

# IN REVIEW

January 2008

**Record  
Breaking  
Alumnus  
Astronaut  
Revisits  
NPS**



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NAVAL POSTGRADUATE SCHOOL



# PRESIDENT'S MESSAGE



Recently, the Chronicle of Higher Education published an excerpt from an upcoming book, *The Formation of Scholars, Rethinking Doctoral Education for the Twenty-First Century* (Walker, Jones, Golde, Bueschel and Hutchings: 2008), in which the importance of intellectual community was described as essential for quality higher education. The authors acknowledge the qualitative nature of community and the difficulty of measuring its existence. However, they argue that it is more important than other elements of graduate education that are more tangible (e.g. curriculum requirements). They also cite a recent Harvard study that reports

that a collegial environment is a critical differentiator in competing for the best faculty – even more so than salary.

As you know, one of the most crucial priorities for the Naval Postgraduate School is the recruitment and retention of world-class faculty. Our mission of research and education is fueled by the intellectual vitality and contributions of our faculty. As a result, we must consider, as an institution, those factors that are most important to attracting and retaining the best faculty. How we can turn our attention to the strengthening of our intellectual community should be a central and visible feature of our progress in our strategic plan.

Walker et al. suggest a number of characteristics of strong communities: engaging students fully in the life of the department, curriculum collaboration, sharing research across boundaries, opening classroom doors, setting aside time for reflection, creating physical spaces for community and encouraging social events. Promoting these, as well as others, may be useful in our continuing work of implementing our strategic plan. Of course, building and strengthening intellectual community, however intangible, has institutional implications, i.e., it requires flexibility in the face of traditional departmental boundaries.

Defining the necessary resources to “ensure continuous improvement in the quality and relevance of our graduate education and research” (NPS Strategic Plan, Goal 1) must include consideration of support for ongoing professional orientation and development. It needs to involve sponsorship of academic seminars and workshops, creation of spaces for collaborative work and informal dialogue, as well as support for social events to build a sense of campus community.

Over the past few months, I visited a number of other universities: the University of California-Davis, the University of California-San Diego, the University of San Diego and San Diego State University. We had the opportunity to meet with leadership of all institutions and hear about their plans and priorities. If there was one resounding message from those visits, it was the obvious institutional commitment to support and energize intellectual vitality and a sense of community. Whether through creating resource support for faculty recruitment opportunities or attention to detail in constructing or renovating academic spaces, the active engagement of faculty was clear. I hope you will agree these are compelling ideas to invigorate our work together in the New Year!

Dan Oliver

# IN REVIEW

## NAVAL POSTGRADUATE SCHOOL

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ON THE COVER: *Astronaut and NPS Distinguished Alumnus Navy Capt. Michael Lopez-Alegria wears an Extravehicular Mobility Unit. The suit is used during space walks to protect the astronaut from the harsh environment of space. Official NASA photo.*

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# NPS Visits Alumni in San Diego

By MC2 (SW) Corey Truax



President Daniel Oliver (right) and Conrad Rorie

Naval Postgraduate School (NPS) President Daniel Oliver, along with other NPS staff and faculty members, traveled to San Diego to host an NPS alumni conference on Oct. 31 at the Fleet Anti-Submarine Warfare Training Center. His objective was to connect with local alumni and raise NPS awareness.

The event in San Diego provided an opportunity for NPS and alumni to network and share information, as well as work towards initiating a formal alumni chapter.

"There are four of us that constitute the NPS office here in San Diego," said retired Rear Adm.

Stephen R. Loeffler. "We've been working hard on getting the word out.

"Through the efforts of NPS and many of the folks working in Institutional Advancement we are trying to revive the idea of an alumni association for NPS," Loeffler continued. "That's why we gathered here together to see if there's interest in doing that and if we want to look at the possibility of having a San Diego alumni chapter."

Oliver stressed the importance of alumni and the role they play at NPS, saying, "Alums were once students and that is the single greatest resource of the Naval Postgraduate School. It's what makes us unique. It's what makes us unlike any other university in the world and that's why NPS has the reputation it has today."

A large role of any alumni association is to raise not only awareness for the school, but to recruit and raise money for the school.

"The Foundation was founded back in 1970 and was a volunteer organization for many years," explained retired Adm. Merrill Ruck, Executive Director of the NPS Foundation. "In the last few years it has really become more active and driven in its goal of raising awareness."

"This association has really stepped up and has made terrific progress in raising quite a few million dollars to help attract the best and brightest students and faculty members to the school," said Ruck.

The Alumni Association provides one way for members to learn about research being conducted, donate money and stay connected with the vast number of alumni.

"What I think you will value and what we hope to encourage and enable is your staying connected through the Alumni Association," said Oliver. "To help further this connection...in December we are launching an alumni web-based community."

"We are going to be celebrating our centennial the year after next in 2009, and we will do it all year with a series of events," said Oliver. "You can find out information on this by going to our website or of course, to the alumni web-based community."

Provost Leonard Ferrari echoed Oliver's enthusiasm, saying, "This is a terrific turnout for an event that is the first real alumni event in the San Diego region."

With more than 70 alumni attending the conference, San Diego can look forward to continuing to receive support from NPS in its effort to branch out. 

## NPS Opens Global Center *By MCCS (AW/SW) Jacqueline Kiel*

The Naval Postgraduate School celebrated the opening of the new Global Center for Security Cooperation on Nov. 16, 2007, with speeches and a ribbon/cake cutting ceremony.

The event, attended by Defense Department dignitaries, area Mayors, military personnel and civilians, packed one of the Center's rooms.

The Global Center was actually officially established on Oct. 1, with the mission to coordinate the capabilities of providers of international military education in support of the five Regional Centers for Strategic Studies and the Combatant Commanders.

In his speech, NPS President Dan Oliver said, "having this entity at the Naval Postgraduate School is another feather in our cap. In addition to the prestige to the center itself, it provides a direct link to the Office of the Secretary of Defense and the Defense Security

Cooperation Agency, as well as to other members of the Global Center coalition helping spread the word of NPS and all of the great programs we offer, particularly in the School of International Graduate Studies [SIGS]."

The Center's Director, SIGS Dean Bob Ord, was especially pleased with what the center has to offer. "Until now the Department of Defense could not tell you who was doing what, where, when, why and to whom, so the Center now has this capability to coordinate all these together, hopefully eliminate duplication, and ensure that whatever redundancy is in the system is there on purpose," he said.

The celebration included a speech by Deputy Assistant Secretary of Defense for Partnership Strategy Dr. Jeb Nadaner, who was there representing the Secretary of Defense. He said, "We think that

the Global Center is going to provide a degree of efficiency and, I think ultimately more important, de-confliction and realism and most importantly a sophistication of the work we do with partner countries. It's going to give us a very strategic approach... so we think

this is an important milestone for the Department of Defense. We are so glad that the Naval Postgraduate School has embraced it."

"The Naval Postgraduate School and the School of International Graduate Studies have a proven track record of being able to deliver a high-quality product that has advanced education to our partners and allies over seas," Ord said, "and we're going to build on that capability and that reputation as we move the Global Center forward."

"The Global Center will be a great help coordinating, de-conflicting and integrating all those activities with the events sponsored by the five Regional Centers and the other Coalition members," Oliver stated. "It truly is a force multiplier."



(from left) Center Director Bob Ord, Deputy Assistant Secretary of Defense for Partnership Strategy Dr. Jeb Nadaner and NPS President Dan Oliver

# SOUTHCOM Inspires Students with “Promise of the Americas”

by Barbara Honegger



Commander, U.S. Southern Command Adm. Jim Stavridis

Commander of U.S. Southern Command (SOUTHCOM) Adm. Jim Stavridis flew 3,000 miles to deliver an inspiring President’s Guest Lecture on “Fulfilling the Promise of the Americas” at the Naval Postgraduate School, Nov. 5.

“This is not America’s back yard, and it is not our front porch,” Stavridis said of his area of responsibility, which covers the entire land mass from Mexico, Central and South America and the Caribbean. “It’s our hemisphere -- a home we share together with our neighbors in Latin America. The nations within SOUTHCOM, with over 450 million people, are strategically vital to the national and economic security of the United States.”

Stavridis had a ringing message for the NPS officer students. “As a junior officer, if you’re not studying another language, culture, history and literature, you’re falling short in your responsibility. We’re a global nation in a global world, and this is a big and growing part of our military profession.”

According to Stavridis, the number one challenge and top national security threat are illegal drugs and the cartels and gangs that push them.

“Our number one job in this area is cocaine interdiction, though I believe we need to also be putting significantly more resources into reducing the demand side. Gangs and drug traffickers are the main reason this is the most violent region in the world -- five times more violent than the U.S. and ten times more so than western Europe.

“Most importantly, it is a national security imperative that we staunch the drug networks because of the possibility of using them as cover for the movement of dangerous criminals and terrorists,” the SOUTHCOM commander said. “Above all, it is imperative that we prevent the narco-terrorism and Is-

lamic radical terrorism streams from crossing in this hemisphere.

“So what are we doing about all this at SOUTHCOM? Realizing the military is just the tip of the iceberg to bring strategic effects to bear throughout the hemisphere, our number one ‘weapon’ is strategic communications. In this marketplace of ideas, we launch day-to-day partnerships with the Americas, not missiles. And everything we do at Joint Interagency Task Force South isn’t just joint and inter-agency, but increas-

ingly multi-national, multi-lateral, coalition and, as a stretch goal, linking public and private. This is the model for how we think we should be structuring our approach to national security, and are using SOUTHCOM as a test base for reshaping the COCOMs.

“In the end, the war on terrorism is a battle of ideas, and we’re committed to doing what it takes to defeat them the old-fashioned way -- we will out think them. You at the Naval Postgraduate School are doing exactly that. At this incredible multi-national institution, you have the opportunity to become an ever greater part of this increasingly interagency, inter-national mission. You are building the intellectual capital for the strategic communications that will win this war of ideas. You ought to be proud of that, and I’m proud you’re here doing it.”

## JADL CO-Lab meets with NPS *By MC2 (SW) Corey Truax*

Naval Postgraduate School staff and faculty met with the Director and Project Director of the Joint Advanced Distributed Learning (JADL) Co-Lab based in Orlando to share information about current and potential Distributed Learning (DL) education and research initiatives.

Through the sponsorship of the Under Secretary of Defense for Personnel and Readiness (OUSDP&R), the JADL initiative was formed as a developer and implementer of learning technologies across the Department of Defense (DoD.)

“The purpose of the meeting was to increase awareness and look for opportunities for synergy,” said Jean Burmester, the Director of JADL Co-Lab Orlando.

Another major reason for the meeting is that the Office of Continuous Learning (OCL), the NPS Library and Information Technology and

Communications Services (ITACS) are partnering in a pilot project to develop an Institutional Repository that can be searched and shared within and later outside of NPS within the ADL Repository (ADL-R) system. This meeting was an opportunity to discover networking opportunities that can be accessed during the pilot.

Learning object repositories are mandated

by DoD Instruction 1322.26 and must conform to the current published Sharable Content Object Reference Model requirements and are to be made available for sharing through the ADL-R, explained Valerie “Val” Moulé, Acting Director, Office of Continuous Learning.

“ADL gives us the opportunity to get in touch with other schools...so we can prevent making the same mistakes they made,” said Louis Algaze, an NPS information technologist. “They also facilitate the sharing of information between DoD organizations.”

One obvious benefit of the meeting was making contacts and discussing resources available for collaboration.

“The greatest benefit is hooking up with people and finding what research they are doing, and seeing how we might tie in with the school and students for our research base,” said Burmester.

Director of JADL Co-Lab Orlando Jean Burmester (left), Don Philippitt, the project director of JADL Co-Lab Orlando (center), Acting Director of the Office of Continuous Learning Valerie Moulé (right)





# Record-Holding Astronaut Visits NPS

By MC3 Kellie Arakawa



(from left) Astronaut Capt. Michael Lopez-Alegria is presented the NPS Distinguished Alumnus Award by NPS President Daniel Oliver

It's not every day the Naval Postgraduate School receives a visitor from outer space. On Nov. 15, NPS students, faculty and staff welcomed record-holding astronaut and NPS alumnus Navy Capt. Michael Lopez-Alegria in his first visit to the school since he returned from a record-setting space expedition in April.

Lopez-Alegria, who recently broke the U.S. record for longest single space flight, spoke as the guest lecturer for the Space Systems Seminar and Field Trips course. He addressed a packed auditorium for more than an hour and explained the procedures for shuttle launch and landing, and he illustrated daily life aboard the International Space Station (ISS) with anecdotes, photos and a video from his expedition.

During the seminar, NPS President Daniel Oliver presented Lopez-Alegria with the Distinguished Alumni Award for his "significant accomplishments and ongoing relationship with NPS."

Rudy Panholzer, academic chair of the Space Systems Academic Group, said that Lopez-Alegria's visit also served as a platform for the presentation of the Distinguished Alumni

award, as well as a follow up to his video teleconference from the ISS earlier this year.

Lopez-Alegria emphasized the importance of an advanced degree and the role his education has played in his space endeavors.

"Academically, you've got to have a certain preparation to be able to understand the technical aspects of the systems that you're learning," he explained. "Without that foundation, you can't be a good operator, because the decisions that you make have to rely on some fundamental understanding of how the equipment works."

In addition to his education, the astronaut credited some of his achievements to his military training. "I think being a military operator, which can be just about anything in a warfare specialty, helps you by forming the way you think, the way you approach problems, the way you prioritize things and the way you're able to multi-task," he said.

During Expedition-14, the NPS alumnus broke the U.S. record for longest single space flight previously held by NPS NRO Chair/Aerospace Corporation retired Navy Capt. Dan Bursch; Lopez-Alegria has per-

formed 10 spacewalks and logged more than 257 days in space.

Lopez-Alegria discredited a popular belief that the complete absence of gravity causes weightlessness aboard the ISS. He compared weightlessness in space to momentary free-floating that may be experienced from a falling elevator. He attributed the speed at which the ISS travels, 17,500 miles per hour, as the cause of weightlessness.

He also explained that in addition to maintenance work, much of his time aboard the ISS included scheduled video teleconferences, participation in physiology studies and exercise.

While aboard the ISS, astronauts spend two and a half hours each day exercising, due to the rapid rates at which their muscles atrophy. Lopez-Alegria mentioned that each month in space results in a one to three percent loss in bone density. As a result, their exercise regimens focus heavily on the lower extremities with dead lifts and squats.

In a discussion about space food, the Navy captain likened food preparation in space to the experiences servicemembers have on the ground with Meals, Ready-to-Eat or MRE. To improve their meals, the astronauts also conducted taste tests and consulted with a nutritionist to create personalized meals with menus that repeated every 10 days.

The record-setting astronaut first reported for training to the Johnson Space Center in August 1992. After his first space flight, Lopez-Alegria served as NASA Director of Operations at the Yuri Gagarin Cosmonaut Training Center, Star City, Russia. He has participated in four space flights, which include STS-73 Columbia (Oct. 20 to Nov. 5, 1995), STS-92 Discovery (Oct. 11 to 24, 2000), STS-113 Endeavour (Nov. 23 to Dec. 7, 2002) and Expedition-14 (Sept. 18, 2006 to April 21, 2007).

Lopez-Alegria reflected on his time as an aeronautical engineering student and said that he knew while he was at NPS that he wanted to become an astronaut. He encourages others who have the same aspirations to work hard and pursue their goals. "It's definitely an advantage to have a graduate degree as far as NASA's concerned," he said. "But I would encourage anybody, whether a graduate student or high school student, to pursue their dreams...and to do everything they can to go for it."

## A Korean Portrait of America *By MC2(SW) Corey Truax*

In South Korea, where a military dictatorship once reigned, communist North Korea lurks and mandatory military service is part of life, three Republic of Korea (ROK) Public Affairs Officers (PAOs) have come to the Naval Postgraduate School to find some answers.

ROK Air Force Maj. Se-Young Cho, ROK Army Capt. Myong-Sung Han and ROK Navy Lt. Han-Taek Jung traveled to America to learn public affairs policies and strategies and apply this knowledge in South Korea to improve civil and military relations there.

The question the PAOs have to answer is, what is the source of the disconnect between civilian and military communities in South Korea, despite immense support being provided to and from allies?

One issue affecting civil and military relations is that, "We went through about 30 years of military authoritarianism, and during that period the public became very resentful of military culture and hierarchy and the violence towards the public," Cho explained.

One key technique to allow the ROK PAOs to learn how to improve civil/military relations and understand American culture is simply to be immersed in it

"We have designed our programs so they expose our international students to life in the United States," explained Assistant Dean

of the School of International Studies, retired Marine Col. Gary Roser.

One recurring phenomenon the PAOs noticed was the phrase "Support Our Troops" - a simple slogan you can find anywhere in this country, but for them it was a stunning contrast.

"Wherever I went here, I could be very proud of myself in uniform. Even though I am a foreign military officer, I could see people's friendly and respectful demeanor in my direction," explained Jung. "Unfortunately, this hardly happens in Korea ... it showed me the best sponsor of a military will be their citizens."

They were surprised to find America was not driven only by military strength, but also by academic power.

"Well organized library database systems and other search engines offer users an enormous amount of knowledge and saves their time," explained Han.

Seeing this, Han realized something he hadn't considered before. "Genuine American hegemony comes not from its military power, but because it is a knowledge-based society," he said.

From this newfound knowledge Cho surmised, "First, we need to educate servicemen on how important the alliance is between the US and ROK and how we can keep it. Second, we should make an effort to inform the public that the USFK [United States Forces Korea]



*(from left) Republic of Korea (ROK) Air Force Maj. Se-Young Cho, ROK Navy Lt. Han-Taek Jung and ROK Army Capt. Myong-Sung Han stand in the Naval Postgraduate School flag garden*

plays a significant role for peace in Korea. And thirdly, we need to bridge the gap between ROK and USFK soldiers through a wide range of cultural events and communication."

"I believe that my training at NPS has nourished my understanding about America and its military - not only academic knowledge, but personal observation of everyday life in America," said Han. 



## Teddy Bear Tea Party

*by MC3 Kellie Arakawa*

*Ella, 4, asks Santa Claus for a "real, live pony" at the Teddy Bear Tea Party in Herrmann Hall Dec. 8. MWR invited children of all ages to bring a special guest, their favorite stuffed animal, for a holiday tea party on the Quarterdeck. The event featured a visit from Santa, singing and dancing elves, a puppet show and holiday crafts. As a result of its initial popularity, MWR plans to make the Teddy Bear Tea Party an annual holiday tradition at NPS.*

# Doug Brook Sworn in as New Assistant SECNAV (Financial Management and Comptroller)

By Barbara Honegger

**I**t's Official! Nearly six months after being nominated as Assistant Secretary of the Navy (Financial Management and Comptroller), Naval Postgraduate School Prof. Douglas Brook finally took his long-awaited oath of office here the day before Thanksgiving.

The oath was administered by NPS President Daniel Oliver in a ceremony with Brook's wife Mariana holding the Bible in Oliver's office, just after 9:00 a.m. on Nov. 21.

The Graduate School of Business and Public Policy (GSBPP), where Brook is a professor and director of the Center for Defense Management Reform, threw a send-off celebration in Ingersoll Hall the day before the swearing in, where the Navy's about-to-be top finance officer was toasted and roasted -- and definitely gave as well as he got.

"You make us all proud," Oliver told Brook in front of his assembled colleagues and staff. "It's a tough job you're going to be doing, and you're doing it because it's important -- not just for the Navy and for NPS, but for all the naval service."

"This is a real celebration," said GSBPP Dean Robert Beck in opening the event. "It's great news and a great honor for Doug that reflects his outstanding background and previous contributions to our country, and great news for the Navy, the Naval Postgraduate School and GSBPP. I've told him he's just TAD to Washington, D.C. and that we expect him back at his desk on Jan. 20, 2009."

"That's right," added Provost Leonard Ferrari. "We have an agreement with Doug that as soon as he's done fixing everything in Washington, he's going to come back and fix everything here."

"It's with a mixture of sadness and joy to see you leave, but we're all glad you'll be making a difference on the public front lines," said GSBPP Assistant Prof. Nayantara Hensel, whom Brook recruited from her previous post as chief economist for

Ernst and Young's litigation group. "It's been a great experience here at NPS because you've made it that way."

"The Navy will finally have someone as Assistant Secretary of the Navy for Financial Management who knows what financial management is really about," said Brook's colleague Prof. Larry Jones, "someone who understands the way things are and calls it as it is."

"Doug has a magnificent background, but you have one fatal flaw -- your vitae," jibed former Provost Dick Elster. "You went to [the University of] Michigan." To which Brook retorted without missing a beat, "When I paid a courtesy visit to the Secretary of the Navy in his office in the Pentagon last week, Dick, I noticed an autographed Michigan football helmet behind his desk."

"By the way, everyone I saw there at the Pentagon said, 'Oh, yes, you're coming from NPS,'" Brook said.

"I'm overwhelmed," Brook told his colleagues who packed the small conference room opposite the dean's office. "Actually," he quipped, displaying the humor that will serve him well on Washington's front lines, "this is the kind of turnout you get when they all want to make sure you're going to leave."

"Also, I got some e-mails from faculty who couldn't be here because they're already on the road for the holidays," he said. "They said

they didn't need to be here because roasting one turkey a week was enough."

Brook then turned to the cake with bright roses and a sugary script that read: "See you in Jan. 2009."

"Take a picture of this, Jav," Brook motioned to Public Affairs photographer Javier Chagoya, who shot across the room and snapped the gooeey text. Pointing at the cake, Brook turned back to Beck and quipped, "I hope you know this is an enforceable contract."

Before coming to NPS where he first served as dean of the Graduate School of Business and Public Policy, Brook was vice president for government affairs at LTV Corporation, from 1993 until 2002. In Washington, he served as acting director of the U.S. Office of Personnel Management from 1992 to 1993 and was Assistant Secretary of the Army for Financial Management, a post similar to his new job, from 1990 to 1992. Brook was U.S. Naval Reserve Supply Corps officer for 30 years, from 1968 to 1998, retiring with the rank of captain. He founded Brook Associates in 1982, and was vice president for government affairs with Libbey-Owens Ford Company from 1976 to 1982. Brook earned his Bachelor of Arts in political science and Master of Public Administration from the University of Michigan in 1965 and 1967, and his doctoral degree in public policy from George Mason University in 2001. 



**Prof. Douglas Brook (right) took his oath of office here at NPS the day before Thanksgiving. The oath was administered by NPS President Daniel Oliver with Brook's wife Mariana holding the Bible, in Oliver's office.**



# NPS Hosts NSI Inaugural Celebration

By MC2(SW) Corey Truax

The Naval Postgraduate School hosted the National Security Institute's (NSI) Inaugural Celebration on the Herrmann Hall quarterdeck Dec. 10.

NSI is an alliance between NPS, the University of California at Santa Barbara (UCSB), and the Lawrence Livermore National Laboratory (LLNL) created to educate graduate students in science, technology and national security.

This alliance between schools further built upon Rep. Sam Farr's (D-Calif. 17th District) Team Monterey idea that brings together both federal organizations and civilian communities to solve many of the national security issues facing the world, as well as provide local financial stability.

"I think collectively we can build the greatest economic asset for sustainability," said Farr. "We are living in a competitive world and the only thing we can win on is having the intellectual capacity to solve problems. That's what America's strength is.

"If you take all the academic assets here in Monterey Bay and collaborate with other academic assets you end up with this crown of jewels that is competitive anywhere in the world," Farr continued.

The three schools all have unique characteristics that contribute to the NSI mission of combining the scholarship and expertise of top scientific institutions in service to national security, and engaging top graduate students in vital defense and homeland-security, field experimentation, and interdisciplinary student projects.



(from left) Chancellor of the University of California Santa Barbara Henry Yang, Representative Sam Farr (D-Calif. 17th District) and Naval Postgraduate School Provost Dr. Leonard Ferrari stand united during the National Security Institute's Inaugural Celebration.

NPS focuses on defense and national-security technologies and graduate education, UCSB houses eight national centers and institutes with a top-twenty engineering school, five Noble laureates, and substantial deferral funding in critical research, and LLNL is one of the nations foremost applied science and engineering laboratories.

"The notion of a National Security Institute that is jointly administered by one of the greatest civilian research universities, the University of California at Santa Barbara, the Lawrence Livermore Laboratory, and NPS is a no-brainer," emphasized NPS Provost Dr. Leonard Ferrari.

Ferrari went on to say he felt that NPS' 1800 students were an incredibly valuable resource, because of their unique ability to address national security and

defense problems, and that they are, "less like students and more like colleagues."

"National security since 9/11 has taken a different definition -- homeland defense, and we are very interested in this" said Chancellor of the University of California Santa Barbara, Henry Yang. "I think we have a wonderful base to begin this collaboration."

LLNL Deputy Principle Associate Director for Strategy and Policy, T.R. Koncher, expressed concern and joy saying, "With the kind of challenges facing the world now, human kind cries out for something only the NSI approach can educate people to face. We are standing at a very important crossroad when we look at our future.

"This is a time to celebrate but this is also a time to realize

the challenges we are up against," Koncher warned. "It's very critical we now put more shape into the institute as this all comes together."

"We have one of the greatest associate universities, one of the greatest national laboratories, and one of the most unique federal institutions of anywhere in the world coming together to look at security problems," said Ferrari. "I think we have a wonderful base to build a major research and education capability on our three campuses and I look forward to working with all of them in the future."

Students interested in NSI must be U.S. or allied military officers or American civilians with bachelor's or advanced degrees who are qualified for federal employment and security clearance. For more information call 831-656-2371.

# Cebrowski Institute, Family Contributions of "Father of

ARTHUR K.  
INST



# Celebrate

By Barbara Honegger

# Network Centric Warfare”

CEBROWSKI



The Naval Postgraduate School Cebrowski Institute for Information Innovation and Superiority held a special symposium Oct. 9 celebrating the life and extraordinary accomplishments of its namesake, the late Vice Adm. Arthur Cebrowski, founder of the Department of Defense Office of Force Transformation.

The event was made magical by the presence and active participation of the guests of honor — Cebrowski’s life partner and wife Kathy, his older brother retired Marine Corps Capt. John Cebrowski and members of his extended family — in an afternoon celebration of Cebrowski’s life, career and revolutionary military philosophy.

“This has truly been an incredible, wonderful and once-in-a-lifetime experience,” said Cebrowski’s brother John. “We’re thrilled to be here and tip our hats to everyone who engineered this symposium, which has exceeded all of our expectations. Kathy and I are so grateful to all of you for carrying on Art’s work in his name and that his vision lives on in the work of the Institute. We thank you from the bottom of our hearts.”

“The core of Art Cebrowski’s vision was that information superiority enables a more effective as well as a more moral use of military force,” explained Cebrowski Institute Director Prof. Peter Denning. “He saw that the future competitive advantage in warfare would come from a superior ability to make sense of information and act on it rapidly -- to coordinate situational awareness and action at all levels -- through networked communications; and that we need to use that networked communications to clearly communicate commander’s intent and allow greater flexibility at lower levels in carrying it out.”

“Art was a deep intellect who truly saw the big picture,” recalled John Garstka, now with the Office of the Undersecretary of Defense for Policy and co-author with Cebrowski on a seminal paper. “We met in the early 1990s and worked together developing the concept and vision for network-centric warfare. With our paradigm-setting article in *Proceedings*, we laid down the gauntlet and began the debate on networking in the military. Now, the debate is not on whether we need to be networked, but only on how networked we need to be.”

“Admiral Art Cebrowski was the patriarch of Network-Centric Operations, which clearly had a profound impact on how we vision defense in the 21st century,” said Network Centric Operations Industry Consortium (NCOIC) senior staff member John Poladian. “The NCOIC is honored to be able to participate in this inaugural symposium in honor of his life and work, and especially to witness the personal remembrances by family members and colleagues who worked closely with him. Most importantly, we look forward to continuing the walk with our peers to achieve Art’s vision.”

“And the Naval Postgraduate School has kept faith with Art Cebrowski’s vision,” stressed Professor of Operations

Research Wayne Hughes, who then Lt. Cebrowski worked for when they both served in the Pentagon.

“Art was a Hughes-trained man only in the Japanese sense of a sempai, a mentor who senses that he’s in the presence of a student who will go beyond anything he can teach him,” Hughes said. “And so he did. Right from the beginning, Art Cebrowski stood out as someone special. He became a trailblazer and a pacesetter for us all. Art was the driving force behind a major transformation of NPS’ curricula to share core courses; gave us the mission to design ‘SeaLance’ — a small inshore combatant ship — for an interdisciplinary Systems Engineering and Analysis capstone project; and, of course, was the inspiration and guiding light for the Cebrowski Institute. Institute certificate and degree programs in globalization and network science are being developed that will create venues for growing new generations of security leaders well grounded in the principles championed by Art Cebrowski.”

“This symposium has synthesized the contributions of Art Cebrowski and helped shape the future direction of the Institute’s programs,” noted Deputy Director Sue Higgins. “He foresaw how the information age and globalization trends would require the Department of Defense to co-evolve with changes in the larger world. This is happening as military missions shift beyond traditional warfare to operations supporting stability, security, transition and reconstruction with an increased emphasis on humanitarian assistance and disaster relief.”

Speakers in the morning session reviewed the Institute achievements and visioned its future research directions on emerging trends in national security. Topics included autonomous coordination, cross sector collaboration and security, climate change as a global security issue, globalization and network science, hastily formed networks, information operations, information security, maritime domain awareness, mobile devices, positive change, semantic computation, terrorism and irregular warfare and the World Wide Consortium for the Grid.

In the early afternoon, participants toured the institute’s affiliated centers and programs in state-of-the-art Glasgow Hall East, and were feted to a reception and lavish spread after the symposium adjourned.

A number of symposium speakers referred participants to *Transforming Military Force: The Legacy of Arthur Cebrowski and Network Centric Warfare*, a new book by James R. Blaker.

In addition to the Institute, organizations represented at the symposium were the Department of Defense Office of Force Transformation, for which Cebrowski was the founding director; the World Wide Consortium for the Grid; and the Network Centric Operations Industry Consortium. Cebrowski inspired retired Air Force Gen. Carl G. O’Berry, then a senior vice president with Boeing Corporation, to found the NCOIC in 2004.



# NPS Hosts 8th Annual Partnership for Peace Commandants' Conference

By Barbara Honegger

The Naval Postgraduate School hosted the 8th Annual North Atlantic Treaty Organization (NATO) Partnership for Peace (PfP) Training and Education Centres Commandants' Conference, Oct. 22 to 24.

The three-day working meeting brought together commanding officers or high-level representatives from PfP education and training centers in Austria, Greece, Turkey, Romania, Slovakia, Sweden, Switzerland, Finland, Ukraine, Germany, Bosnia-Herzegovina, and the U.S. Also attending were representatives from NATO's international staff, international military staff, partnership coordination committee and Supreme Allied Commander Transformation.

The purpose of the conference was to identify, develop and expand areas of practical military cooperation among the participant countries to enable them to better educate and train international troops taking part in NATO peacekeeping and humanitarian operations. Each nation's PfP program, formed independently with NATO outside its formal structure, raises the level of organization, common knowledge and expertise of its military in anticipation of potential membership in the 26-nation alliance.

"I'm proud to be part of the Naval Postgraduate School — the only Partnership for Peace Education and Training Center in the United States — at a time when international cooperation is particularly important for the United States Navy," said NPS President Daniel Oliver in opening the conference. "The U.S. Naval Sea Service has just unveiled its first

major strategy revision in 25 years, focusing on preventing wars, encouraging stability in fledgling democracies and creating stable, cooperative relationships around the globe — all major goals of the Partnership for Peace Training Centers -- so this conference couldn't be more timely."

## "I'm proud to be part of the Naval Postgraduate School — the only Partnership for Peace Education and Training Center in the United States..."

"Partnership for Peace is NATO's most important post-Cold War outreach program for common-effort education and training, common frame of reference building, networking, and resource and expertise sharing resulting in standardization, synchronization and harmonization of a dedicated multi-national training cadre," said conference chairman U.S. Marine Corps Col. Jim Tabak, Commandant of the NATO School in Oberammergau, Germany. "It allows NATO aspirants to participate in education and training programs enabling them to attain standards whereby they can someday become NATO members. Countries who don't intend to join, but who want to be better able to cooperate in NATO missions, can also participate."

The NATO School, which Tabak commands, educates approximately 11,000 officers from 60 nations in one- to three-week

courses each year in support of PfP's education and training mission.

"The most important thing about these conferences is that they're a true coming together of equals where real consensus decisions are reached about training and education programs and activities for the coming year," Tabak stressed. "It's the one time each year when commanding officers from all the PfP training and education centers can come together share their experiences, develop a common frame of reference and make decisions that advance intellectual interoperability, expertise and resources sharing, and education and training synergy."

"The great thing about having the PfP commandants' conference here at the Naval Postgraduate School is that we get to showcase NPS as a whole, as well as what we do as the sole NATO Partnership for Peace education and training center in the United States," said retired Capt. Bill Shewchuk, executive assistant to the dean of the School of International Graduate Studies who coordinated logistics for the event. "I'm confident they will return home with a new appreciation for the broad scope and quality of education and research programs conducted here at NPS. We also hope that by exposing them to NPS, these countries will be sending more students in the near future."

From the responses of many of the commandants, it looks like Shewchuk is likely to get his wish.

"After the presentation by [Assistant Dean of the NPS School of International Graduate Studies] Gary Roser, I will definitely be taking the invitation to send students to the Naval Postgraduate School back to our Ministry of Defense," said Col. Claus Amon, Commandant of Austria's Center for Operations Preparation.

Three Naval Postgraduate School students briefed participants during the opening day of the conference. Lt. Cmdr. Matthew Tritle gave an overview of the future of the Chinese Navy, and Lt. Col. Mike Madsen and Maj. Alexandra Nielsen briefed on NPS student participation in the United Nations-mandated Mongolian peace-support operation "Khan Quest."

"This year's Commandants' Conference is more important than ever, and its importance will only grow over time," Tabak said. "2008 will be a big year for all of us, both collectively and individually, as we increase training within NATO and among the PfP Partner centers." 

*U.S. Marine Corps Col. Jim Tabak (right) and Lt. Col. Bengt Carlsson listen as NPS President Daniel Oliver opens the 8th Annual North Atlantic Treaty Organization Partnership for Peace Training and Education Centres Commandants' Conference*



# Free-Electron Physicist joins AAAS Fellows By MC2(SW) Corey Truax

**A** Naval Postgraduate School professor has been elected as a fellow of the American Association for the Advancement of Science (AAAS).

NPS Distinguished Professor of Physics William Colson will be recognized for his contribution to science and technology at the Fellows Forum to be held on Feb. 16, 2008 at the AAAS Annual Meeting in Boston.

Selection as a fellow in AAAS, the worldwide organization that supports the advancement of science, is an honor which must be bestowed upon an AAAS member by their peers. This year 471 of the 120,000 individual and institutional members have been elected to become fellows by AAAS because of their distinguished efforts to advance science or its applications.

"It's an honor to be nominated as an AAAS fellow because it's a special group," said Colson. "It takes three other AAAS fellows who have to review your life's work, make a nomination, then a panel reviews it and they determine whether you should or should not be a fellow."

Colson is regarded as the leading expert on the Free-Electron Laser (FEL), specifically in the theory and simulation of the physics related to this advanced laser technology.

"I first met Bill in 1980 when we were both Assistant Professors of Physics at Stanford," said Dr. Karl van Bibber the Chief Scientist of Physics and Advanced Technologies Lawrence Livermore National Laboratory. "His reputation at that time was already considerable, having done the first Ph.D. thesis solely devoted to the theory of the Free Electron Laser at Stanford in 1977.

"His life-work has focused exclusively on the FEL ever since his thesis, and Colson is regarded today as one of the leading theorists of Free-Electron Laser physics in the world," Bibber elaborated in his letter of recommendation.

Colson's recognition by AAAS is the result of his diverse record of contribution and achievements that include work as a research collaborator with major laboratories not only in the U.S. but also internationally.

"He was also one of the very first from the Navy school to initiate embedding students in distinguished academic institutions and laboratories for comprehensive integration of civilian research and military work ethics ...," said Swapan Chattopadhyay, who is appointed to the UK's first Chair of Accelerator Physics, and is the Inaugural Director of the Cockcroft Institute of Accelerator Science and Technology, in an AAAS fellow nomination paper. "I have witnessed the success of this strategy

personally when Prof. Colson embedded two of his bright students in my Berkeley Accelerator Center for a period of a year or more, with learning being stimulated on both sides."

NPS Physics Professor and Lawrence Livermore Chair Craig F. Smith pointed out in his letter of nomination that Colson, "... has also excelled as an educator and as a manager of scientific research programs.

"While his resume details his academic career, it is worth noting that he has received repeated recognition for teaching and research excellence while serving as a Professor of Physics at the Naval Postgraduate School, to include the Outstanding Research Award (1996) and the Outstanding Instructional Performance Award (2000)," said Smith.

The AAAS is the world's largest general scientific society and publisher of the journal *Science*. AAAS was founded in 1848, and includes some 262 affiliated societies and academies of science, serving 10 million individuals.

"I read through the list of people who are fellows already and it's a very distinguished list including some Nobel Prize winners and other very distinguished scientists," said Colson. "It's a good compliment to me, but it's a great compliment to NPS and the NPS Physics Department." 

## First Algerian Grad: Send Strategic Decision Makers to NPS

*By Barbara Honegger*



The first Algerian officer student to attend the Naval Postgraduate School has a clear message for governments involved in the Global War on Terrorism: Send your strategic decision makers, both

military and civilian, to the Naval Postgraduate School.

Maj. Akermi Habib, an Algerian Army special forces officer, graduated with a master's degree in defense analysis/national security affairs on Dec. 14 as part of the Department of Defense Counterterrorism Fellowship Program administered by the Department of State.

"I hope to see more fellow students from my country come here, because the NPS Defense Analysis program is so academically rich and diverse -- balancing scientific, military policy and cultural studies -- and is absolutely unique," said Habib. "You cannot find a single other university in the whole world with a defense analysis program. There are other universities with individual courses or some part of the program, but this is

the only one that integrates all aspects of the field into a coherent whole, including special operations, information operations, modeling, international relations, foreign cooperation and counter-insurgency history and methods, among others.

"All countries involved in the Global War on Terrorism, especially moderate governments and militaries, should send their decision makers who will be at the strategic level to this program," Habib said. "It teaches military leaders to think from the civilian as well as military points of view before making important decisions affecting both.

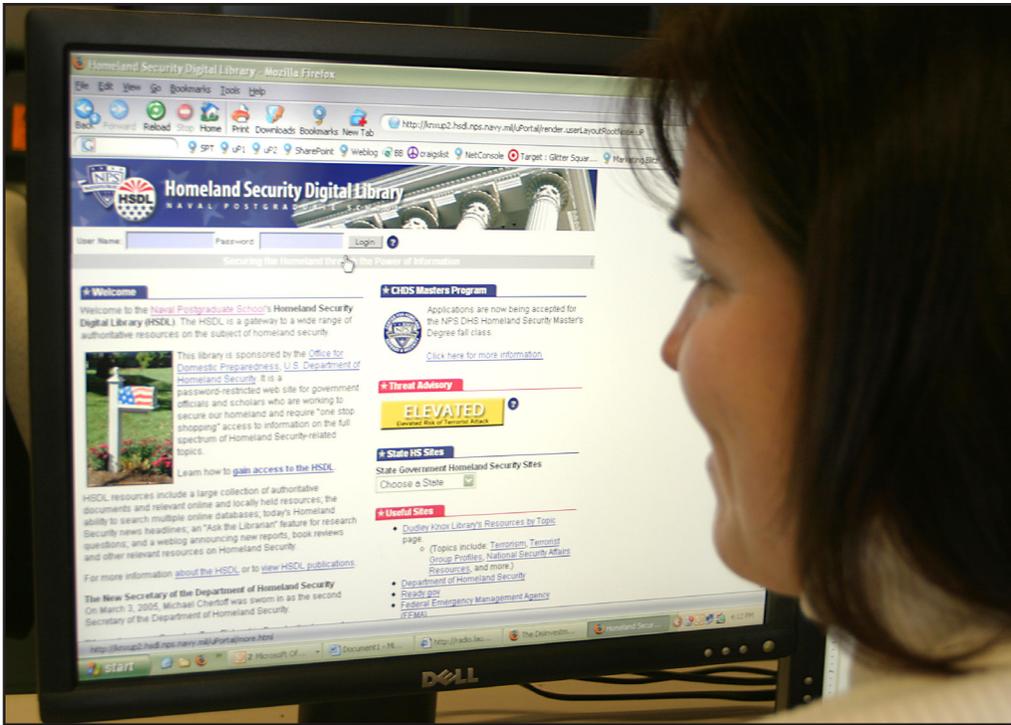
"The best part is having officer students from all over the world, and U.S. students from all the military branches, in one room tackling specific, real world problems, really listening to each other as equals and coming up with so-

lutions that work for everyone, regardless of differences in language or culture," Habib stressed. "You learn from this that it really is possible to reach consensus solutions. If you have a problem with some country or countries, talk to them directly, because if you talk with them and really want to come to a solution, you will find it."

Habib's limited distribution thesis with Lebanese Army Lt. Col. Zaid el Hachem analyzed the current European-ally-centric U.S. coalition in the war on terrorism, identified its weaknesses and proposed solutions.

"We hope the [U.S.] administration hears the main message of our thesis: really listen to other countries, especially those that have decades of experience in the struggle against terrorism and have paid a heavy price in casualties, as significant partners," Habib concluded.

# Digital Library Achieves Milestone in Homeland Security Research *By Grace Castro*



*As the five-year anniversary for the program approaches on January 29, the Digital Library continues to compile relevant documents that help researchers and students find information quickly*

The Naval Postgraduate School Homeland Security Digital Library (HSDL) recently added the 50,000th document to its online collection.

The library is the nation's premier repository of full-text, unclassified, open-source homeland security policy- and strategy-related documents, including presidential directives, reports by some of the nation's senior homeland security officials, theses and multi-media tools such as *On the Homefront* blog. It was created in 2002 as part of the NPS Center for Homeland Defense and Security ([www.chds.us](http://www.chds.us)) to support local, state and federal analysis and decision making and to assist academics in all disciplines related to homeland defense and security. An average of 10,000 users visit the site each month, mainly from government agencies, making the HSDL a critical resource for homeland security professionals nationwide.

"This is a significant HSDL milestone," said CHDS Director Glen Woodbury, "especially as it was achieved in just five years and each of those 50,000 documents has been vetted by content specialists for relevance and quality before being added to the collection."

"The HSDL fills an interesting niche," added program manager Tom Mastre. "It plays vital role in assisting 245 active college and university users to promote the

development of homeland security education. HSDL librarians work with college and university programs across the nation to categorize and disseminate information and curricula."

John Rollins of the Congressional Research Service says the HSDL has been especially useful in fulfilling his official responsibilities.

"The HSDL is one of the few sites I check every morning," Rollins said. "It helps me keep current and learn about forthcoming and timely issues before answering e-mails or calls from members of Congress."

Many of Rollins' colleagues also use the Homeland Security Digital Library to stay up to date with Homeland Security issues and to prepare briefings, reports and research for members of Congress.

"The HSDL has been instrumental in assisting

me personally to remain current with the continuing evolution of homeland security," said David Landguth, manager of Oakridge National Laboratory. "It continues to provide value in educating and notifying professionals of policy and guidance changes being considered and executed across the spectrum of communities, regions and the nation. Additionally, it provides pertinent examples of best practices and continuously identifies and catalogs the most recent academic literature relating to homeland security."

The HSDL will continue to evolve along with the discipline of homeland defense and security. "We will maintain our flexibility so that we can maneuver as needed," said content manager Greta Marlatt. "In the future, we will have an even more substantial, comprehensive and balanced view."

It is the hope of many at the HSDL that it will someday become synonymous with homeland security research. For now, adding the 50,000th vetted document to its online collection is a major step towards that goal.

For more information, visit [www.hsdl.org](http://www.hsdl.org).

## CHDS Commemorates "5 Years of Meeting the Homeland Security Challenge" and holds Annual Alumni Conference

*By Heather Issvoran*

The Alumni Association of the NPS Center for Homeland Defense and Security (CHDS) is scheduled to hold their Annual Conference January 29 and 30. The theme of the conference is "5 Years of Meeting the Homeland Security Challenge". The Alumni Association expects to have a 70% attendance rate this year.

In addition to the conference, CHDS will hold a 5-year Anniversary Celebration in the Barbara McNitt Ballroom Tuesday, January 29. The Center will profile the programs and resources available to the national homeland security community.

Invited guests include: Michael Chertoff, Secretary, U.S. Department of Homeland Security, Governor Arnold Schwarzenegger, R. David Paulison, Administrator of FEMA, BG Christopher Miller, N-NJ, J5 and Pete Verga, Principal Deputy Assistant Secretary of Defense.

# Doug Moses Named New Associate Provost for Academic Affairs

By Barbara Honegger

Graduate School of Business and Public Policy (GSBPP) Associate Professor of Financial Management Douglas Moses has been named the new Associate Provost for Academic Affairs of the Naval Postgraduate School effective Dec. 3. NPS Provost Leonard Ferrari made the announcement “with great pleasure” in an all-hands e-mail Nov. 28.

“Doug Moses has had responsibility for academic program development and review for a number of years and most recently served as Senior Associate Dean of GSBPP” Ferrari wrote. “In that role, he has overseen or provided coordination for reaccreditation, budgeting and resource allocation, curricular reviews, strategic planning and a variety of academic administration areas. Representing GSBPP in various committees on campus, Dr. Moses has earned the reputation as a knowledgeable and valuable colleague. He has served on many university-wide committees, including the WASC [Western Association of Schools and Colleges] Steering Committee, and I know he will bring exceptional capability to this position. Please join me in congratulating Dr. Moses on this appointment and offering him your support as he begins this new role in service to the Naval Postgraduate School.”

“I’m both thrilled and challenged in having been selected for these new responsibilities, but I know I’m stepping in to fill some huge shoes,” Moses said just after a ‘learn the ropes’ meeting with his outgoing predecessor, Dr. Julie Filizetti. “And the shoes keep getting larger the more I learn about the job. But again, I’m thrilled, because NPS is such a unique place that melds two very different cultures – the academic and the military – and has such an important and focused mission that I will now be able to support

in an even greater way. I’m an ‘NPS lifer’ -- I’ve been here 22 years and am totally committed to the academic excellence of this great university and to making it even stronger.”

“I’m very pleased that Doug is taking over and will continue to move initiatives Academic Affairs has going, and will bring his own unique talents to the job,” Filizetti said after her ‘Fair Winds and Following Seas’ farewell reception.

“We in GSBPP are very proud to have Doug selected to be the Associate Provost for Academic Affairs,” said GSBPP Dean Bob Beck. “This is a great honor and recognition of the outstanding work he has done for both GSBPP and NPS. This appointment just shows, you can’t keep good people down. Doug played a major role in the academic leadership of the school, and we will miss his day-

**“I’m both thrilled and challenged in having been selected for these new responsibilities...”**

to-day enthusiasm and commitment to excellence in our classrooms. The good news is he will be nearby and a continuing resource for all of NPS as well as GSBPP.”

Moses said he intends to tackle three immediate challenges in his new position. “The first is academic resourcing and how it’s managed throughout the university, including rethinking the resourcing model, with hopes that some form of a nine-month model might be put in place by the beginning of Academic Year 2009,” the new associate provost for academic affairs said. “Second is educational program strategy, to align NPS’ instructional programs with the university’s new strategic plan. And third, we need better systematic information for managers and decision makers on the school-wide academic enterprise.”

Moses served for four years as a Navy lieutenant during the Vietnam period, from 1969 to 1973. Before coming to NPS, he was a visiting lecturer at Stanford University; the University of California campuses at Berkeley, Los Angeles and Santa Cruz; California State University Hayward; San Jose State and Golden Gate University in San Francisco. In addition to his immediately previous position as GSBPP Associate Dean, Moses also served as the business school’s Associate Dean for Instruction, Associate Chair for Instruction and Academic Associate for Financial Management, and continues to be Associate Professor of Financial Management. He is the recipient of the Allen Griffin Award for Excellence in Teaching from Monterey County and the NPS John J. Schieffelin Award for Excellence in Teaching.



# Dr. Dolores Etter Rallies Grads with Lessons Learned as Navy's Acquisitions 'Czar'

By Barbara Honegger

**D**r. Dolores Etter, former Assistant Secretary of the Navy for Research, Development and Acquisition, rallied one of the largest Naval Postgraduate School classes in recent memory in her keynote address at graduation ceremonies, Dec. 14.

A muffled roar echoed through King Hall as 384 uniformed officers simultaneously rose when called to attention by master of ceremonies, Dean of Students Capt. Kathryn Hobbs. The graduates included 365 U.S. military officers, 14 Department of Defense civilians and 64 international officer students. One hundred six Navy, 26 Marine Corps, 116 Air Force, 55 Army and one Coast Guard officer received diplomas in the morning ceremony.



"Throughout my career I have been impressed with the mission of the Naval Postgraduate School," Etter told the standing-room-only audience of officers and family members. "Because of NPS' focus on practical applications, the men and women who graduate from here go directly and immediately to apply what they've learned in the fleet."

The Navy's recent acquisitions 'czar,' a specialist in digital signal processing and communications, shared her three top guidelines for success: "Number one, listen a lot to the experts -- not just in your own department, division or agency, but in other departments and agencies and among our coalition allies. Number two, make decisions promptly. Timely decisions are necessary for progress, and are the main difference between a manager and a leader. Three, get out of your office a lot and talk to your partners, customers and suppliers.

"As for lessons learned," she recalled, "One: Don't get distracted by the drama in Washington -- and there's a lot of drama in Washington. Two: Play the hand you're dealt, determine the best path forward and focus on the future. Three: Develop a thick skin -- lots of untruths get published in the papers. Four: Life is unfair, so get over it, but make it as fair as you can for those in your part of the world. Five: Laugh a lot. Laughter relieves stress and builds bonds among people. And six, my addition to the Navy creed of honor, courage and commitment: Encourage and build accountability, transparency and trust, as they're critical to any successful program.

"By following these guidelines, I challenge you to be the very best leaders you can be," Etter concluded, "because your country needs you."

Before becoming the Navy's chief arms buyer, Etter served as Deputy Under Secretary of Defense for Science and Technology. She recently rejoined the electrical engineering faculty at the United States Naval Academy. 

## Students and Faculty Honored at Fall Quarter Awards Ceremony

by MC3 Kellie Arakawa

**T**he Naval Postgraduate School's highest achieving students and faculty members of the fall quarter were honored for their research, academics and commitment to excellence at an awards ceremony in King Hall Dec. 4.

The ceremony's official party included retired admirals, deans, representatives of local organizations and for the first time, Marie Tillman, the wife of former professional football player Army Cpl. Patrick Tillman.

Nine faculty members were recognized for their research and dedication to teaching. Mathematics Department Associate Prof. Francis Giraldo received the Carl E. and Jesse W. Menneken Annual Faculty Award for Excellence in Scientific Research. Giraldo was recognized for his work on numerical methods for partial differential equations and parallel algorithms for solving complex fluid dynamic problems, which

will be used by the U.S. Navy in making tactical decisions.

The Lt. Cmdr. David L. Williams Outstanding Professor Award was given to Senior Lecturer Thomas-Durell Young, the European Program Manager, Center for Civil-Military Relations. Young was recognized for his dedication to students and significant impact on the School of International Graduate Studies.

The Louis D. Liskin Award for Teaching Excellence in the Graduate School of Business and Public Policy was awarded by popular vote from resident students to Assistant Prof. Nicholas Dew.

The Meyer Award for Teaching Excellence in Systems Engineering (Integrated Projects) went to Prof. Jeff Kline, a retired Navy captain, and Prof. Gene Paulo, a retired Army lieutenant colonel.

The Northrop Grumman Faculty Award for Excellence in Systems Engineering and Analysis was given to Systems Engineering Senior Lecturer Mark Stevens and Operations Research Senior Lecturer Ron Fricker.

The Military Officers Association of America Joint Service Warfare Award was awarded to Cmdr. Troy Johnson and Air Force Col. Brian Greenshields.

The First Command Military Leadership Award was also awarded to Greenshields.

In addition to faculty members, more than 30 students were recognized for their exemplary academic and military achievements.

Tillman presented the Pat Tillman Leadership Award to Lt. Cmdr. Thomas Donovan in honor of her late husband, who withdrew from the Arizona Cardinals after Sept. 11 to serve his country as an Army Ranger.

The award recognized Donovan's strong military and personal qualities, which include his selfless devotion to duty, sacrifice, honor and commitment to patriotic values. Donovan was also awarded the Monterey Council Navy League Award for Highest Academic Achievement for his academic excellence, thesis research and community involvement.

Donovan, a Naval Special Warfare Officer who will serve as the executive officer for an East Coast SEAL team, said he was honored and grateful to be chosen for the award.

Tillman was also pleased to present the award to Donovan. "It's a huge honor for me to be included in the ceremony," she said. "It's also been a great pleasure to be at NPS and to get to see some of the research that goes on here."

Donovan credited his achievements as both a student and a leader to those who have supported him. "It all comes back to the people," he said. "I attribute all my success to the team; to the wonderful people that I work with, that I work for and that work for me."

He also praised his fellow military members for their dedication and service, and said that his main focus as a leader is to take care of the people he works with.

"It's the guys out in the field right now that are doing the real hard work that allow us to be here," he explained. "So hopefully I did my part while I was here, because it's my job to do what I can to help the guys out in the field."

Donovan said that he always offers the same advice to the junior officers around him: "Look out for your people, and they'll set you up for success."

Sonya Solomon contributed to this report. 



*NPS President Daniel Oliver (left) congratulates Lt. Cmdr. Tom Donovan on his selection as the recipient of the Tillman Military Leadership Award.*

## Visitor Quarters Receives Highest Zumwalt Excellence Award

*By Javier Chagoya*



The Naval Postgraduate School Visitor Quarters (VQ) team has been awarded the highest rating for facilities and service -- the Five-Star Zumwalt Award for Excellence -- by the Commander Navy Installations Command 2007 Visitor Quarters Review. Named after former Chief of Naval Operations Adm. Elmo R. Zumwalt, the prestigious hospitality award recognizes commands whose bachelor housing and visitor quarters operations excel in customer service and management.

The NPS team won the four-star Zumwalt (pictured right) in 1991. This year's five-Star award was presented in November. Front, left to right: Visitor Quarters Manager Jose "Joe" Edusada; Housekeeping Supervisor Melly Garnica; housekeeping staff member Kimberly Stephens; and maintenance staff member John Rondez. Back, left to right: VQ contractor Starzz Management Project Manager Vimlesh Sharma and front desk clerks Jason Mask and Ruben Ramon.

# NPS Hosts Homeland Defense and Civil Support Experiment

By Grace Castro

The Naval Postgraduate School Center for Homeland Defense and Security [CHDS] recently hosted a two-day Northern Command [NORTHCOM] Second Limited Objective Experiment [LOE 2] designed to update the Homeland Defense and Civil Support Joint Operating Concept of the Department of Defense [DOD HD & CS JOC].

Leaders in homeland defense from across the nation participated in the experiment, with NPS faculty, students and alumni acting as subject matter experts to facilitate debate and discussion.

"We decided to hold the conference at NPS because of the abundance of knowledge and homeland security expertise here," said USNORTHCOM Lt. Cmdr. Marc Hutson. "We want to know if the [current] lines of effort to accomplish homeland defense and civil support are sufficient and, if not, what changes or additions need to be made, and wanted to get the perspectives of the state and local government levels."

"One of the most important functions of the Center for Homeland Defense and Security is to provide expertise and opportunities like this for inter-governmental and inter-agency collaboration," said Center Director Prof. Glen Woodbury. "We are proud to have NORTHCOM as a partner in this effort. The LOE 2 is a prime example of working together to gather deeper insight on strategy and policy development processes with our partner agencies."

The experiment examined whether the current lines of effort – detect, deter, prevent, defeat and support – comprehensively describe how the future Joint Force Commander would defend and secure the homeland. It focused on four primary objectives: 1) to determine whether the lines of effort described in DOD HD & CS JOC comprehensively and definitively cover how the Joint Force Commander will defend and secure the homeland; 2) to see whether changes are war-



ranted; 3) to gain insight into what homeland defense and civil support lines of effort need to be modified, added or deleted, and how these lines of effort relate to the overall national security effort to secure the homeland and achieve unity of effort; and 4) given validation of, or determination of the need for changes to, the HD and CS lines of effort, gain insight into what changes are warranted in the end-to-end process.

The experiment included five data collection events including a literature search, workshops and a seminar. Over the course of the two-day experiment, participants were asked to examine the lines of effort in both a historical and current context to identify factors that influenced the choice of terminology used. They were then asked to determine if that terminology is applicable to the future strategic environment. Based on these conclusions, they developed recommendations regarding the current lines of effort, such as additions, modifications and deletions.

After much discussion and deliberation, the conclusion derived from the experiment

was that the current lines of effort are neither comprehensive nor definitive, and that they should be expanded either through added lines of effort and/or better description of current lines. If the latter, it was not determined exactly what terminology should be added or how to do so, given the issue of the implications of using certain words. That is, certain words associated with the current or recommended lines of effort had different connotations for different audiences, especially local and state authorities. For example, the word defeat was a concern to the law enforcement community because, for them, it is not seen as an intermediate step but an absolute last resort. Such negative connotations can have a major impact on the unity of interagency relationships. It was therefore recommended that DOD and USNORTHCOM concept developers describe their intent more clearly and completely when using and choosing specific words.

The data also suggest that the current lines of effort are perceived to be disproportionately weighted toward homeland defense and do not adequately address civil support. For instance, they do not include catastrophes other than attacks or natural disasters. It was recommended that USNORTHCOM and DOD concept developers establish separate lines of effort for homeland defense and civil support missions, while being careful to preserve information on the relationships between the two and transitions from one to the other.

"All the information gained throughout the LOE 2 will be used in revising the Joint Operating Concept, which will change the focus of future policy and strategy," said Brig. Gen. Christopher Miller, Director of Plans, Policy and Strategy for the Air Force. "CHDS provided an ideal level of expertise and breadth of state and local government knowledge in support of USNORTHCOM's experimental needs."



# *DISTRIBUTED PROGRAMS & OUTREACH*

The Distributed Programs & Outreach (DPO) Office is coordinating the expansion of NPS graduate education and research capabilities in support of the growing science, intelligence and engineering requirements for the DoD and Federal agencies.

The DPO office has established a network of geographically distributed sites in *fleet concentration areas* that serve to support and manage the NPS distributed and on-site education and research activities accomplished in partnership with federal agencies, laboratories, systems commands and universities.

## SAN DIEGO



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