

Q&A With Provost Ferrari – Successes, Challenges for the Coming Year

During this past Faculty Council Meeting in November, Provost Leonard Ferrari presented a cumulative update on the status of the academic mission of the Naval Postgraduate School, including a review of the year's accomplishments and the challenges ahead.

In order to share the content of the presentation beyond the walls of the Ingersoll Auditorium, Provost Ferrari was asked to sit down with *Update NPS* to share this story with the entire NPS community.

Update: Provost Ferrari, thank you for sitting down with us today. To begin, why now is it so critical to reflect on the status of NPS, and our achievements in relation to the NPS mission?

Ferrari: Certainly with our celebration of the 100th anniversary of NPS, we are almost compelled to think about our institution in its global context. We review our history and honor tradition, we celebrate our internal and external successes, and we face with determination our challenges moving forward into the next century.

Update: Let's start with the good news, what factors are worthy of celebration as we continue this Centennial year?

Ferrari: There are many, too many to do any justice to the quality of our programs and people in a short interview. But I will focus on one aspect that is a reflection of all these successes – and that is the external perception of the Naval Postgraduate School by those that examine us with great scrutiny. The AERB (Advanced Education Review Board), for example, is the Navy's primary oversight committee on advanced education. It's chaired by the VCNO, attended by all OPNAV leadership, and is a critical constituent for our university. And we have their attention, and perhaps more



Provost Leonard Ferrari presents his state of the NPS mission address during the November Faculty Council Meeting in the Ingersoll Auditorium.

importantly, we have their strong support. This is very important for us, and a true reflection of the entire NPS community.

But there are many groups that analyze our efforts. Beyond the AERB, the WASC visit in March was very successful, and we are right on track for the second iteration of the accrediting process. And we are well underway on the ABET, and AACSB accreditations, and just renewed NASPA accreditation. The Naval Inspector General visit in August was both positive and very beneficial, and we were congratulated for our detailed strategic plan-

ning processes. And finally, Congressional awareness of NPS is building, and support is growing.

Update: We have been very successful in proving our worth to these external reviewers, but there are many outside forces beyond our control that can impact NPS. What are some of these challenges?

Ferrari: The global economic downturn over the past couple of years impacts nearly everything our nation does, and our university is not immune. We have seen a significant cut in our direct funding in FY10; we are seeing

foreign enrollments shrinking due to a lack of funding. We are also seeing civilian universities striving more than ever to compete with us for both students and research dollars. Shrinking economies lead to extraordinary scrutiny in funding decisions, and we must be prepared and proactive in welcoming that attention.

Update: If these factors are outside of our control, how can we overcome these challenges?

Ferrari: I believe our campus-wide efforts in strategic planning have helped greatly in weathering this storm. Since 2003, our research expenditures have doubled – this is a program that now brings in over \$200 million to the university, and is helping us grow in size and scholarly value. We've focused on faculty recruiting and retention, and implemented new policies and programs that will ensure our community of professors remains at its current world-class level. President Oliver has been able to secure increased funding for campus infrastructure, so we can continue to improve our facilities and academic support while enduring the deep cut in our budget. And our NPS Foundation has embarked upon some aggressive new programs that we hope will expand their level of support for the school.

Moving forward, our mandate is to continue pressing ahead. We must continue to emphasize our needs for resources, in dollars, in students, and in facilities. We must continue to share the NPS story, creating the most visibility possible for our institution both in government and beyond, domestically and beyond. With a keen eye toward the future, and a deep respect of our past, our celebrations can and will continue.

PW Employees Honored for Saving Life

By Dale Kuska

There are many heroes among us at NPS, and not all of them don service uniforms. On November 3, three Public Works (PW) employees – Carl Schumaker, Gary Phillips and Lt. Chris Love – added their names to the list of campus champions when they saved the life of a PW teammate that suffered cardiac arrest while on campus.

"I was discussing something with [the employee] when he started to convulse and appeared to be starving for air," recalls Phillips, Deputy Public Works Officer. "I called for help and dialed 911, Carl and Lt. Love came in very quickly and both were 'Johnny on the Spot.' We worked as a team performing CPR and apparently did everything right."

Indeed they did... performing CPR for over 18 minutes during which time the victim's heart and breathing reportedly stopped several times. Paramedics arrived on scene and transported the victim to the hospital, and he has since

made a miraculous recovery.

The three men were credited with saving the employee's life thanks to their quick response and knowledge of professional lifesaving techniques, which as Phillips added, are far more difficult in the extreme stress of an emergency situation. "I think we can all attest to the fact that it is not as easy as what was taught," he noted. "When your pulse is racing and you are anxious to say the least, it is hard to tell if the victim has a pulse or is breathing."

Word of the heroic actions spread quickly throughout NPS' regional command, and during a ceremony held at the Public Works facility on Wednesday, November 25, Rear Adm. Bill French, Commander Navy Region Southwest, and Capt. Keith Hamilton, Commanding Officer Naval Facilities Engineering Command Southwest, recognized the employees for their heroism in saving the life of their fellow shipmate.

"Receiving this award from Admi-

ral French tells me that both he and Captain Hamilton believe strongly in the culture of safety and leadership that this organization is built around," said Public Works Planner Carl Schumaker, who along with Phillips was awarded the Meritorious Civilian Service Award.

But perhaps Lt. Chris Love, Facilities Engineering and Acquisition Director and the third in the trifecta of lifesavers, said it best when he noted how the award underscores the real value of taking the time to learn lifesaving techniques like CPR. "You just never know when you might have to save a life," said Love, who was awarded the Navy Achievement Medal. "Going through the CPR course, I never thought I would actually have to use what I learned. I am just thankful he is still with us."

For more information about CPR training sessions on campus, contact Occupational Health and Safety Manager Michael Berry at mberry@nps.edu.

Top leadership from NPS' regional command joined campus officials in presenting three Public Works employees with awards for their heroic life-saving actions in early November. Shown, from left to right, are Capt. Keith Hamilton, Rear Adm. Bill French, Carl Schumaker, Gary Phillips, Public Works Officer Lt. Cmdr. Matt McCann, Lt. Chris Love and NPS Base Director Pete Dausen.



IN BRIEF

- On December 4, 2009, the President's Student Council along with the Monterey Peninsula Council of the Navy League and the Monterey Bay Commandery of the Naval Order will hold a Pearl Harbor Remembrance Dinner. This year's honorees are the Commanding Officer of the USS ARIZONA, Navy Capt. Franklin Van Valkenburgh, and the Commanding Officer of the USS WEST VIRGINIA, Navy Capt. Mervyn S. Bennion, both graduates of NPS and Medal of Honor awardees. The guest speaker will be NPS Professor retired Army Col. Jonathan E. Czarnecki, Ph.D. The reception and dinner will be at the Monterey Elk's Club. Tickets can be purchased at the MWR ITT Office on the Quarterdeck.
- The 2009 Combined Federal Campaign is in full swing at NPS; the goal is to generate \$500,000 by the close of the campaign on December 15. If you've not yet been contacted with an opportunity to contribute, ask your departmental or organizational CFC person for help. The CFC Campaign Chili Cook-Off, a fundraiser for the CFC Campaign, will take place at noon on December 1, 2009, in the breezeway outside Root Hall. Awards for the People's Choice, and an award from celebrity judges President Dan Oliver, Col. Pete Boerlage, and Capt. Janice Wynn.
- As part of National Cybersecurity Awareness Month, the Information Technology and Communications Services department hosted a 90-minute All-Hands Annual Cybersecurity Awareness Refresher Training. The session satisfies a total of seven individual required trainings in Cybersecurity: DoD Information Assurance; Electronic Data and the Privacy Act; Privacy Orientation Training for All Military, Civilians, and Contractors; Privacy Training for Supervisors; Safeguarding Privacy Act Data; NPS Annual Security Awareness; and, Phishing and Other Scams. Two more sessions of the same training will be offered on December 3 and December 10 from 3:00 - 4:30 p.m. in King Hall. Please note that annual refresher training required of other systems, e.g. NSANet, SIPR, DREN, etc., must be completed separately.

Message From
President Dan Oliver



As 2009 nears its close, I cannot help but think about the coming new year and the many opportunities and challenges that lie before us. While the turn of the calendar invokes thoughts of new prospects, and fledgling beginnings, institutions like ours can only be successful when we are also guided by a long-term vision and goals.

The finalization of our strategic plan, *Vision for a New Century*, in 2008 created this foresight, guiding our organization at all levels to well-informed decision-making processes for all educational and financial assessments across the institution. This document set forth four succinct goals: continuous improvement, education of the total force, increased research in national security, and operational excellence in administrative areas.

For the past two years, the Strategic

Planning Council, composed of administrative, academic and faculty leadership, has met quarterly to review the plan and evaluate our progress. Because such evaluation requires a method of measurement, the council discussed and approved a series of metrics for each goal. The council has reviewed these metrics quarterly over this last year, and has suggested improvements and new metrics. A Sharepoint site was created in order to centralize planning documents and make data easily accessible on every corner of campus. You are welcome to visit the site at <http://sharepoint/stps/>.

Having tracked institutional metrics for more than a year, the Council turned next to seeking benchmarks, or data from other similar institutions that would help NPS judge its progress and set defined targets for success. A higher education consulting firm was engaged to identify peer research institutions and collect data on a wide range of subjects – students, faculty, financial, space and other data. The executive summary and full report of this study can be found on the aforementioned Sharepoint site.

The next step in the strategic planning process is to ensure that each school, institute and department develops a guiding plan of their own, and that these plans are aligned with the university as a whole. Last January, at an all-day planning retreat, the four schools and major

administrative departments presented their plans and proposed metrics. Over the past year, each area has been collecting data on their metrics and will be presenting these at the next planning retreat in January 2010. As we move to planning at the program and departmental levels, we continue to identify and acquire comparison and benchmarking data. Just recently, NPS subscribed to a scholarship database which tracks faculty publications, grants, awards and citations and aggregates this information by program. These data will allow departments to identify similarly-sized programs at other institutions for benchmarking, identify sources of external reviewers for program review, and assess NPS' standing relative to other programs.

NPS has made great strides in strategic planning, creating an active process that guides the creation of new programs while simultaneously ensuring current programs are both effective and productive. As we look toward the coming year, and the second of our WASC accreditation visits, it is our intention that all departments will actively use their plans and metrics and the university will realize full alignment between the strategic plan and resource allocation. Only in this way can NPS continue to increase quality and productivity and accelerate our progress on achieving strategic plan goals.

Faculty Notes

Distinguished Prof. Dorothy Denning of Defense Analysis, keynote speaker at the 16th ACM Conference on Computer and Communications Security in Chicago, also spoke on "Ensuring Security in a High-Risk World" at in the Inaugural Northeast Regional Security Education Symposium at New Jersey City University (NJCU), where she was also honored as the namesake on NJCU's **Dr. Dorothy E. Denning National Center of Excellence in Information Assurance Education.**

Dr. Thomas Johnson, Research Prof. and Director of the Program of Culture and Conflict Studies, was recently interviewed about the conflicts in Afghanistan on both PBS NewsHour as well as CNN. Both interviews are available as podcasts on the news organizations' respective Web sites.

Dr. Douglas Brook, Director of the Center for Defense Management Research, hosted a two-day strategy workshop for Deputy Under Secretary of the Navy (Business Operations & Transformation) Eric Fanning as he establishes the new role of Deputy Chief Management Officer for the Navy.

In Brussels, GSBPP **Assoc. Prof. Dick Doyle** joined the Education Development Working Group, part of NATO's Partnership for Peace Consortium, in planning the 2010 summer workshop in Ljubljana, Slovenia, where Dr. Doyle will speak about distributed learning.

Donald Stoker of the Naval War College's Monterey faculty published "The Naval War in the Baltic, September-November 1939," in the 2009 issue of *Baltic Security and Defence Review*. It is available in print and online at <http://www.bdcol.ee/?id=63>.

Prof. Tarek K. Abdel-Hamid of Information Sciences tackles the nation's obesity problem using a novel systems perspective in his new book, *"Thinking in Circles about Obesity"* (Springer, 2009).

Casey Lucius of the Naval War College's Monterey faculty recently published her first book, *"Vietnam's Political Process: How Education Shapes Political Decision-Making"* (Routledge, 2009).

NPS to Pilot a New Academic Calendar

By Dale Kuska

A long-standing discussion has surfaced around campus periodically over the past 20 years or so revolving around the adjustment of NPS' current 12-week quarter system. Campus leadership has often considered the transition to a more academically traditional schedule, an 11-week quarter that allows for scholarly enrichment between each quarter as opposed to the only two breaks in the current calendar.

According to Vice Provost for Academic Affairs Dr. Doug Moses, after careful consideration and debate amongst faculty and leadership in various forums, the decision has been made to try a modified academic calendar for the 2010 year as a pilot effort. "The question of altering the academic calendar has been discussed in detail in recent months at several faculty committees and councils, with ad hoc input and feedback from all," said Moses. "As a result NPS leadership has decided to experiment with, on a pilot program basis, a revised calendar during AY10 (academic year 2010).

"The issue of changing NPS' calendar has been discussed a number of times over the past couple of decades," Moses added. "And interestingly, the motivations now are quite consistent with those found when the question was first raised."

There are three primary objectives for the transition to the new schedule. Currently, there is no opportunity for wrap-up and preparation for either students or faculty between the winter and spring quarters, and the summer and fall quarters. Additionally, with classes and finals consuming all available student learning time, there is no opportunity for educational enrichment activities beyond the classroom. And finally, the revised academic calendar places NPS' academic schedule more aligned with other universities that employ a quarter system.

"This new schedule will allow our students to pursue educational activities away from the traditional classroom experience, such as short courses, workshops and conferences. They can take courses to enhance specific learning skills, explore potential theses topics, become

more involved with research projects, or participate in field activities or professional experience tours," said Moses.

For faculty, these four weeks of enrichment offer the same myriad options for scholarly activities, such as teaching short courses, conference presentations, curriculum and course development, student consultation, research exploration and travel, and much more.

An important part of the pilot program, Moses notes, is that the changes to the quarter schedule really only impact the final two weeks of the quarter, and that the start and end dates for each of the four quarters do not change. "In the 12-week quarter, week 11 will now consist of the last two days of scheduled classes, followed by final exams at the end of the week. That leaves the 12th week for the enrichment program," Moses said. "As it is now, the final day of the quarter will of course still be graduation."

More information will be distributed on the new academic quarter as the university makes final preparations on this important change.

CALENDAR

December 3

Rear Adm. Joe Mulloy
DoN Budget
POC Mary Lou Vossen Ext. 2471

December 5

Grand Winter Ball
NPS Foundation
POC Natasha Merkle Ext. 2981

December 8

Faculty Recognition Evening
POC Sharee Kelso Ext. 2371

December 8

Fall Quarter Awards Ceremony
POC Lt. Ronald Hemmelgarn Ext. 2290

December 11

Mr. Dave West
Director, Systems Engineering, Cisco
POC Michele Merenbloom Ext. 3275

December 17

Free Electron Laser Lab
Ribbon-Cutting Ceremony
POC Protocol Ext. 2466

December 18

Fall Graduation Ceremony
POC Lt. Ronald Hemmelgarn Ext. 2290

December 21 – January 3, 2010

Holiday Break

HISTORICAL HIGHLIGHTS

The Navy spent its first Christmas at the Hotel Del Monte in 1943 after commissioning the Del Monte Pre-Flight School earlier that year. The late December edition of the Pre-Flight School's newspaper, *The Navyator*, included Christmas messages from the commanding officer and chaplain, stories of special observances, and a photograph of three young sailors handling the Christmas mail rush.

A fragrant, freshly-cut cedar tree graced the Quarterdeck, stretching high enough to touch the lobby's lofty ceiling. Donated by S.F.B. Morse, president of Del Monte Properties Company (now the Pebble Beach Company), the tree was decorated with model airplanes and long strands of tinsel. The cadet choir sang carols and the Navy Hymn, "Eternal Father Strong to Save."

For a brief moment, thoughts of preparation for war were set aside as families and single sailors shared in the spirit of the season.



Historical Highlights are provided by the Dudley Knox Library.