



NAVAL POSTGRADUATE SCHOOL

UPDATE

NPS



U.S. Navy photo by Javier Chagoya

CNO Delivers All Hands Message at NPS

By Amanda D. Stein

The Chief of Naval Operations visited NPS for an all hands call, Feb. 1.

Adm. Jonathan W. Greenert met with NPS students, faculty and staff to discuss where the Navy is presently, and where leadership hopes to focus efforts in the future. He took questions from attendees, addressing a range of issues that matter to the Navy community — from budget and resources to the role of training and education for the fleet.

“I want to tell you right off the bat, this institution is a very big part of where I want to take this Navy, and where whoever relieves me has to take this Navy [...] That balance of postgraduate education and the research you do here is very important,” he said. “We are fortunate to have the students that we attract, the world-renowned faculty that we have here, and the administration that makes it all come together.”

“Knowing that when I go, people like you will come in and take care of the Navy makes me feel good and I appreciate it very much.”
— Chief of Naval Operations Adm. Jonathan W. Greenert

In addressing the current concerns of the Navy, Greenert pointed to his four main areas of focus — sexual assault, suicide, operations tempo and manning. He spoke about the importance of establishing or maintaining a Navy presence at the major maritime crossroads. He reinforced that strategic operations are critical for the Navy to fulfill the mission of ensuring national and international security in the maritime domain.

“We need to continue to develop places around the strategic maritime crossroads. This is where the stuff of the world, that makes the world economy tick, goes through,” Greenert explained. “We have to have access to these places where we can repair, restore, relax and refurbish. These will be a big part of our future as we operate forward.”

In closing his presentation to the audience, the CNO expressed his appreciation for the students’ candid questions, and their ability to lead the future fleet.

“It’s really invigorating to get the questions that I’m getting. You guys are thinking about things, and my time is limited. And knowing that when I go, people like you will come in and take care of the Navy makes me feel good and I appreciate it very much.”

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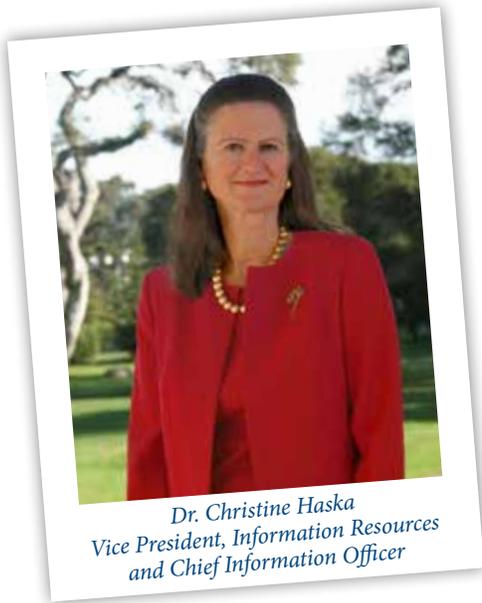
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FEBRUARY 2013

A Message From ... Dr. Christine Haska

Vice President, Information Resources and Chief Information Officer



The Naval Postgraduate School is scheduled for a Cybersecurity Inspection (CSI). These inspections are conducted by Fleet Cyber Command, Office of Compliance and Assessment (OCA). Our inspection will be held September 9–13, 2013 and will include our secret and unclassified education networks. We have undergone similar inspections in the past — for our .mil and classified networks, and we have received exceptional marks. What is unusual about this CSI is the inclusion of the .edu network since the criteria used for CSI are geared to lockdown DOD requirements and not aligned with university mission. We are working with our colleagues at USNA and NWC to better define the CSI scope and to suggest redefinitions of criteria to be more appropriate for our environment. However, at this point, we must proceed with what we know now.

ITACS is preparing for this inspection by running scans, patching systems, re-configuring devices, and validating policies. We ask for your assistance and cooperation in the preparations. There will be some changes that we are obligated to implement to ensure an adequate security posture.

Some important steps have been taken that I would like to share with you. In the final months of 2012, ITACS successfully deployed the Network Access Controller (NAC) which includes all campus wired and wireless network connections, the Virtual Private Network (VPN), and in other NPS areas such as the golf course annex and the La Mesa housing area. During the first week of December, all campus wireless and VPN users were required to install the SafeConnect policy key on their laptops and workstations prior to connecting to the NPS

network, and throughout the month, the NAC monitored all systems for outdated antivirus software and/or operating systems. Users with outdated software were then notified and instructed on how to remediate the problem before February 14, the day that ITACS will start to quarantine all non-compliant systems to resolve these issues.

With the campus' help and cooperation, NPS will be ready for this [cybersecurity] inspection and be able to show our compliance with the strictest security standards.

Another upcoming step will be the implementation of a global policy requiring all passwords to contain 15 characters or more, including Unix and Linux-based systems and non-ERN domain Windows systems, which will be added to the password management system. Beginning February 15, all users will be required to conform to the new policy when they are asked to change their passwords.

There will be some additions to our maintenance schedule and I will be scheduling meetings with departments to explain those changes and to answer any questions you may have.

For support, questions or concerns on any of these upcoming changes, please e-mail the Help Desk at HelpDeskITACS@nps.edu or call the Technology Assistance Center (TAC) at Ext. 1046.

With your help, NPS will be ready for this inspection and be able to show our compliance with the appropriate security standards. At the same time, we will demonstrate the importance of our .edu as a strategic enabler of NPS mission. As a reminder, we all enjoy a special status to be able to operate a “.edu” network — please support us in showing the Department of Navy how we honor this status with a disciplined cybersecurity posture. Thank you for working with us to a successful completion of this inspection.

NPS Librarian Honored with Coveted Industry Award

By MC1 Rob Rubio

The Carnegie Corporation of New York and The New York Times recently presented the “I Love My Librarian” Award to NPS’ Dudley Knox Library Outreach and Collection Development Manager Greta E. Marlatt.



NPS’ Dudley Knox Library Outreach and Collection Development Manager Greta E. Marlatt was joined by both NPS students and alumni, pictured above, as she accepted the “I Love My Librarian” Award. (Photo provided by Greta Marlatt)

“I appreciate the ability to serve the NPS population and the freedom and flexibility to support their needs,” said Marlatt.

Marlatt traveled to New York for the award presentation where she was joined by both NPS students and alumni in a dramatic show of support.

“Greta is a consummate professional — a librarian who exemplifies service and attention to customer need — anytime and anywhere they need her, wherever they may be. The true significance of this award is that Greta was nominated by those she directly serves — the faculty, students and staff of the Naval Postgraduate School,” said NPS University Librarian Eleanor Uhlinger.

“They indeed ‘love their librarian.’ Greta is one of Dudley Knox Library’s best assets and demonstrates the significant contributions the Naval Postgraduate School makes to the U.S. Navy as well as to the broader U.S. and international security and defense communities.” Uhlinger added.

The award was the result of a nomination effort led by NPS Department of National Security Affairs Distinguished Professor Dr. Tom Bruneau, and three other members of the NPS community. The nomination process required patrons of the library to tell how their librarian of choice impacts their community.

“I nominated Greta Marlatt for the ‘I Love my Librarian’ Award as she richly deserves it,” explained Bruneau. “She has assisted me consistently in my own research, has always been willing to meet with our officer degree students in the national security affairs department to tell them about sources for research, and has also been willing to meet with international officers participating in Center for Civil-Military Relations seminars to expose them to a huge variety of sources for research. And, she has been responsive to all those she has come in contact with in providing, quickly and efficiently, ongoing research materials.”

There were 10 winners from 1,500 nominations, with Marlatt winning in the “College Community or University” category. Nominees represented public, college, community college, school and university libraries.



NPS’ Dudley Knox Library Outreach and Collection Development Manager Greta E. Marlatt holds her “I Love My Librarian Award,” in her office, Jan. 4 (U.S. Navy photo by MC1 Rob Rubio)

“It was very humbling and a huge surprise ... it’s an honor,” said Marlatt. “One of the things that was the most special to me was that I was nominated by the people that I serve.”

In addition to her work as a reference librarian, Marlatt spends much of her time working with the Center for Homeland Defense and Security. She also supports library outreach activities and various library collection development efforts.

from the
MEZZ

On Jan. 9–10, Assistant Secretary of the Navy (Manpower and Reserve Affairs) Juan Garcia returned to campus for additional meetings with local area leadership, part of the community involvement plan initiated by NPS Interim President Rear Adm. Jan E. Tighe at the request of the Secretary of the Navy. During his two-day visit, Garcia also toured campus laboratories and research facilities, met with faculty, and held a question and answer discussion with several students.

On Jan. 22, Tighe held her first admiral’s call with the university’s small cadre of enlisted staff, dedicating her time with this community to thank them for the critical support they provide the institution. She fielded several questions from the group, as well as solicited recommendations for improvement.

Throughout the month of January, the Provost Search Committee welcomed the latest three finalist candidates for the position of Executive Vice President and Provost for a series of campus interviews, discussions with leadership, as well as open forum meetings with the NPS community. The committee will be accepting feedback on all of the final candidates from the campus in early February, which can be directed to committee chair Dr. John Arquilla, or Vice President for Information Resources and Chief Information Officer Dr. Christine Haska. All of the candidates’ application materials can be found on the Provost Search Committee website at <https://cle.nps.edu/xsl-portal/site/PSC-Public>.

From the Mezz provides a brief report on the activities of NPS’ senior administration. For more details on any of these reports, please contact the Office of Institutional Advancement at pao@nps.edu.



NORAD, NORTHCOM Commander U.S. Army Gen. Charles H. Jacoby Jr. on campus, Jan. 31. (U.S. Navy photo by Javier Chagoya)

NORTHCOM, NORAD Commander Talks Civil Support

By Kenneth A. Stewart

Army Gen. Charles H. Jacoby Jr., Commander of the North American Aerospace Defense Command (NORAD) and U.S. Northern Command (USNORTHCOM), visited the NPS, Jan 31.

Jacoby spent much of his visit with students and faculty in the university's Center for Homeland Defense and Security (CHDS), and expressed his initial impressions of the students, and on educational as a whole, during a gathering with the group near the end of his visit.

"This is a great group to have sitting together as a team," he said. "I am a big believer that if we are down to our last dollar, we should spend it on education."

In partnership with Canada, NORAD conducts aerospace warning, aerospace control and maritime warning in defense of North America. Jacoby's visit to NPS, however, was more directly connected to his role as USNORTHCOM's chief.

Jacoby is the first Army officer to command USNORTHCOM since it was established Oct. 1, 2002 to provide command and control of Department of Defense homeland defense efforts and to coordinate defense support of civil authorities.

CHDS' eclectic student population is a diverse mix of professionals and first responders at local, state and federal levels, and Jacoby recognized the value added by the many perspectives addressing homeland security's challenges.

"I am very happy that we have this talented group from their respective agencies thinking, collaborating and working together here on homeland security," said Jacoby.

"We are like a petri dish where different stakeholders can conduct research and grow solutions to our nation's most pressing homeland security issues," added CHDS Executive Director Dr. Ted Lewis.

CHDS has been working with USNORTHCOM to provide advanced education to civilian and active duty officers from the command for the last 11 years. Over that span, 29 USNORTHCOM students have graduated from NPS with advanced degrees.

In addition to meeting with students and faculty at CHDS, Jacoby met with NPS leadership and received briefings on cutting-edge research and technology programs at the university.

Jacoby toured NPS' Common Operational Research Environment Laboratory where he met with students and faculty working together to illuminate criminal and insurgent networks.

In closing, Jacoby expressed a positive review of his time spent on campus, and was committed to continuing the dialogue.

"I hope we will continue to work together," said Jacoby. "Everything that you are doing here is important to us. I have about a million questions for you, and I look forward to continuing this dialogue."

Examining Foreign Aid and Its Impact on Democracy

In his recently released book, "Aid Dependence in Cambodia: How Foreign Assistance Undermines Democracy," NPS Department of National Security Affairs Assistant Professor Dr. Sophal Ear argues that long-term foreign aid has become a lucrative industry wherein both aid workers and corrupt governments benefit from donor-nation generosity without improving the lives of their constituents.

"The incentives on all sides are perverse," said Ear. "Foreign aid often carries with it the unintended consequence of disincentivizing countries to find their own solutions."

Ear describes a poisonous environment wherein recipient nations forego the accountability inherent through public taxation by living off of foreign aid and "bribe taxes."

"The problem of low tax revenues is common in less developed countries, these nations have no incentive to tax their citizenry because of the contributions of foreign donors," said Ear.



Former Army Under Secretary Explores Federal Budget with GSBPP Students

By Amanda D. Stein

As part of a guest lecture by former Under Secretary of the Army Nelson Ford, students in the Graduate School of Business and Public Policy's Defense Budget and Financial Management Policy class were presented with a simulation, Jan. 16, for exploring how to reduce the federal debt.

"The military budget is a large portion of the discretionary budget, which means we are one of the first ones to be looked at when it comes to identifying cost saving measures, cuts and reduction in benefits," said Marine Corps student Maj. Petra Seipel. "The decisions that were posed within the simulation exercise made it clear that to balance the budget we need to look at the underlying laws that make our expenditures higher than the revenue we take in."

Ford presented students with an online budget simulator by the Committee for a Responsible Federal Budget, and tasked them with proposing how to reduce the national debt to 60 percent of the gross do-

mestic product by 2021. Having worked in both the public and private sectors, Ford has a good idea of the management and resource challenges that await the class of future military and civilian leaders he was addressing. Prior to serving as under secretary, Ford was the assistant secretary of the Army for financial management and comptroller. Today, he serves as president and chief executive officer of consulting firm LMI.

"What I hope that the students take away from the class are three big ideas," said Ford. "The first is that we are borrowing a trillion dollars a year and, if we don't stop, we'll wreck the economy and the country. Second, you can't solve the problem with cuts in defense and other discretionary spending because it only represents 30 percent of the total spending. And lastly, you have to make major reductions in entitlements and reduce tax expenditures to achieve fiscal stability. And their generation needs to lead the charge to make this happen."

Famed Submariner Addresses NPS Student Body

By Kenneth A. Stewart

Motivational author and former commander of the *USS Santa Fe*, retired U.S. Navy Capt. David Marquet, addressed Naval Postgraduate School students, faculty and staff in the university's King Auditorium, Jan 15. Marquet gained notoriety across the Navy when he transformed the reputation of the *Santa Fe* and its crew from that of failure to award-winning success.

"When I took command of the *Santa Fe*, the spark of greatness was hard to find, the crew had been told they were substandard, the previous commander had quit. It was the worst submarine in the fleet," said Marquet.

The leadership lessons Marquet learned while turning around the *Santa Fe* are captured in the book, "Turn the Ship Around — How to Create Leadership at Every Level."

Marquet espouses a philosophy that champions leadership in every sector of the workforce, and the idea that behavior precedes culture.

"The act precedes the thought ... the habit precedes the culture," said Marquet. "If you focus on changing a behavior, the culture will change."

In his tenure as commander of the *Santa Fe*, Marquet says he adopted several unconventional habits. He nearly stopped giving orders, he demanded equal divisions of labor without regard to rank or seniority, and he focused on objectives over instructions.

"The object is not to follow the instructions, the objective is to put out the fire," said Marquet.

His methods raised eyebrows, but Marquet insists that his approach instilled pride and helped subordinates to see both the value of service and the professionalism that is born of personal responsibility.

"Your legacy is what your people achieve, it's not the grade you achieve," said Marquet. "It's the grade that your people achieve in your absence."



FACULTY news & notes

Graduate School of Business and Public Policy Assistant Professor of Management **Edward Powley** recently released a journal article, titled "The processes and mechanisms of organizational healing," featured in the *Journal of Applied Behavioral Science*.

MOVES Institute Research Associate Professor **Sean P. McKenna** served as lead researcher and author of a recently published journal article, "Automatic Detection of a Subsurface Wire Using an Electromagnetic Gradiometer," featured in "IEEE Transactions on Geoscience and Remote Sensing." The work is a collaborative effort with the U.S. Army Engineer Research & Development Center.

Mechanical and Aerospace Engineering Research Assistant Professor **Mark Karpenko** co-authored an article, titled "Overclock my Satellite," featured in the "IEEE Spectrum Magazine." It describes some of the work that the NPS control and optimization laboratories completed on NASA's TRACE space telescope.

Mathematics Applied Professor **Pante Stanica** co-authored an article, titled "The inverse of banded matrices," featured in the "Journal of Computational and Applied Mathematics." The paper develops a general method to find inverses of square matrices, if they exist, and applies that method to compute explicit factorizations of banded matrices.

THIS MONTH ON INSIDE NPS

- Interview with Assistant Secretary of the Navy for Manpower and Reserve Affairs Juan M. Garcia, III
 - Interview with Naval Postgraduate School Interim President Rear Adm. Jan E. Tighe
 - NPS Spotlight — Supervisory Librarian Greta Marlatt, recipient of the "I Love My Librarian" Award
 - Interviews with University Librarian Eleanor Uhlinger and National Security Affairs Distinguished Professor Thomas Bruneau
- "INSIDE NPS" AIRS WEEKLY ON THE PENTAGON CHANNEL

Faculty, Researchers Stand Up Littoral Ops Center

By Kenneth A. Stewart

Faculty at the Naval Postgraduate School are advancing the university's education and research into the operational and strategic complexities of the near shore environment with the establishment of the Littoral Operations Center (LOC).

Littoral warfare refers to naval campaigns that take place in shallow coastal areas characterized by heavy traffic, varying depth and nearby population centers. The littorals have been a longtime focal point of 21st century naval strategy, culminating with the development of a new class of ship, the littoral combat ship, designed for these unique environments.

"The LOC will conduct and promote the study of U.S. Navy and allied partner nation policy, strategy and technology necessary to deal with conventional, irregular and criminal threats in these crowded and cluttered coastal waters and their adjacent lands," said LOC Director, NPS Senior Lecturer Dr. Kalev Sepp.

The Navy is making big investments in littoral technology—there are currently 20 plus littoral vessels in the works, but constructing the vessels is just the beginning. And according to NPS Professor of Practice, retired U.S. Navy Capt. Wayne Hughes, as the vessels continue to be integrated into the fleet, decision-makers must determine the optimal weapons, radar and communications systems, and strategies, necessary to make the vessels most effective.

Hughes has been thinking about littoral operations for over 30 years

and was instrumental in the creation of a littoral center at NPS. He was aided in his efforts by, amongst others, retired U.S. Navy Cmdr. Stephen Benson, a littorals expert now working with the contractor providing the primary surveillance radar on one of the currently operating littoral vessels.

"For the last 10 years, I have been passionate about [littoral operations]. I believed that at one point, these ground campaigns would shift and we would need to focus our attention on littoral strategies," said Benson. "It dawned on me that we have 24 ships coming and it was time to stop the grouching and begin the work of figuring out how the ships were going to be employed around the world... I knew the Navy was working this problem, and I began looking for ways to help."



A team of Naval Postgraduate School faculty — from left to right, retired Army Col. Jeffrey Appleget, retired Navy Capt. Jeff Kline, Dr. Kalev Sepp and retired Navy Capt. Wayne Hughes — have led the establishment of the university's newest academic center, the Littoral Operations Center. (U.S. Navy photo Javier Chagoya)

The first significant U.S. littoral warfare occurred during the civil war between ironclads, the *USS Monitor* and the *CSS Virginia*. Littoral warfare was also conducted in Vietnam, but interest dwindled after the conflict as the U.S. Navy focused on deep-water operations during the height of the Cold War. Present interest reflects changing geopolitical concerns, economics and the realization that

naval forces around the world will be required to do more with less.

As NPS researchers explore littoral strategies and determine the correct mix of technology, weaponry and tactics, they are drawing upon the expertise of NPS' unique student body through wargaming exercises and campaign analysis courses.

Focus On ... Marine Camaraderie

A Monthly Look at Names and Faces on Campus

While much emphasis is placed on Navy operations and research needs, the NPS community is as diverse as they come. Students from across services come from around the world for the common goal of a graduate education. To be sure that the diverse student population is equally connected and supported in the needs of their branch of service, NPS has a number of service representatives on staff. Among them is the Senior Marine Corps Representative, Col. Mitch McCarthy, a 1999 graduate of NPS.

McCarthy leads Marine Corps officers and staff non-commissioned officers at NPS and DLL, ensuring coordination is affected at various levels within the Marine Corps to meet the students' needs. Prior to his arrival five months ago, he was tasked with tying Marine Corps research needs to extensive capabilities at NPS.

"The Thesis Research Working Group, which we look to execute February 25–27, 2013, will work to bring sponsors for

the Marine Corps here to present their research issues," he explained. "Then, students, faculty and sponsors will divide into breakout sessions to discuss the parameters of the particular research needs." McCarthy sees the working group as a potentially valuable opportunity to connect students, faculty and sponsors.

In addition to leading and serving our Marines, as well as, helping the Marine Corps establish a research presence on campus, McCarthy enjoys hav-



ing close bonds with Marine students at NPS.

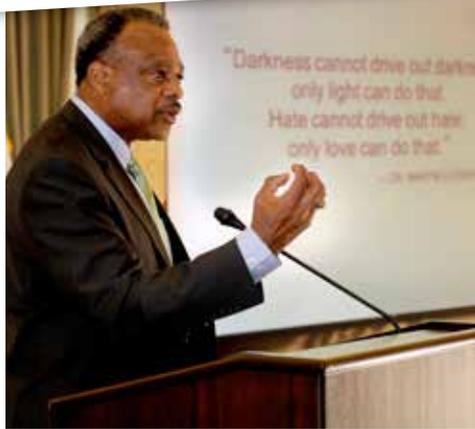
"Being a Marine here aboard NPS, keeping the Marines informed and making sure they are taken care of, is part of continuing the camaraderie that Marine officers have come to expect."

Any Day at NPS ...



Assistant Secretary of the Navy for Manpower and Reserve Affairs Juan M. Garcia III, right, greets U.S. Navy Cmdr. Sidney Hodgson before a working breakfast with NPS student representatives. Garcia met with students during a campus visit to discuss a wide range of topics including academics, quality of life and future assignment opportunities. (U.S. Navy photo by MCI Grant P. Ammon)

Battery industry leader, retired U.S. Air Force Lt. Col. Kris Johannessen, addresses students and faculty in NPS' Mechanical Engineering Auditorium, Jan. 11, for the first in a series of seminars through NPS' Defense Energy program. Johannessen's company has been supplying battery technologies to the military since 1944, and has powered, among other things, the latest Mars Rover. (U.S. Navy photo by Javier Chagoya)



Retired U.S. Marine Corps Maj. Gen. Anthony L. Jackson speaks to attendees at the Martin Luther King Jr. Birthday Breakfast, hosted by the Monterey Chapter of the National Naval Officers Association and the Naval Postgraduate School, Jan. 19. (U.S. Navy photo by MCI Leonardo Carrillo)

Commander of U.S. Navy Fleet Cyber Command/ U.S. 10th Fleet Vice Adm. Michael S. Rogers shared both lunch and wisdom with Information Dominance Corps (IDC) students, Jan. 8. Rogers answered student questions and offered valuable advice to IDC professionals working to meet the Navy's most pressing cyber warfare challenges. (U.S. Navy photo by MCI Leonardo Carrillo)



NPS Department of Mechanical and Aerospace Engineering Associate Professor Luke Brewer, pictured with students in the Materials Research Laboratory, was recently named the 2012 winner of the Carl E. and Jessie W. Menneken Faculty Award for Excellence in Scientific Research. His work on the microscopic structure of metals is garnering national attention in the dynamic field of materials research. (U.S. Navy photo by Javier Chagoya)



STUDENT voice

By Lt. Kris Yost, Chairman
President's Student Council

I hope that the new quarter is off to a great start and the newest members of the NPS community are settling in and enjoying their time in Monterey. I would like to take this opportunity to give the student body an update on what the student council has been engaged in.

First, we have had the opportunity to speak with potential provost candidates through a question and answer format session, which allowed the candidates to hear some of the concerns from the students themselves, and I believe these meetings will be a benefit to whomever is chosen to fill that position.

We have also been working closely with the Veterans Transition Center of Monterey County, and Maj. Ray Erickson has done a terrific job in taking the lead on our efforts there, and we could not have done it without him.

Before I became chairman, the council was working to implement a book exchange program for NPS, and thanks to Lt. Graham Fletterich's creativity and hard work, it is now up and running! The book exchange will allow us, the students, to trade with each other in the hopes of mitigating some of the costs for books.

As always, if you are interested in being a member or just coming to a meeting, we would love to have you, and if you ever have any issues or concerns do not hesitate to contact me at klyost@nps.edu.

Lt. Kris Yost is the Chairman of the President's Student Council. Visit the PSC on the intranet at <http://intranet/psc/index.html>.

Have a story to share? Institutional Advancement is constantly seeking interesting news and stories for Update NPS. Send your tips to update@nps.edu.

On Campus this Month

February 9

Sip the Peninsula
Wine and Beer Tasking and Silent Auction
POC Monterey Bay Officers' Spouses Club
sipthepeninsula@montereybayosc.com



February 22

Defense Energy Seminar with Capt. James C. Goudreau
Navy Energy Coordination Office Director

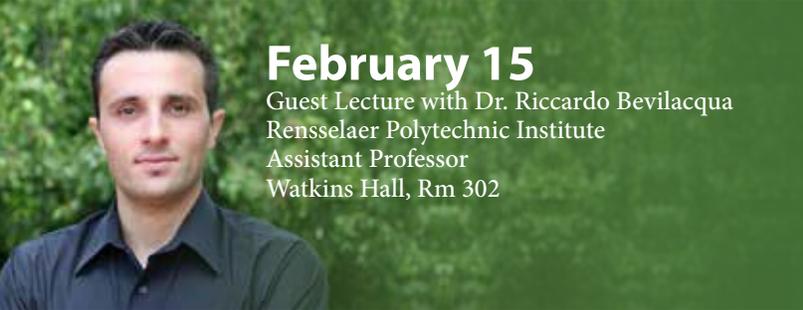


February 25

NATO Building Integrity
Conference
POC Lois Hazard, (831) 656-6219

February 15

Guest Lecture with Dr. Riccardo Bevilacqua
Rensselaer Polytechnic Institute
Assistant Professor
Watkins Hall, Rm 302



February 18
Presidents Day

February 27

Defense Energy Seminar with
Col. Bob "Brutus" Charette
Marine Corps Expeditionary
Energy Office Director



In Review Magazine

Look for your copy around
campus.



Historical Highlights



George J. Haltiner
November 26, 1918–January 21, 2013

The Naval Postgraduate School mourns the loss of a beloved member of the campus community, and a pillar of the university's early Department of Meteorology. Dr. George J. Haltiner, pictured with his wife Mary, was 94.

Haltiner joined the Navy during World War II, and was actively involved in advising the Navy in early weather and ocean wave forecasting capabilities. He transitioned to the reserves following the war, but continued to build his reputation as a leader in meteorological research.

He joined the Naval Postgraduate School faculty in 1946, when the university was housed in Annapolis, Md. He and Mary were among the first to move to Monterey when the university began relocation in 1948. Haltiner served as the chairman of the Naval Postgraduate School's Department of Meteorology from 1964 until his retirement in 1982, and today has a research chair position as well as a lab named in his honor.

Historical Highlights are provided by the Dudley Knox Library.