



## NPS Inaugurates First Civilian President, Provost

By MC3 Kellie Arakawa

For the first time in its nearly 100-year history, the Naval Postgraduate School welcomed the first civilian president and provost team to its executive office in a historic inauguration celebration and ceremony April 20-21.

NPS President Dan Oliver and NPS Provost Leonard Ferrari were recognized by the school and its educational, community and military partners at a black-tie dinner in Herrmann Hall April 20, and then formally conferred to their positions during an all-hands ceremony April 21.

Oliver, a retired vice admiral, was appointed President of NPS by the Secretary of the Navy in April 2007. He was commissioned in 1966 as a naval aviator and led a notable 34-year military career in which he served as the Chief of Naval Personnel and Deputy Chief of Naval Operations for Manpower and Personnel.

Ferrari began his position as Provost in July 2006 and served as the NPS Dean of Research prior to his appointment. He was the Head of the Bradley Department of Electrical and Computer Engineering as well as Vice Provost for Special Initiatives and Executive Director of the Institute for Information Technology at Virginia Tech., and has spent 30 years in academic faculty positions.

At the black-tie dinner, guest speakers Elisabeth Pate-Cornell, Professor and Chair, Management Science and Engineering at Stanford University, and retired Adm. Henry Mauz Jr., Chairman of the NPS Foundation, lauded the leadership qualities of Oliver and Ferrari, and expressed their confidence in the future of the school.

Ferrari noted the significance of the event and conveyed his high regard for the NPS

community. "I'm very proud of my association with this institution and of the caliber of the dedicated faculty, staff and students," he said. "They truly are the best and brightest our country has to offer, and it is my privilege to be selected as their Provost."

Graham Spanier, President of Pennsylvania State University, performed Ferrari's investiture at the inauguration ceremony and praised him for being "one of the nation's most respected academic leaders."

Spanier also called the inauguration of NPS' first civilian president and provost team a milestone that "acknowledges the increasing duality of its role in military and civilian life."

NPS Alumnus Vice Adm. Mark E. Ferguson III, Chief of Naval Personnel and Deputy Chief of Naval Operations for Manpower, Personnel, Training and Education, also lauded the school's new leadership during the ceremony.

In honor of another key NPS leader, Ferguson presented Air Force Col. David Smarsh, NPS Chief of Staff, with a Legion of Merit for his meritorious conduct and outstanding service as the Acting President of NPS from June 2006 to December 2006 and as Chief of Staff from July 2003 to April 2008.

G. Kim Wincup, Chairman of the NPS Board of Advisors, confirmed Oliver's appointment as President of NPS while Adm. Patrick Walsh, Vice Chief of Naval Operations, presented him with a badge of office, a symbol of the authority vested in him by the charter and bylaws of NPS.

"To be formally invested as President of NPS is a humbling and deeply felt honor made even more profound after spending this past year here and learning about the breadth and richness of the education, research and service that are the Naval Postgraduate School," said Oliver.



(Seated from left) Naval Postgraduate School Chaplain Lt. Cmdr. Darrell Wesley, Chief of Naval Personnel Vice Adm. Mark E. Ferguson III, NPS Board of Advisors Chairman G. Kim Wincup, NPS President Dan Oliver and Vice Chief of Naval Operations Adm. Patrick Walsh listen intently as Pennsylvania State University President Graham Spanier praises the school's first civilian president and provost team during their inauguration ceremony April 21.

"I have had the honor of meeting extraordinary faculty, students and staff here, learning about your contributions and your passion for your work and your university."

In closing, Oliver acknowledged the importance of NPS' role in preventing wars as well as prevailing in them when necessary. He also emphasized the school's commitment to its alumni and their fellow service members who

are engaging in global security efforts. "It is in our duty to them, in our memory of those who have gone before and in anticipation of those who will follow, that we must commit our collective ardent endeavors to make this the wonderful university the best that it can be," Oliver said. "After all, that is what our motto, 'Excellence Through Knowledge,' expects of us."

## Affirming the Quality of NPS

NPS is building momentum in the process of reaffirming its accreditation through the Western Association of Schools and Colleges (WASC). What is accreditation and WASC? Contrary to some notions, WASC is not an external organization, but one created from the colleges and universities located within a geographical region, in this case, California and Hawaii. There are accrediting organizations throughout the U.S.

Accreditation is a process whereby these universities agree to abide by formal standards of quality for their educational programs. NPS has been an accredited institution since 1955.

The current process of reaffirmation occurs over a three year period. Our NPS WASC Steering Committee has been actively working since 2006. Faculty members from each school, as well as staff representing key support areas, have been actively engaged. For a complete list of members, go to the website <http://intranet.nps.edu/WASC>.

NPS submitted a successful proposal laying out themes for the reaffirmation process. These themes, which will guide our self-study, are:

- Theme One: Strategic planning for the next NPS centennial
- Theme Two: Integrating a campus-wide program of continuous improvement
- Theme Three: Supporting an evolving academic enterprise

These themes reflect the many issues NPS has tackled over the past year – a new strategic plan, understanding how to provide the highest quality graduate education

programs, as well as the administrative support needed for those programs.

The next stage in the reaffirmation process is the capacity review. In spring 2009, a team of faculty and administrators from other universities will visit NPS to review the fiscal, physical, personnel, technical and other infrastructure supporting our academic mission. To aid in this review, NPS is crafting a capacity self-study and submitting it to WASC in December 2008. The Capacity and Preparatory Review Task Force, chaired by Eleanor Uhlinger, University Librarian, has been working on this study, which will be available for campus comment later this year.

Concurrently, a separate group, the Educational Effectiveness Task Force, chaired by Dr. Doug Moses, Vice Provost for Academic Affairs, is working on the last stage. In fall 2010, a second team of visitors from other institutions will come to NPS to review what NPS does to meet its mission and to evaluate the quality of its educational programs. The Educational Effectiveness Report will be submitted to WASC in spring 2010 and will document the ways in which NPS evaluates its academic programs.

Recently, NPS has advanced on a number of relevant fronts: development of a strategic plan with metrics for evaluation, new business processes and budget models, establishment and implementation of an academic program review. These strong efforts at continuous self-examination and improvement will make the reaffirmation process a successful and positive experience, as well as demonstrating the high quality of NPS.

Students attending the 2008 International Technology for Information Operations Workshop pose for a group portrait at NPS' International Flag Garden and Fountain. This year's participants not only included the Swedish Marine Corps, Army, Navy and National Defence College, but were also accompanied by German Navy, Chilean Air Force and Royal Thai Air Force representatives. The NPS Center for Joint Services Electronic Warfare is a major focal point for both industrial and Department of Defense information and electronic warfare research.



### IN BRIEF

- The NPS Foundation is sponsoring its Quarterly Event on May 29, 2008, beginning at 5:30 p.m. in the ME Auditorium. This event will feature Brian Binnie, test pilot for the new space craft SpaceShipOne. All are invited to attend the event, but RSVPs are requested. Please contact Katie Van Dolah at Ext. 7781 in the Foundation Office to confirm your attendance.
- Secretary of the Navy Guest Lecturers for the month of May include U.S. Air Force General Bruce Carlson, Commander, Air Force Material Command; Dr. Charles McQueary, Director, DoD Operational Test and Evaluation; and Senator Gary Hart. They will speak on May 13, 20 and 27, respectively.
- President Oliver and Provost Ferrari recently engaged a management consultant firm to provide advice about the most effective executive management structure for NPS. LMI is the management consultant firm selected for the NPS engagement, and their report can be read on the NPS intranet under Administration. The organizational structure recommended, and adopted by NPS, effective immediately, is also found on the intranet under Administration. The organizational changes only affect the positions reporting to the Office of the President and the executive-level meeting structure and scheduling.
- Monterey Pines Golf Course and Driving Range is undergoing an extensive renovation that includes a new irrigation system, tees, greens, bunkers and changes to the present layout to enhance safety, playability and aesthetics. The renovation is being done by the Kevin Tucker Design Group (KTDG) and Tommy Abbot Construction Company. KTDG has received numerous achievement awards and recognition for design excellence, including the "Landscape Design Award (Type E) Renovation of Golf Greens at Deer Run Golf Course" at Little Rock Air Force Base in Arkansas, and Koasati Pines in Kinder, Louisiana, which was ranked as the seventh best upscale daily fee golf course in the country by Golf Digest and ranked number one in the state of Louisiana. Monterey Pines is scheduled to reopen in early 2009.

*Message From*  
**Vice President Information Resources/CIO**



**Dr. Christine Cermak**

This marks the fifth year of our IT strategic plan, *The Information Revolution: Planning for Institutional Change*: ([http://www.nps.edu/Technology/PDF/Strategic\\_Plan\\_FIN.pdf](http://www.nps.edu/Technology/PDF/Strategic_Plan_FIN.pdf))

The plan was the result of many meetings with faculty, students and administrators, and site visits to other universities and Navy commands. Vital to the plan's

development and eventual endorsement by NPS leadership and implementation was the IT Task Force, a group of faculty, staff and students representing the major academic and administrative areas on campus.

Under the current strategic plan, we moved as a community to the .edu domain. We also joined the state's higher education network which links the UC and CSU campuses, Cal Tech, Stanford, and the University of Southern California, a move that could not have been accomplished without the assistance of the County of Monterey. We deployed a wireless network, established a Technology Assistance Center with tiered levels of support for our customers, formalized a coordinated approach to software licenses for the campus, developed a classroom technology inventory and life cycle replacement plan, piloted new technologies for the campus, and established a High-Performance Computing program with seed funding from the Dean of Research and additional support from the

Department of Defense High-Performance Computing Program.

With the assistance of the City of Monterey, we established the Monterey Peninsula DoD-Net, linking all of the Department of Defense organizations in the area, providing a high-speed connection which opens the door for increased collaborations. The Navy Higher Education IT Consortium was formed by the three CIOs of the Navy's higher-education institutions, creating a forum to share information, develop common approaches to selected issues, and to report to our collective leadership on our progress.

All of our progress involved partnership — first and foremost with our faculty, staff and students, but also with local government, the state's network system, our industry colleagues, other universities and the Department of Defense. I would like to take this opportunity to thank you for your support to date, and ask for your continued support over the next months as we share the plan for the next 5 years for your review and comment.

**Faculty Notes**

On April 1, 2008, Provost Leonard Ferrari announced that tenure was awarded to Christopher Darken, Gurminder Singh, Pantelimon Stanica; promotion to Professor and award of tenure was given to Brett Borden; promotion to Professor was awarded to Monique Fargues, John McEachen, Dan Moran, Jeffrey Paduan, Anna Simons, Kevin Smith, and Qing Wang; promotion to Research Associate Professor was given to Joseph Blau; and promotion to Senior Lecturer was awarded to Richard Cote, Don Summers and Elliott Yoder.

New Hires		
Jovanna Rosen Research Assistant	Eileen Schnur Librarian	Marci L. Ward Purchasing Agent

**2nd Annual ISFAO Conference Held at NPS**

Foreign Area Officers (FAOs) from all four military services convened at the Naval Postgraduate School Apr. 10-11 for the second annual Inter-Service Foreign Area Officer (ISFAO) Conference.

Organized and hosted by the Foreign Area Officer Association of Monterey, a student organization of FAO candidates from NPS and the Defense Language Institute Foreign Language Center (DLI), the event featured interdisciplinary panels of deployed FAOs and academic, military, State Department and non-governmental organization experts addressing the national-security issues that transcend national, regional and cultural boundaries. The association's mission is to consolidate and advance the joint-service interests of FAOs and to develop the inter-service social networks essential to the performance of their duties worldwide.

The conference theme, "Working the Seams: Consistency and Coordination

Across Six Areas of Responsibility" - the global regions the military uses to organize its operations overseas - was fleshed out in regional and functional forums. The panels identified the resources and best practices FAOs can use to understand and brief the strategic goals and challenges facing the U.S. military abroad. Its 28 hours of sessions addressed the questions, "What common challenges do U.S. Foreign Area Officers from all services face that transcend Combatant Commander regional boundaries?" and "How can an inter-service community of FAOs address those challenges?"

Foreign Area Officers are politico-military officers who undergo mid-career training and education in regional studies and foreign languages in preparation for assignments as military attachés in U.S. embassies,

security assistance officers and advisors on international operations. The majority of FAO trainees from all services undergo this instruction at NPS, which currently has 32 FAO candidate students, and DLI. In general military terminology, FAOs include Army, Navy and Marine Corps officers as well as Air Force Regional Area Specialists and Political Area Specialists. The Navy's FAO program is the most recent of the four services, having been stood up in 2005.



**ITACS LAUNCHES NAVCAST**

The new, improved NPS streaming media and video-on-demand portal, the NPS Academic Video Webcast (NAVCast), went live in late March. The culmination of seven months of work for the ITACS project team charged with modernizing the highly successful streaming media project which began in 2002, NAVCast is powered by the VBrick EtherneTV system, used to run similar streaming portals at NPS partner institutions — the U.S. Naval Academy and Defense Language Institute — and many other higher education institutions such as Harvard, Cornell, University of California and the University of Southern California.

NAVCast replaces the functionality of the legacy Webcast-in-a-box system while adding some exciting, new features. The system enables NPS to encode content in both Microsoft's Windows Media and open source MPEG4 formats, and also provides the capability to encode and stream in DVD quality MPEG2 format for sharing video content with those with larger bandwidth capabilities, such as our CENIC partners.

By being fully Lightweight Direct Access Protocol compliant — using standard NPS usernames and passwords to access the system, NAVCast is designed to be highly scalable to meet the needs of the projected growth within the NPS distributed-learning environment.

One of the most exciting new features of NAVCast is its ability to rebroadcast television signals over the existing NPS IP network, eliminating the need to install cabling in offices and conference facilities that need access to television programming. NAVCast programming is available to internal NPS users via the NAVCast portal.

The VBrick system was installed by ITACS personnel over the winter break, after which members of the ITACS Distributed Learning Technology team configured and tested the system to ensure that it meets the needs of the NPS academic community.

External users can access NAVCast via <https://navcast.nps.edu>, while internal NPS users can access it at: <https://intranet.nps.edu/navcast>.

**CALENDAR**

**May 1**  
DLI Commandant, Assistant Commandant, Provost and DCSOPS  
Visit to the Global Center  
POC Warren Hoy Ext. 1110

**May 5 - 9**  
14th Maritime Theater Missile Defense Forum  
Spanagel 101  
POC Mary Megus (301) 573-4892

**May 6 - 8**  
Eighth International Mine Warfare Symposium  
POC Rick Williams Ext. 7702

**May 10 - 12**  
Foreign Naval Attachés Corps  
CNO Navy Foreign Liaison's Office  
NPS Site Visit  
POC Debra Gustowski (703) 695-0458

**May 12 - 16**  
Honorable James Finley, Deputy Undersecretary  
Acquisition and Technology  
POC Dean Beck Ext. 2471

**May 13**  
Gen. Bruce Carlson, USAF  
Commander, Air Force Material Command  
Secretary of the Navy Guest Lecture  
POC Protocol Ext. 2466

**May 13 - 16**  
Transition Assistance Program Workshop  
POC Lawrence Burton Ext. 7628  
POC Oliver White Ext. 2408

**May 14 - 15**  
5th Annual Acquisition Research Symposium  
POC Karey Shaffer Ext. 2257

**May 15 - 16**  
Rear Adm. Larry Rice  
Director, Environmental Readiness Divisions  
Meetings with USW and METOC students  
POC CDR Stone Ext. 3269

**May 20**  
Gen. Franciszek Gagor  
Chief of the General Staff, Poland  
NPS Site Visit  
POC Protocol Ext. 2466

**May 20**  
Dr. Charles McQueary  
Director, DoD Operational Test and Evaluation  
Secretary of the Navy Guest Lecture  
POC Protocol Ext. 2466

**May 27**  
Senator Gary Hart  
Secretary of the Navy Guest Lecture  
POC Protocol Ext. 2466

**HISTORICAL HIGHLIGHTS**

Admiral Arleigh Burke won the deep respect and admiration of shipmates, American citizens and political leaders for his daring naval exploits and expertise. A 1930 NPS alumnus, he served an unprecedented three terms as Chief of Naval Operations at a critical time in world history.

In May 1959, he spoke to students and faculty at the Naval Postgraduate School and noted: "This year we mark the 50th anniversary of the founding of this splendid school. In 1909 ten students in Marine Engineering constituted the first class in the Navy's postgraduate school program, a program which has grown and expanded over the years."

