



## Departing GSEAS Dean Reflects on School's Development

By MC2 Kellie Arakawa

Dr. James Kays, the departing Dean of the Graduate School of Engineering and Applied Sciences (GSEAS) at NPS, has spent the last six years helping the Navy build one of the most innovative, defense-related science and engineering programs in the country.

Kays, a retired Army Brigadier General, became the first Dean of GSEAS in July 2002 after having served as the Founding Head of the Department of Systems Engineering at the U.S. Military Academy and the Mathematics Department Head at Auburn University.

One of his first goals as Dean

was to articulate the strengths of the school's eight academic departments using interdisciplinary focus areas. "Rather than try to describe the school in terms of departments or academic disciplines, we thought it would be better to describe ourselves in terms that the Navy's senior leadership would un-

derstand and appreciate," Kays said. "So rather than talk about mathematics and physics, we talk about interdisciplinary domains such as battle space environments, combat systems, electric powered ships, directed energy weapons, systems engineering, unmanned systems and space systems," he added.

The use of these domains enabled the school to better articulate its academic and research needs to the Navy, which helped secure additional funding to maintain labs and programs, and ensured students were learning the latest technologies. As a result, Kays said students have become "better prepared to do what they need to do when they get back to the Navy, and it's helped bring the school together to work across department boundaries."

With such a large number of disciplines and limited resources, Kays was often concerned about how to select the best possible investments for the school. To ensure GSEAS was using its resources most effectively, he connected the school with the naval engineering community through an advisory board comprised of Navy flag officers. "We used this advisory board to answer questions and share ideas ... it's one of those ways, instead of guessing, you get some good feedback from those experienced in the Navy who know where the Navy is going," Kays said.

One of the school's most valued resources – its dedicated faculty – is what makes GSEAS a world-class program, added Kays, who believes their value not only resides in their devotion to defense-related research, but in their passion for teaching. "We have attracted the finest faculty you will find anywhere ... for example, I don't think there's a finer space program anywhere in the world doing what we do," he said. "No university in the country has graduated more astronauts than NPS, some of whom are now a part of our faculty."

Kays will continue his career with NPS and remain closely tied to GSEAS as the Naval Chair of Systems Engineering, a position he said was established to ensure the engineering education at NPS keeps pace with and responds to naval needs. Kays said he finds fulfillment in his work with the military population and is eager to continue to help the Navy develop its educational programs. "I really do best when I'm in an environment dedicated to doing something of value and taking on very difficult challenges," he explained. "I was fortunate to come here and I've had a wonderful experience; the people are fabulous, just as I knew they would be. Hard times attract good people ... if you want to work with dedicated, high-quality people, go where it's most difficult – that's where you'll find them."



An underwater robot pod is launched into Monterey Bay. This cold-water upwelling, oceanographic research was developed with the help of NPS' Graduate School of Engineering and Applied Sciences and headed by a team of multidisciplinary investigators. The departing Dean of GSEAS, Dr. James Kays, understood the importance of each department's role in the development of the nation's defense and established interdisciplinary focus areas to help articulate its strengths to the Navy.

## SECNAV Attends Spring Graduation

By MC2 (SW) Corey Truax

Naval Postgraduate School students walked across the King Hall stage, shook hands with Secretary of the Navy Donald Winter and received their hard-earned diplomas during the spring 2008 graduation July 20.

NPS President Dan Oliver began the commencement ceremony by first thanking his faculty and staff for their hard work in creating a challenging environment for the students to thrive in and then he thanked all attending family and friends for giving the students the emotional support and backup to push through to graduation.

Introducing Winter, Oliver said he was, "... clearly an accomplished professional, a distinguished scholar and a dedicated public servant and he has also been a strong supporter of the Naval Postgraduate School in the nearly three years that he has been Secretary of the Navy and Marine Corps. I am proud and delighted to have him with us on the podium today."

Beginning his speech Winter reflected on the story of Sir Ernest Shackleton. An Antarctica explorer, Shackleton most notably kept himself and all of his men alive while they were stranded in Antarctica for 22 months from 1914 to 1916. According to a book written about his ordeal he was called, "...the greatest leader that ever came on God's earth, bar none."

Winter focused on an advertisement Shackleton used to draw people in: "Men Wanted: For hazardous journey. Small wages, bitter cold, long months of complete darkness, constant danger, safe return doubtful - honor and recognition in case of success."

"I know it's not fair to compare a South Pole journey to a few years in Monterey, but there is an important point to be made here," Winter explained. "You are now the beneficiaries of graduate-level education that has made you significantly more valuable to your services than you were when you began your studies here."

"Four years from now, after having served your pay-back commitments, you will have a decision to make – stay in, or get out," said Winter. "In a sense, many of you will have the choice of pursuing potentially more lucrative careers on the outside, or taking the Shackleton challenge."

Likening the life of service and duty to that of what Shackleton proposed, Winter said, "Service may not always mean a hazardous journey, with low wages, cold and darkness as extreme as offered to Shackleton's fellow explorers of Antarctica, but there is no question that a life in uniform entails sacrifices and hardships that go far beyond what one normally finds in civilian life."

"But if you do decide to serve, honor and recognitions await those who choose the challenging journey of those who defend the nation," said Winter.

"Those who stay will be champions," Winter continued, quoting the late University of Michigan football coach Bo Schembechler.

In closing Winter proclaimed, "I urge you to take the Shackleton challenge and seek the higher rewards of honor and recognition that goes to those who serve. We need you, our nation needs you."



SECNAV Donald Winter

### IN BRIEF

- ◆ The Office of Alumni Relations sent out an email inviting NPS alumni to join the newly-launched NPS Alumni Online community. Within 24 hours, more than 1,000 members joined, and are now interacting, sharing stories, posting photos and updating their contact information.
- ◆ All student and faculty Foundation members are welcome to attend happy hour in the Trident Room on July 17, beginning at 1600.
- ◆ On August 12, 2008, America's Heroes Charity Golf Tournament will be held at the Monterey Peninsula Country Club. The proceeds of this event will go to benefit the Injured Marine Semper Fi Fund, the Navy-Marine Corps Relief Society and the Sentinels of Freedom, all of which provide assistance to the servicemen and women who have been injured in Iraq and Afghanistan. Sign-ups begin now. For more information, please visit the NPS Foundation website at [www.npsfoundation.org](http://www.npsfoundation.org)
- ◆ The Secretary of the Navy Guest Lecture, which was given by Senator and Presidential candidate Gary Hart, was taped by the Public Affairs/Marketing Office and aired on the Pentagon Channel.
- ◆ Eight months ago NPS negotiated with Dartmouth to take over their digital library, I3P. The process has been completed, and 6,700 items from Dartmouth have been incorporated into the Homeland Security Digital Library at NPS, which now houses 64,000 items. All items are available to NPS personnel.
- ◆ Provost Leonard Ferrari was interviewed by both *Inside Higher Education* and *TIME* magazine during a recent trip to Washington D.C.

*Message From*

**NPS President Daniel T. Oliver**



Recently the Naval Postgraduate School Foundation hosted a trip to Washington, D. C. I was pleased to join the group of nearly 60 members of the NPS Foundation President's Circle who participated in the event. The program included extended meetings with the Chairman of the Joint Chiefs of Staff, the Chief of Naval Operations, the Under Secretary for Science and Technology at the Department of Homeland Security, the Director of National Intelligence, the Deputy Sec-

retary of Defense, the Director of National Security, Professional Development Integration Office, Congressman Sam Farr, Congressman Ike Skelton, and His Excellency, Ambassador Prince Zeid of Jordan.

As you can imagine, the three-day program was stimulating and provided an extraordinary opportunity to hear directly from Pentagon leadership about the issues of the day. The Pentagon speakers repeatedly expressed their enthusiastic support for the Naval Postgraduate School, and the centrality of the school's mission in the Long War. Given scheduling demands of the individuals in these leadership positions, it was particularly gratifying to see the time each of the speakers gave to NPS. Almost all of the speakers pledged to visit NPS in the near future, and to continue their engagement with our mission.

It is crucial for our nation's leaders to see the NPS mission directly aligned with national priorities. This means we must continue our visits to Washington, D.C., and continue inviting Department of Defense and federal-agency leaders to visit the Naval Postgraduate School. In addition, we must expand our communications reach. We will continue

and expand the distribution of our quarterly magazine, *In Review*, in addition to developing new publications and media for keeping NPS at the forefront of leadership thinking and priorities. Finally, we need to assist our Foundation's efforts to expand the network of NPS supporters. Similar to computer network algorithms, arithmetically increasing the number of people in a network, exponentially increases the value of the network itself.

Members of the Naval Postgraduate School Foundation's President's Circle are all individuals who have contributed financially at significant levels to the Foundation. The group that went to Washington, D.C. included longstanding President's Circle members as well as very recent donors. We are fortunate to have these individuals as our friends and advocates, and to have the NPS Foundation as the rallying organization for our combined efforts to ensure a robust and energetic NPS future.

Thanks to all who made this such a successful event, and for everyone who has an interest in joining the NPS Foundation, please contact retired Rear Adm. Merrill Ruck (ret.) at the NPS Foundation office, 831-656-2427.

**Faculty Notes**

**Anne L. Clunan** authored the following Chapters: "Introduction: Identifying Biological Agents, Characterizing Events, Attributing Blame," "Building Information Networks for Bio-Security" and, with **Susan B. Martin**, "Conclusion: The Role of Attribution in Bio-Security Policy" in *Terrorism, War, or Disease? Unraveling the Use of Biological Weapons*, which she co-edited with Peter R. Lavoy and Susan B. Martin (Stanford: Stanford University Press, 2008).

**Journal Articles:**

**Douglas Porch** and **Maria Rasmussen** – "Demobilization of Paramilitaries in Colombia: Transformation or Transition" *Studies in Conflict and Terrorism* 31, No. 6 (June 2008).

**Thomas Johnson** – "No Sign until the Burst of Fire: Understanding the Pakistan-Afghanistan Frontier," with M. Chris

Mason, *International Security* 32, No. 4 (Spring 2008): 41-77.

**Thomas Johnson** – "Rethinking Afghanistan: Echoes of Ulster and the IRA?," with Richard English, *Policy Options* 29, No. 5 (May 2008): 25-32.

**Edward Olsen** – "Korean Nationalism in Divided Nation: Challenges to U.S. Policy," *Pacific Focus*, April 2008.

**Anne Marie Baylouny** – "Militarizing Welfare: Neoliberalism and Jordanian Policy," *Middle East Journal* 62, No. 2 (April 2008): 277-303.

**Mikhail Tsytkin** – "Perceptions and Misperceptions: Exploring the U.S.-Russian Strategic Impasse," *Strategic Insights VII*, No. 2 (April 2008) (with Jerome Conley)

**Thomas Johnson** – "Afghanistan: The Challenges Ahead," with Alec Metz, *Frontline Defense, Issue 2* (March 2008): 14-17.

**Announcements**

Professor of Defense Analysis Robert Giordano received the Naval Postgraduate School's prestigious Rear Admiral John Jay Schieffelin Award for Excellence in Teaching at the Spring Quarter awards ceremony, June 10. The honor recognizes faculty members who excel in instruction, based on a wide consensus measured by polling of both current students and graduates.

"The committee had no difficulty in deciding that Professor Giordano should be the winner," said the Schieffelin Award Committee chair Associate Prof. of Operations Research Robert Koyak. "His record stood out. It is not only outstanding in the latest survey, but he had a consistent record of high performance in the surveys back over six to seven years."

Student survey comments show why the committee's decision was so easy: "Professor Giordano is an extremely inspirational professor." "Amazing teacher who conveys complex ideas in a fun and understandable way." "Best instructor I have had -- clear, reasoned, concerned and knowledgeable." "Two thumbs up to the General."

Giordano, a recognized expert in discrete and probabilistic modeling, decision theory and game theory, served as professor and head of the Department of Mathematics at West Point for seven years before joining the NPS Defense Analysis Department in 1999. Involved in teaching since 1975 and an Olmstead Scholar for seven years, he has directed the international Mathematical Contest in Modeling since 1991. Giordano graduated from the U.S. Marine Academy in 1964 and served in the Army until 1995, including three tours with the 101st and 82nd Airborne Divisions and two tours in Vietnam. His publications include books on mathematical modeling, differential equations, dynamical systems, calculus, precalculus and mathematical teaching methodologies.

**Spring 2008 Faculty Awards:** 2008 Rear Admiral John J. Schieffelin Award for Teaching Excellence: Prof. Frank Giordano, Defense Analysis; Lieutenant Commander David L. Williams Outstanding Professor Award: Assoc. Prof. Jeffrey Knopf, National Security Affairs; Louis D. Liskin Award for Teaching Excellence in GSBPP: Diana Petross; Northrop Grumman Faculty Award for Excellence in Systems Engineering and Analysis: Prof. David Hart; Meyer Award for Teaching Excellence in Systems Engineering (Distance Learning): Dr. Eugene P. Paulo; Meyer Award for Teaching Excellence in Systems Engineering (Integrated Projects): Gary Langford; First Command Military Leadership Award: Marine Corps Lt. Col. Carl Oros.

Navy officers Lt. Benjamin Grant and Lt. Tiffany Hill presented their thesis research to the Assistant Secretary of the Navy (Financial Management and Comptroller), Dr. Douglas Brook, and the Director of the Office of the Budget, Rear Adm. Stanley Bozin, in Washington, D.C., where they were designated as Conrad Scholars in recognition of their distinguished academic achievement in financial management. Hill's thesis was titled: "An Analysis of the Organizational Structures Supporting PPBE within the Military Departments." Grant's thesis, "Density as a Cost Driver in Naval Submarine Design and Procurement" was also selected for the Association of Military Comptrollers Research Award. Grant was also awarded the Monterey Council Navy League Award for Highest Academic Achievement, DoN Award for Academic Excellence in Financial Management, American Society of Military Comptrollers Award for Excellence in Graduate Level Research, and the Louis D. Liskin Award for Excellence in Business and Public Policy.

**CALENDAR**

**July 1**

New Student Orientation and Information Fair  
POC Jocelyn Porzel Ext. 2290

**July 7**

Instruction Begins

**July 10**

New Spouse Orientation for incoming families  
POC Jocelyn Porzel Ext. 2290

**July 15**

Steve Blank  
Adjunct Professor: UC Berkeley & Stanford  
Secretary of the Navy Guest Lecture  
POC Protocol Ext. 2466

**July 15-17**

Eighth Annual MOVES Open House  
POC Cmdr. Joe Sullivan Ext. 7582

**July 22**

Retired Air Force Lt. Gen. Eugene D. Santarelli  
Santarelli Consulting, LLC  
Secretary of the Navy Guest Lecture  
POC Protocol Ext. 2466

**July 29**

Vice Adm. Jeffrey A. Wieringa  
Director, Defense Security Cooperation Agency  
Secretary of the Navy Guest Lecture  
POC Protocol Ext. 2466

**July 29-30**

Global Center Consortium Directors Conference  
POC Warren Hoy Ext. 1110

**September 26**

Coast Guard Adm. Thad W. Allen  
Commandant of the Coast Guard  
Graduation Speaker  
POC Protocol Ext. 2466

**October 11**

233rd Navy Ball  
Barbara McNitt Ballroom  
POC Joselyn Porzel Ext. 2290

**HISTORICAL HIGHLIGHTS**

Admiral Michael Mullen, a 1985 Naval Postgraduate School operations research alumnus, was sworn in as the Chief of Naval Operations on July 22, 2005, becoming the third NPS graduate to hold this position. The other alumni who became the Navy's top officer were Admiral Arleigh Burke (NPS class of 1930, ordnance engineering), who served as CNO from 1955-1961, and Admiral James Watkins (NPS class of 1958, mechanical engineering), who held the position from 1982-1986. Admiral Mullen was subsequently appointed Chairman of the Joint Chiefs of Staff in 2007 and is the first Naval Postgraduate School alumnus to hold this post.

*Historical Highlights are provided by the Dudley Knox Library*

