

CJCS Mullen Headlines a Month of Intriguing Guest Lecturers

PAO Staff Report

Almost exactly one year after his induction into the NPS Hall of Fame, Admiral Mike Mullen, Chairman of the Joint Chiefs of Staff (CJCS), spoke to NPS students, staff and faculty on August 10 as part of the Secretary of the Navy Guest Lecture Series. Mullen, the 17th CJCS and a 1985 Operations Research graduate, headlined a month of guest lecturers in King Auditorium sharing compelling insights on everything from the dangers of a cyber attack to the inspirational story of saving the *USS Samuel B. Roberts*.

The month began with a motivational presentation by retired Navy Capt. Paul Rinn, first Commanding Officer of the guided missile frigate *Roberts*. While on escort duty in the Persian Gulf in 1988, the *Roberts* struck a mine suffering heavy damage.

It was the "the largest explosion of my naval career," Rinn said. "I was standing on the starboard bridge wing 140 feet from the explosion, and it broke my left foot ... We didn't know it at the time but we had a 20-foot wide hole on the side of the ship."

Rinn explained that what followed was nearly two days of heroism by a relatively inexperienced crew, two-thirds of which were on their first sea tour. Severe flooding was contained, power was restored to the lifeless vessel, and fires were extinguished largely through what Rinn described as ordinary individuals accomplishing extraordinary feats.

"That was the whole premise behind *Samuel B. Roberts*, that was the whole thing we were trying to do," Rinn added. "Make your people believe that they can do better than they ever thought they could do and then execute it."

The following week would place Adm. Mullen center stage, reminiscing on his time walking the same hallways as the audience of 1,500 plus students. He also emphasized the value of diversity in NPS' student population, and

encouraged them to take the opportunity to develop a global perspective with the varied officers and backgrounds on the NPS campus during any given quarter.

"You should take time to interact not just with members of your community, not just with members of your service, not just with members of the United States military and not just with the military," Mullen explained, stressing that establishing relationships with other militaries around the world, and working together on common issues, is critical.

"When I think about our military today, as I do our country, we have moved well beyond any single military or any single country doing it alone," said Mullen. "We've got to have partners in the future. As I look at the war in Afghanistan right now, the 46 countries who have military personnel supporting the efforts in Afghanistan ... that's a huge statement of support – not just military support but political support, and proper prioritization of the dangers that exist in that part of the world."

A week later during a special lecture, Aug. 17, the Honorable Richard Clarke called for a new national cyber defense policy to reduce the likelihood of a Cyber 9/11 during a special lecture, Aug. 17. Clarke, a White House adviser for a near unprecedented 11 straight years, discussed what he calls the next major threat to national security.

"When historians look back at this period, what are they going to say were the really important changes that were going on," he asked rhetorically in opening. "I think they're going to say that this was a time when a new form of warfare – cyber warfare – came into its own."

"Because our critical infrastructure so heavily depends on computer networks and because of the open nature of our society, we're highly vulnerable to cyber attack while also being relatively weak in cyber defense," he added.

Clarke's message was well received by the



Chairman of the Joint Chiefs of Staff and NPS alumnus Adm. Mike Mullen addresses a packed house in King Auditorium, Aug. 10. The Chairman headlined a steady stream of intriguing presentations through NPS' SGL program during August.

student audience. "This is such an important topic, and students here are such a key group – the future of the career military – to engage in this critical national policy debate on cyber defense," said National Security Affairs student Marine Corps Capt. Anna Noyne.

"It's fantastic that Mr. Clarke is doing this here at NPS ... He was right before when he said [a terrorist attack] could happen here, and we didn't pay attention. We have to pay attention now. This time, we have to take his warning seriously, and we have to act on it."

Charting the Future Course for NPS

By Joan Ackerman

NPS President Dan Oliver and Executive Vice President and Provost Leonard Ferrari joined a diverse group of leaders from on and off campus for the Committee on the Future's inaugural meeting, August 11. The group has been charged with no small task ... to predict the future needs of the Departments of Defense and Navy, and of higher education.

"There is no parallel to NPS in any of the other armed services," noted Oliver. "The school's imminent relevance must remain a top priority," adding that it is the committee's task to provide the framework of discovery on just how to do that.

As the committee embarked on its critical task with this initial meeting, Committee Chair retired Rear Adm. Jerry Ellis noted that the team was off to an exceptional start.

"I could not have been more pleased with the accomplishments and progress of the first meeting of the Committee on the Future. We have a clear understanding of what is to be done and why. We know the areas we wish to explore, to gather data, and to make observations and recommendations," Ellis explained. "However, what really impressed me about the first meeting was the caliber of the members of the Committee. They are an outstanding group of distinguished leaders in their own careers who are definitely energized to support NPS and the goals of the Committee. I am absolutely convinced that this Committee has the abilities and the motivation to produce a superb and beneficial report. I look forward to working with them."

The report Ellis noted will be committee's output following a year of extensive self-exploration. The committee will focus their cumulative looking glass on all areas of NPS and DoD/DoN, with a keen emphasis toward the academic ex-

cellence and relevance of NPS' future degree programs. The group will be seeking broad campus input and consultation in their efforts in hopes of getting the most comprehensive and complete information possible.

In August 2011, the Committee will present that final report to campus leadership which will then serve as the basis for the university's next strategic plan. Michael Bayer, a member of NPS' Board of Advisors in addition to the Committee on the Future, noted that he feels the committee is poised to provide a valued document to the university.

"I am pleased to serve on this outstanding committee, and to begin to consider the opportunities NPS faces as it continues to serve the national agenda," Bayer said. "The challenges we face as a nation, including the national debt, global conditions, national security and the role of higher education, will foster innovative approaches as the members begin their work to prepare NPS for its future in the global theater."



Charged by NPS President Dan Oliver with looking "beyond the boundaries of the present into the possibilities of the future," NPS hosted the inaugural meeting of the Committee on the Future, Aug. 11. Over the next year, the committee will examine trends across the higher education landscape and the Departments of Defense and Navy, and provide guidance on how NPS can fully realize its potential moving into the future.

IN BRIEF

- ♦ From October 26-28, NPS will undergo the second and final phase of its reaccreditation process, the Educational Effectiveness Review (EER), which focuses on the formation of appropriate educational objectives as well as the proper use of review processes to ensure students and the university achieve those objectives. In preparation, the EER self-study was submitted to the Western Association of Schools and Colleges, which is available on the Intranet at <http://intranet.nps.edu/WASC/>. During the visit, NPS personnel can attend open meetings with the WASC team, and a confidential e-mail will also be set up for comments. Details on these opportunities will be distributed campus-wide via bulk e-mail.
- ♦ New training dates have been posted to the Quali Financial System (KFS) Intranet site at <http://intranet.nps.edu/ITACS/KFS/index.html>. The three trainings are titled, *An Introduction to KFS*, *Processing Your Action List*, and *Entering Purchase Requisitions*.
- ♦ NPS sponsored an exhibit booth at the Surface Navy Association West Coast Symposium, "Full Speed Ahead - Maintaining the Fighting Edge," in late August at Naval Base San Diego. NPS' presence at this exposition increased awareness of the university, highlighted its resident and DL programs, emphasized the educational benefits that are offered to the officer community, and provided opportunities for networking and connecting with local NPS alumni.

A Message from Dr. Bill Gates

Dean of the Graduate School of Business and Public Policy



Management education has a long history at the Naval Postgraduate School. In 1934, the Navy established the Naval Finance and Supply School in Philadelphia as a "branch" of NPS. In 1956, NPS added the Naval Management School to provide a five-month management executive training program. NPS introduced a graduate management program in 1960, offering a Master of Science (MS) in Management degree. The MS degree was accredited by National Association of Schools of Public Affairs and Administration (NASPAA) in 1980 and by the Association to Advance Collegiate Schools of Business (AACSB) in 1999, one of only two or three programs to hold this dual accreditation. The Graduate School of Business and Public Policy (GSBPP) was established 2001 and we graduated our first Master of Business Administration (MBA) students in 2002.

Despite this long history, I am frequently asked by senior military leaders and local community members why the Navy needs a graduate business and public policy

school. Why don't we just send naval and other military officers to civilian schools to earn their MBAs? I suspect these are questions that will be raised repeatedly as the Navy and other defense organizations look for budget efficiencies.

Our unique relevance to the Navy, defense department, and the broader national security sector is reflected in our name, the Graduate School of Business and Public Policy, and our dual NASPAA and AACSB accreditations. Our mission is to prepare students for assignments in public sector business management positions. As such, our students are taught concepts of business management, but these concepts are embedded in a public service and, more specifically, a defense context. This blend of business and public sector/defense values provides a distinctive combination of knowledge, skills and abilities unavailable in other graduate programs and specifically tailored to our defense sector sponsors.

Our programs are divided into three components: traditional business and public policy core courses, defense-related core courses, and curriculum specialty courses. Our curriculum specializations are customized to our students' future job assignments, including public sector financial management, defense manpower systems analysis, federal acquisition system management, and defense logistics, transportation and supply-chain management. Furthermore, these specializations are reviewed every two years by our curriculum sponsors to ensure courses meet ever-evolving job assignments. This combination of courses satisfies both ci-

vilian sector degree (and accreditation) requirements and prepares our students for their public sector defense management and public policy jobs.

To accomplish our mission within the total defense force, our graduate management programs have evolved dramatically over the years. When I joined NPS in 1988, the Department of Administrative Sciences (predecessor to GSBPP) offered an MS in Management and one short course for Navy comptrollers. We now offer three resident degrees (an MS in Management, an MBA, and a Master of Executive Management), three distributed learning degrees (an Executive MBA, an MS in Program Management, and an MS in Contract Management), and certificate programs in financial management, human resource management, acquisition management, and cost management. We are in the process of developing a joint Executive MBA program with Virginia Tech and an International Masters in Public Administration, with other programs under consideration.

GSBPP is continuing to evolve in ways that contribute to our professional communities while serving our defense-focused instructional mission for the total defense force.

Our challenge is to choose carefully new program growth opportunities so that we ensure we create the right balance between our faculty capabilities, our professional identities, and the evolving needs of our national security mission; finding that balance represents an exciting but difficult challenge that energizes GSBPP.

Announcements

Operations Research Distinguished Professor **Gerald Brown** received the Military Operations Research Society Clayton Thomas Award for lifetime achievements, and was recognized for publishing more than 70 scholarly papers in top academic journals, and for 40 years of contributions to national security operations research.

The Military Operations Research Society (MORS) has selected Army **Lt. Col. Scott Nestler**, Assistant Professor, Operations Research (OR), and three faculty members from West Point, to receive the 2010 Richard H. Barchi Prize. Their work, "WholeSoldier Performance: A Value-Focused Model of Soldier Quality," was selected from over 1,000 presentations

at the 2009 MORS Symposium.

GSBPP Sr. Lecturer **John Dillard** is replacing **Dr. Keith Snider** as the Academic Area Chair for Acquisition. Dillard also will become the Academic Associate for the 816 - Systems Acquisition and Program Management curriculum, and will continue as Program Manager for the non-degree curriculum, 211 - Advanced Acquisition Program.

On August 1, the Ph.D. Project Accounting Doctoral Students Association presented GSBPP Prof. **Joseph San Miguel** with an award for his outstanding service, leadership and commitment to the accounting profession and for being an exemplary model for all those who will follow in his footsteps.

Faculty Notes

GSBPP Associate Professor **Rene Rendon** and lecturer **Juanita Rendon** presented their research at the 2010 National Contract Management Association (NCMA) World Congress in Fort Lauderdale, Fla. Rene presented research on "A Comparison of Services Contracting Approaches Within the Army, Navy, and Air Force" and "Creat-

ing an Environment for Successful Contract Management." Juanita presented research on "Introduction to the Internal Control Framework" and "Financial Ratio Analysis: Key to Fraud Detection." The NCMA World Congress is the premier event for contract management research and practice.

Professors **Dick Doyle** and **Tim**

Hawkins will be part of a team of four NPS experts leading the Building Integrity workshop in Sarajevo, Bosnia-Herzegovina, Aug. 30-Sept. 2. Proposed and developed by the U.S. Partnership for Peace Training and Education Center at NPS, the workshop will be conducted with and for the Bosnian Peace Support Operations and Training Center (PSOTC).

NPS Receives National FEW Award

By MCI Leonardo Carrillo

The Central Coast Chapter of Federally Employed Women (FEW) officially presented the Naval Postgraduate School with FEW's 2010 Federal Agency Award, given to university President Dan Oliver by outgoing chapter President Eva Anderson during a ceremony in the Cristo Ray Auditorium in Herrmann Hall, Aug. 23.

"What a tremendous honor to receive this award for the Naval Postgraduate School," said Oliver. "We have long maintained an affirmative stance on the advancement of women in government and military positions, and we are pleased to have earned this award by upholding our core values."

For members of the Central Coast Chapter, who nominated NPS for the prestigious honor, the award has a significant and positive effect because of the recognition it gives NPS, the chapter and Oliver at the national level.

"As an NPS staff and member of FEW, getting this award is significant because it reflects the value of support that NPS has for the FEW organization and its members," said Lita Mosqueda, NPS Civilian Institution Program Manager and FEW Central Coast Chapter member. "The award also recognizes President Oliver as a supportive leader and gives our small chapter visibility within NPS and the other Federal agencies."

"Events like these are welcome on our campus as a reminder of just one aspect of the diversity and equality that is engrained in NPS values," said Oliver. "There was a time, only a century ago, when women had limited career options within the U.S. military and within higher education. Today, we see a new military, and an academic atmosphere that not only welcomes women, but thrives with their presence."

For more information about Federally Employed Women, go to www.few.org.

CALENDAR

September 2

Korean Delegation
– Agency for Defense Development
NPS site visit
POC: Chuck Kimzey Ext. 2924

September 2

Mr. Kenneth Walsh
President, K&M Engineering, Ltd.
Menneken Lecture
POC: Rear Adm. (Ret.) Jerry Ellis Ext. 2488

September 9

Lt. Gen. William Phillips
Principal Military Deputy to the Assistant
Secretary of the Army
POC: Keith Snider Ext. 3621

September 9

Del Monte Club
Welcome Tea for New Faculty and Staff Spouses
POC: Madge Williams 659-4359

September 9-12

NPS Outreach and
Alumni Relations: Tailhook Convention
Reno, Nev.
POC: Kari Miglaw Ext. 2077

September 15

Uzbekistan Distinguished Visitors
Orientation Tour
POC: Gary Roser Ext. 3062

September 24

Gen. Keith Alexander
Director of the NSA, and
Commander, U.S. Cyber Command
Graduation Keynote Speaker
POC: Capt. Janice Wynn Ext. 2291

September 28

Ambassador Husain Haqqani
Pakistan Ambassador
Secretary of the Navy Guest Lecture
POC: Lt. j.g. Bouldin/Protocol Ext. 7773

HISTORICAL HIGHLIGHTS



The Naval Postgraduate School established its Hall of Fame in September 2001 and inducted the first two members during the summer graduation ceremony. James G. Roche and Thomas E. White had both earned Master of Science degrees with distinction in operations research, Roche in 1966 and White in 1974. Both alumni had been appointed service secretaries by President George Bush in 2001, Roche was Secretary of the Air Force and White was Secretary of the Army.

Historical Highlights are provided by the Dudley Knox Library.