



NAVAL POSTGRADUATE SCHOOL

UPDATE  
NPS

DECEMBER 2012



U.S. Navy photo by Javier Chagoya

## Alumnus Applies Education, Navy Career in Leading NOAA Operations

By Amanda D. Stein

When NPS alumnus and current Deputy Under Secretary for Operations at the National Oceanic and Atmospheric Administration (NOAA), Dr. David Titley, likens the structure of his organization to that of a “small scale version” of the U.S. Navy, he is referring to one of the lesser-known dimensions of the Department of Commerce branch — the NOAA Commissioned Officer Corps. Several NOAA officers walk the halls of his own alma mater, the Naval Postgraduate School, each year, pursuing the academic opportunities that Titley himself champions today.

NOAA also oversees the National Weather Service, an operation that is critical to American security as evident with the recent landfall of Hurricane Sandy across the eastern seaboard, and the subsequent devastation that occurred throughout the nation’s most densely populated region.

*“The way I look at it, training teaches you for the present, but education teaches you how to think about the future.”*

*-- NOAA Deputy Under Secretary for Operations Dr. David Titley*

In times of critical decision-making, Titley, a retired Rear Admiral, says his background in advanced education and Navy leadership experience provide the foundation for making the difficult decisions that leaders must make.

“There are not a whole lot of active duty military officers, and even fewer flag officers, who have Ph.D.s, so I’m often asked why the Navy invested in my degree,” explained Titley. “The way I look at it, training teaches you for the present, but education teaches you how to think about the future.”

Titley, a 32-year Navy veteran who assumed his position as chief operating officer of NOAA in June of this year, earned his master’s degree in meteorology and physical oceanography, and a doctorate in meteorology from NPS. Having served both Navy and civilian meteorological and oceanographic institutions, Titley understands the value of the two coming together in collaboration.

“I think that collaboration is important, and it certainly continues to improve. And it really extends from strategic all the way down to tactical. At the strategic level, we work very closely with the Navy on the Ocean and Atmosphere Prediction System, because at the end of the day, we share a battle space.”

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# A Message From ...

Rear Adm. Jan Tighe, Interim President, Naval Postgraduate School



Rear Adm. Jan Tighe  
Interim President, Naval Postgraduate School

Although I have had the opportunity to meet many of you over the past few days, I am pleased to take this opportunity to more formally introduce myself to the faculty, students and staff of the Naval Postgraduate School.

I am honored and humbled by the trust placed in me by Secretary Mabus, and I want to assure each of you of his highest regard for this institution. Additionally, Under Secretary of the Navy Robert Work's personal involvement in this time of transition is clear testament of the Navy's commitment to you, to graduate education, and to NPS. I enter this position under difficult circumstances, but not insurmountable ones, and I want to commit to the entire university community that I am dedicated to making this transition as smooth as possible.

I come to you as one of your own, an alumna of NPS earning both a master's degree in applied mathematics, as well as a Ph.D. in electrical engineering. Many of you may remember me from my days here, but for those of you who do not, my connection and commitment to NPS spans many years. Since my graduation, I have continued an association with the university in a variety of ways based on the positions that I have held. I have served as curriculum sponsor, research sponsor, short course sponsor, and even contributed to faculty evaluation processes for tenure and promotion. That involvement has kept me connected to the academic excellence here at NPS, and has served as a constant reminder of the institution's importance to the Navy, Department of Defense, and our nation.

NPS has a well-deserved reputation for high quality graduate education and the research that supports it. This success is due in no small measure to our world-class faculty and the staff that supports it. Our students are both professionals and leaders when they enter our programs. When they walk across the stage at graduation, however, they are more capable of higher order thinking that will serve them well as future leaders and warfighting strategists.

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As you all know, there are issues that must be addressed in the coming days and months, but these are issues which we will work through together. I am committed to maintaining a spirit of open communication with the campus. I am also prepared to do the hard work necessary to ensure that NPS not only survives, but thrives in the future.

Beginning this week, I will reach out to faculty, students and staff, so I can listen to your thoughts and concerns, learn from your experiences, and address questions that you may have. I would not suggest that we have all the answers at this point. I would, however, like to ensure that I understand all the questions. With your help, I believe all is possible.

As you know, Under Secretary Work is committed to assisting NPS as we move forward. He has formed a working group chaired by Assistant Secretary of the Navy for Manpower & Reserve Affairs, Juan Garcia. This working group will, with input from the campus, seek to develop better business processes, close gaps in compliance with policy and regulation, and identify additional authorities required for us to effectively achieve our mission. Throughout this transition, we must maintain the high academic standards and integrity for which we are known.

As a community we have many challenges ahead of us, but I know we will meet them with professionalism, creativity, and a shared commitment to this outstanding institution and its important mission. I look forward to working with each of you.

# Marine Corps Student Uses Ops Research Thesis to Combat Veteran Homelessness

By Amanda D. Stein

Abraham Lincoln long ago charged the nation with the duty to “care for him who shall have borne the battle, and for his widow and his orphan.” NPS Operations Research (OR) student Marine Corps Maj. David Coté has tried to do just that in his seven years of work as a volunteer with the Veteran’s Village of San Diego (VVSD), a non-profit organization dedicated to helping homeless veterans get back on their feet.

Upon learning about data analysis and modeling in his OR curriculum at NPS, Coté found a way to apply his studies to the cause that had long been close to his heart. Come graduation in December, Coté’s master’s thesis research will have produced a tangible model for helping treatment providers identify homeless veterans most at risk for early exit from a treatment program.

“Veterans are statistically overrepresented in the homeless population. Roughly 23 percent of the homeless population are veterans whereas only nine percent of American adults are veterans,” said Coté. “This is unacceptable.”

After seeing firsthand the struggles of homeless veterans struggling with chemical dependency, Coté centered his thesis work on developing a mathematical model for



Maj. David Coté, left, joins his friend and former homeless Vietnam Army veteran Ben Rodriguez. Through his work with the Veterans Village of San Diego, Coté has spent the last seven years volunteering to help vets like Rodriguez access the resources they need to get back on their feet. (Photo courtesy Maj. David Coté)

predicting treatment retention and program completion for veterans participating in an addiction treatment program.

Coté analyzed three years worth of data to develop a scoring card that he calls the Service Member Attrition Risk Tool [SMART] Card, which allows treatment providers at VVSD to score incoming veterans based on demographic factors, to identify and interpret the risk factors of premature discharge. He hopes that such detection of high-risk veterans will allow the appropriate resources to be made available to help them succeed in treatment.

“The treatment providers at VVSD don’t have the statistical software that I used here at NPS. They don’t have the regression analysis tools,” Coté explained. “These folks are running a non-profit organization, and doing the best they can with what they have. I’ve got to boil it down and make it a basic tool that’s easy to use. My scoring scheme maps to the analytical probabilities with a 99 percent correlation. It’s not perfect, but it’s pretty close.”

In his time working with VVSD, Coté has become personal friends with some of the veterans so desperately in need of assistance. He saw the same pride and determination in them that military service had instilled decades earlier, but many were simply in need of a little help.

Having been given the opportunity to study at NPS, Coté has become a strong proponent of education for military service members. Although the veterans that Coté encounters through volunteering have already been dealt a rough hand, he sees education as the way to prevent future generations of veterans from ending up in similar circumstances.

“I believe we should try to prepare all veterans not just for war, but also for life,” Coté explained. “They each answered the call to serve. I want to make education a mission and ensure that every veteran is prepared for life in and out of uniform.”

“I believe education will help to reduce the veteran homeless numbers. Education brings dignity, security, confidence and increased opportunity. My mission as a Marine, academic and advocate is to widen the circle of opportunity for all veterans including those that are homeless.”

from the  
**MEZZ**

## An Introduction to Rear Adm. Jan Tighe, Interim President

Rear Adm. Jan Tighe was commissioned as an ensign in 1984 following the award of a B.S. degree in mathematics from the U.S. Naval Academy. Tighe is also a distinguished graduate of NPS, earning an M.S. in applied mathematics as well as a Ph.D. in electrical engineering.

Tighe earned Naval Aviation Observer wings while deployed as an airborne special evaluator aboard VQ-1 EP-3E aircraft in the Persian Gulf during Operation Desert Shield/Storm. Tighe served as operations officer and assistant officer for Naval Security Group (NSG) Detachments in Japan, accumulating over 1,200 operational flight hours in the EP-3E aircraft.

Following her doctoral work, she reported to the Naval Information Warfare Activity, where she served as chief staff officer and chief engineer. During her tour she earned a Level III DAWIA certification in Program Management.

Next, Tighe oversaw the development of the Human Capital Strategy for NSG and the IW/Cryptologic community, served as chief of staff and prepared the staff for merger with Naval Network Warfare Command, also serving as deputy director of Information Operations within NETWARCOM.

From July 2006 through September 2009, Tighe commanded over 2,800 multi-service and multi-agency personnel at the National Security Agency/Central Security Service Hawaii in Kunia. Following command, she served for a year as the executive assistant to director, National Security Agency/Chief, Central Security Service and Commander, U.S. Cyber Command.



Local students work with a volunteer at the Expanding Your Horizons Conference, Oct. 27. (U.S. Navy photo by MC1 Leonardo Carrillo)

## Expanding Your Horizons Promotes STEM Fields for Young Women

By MC1 Leonardo Carrillo

From all around the local county, and even from the San Francisco and Sacramento regions, a group of motivated young girls gathered at NPS on Saturday, Oct. 27, for a day of exposure to science and technology at the Expanding Your Horizons (EYH) Conference.

More than 240 girls from grades five through 10 gathered at NPS' Monterey campus for the daylong event meant to promote interest in the science, technology, engineering and math (STEM) fields. The event included a series of hands-on workshops that exposed the students to possible careers or studies in STEM.

"Over the years, we've seen a decrease in interest in the science fields and we want to change that," explained NPS Director of Research Communications and Outreach, Dr. Dave Nickles. "This is what makes this conference so great ... The kids get hands-on experience in science activities and they leave here believing that they can work in these fields."

This year, the conference offered a series of workshops led by professionals in the fields of robotics, geology, mathematics, and other sciences. The girls were able to conduct experiments and even had the opportunity to operate underwater robots to collect an item from the bottom of a pool.

The girls also got the opportunity to participate in a career fair where

they were able to interact with professionals in different STEM-related fields. They were able to ask questions and learn about the different pathways they could take to work in their respective fields.

The conference held at NPS saw a significant amount of participation from a variety of groups and organizations. Aside from the 248 girls that registered to participate in the event, there were 23 Monterey County teachers leading the workshops, over a dozen organizations hosting the career fair, and more than 40 volunteers including NPS students, staff and faculty, along with female professionals from around the local area.

As a special treat the students got the opportunity to listen to a local Monterey scientist. Representing the Pacific Grove Museum of Natural History, Ann Wasser gave an energetic speech about her life as a scientist and how she became interested in science.

"I was thrilled to be asked to be a part of this and I think it's really important for these girls to have experiences like this to keep them excited about science," said Wasser. "I was always a science nerd ... and it was fun to be in a room with a group full of girls that enjoy science too."

Wasser said that if these kids can remain interested in the sciences, their possibilities are endless and they would have better options for the future. "I think this is very important, I love being a part of this, and I hope to be a part of it in the future," she added.

## GSBPP Faculty Contributes to Handbook on Contingency Contracting

NPS Senior Lecturer E. Cory Yoder co-authored and recently released the fourth edition of the "Defense Contingency Contracting Handbook."

Contract procurement during contingency operations has become increasingly important to mission success in post-disaster operations, and in high-conflict areas like Iraq and Afghanistan. Contracting officials in both stateside and overseas contingency operations require specialized training in what can be challenging operational environments.

"In the past, we sent guys into the field without the proper training," said Yoder. "Regulations were violated because the people on the ground did

not have the tools and training necessary to get the job done."

Yoder credits several of his colleagues at the Naval War College, the Defense Acquisition University and contributors from the Department of Defense for collaboration on the current edition.

"Professor Yoder's work on the "Defense Contingency Contracting Handbook" is a prime example of the close interrelationship between our faculty, our students and our research and curriculum sponsors," said the Dean of NPS' Graduate School of Business and Public Policy, Dr. Bill Gates.

# NPS Student Honored With Mayo Award

By Amanda D. Stein

NPS Cyber Systems and Operations student Lt. Jason Hughes was presented the Vice Adm. Richard W. Mayo Award during a small ceremony, Nov. 5. Hughes was nominated for the award by his previous command, Naval Computer and Telecommunications Area Master Station Atlantic (NCTAMS LANT) Commanding Officer, Capt. Danelle Barrett.



Lt. Jason Hughes, left

“It is with great pleasure I announce the selection of Lt. Jason J. Hughes of NCTAMS LANT as the recipient of the CY2011 Vice Adm. Richard W. Mayo award for inspirational leadership while making exceptional contributions within the information professional officer community,” read the award citation, delivered by Information Dominance Center for Excellence Director Cmdr. Tim Unrein, on behalf of Navy Cyber Forces Commander Rear Adm. Gretchen S. Herbert.

“A true leader and visionary in the Information Dominance Corps who is already thinking and operating at a more senior

level, his contributions to the areas of operational communications for joint and afloat naval forces are exceptional and have long-standing, positive impacts on national security,” Unrein continued.

The Mayo Award, named for the first commander of the Naval Network Warfare Command, is presented annually to an Information Professional officer who demonstrates vision, innovation and exceptional performance in information technology and operational command, control, communications and computers.

“Lt. Hughes was selected for the award over his peers in the Information Professional community worldwide,” said NPS Senior Intelligence Officer Capt. Jennith Hoyt after formally presenting Hughes with his award. “This shows what an exceptional officer Lt. Hughes is, and I know he will continue to be an instrumental leader in the Information Dominance community and the Navy.”

# NPS, AFIT Partner on Development of Cost Estimation Certificate Program

By MC1 Leonardo Carrillo

A joint educational effort between NPS and the Air Force Institute of Technology (AFIT) celebrated the completion its first cohort of students in the cost estimating and analysis certificate program.

Students completed a rigorous set of four cost courses from the institution’s Master of Cost Estimating and Analysis (MCEA) curriculum, focused on advanced methods and techniques for cost estimating and analyses.

The program, led by Visiting Professor Dr. Daniel Nussbaum and Senior Lecturer and retired Marine Corps Lt. Col. Greg Mislick of the NPS Department of Operations Research, along with AFIT Professor Alfred Thal, prepares students for the demanding cost estimating and analysis field within the DOD.

“This is the first time there has been a joint master’s degree in cost estimation and analysis, and we are very pleased with that distinction and with the wide reception and demand for the program,” said Nussbaum.

“The collaboration and partnership with AFIT has been outstanding and we hope to continue working together in the future.”

In March of 2011, AFIT and NPS launched the first cohort of a part-time distance learning program in MCEA. A year later, the program launched its second cohort, and officials say demand for the program continues to grow and develop.

Sponsored by the Naval Sea Systems Command, the MCEA was implemented in an effort to train government employees in cost estimation to meet the demands of the Weapons Systems Acquisition Reform Act of 2009.

“Every so often, we’re asked what we’re doing to develop our people into better cost analysts,” said Naval Sea Systems Command Technical Director of Cost Engineering and Industrial Analysis, Dane S. Cooper. “This master’s program tells Congress, the contracting world, and the public that we’re very serious about cost estimating.”

## FACULTY news & notes

National Security Affairs Associate Professor **James Clay Moltz** assumed the position of Director of the Center on Contemporary Conflict.

Defense Resources Management Institute Associate Professor **Jomana Amara** presented a seminar at the Jordanian Royal Defense College on the development of defense economics as a discipline in economics. Amara discussed achievements of researchers working on defense economics topics such as the understanding of military alliances, the impact of defense spending on national budgets, and the choices entailed in defense spending.

National Security Affairs Lecturer **Feroz Khan**’s latest book, titled “Eating Grass: The Making of the Pakistani Bomb,” was recently released. His book chronicles the development of Pakistan’s nuclear program from its inception in 1956 to today.

Middle East Studies Assistant Professor **Abbas Kadhim**’s book, “Reclaiming Iraq: The 1920 Revolution and the Founding of the Modern State,” was recently released.

Graduate School of Business and Public Policy Associate Professor **Rene Rendon** was interviewed by the Government Business Council. The interview was on streamlining the federal contract experience and the information technology support service contract, specifically looking at interagency contracts and the use of multiple award contracts.

## THIS MONTH ON INSIDE NPS

- A look at the collaboration between NPS students and Team SPAWAR [Space and Naval Warfare Systems Command]
  - NPS students meet with leadership in PEO C4I for theses and career guidance
  - Interview with NPS graduate PEO C4I Assistant for Science and Technology retired Navy Capt. Robert Parker, Jr.
  - Interview with C4I Program Executive Officer Rear Adm. Jerry Burroughs
- “INSIDE NPS” AIRS WEEKLY ON THE PENTAGON CHANNEL

# Alumnus Returns Search and Rescue Unit to NAS Lemoore

By Amanda D. Stein

The whir of the Sikorsky MH-60S Seahawk at Naval Air Station (NAS) Lemoore is a welcomed one, as a new search and rescue (SAR) unit has geared up to begin operations and support open water training for the base's 16 strike fighter squadrons. For NPS alumnus and NAS Lemoore N5 Strategy and Future Requirements, Russell Biros, that sound has been a long time coming.



An MH-60S Seahawk helicopter from NAS Lemoore's SAR unit lands in a field during an aircraft mishap exercise Oct. 18 in Visalia, Calif. (U.S. Navy photo by Melinda Larson)

What began as an issue of concern for Biros during his time as a reservist led to his NPS Executive Master of Business Administration (EMBA) capstone project, and ultimately, a permanent civilian position dedicated to seeing the SAR unit through to completion.

"I am very grateful I was able to help with the return of SAR to NAS Lemoore. Base leadership was extremely generous when they offered

me the opportunity to attend the Naval Postgraduate School's EMBA program. As such, it was important to me that our work resulted in the return of the SAR capability that base leadership desired."

The previous SAR unit had been operational at NAS Lemoore for 41 years before being deactivated in 2004. The need for search and rescue capabilities in the area was outweighed by the unit's high operating costs, an issue tackled by Biros and his peers — Lt. Cmdr. Stephen "Cade" Hines, Lt. Cmdr. Tinsika Riggs, and Lt. Cmdr. Noel Corpus — in their capstone project.

Upon the completion of their capstone, the group's findings were presented to decision makers within Commander, Naval Air Forces, and Biros was hired on as a civilian at Lemoore to continue to push the project through to completion.

"Biros' project illustrates the exceptional value provided by our EMBA program," noted Graduate School of Business and Public Policy Dean, Dr. Bill Gates. "Our students receive a fully-accredited, government-sponsored EMBA. In return, our students complete capstone projects addressing current problems facing the organizations in which they work. Feedback from the 'clients' accepting the students' capstone projects indicate that the students' work has more than offset the Navy's cost to sponsor the program."

"We were very grateful that the project went such a long way to actually re-establishing the unit. And NPS was very instrumental to the setup," added Biros. "I think that's the highest thing I can say to any kind of curriculum — we actually took what we learned and were able to apply it to create something tangible."

## Focus On ... A Longtime NPS Ambassador

A Monthly Look at Names and Faces on Campus

The International Graduate Programs Office serves as "home base" for NPS' international students, and for the last 30 years, Assistant Director and International Military Student Officer Cindy Graham has warmly received incoming students. In addition to managing the office, she takes care of admissions, and serves as a counselor for students and their families once they arrive at NPS.

"It's been an enlightening, fun experience," Graham said.

"What I love about this is that we get beyond the stereotypical knowledge that we are given of countries. Seeing the culture and the country through the student's eyes is wonderful and something that I will treasure forever."

She noted that some students return to visit after having been gone a number of years. One particularly fond memory for Graham was seeing the son of an alumnus come through as a student himself. "They were a family that I got close to while

they were here," she recalled. "The dad was chief of their Navy when he retired as a Vice Admiral, and he stayed in touch over the years. I knew the son as a child, and he returned as a student with a wife and had a child while he was here.

"I am on call 24/7, but I'm glad that we are here to help. They are so appreciative of every little thing we do." Graham will officially retire on Jan. 3, with more than 36 years of service. She hopes to travel to some of the places that



Assistant Director and International Military Student Officer Cindy Graham

she has gotten to know through the students over the years.

# Any Day at NPS ...



Acclaimed author and retired Marine Corps Lt. Col. James G. Zumwalt addresses students during a Secretary of the Navy Guest Lecture, Nov. 13. Zumwalt is the son of celebrated former Chief of Naval Operations Adm. Elmo "Bud" Zumwalt, for whom the Zumwalt Class of guided missile destroyers is named. (U.S. Navy photo by Javier Chagoya)



Research Professor of Oceanography Dr. Tim Stanton stands in front of the "Arch Room," a facility on the Western Antarctic Ice Sheet housing a drill penetrating thousands of meters into the ice to study the last 65,000 years of climate conditions. Stanton and a team of researchers are on their way to the remote Pine Island Glacier for a series of experiments on ocean turbulence below the ice shelf. (Photo courtesy of Dr. Tim Stanton)

Oceanography Professor John Colosi, pictured in an acoustics lab in Spanagel Hall, has been awarded the prestigious 2012 Medwin Prize in Acoustical Oceanography, presented during the annual meeting of the Acoustical Society of America, Oct. 24. (U.S. Navy photo by Javier Chagoya)



U.S. Army Lt. Col. Shawn Stroud speaks with family members over video teleconference (VTC) just before his "virtual" promotion to Col., Nov. 1. In the wake of Hurricane Sandy, Stroud's promoting officer, Lt. Gen. William Caldwell, cancelled his trip to NPS, but thanks to savvy technicians and creative thinking, VTC connected Stroud with Caldwell, his family and attendees from across the country. (U.S. Army photo by Maj. Armando Hernandez)



## STUDENT voice

By Lt. Cmdr. Robert Kurrle  
Chairman, President's  
Student Council

Congratulations to the new representatives of the student body! This is the first time elections have been open to the entire student body and it was a huge success; over 450 students voted! Your new elected officers are:

Chairman: Navy Lt. Kris Yost  
Vice-Chairman: Navy Lt. Art Zepf  
Recorder: Navy Lt. Mary-Elizabeth Doty

We have two big projects and one upcoming event:

### Homeless Veterans Clothing and Supply Drive through Dec. 22

Items are being collected for the Monterey County's homeless veteran population. Numerous types of items are needed, from clothes for warmth, clothes to help with job interviews, and supplies that help with survival. Contact students Ray Erickson (rerrick@nps.edu) or Graham Fletterich (gdflette@nps.edu) to coordinate pickup or drop-off of supplies.

### Student Book Exchange

We are re-engaging an already established system to buy and sell books between students. The book exchange will be via the Intranet and will enable students to search for textbooks or sell used books. The intent is for books to be priced at the going rate on sites like Amazon (not including shipping). More information will follow.

We continue to build membership in Student Council. E-mail (rwkurrle@nps.edu) if you would like to be involved. There are more projects and activities in the works, plus it is a great place to meet other students and get involved with the school!

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

# On Campus this Month

## December 4

Fall Quarter Awards Ceremony  
POC Student Services, (831) 656-3816

## December 7

Premier of "Inside NPS"  
Pentagon Channel



## December 8

Army vs. Navy Tailgate Party  
Trident Room



## December 9

Celebration of the Seasons



## December 14

Fall Quarter Graduation Ceremony  
POC Student Services, (831) 656-3816

## December 25

Christmas Holiday

[twitter.com/NPS\\_monterey](https://twitter.com/NPS_monterey)

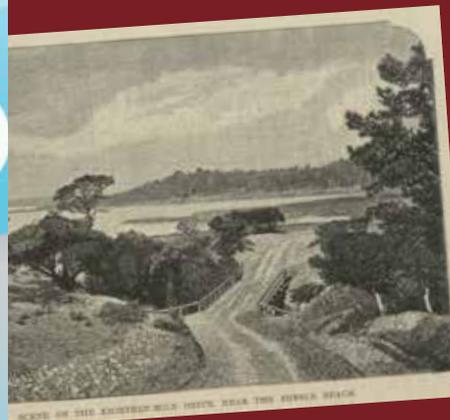
Get the latest news and information  
on the NPS community

# Are you connected?



## Historical Highlights

The 17-Mile Drive in Pebble Beach is one of the most famous scenic drives in America. The route, established in the late 19th Century as an excursion for guests of the Hotel Del Monte, originally began and ended at Herrmann Hall on the NPS campus. The 17-Mile Drive earned its name from the length of its course as it wound through the 7,000-acre Hotel Del Monte Park Reservation (today's Pebble Beach), then along the Monterey Bay shoreline, past the Chinese Village and Presidio of Monterey, then to landmark buildings such as Monterey's Colton Hall and the city's early Spanish adobes.



The scenic and cultural excursion was once called 18-Mile Drive and an 1889 Hotel Del Monte Souvenir book in the Pete Charette Collection provides an excellent description of the drive and several illustrations. The book will be on display in the new Herrmann Hall Welcome & Historic Center when it opens next year.

*Historical Highlights are provided by the Dudley Knox Library.*