional Advancement is constantly seeking interesting and unique profiles of NPS. Send your tips to updates@nps.edu.
On Campus this Month

**February 3**
Cebrowski Institute Brown Bag: Mastering Complex Infrastructure for Research and e-Science
POC Allison Kerr, Ext. 3597

**February 8**
Roman Plunge Reflecting Pool Grand Opening Ceremony

**February 14**
St. Valentine's Day Massacre Murder Mystery Dinner
Barbara McNitt Ballroom
POC MWR, Ext. 7955

**February 16**
Adm. Mark Ferguson
Vice Chief of Naval Operations
Secretary of the Navy Guest Lecture
POC Lt. Jenny Phillips, Ext. 2466

**February 20**
Presidents Day

**February 28**
Dr. Yaron Brook
President, Ayn Rand Center for Individual Rights
Secretary of the Navy Guest Lecture
POC Lt. Jenny Phillips, Ext. 2466

In Review Magazine
Look for your copy around campus.

Historical Highlights

The Naval Postgraduate School completed its cross-country move from Annapolis, Md. to Monterey with a formal dedication ceremony 60 years ago on February 15, 1952.

Then Secretary of the Navy Dan Kimball was the keynote speaker and dignitaries included Fleet Adm. Chester Nimitz, whose strategic vision for NPS in 1939 had set the stage for the subsequent purchase of Hotel Del Monte and the move west.

National media attended the ceremonies as famous war heroes joined professors and local notables while 700 students stood in formation on the elegant hotel lawn.

The “Monterey Herald” quoted Kimball: “Nothing is more important for the advancement of Naval science and the future greatness of the American Navy than to provide adequate opportunity for its officers to carry on their advanced study and individual research. This school provides this opportunity.”

*Historical Highlights are provided by the Dudley Knox Library.*