



(Courtesy Photo)

## NPS Sheds Light on Gender Integration

by Kenneth A. Stewart

For decades, policy makers have relied upon NPS' interdisciplinary faculty and unique student body as they have wrestled with the often contentious issue of women in combat.

Secretary of Defense Ash Carter has put the issue largely to rest. In January 2016, he ordered all military occupations and positions open to women. His historic decision may have settled the issue of women in combat, but it is the day-to-day wrestle with change where NPS students and faculty truly make their contribution to gender integration efforts.

NPS Professor of Public Policy Mark Eitelberg has a unique perspective on this issue. He is one of the only men to have served in the now defunct Women's Army Corps. Since arriving at NPS, Eitelberg has worked on numerous research projects related to the integration of women. He approaches military service as both a right and duty of citizenship.

*“If fighting for one’s country is considered an integral element of citizenship ... What does it mean if certain groups of citizens are prohibited from fighting based on their race, ethnic origin, religion or beliefs, sexual preference, gender, or some other characteristics other than their proven, measured ability to serve?” — NPS Professor Mark Eitelberg*

But Eitelberg's is not the only voice on campus that has been weighing in on this important issue. NPS Professor Anna Simons approaches gender integration from an entirely different angle. Rather than appealing to the duties and rights of citizenship, she asks the questions, “How would the integration of women improve a combat unit’s survivability and the defense of the United States?” She acknowledges that with common standards, the question of whether or not women are qualified to serve in combat is rendered moot, but notes the likely effects of gender integration on small combat teams.

“Those who want to see women serve in combat units neither explain the price they believe combat units pay for women’s current absence, nor tell us what a squad would gain by having females present,” said Simons.

While the debate about whether or not women should serve in combat will likely continue, the DOD has made it clear that gender will no longer be a bar to service in the military’s most elite combat units. Now, it will be up to the DOD, and NPS researchers, to help commanders think about, and gain the willing acceptance of, Carter’s historic policy reversal on women in combat units.

Explore gender integration further in the latest issue of In Review - available at kiosks around campus!

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NAVAL POSTGRADUATE SCHOOL

UPDATE  
NPS

WOMEN'S EQUALITY DAY  
(AUG. 26)

August 2016

# NPS Faculty Contributing to Ukrainian Defense Reforms

By Kenneth A. Stewart

As Ukraine contends with Russian military incursions in Crimea and Donetsk, it has been working to reform its Soviet-era defense structure with members of the Defense Governance and Management Team (DGMT) at NPS' Center for Civil-Military Relations (CCMR).

"We work on defense management concepts rather than tactics. It's a national institutional and strategic policy development effort," said DGMT Deputy Program Manager Michael Crouch who recently sat down with the Ukrainian Minister of Defense to discuss the nation's efforts to reform their military in accordance with NATO standards.

"We work very closely with the U.S. European Command to identify what we call 'demand signals,'" explained Crouch. Those signals, like Ukraine's desire for closer relations with NATO and the reforms that closer orientation necessitates, are part of what is driving the DGMT's focus on the divided former Soviet republic.

"Our focus is to work with partner nations that are NATO partners, that may or may not be interested in being part of the alliance but want to be closer to the U.S. and NATO. For example, we work with Serbia, though they do not have interest in NATO membership," explained Crouch. "[Recent history] has taught us that it is better to have partners who share common interests."

Crouch has made nine trips to Ukraine since 2015, returning from his most recent trip in April. The Office of the Secretary of Defense (OSD) sponsors the DGMT, which is one of 12 CCMR programs at NPS that benefits from the university's student and faculty expertise.

"We will return to Ukraine in July to continue support on Ukraine's Strategic Defense Bulletin," said Crouch, referring to one of the foundational documents spurring the defense reform.

"We are engaging with the Ukrainian Ministry of Defense and Navy on meaningful defense reform," said Crouch. "The U.S. has been active in Ukraine for over 10 years due to a 1994 Clinton initiative created after the fall of the Soviet Union to encourage democracy in former communist states."

Crouch usually travels to Ukraine with a team of three to four subject matter experts. Their week-long visits tend to focus on the areas of strategy and policy, human resources, human resources management, and logistics. But running through each of these areas is CCMR's commitment to civil-military relations and support for civilian

control of the armed forces – a transition that many developing and transitioning nations have found difficult to make.

According to Crouch, transition in Ukraine is hindered by the nation's competing identities. Its East is composed of a largely Russian speaking, pro-Russia populace, while in the West, Ukrainians speak Ukrainian and are more closely aligned with Europe.

After the Maidan Revolution, much of the Ukrainian speaking public was ready to make a change toward Euro-Atlantic concepts, which led to the ouster of former Ukrainian president Viktor Yanukovych whose close ties to Russia and pro-Russian policies had fallen out of favor, said Crouch.

Russia cried foul as Yanukovych was deposed, leading to Russian support of separatists, and the invasion and annexation of the Crimea Peninsula. Despite a semblance of stability today, Ukrainian

citizens, frustrated with the pace of change within their Ministry of Defense (MOD) and its inability to thwart Russian interventions in their homeland, have begun to take matters into their own hands, particularly in the areas of military medicine and logistics.

"People were dying of non-fatal wounds on the battlefield, so people from around the country volunteered to go to the East and help. There were even little old ladies traveling to the front to deliver bags of apples to Soldiers," said Crouch.

Crouch and his colleagues have met with many of these volunteers and have worked to help the Ukrainian MOD to incorporate some of their

lessons-learned throughout the ministry. But, Crouch notes that change in Ukraine is not easy, and he is quick to acknowledge that this effort is an uphill battle.

"Ukraine still maintains Soviet-style legacy ways of doing things ... It's a Soviet model of doing things that is very hard for them to separate themselves from," explained Crouch.

But while change is difficult, Crouch notes that progress is being made.

"I have to take a look at where they came from and where they are going," said Crouch. "Whether our work will result in meaningful change remains to be seen, but the document that they have recently signed onto is a move in the right direction."



Defense Governance and Management Team (DGMT) Program Manager Michael Crouch is pictured in his NPS Office, June 28. He has been working with the Ukrainian Ministry of Defense to reform its Soviet-Era defense structure. (U.S. Navy photo by Javier Chagoya)

**"Update NPS" is a monthly publication for students, faculty and staff of the Naval Postgraduate School produced by the Public Affairs Office. For additional copies, comments, or to suggest story ideas, contact the editorial staff at [pao@nps.edu](mailto:pao@nps.edu).**

# Chief of Naval Operations Discusses High-Velocity Learning

By Kenneth A. Stewart

During a recent visit to NPS Chief of Naval Operations (CNO) Adm. John M. Richardson discussed his vision for high-velocity learning and the university's place within it.

The term high-velocity learning was penned by Steven J. Spear in his book, "The Velocity Edge," which explores methods for building a system of "dynamic discovery," attacking and solving problems when they occur, converting weaknesses into strengths, sharing information and developing leaders invested in their subordinates' successes.

"If we achieved the vision of high-velocity learning, we would see across the Navy, a keen desire to improve each and every thing that we do," said Richardson.

Richardson has reached out to NPS to help him realize his vision. In doing so, he is relying upon the expertise shared by the dynamic faculty that NPS works to cultivate.

"We have true scientists here ... The influence of the Naval Postgraduate School is going to be felt as we harness the deep expertise of the faculty here and inject that into our students who then go off and start to lead around our Navy.

"In learning institutions, particularly one as spectacular as the Naval Postgraduate School, they use the engine of high-velocity learning, which is very similar to the scientific method," continued Richardson. "You take that and you export it, not just as a scientific problem, but by [applying it to practical] problems."

Richardson stressed that his vision of a Navy that embraces high-velocity learning can only be achieved if it's able to break free from

the confines of academia, and be put to use throughout the fleet.

"It is very important that this not be confined just to schools. It has to happen out in the fleet. We are working very closely with not just the Naval Postgraduate School, but all of the Navy's schools, so that they can find a way to teach the principles of high-velocity learning," said Richardson.

Our leaders can go out there and become teachers. We teach the teachers here, and that starts and spreads across the fleet," he continued.

High-velocity learning also works from the bottom up, the CNO says. It recognizes the need to take advantage of the various talents and perspectives provided by the newest members of an organization.

"There is a tremendous amount of energy out there in the fleet, particularly among our young Sailors, who just see things that could be better. They see how we could be doing our business smarter and we want to tap into that," explained Richardson.

According to Richardson, the success of high-velocity learning is also tied directly to creating a culture that is characterized by positive attitudes and the desire to constantly seek self-improvement.

"You start to get into this cycle where ... we're better today than we were yesterday [and you ask], how can we do it even better tomorrow, not only in our schools, but in every work center across the Navy? It's important to achieve that attitude," said Richardson.

While at NPS, Richardson had ample opportunity to speak to a wide swathe of the Navy's best and brightest – students that will return to the very fleet he leads. He was quick to mention the confidence that he has in them, and their ability to contribute to his vision.

"I have tried to impart on the students and faculty that the Naval Postgraduate School here in Monterey is a real treasure for the Navy and the entire nation.

"I want to bring home very clearly that the postgraduate school is a bright star in the constellation and that this is a strategic place," said Richardson.



Chief of Naval Operation (CNO) Adm. John M. Richardson meets with NPS Associate Professor Ray Buettner at the Advanced Robotic Systems Engineering Laboratory (ARSENL), June 16. (U.S. Navy photo by Javier Chagoya)

## FACULTY news & notes

NPS recently welcomed three new professors to the National Security Affairs (NSA) Department, Assistant Professors Christopher Darnton, Emily Meierding and Afshon Ostovar.

Meierding earned her Ph.D. in political science from the University of Chicago, and during her final year was a pre-doctoral fellow at the Center for International Security and Cooperation at Stanford University.

Ostovar has traveled to and studied the Middle East for nearly 20 years. With a focus on armed political groups in the region, he has worked to support the Department of Defense and federal government on issues related to Middle East security.

Darnton has already started teaching an intro course to international relations, and this fall will teach courses in Brazilian foreign policy and U.S. national security decision making. He earned his Ph.D. in the politics department at Princeton and has taught at several other institutions.

NPS Acting Provost Jim Newman recently called for nominations for the 2016 Richard W. Hamming Excellence in Teaching Award.

Nominations may be submitted to Academic Services Specialist Sharee Kelso-Costa at [skelso@nps.edu](mailto:skelso@nps.edu) by Monday, Aug. 15.

The Hamming Award selection committee for 2016 consists of Associate Professor Michael Freeman; Distinguished Professor Herschel Loomis; Associate Professors Aruna Apte, Jonathan Lipow and Christopher Twomey; and, Student Representatives Lt. Jacob London and Senior Chief Petty Officer Robert Labrenz.

**Have a story to share?**  
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# Cyber Endeavour Focuses on Internet of Everything

By MC2 Victoria Ochoa

Cyber experts and technology leaders recently congregated at NPS for Cyber Endeavour 2016, which explored the “The Internet of everything and its impact on national security.”

Cyber Endeavour is an annual conference designed to tackle the ever-evolving challenges of securing military and civilian networks from cyber attacks.

“Cities represent the highest level of advancement in a civilization,” said Dr. John Arquilla, Chair of NPS’ Department of Defense Analysis. “We have to develop our own resilience against cyber-attacks for today and tomorrow.”

Cyber experts point out that much of the infrastructure for metropolitan areas across the globe such as power grids, and water treatment plants, precedes the Internet, which brings a plethora of challenges for those trying to defend it.

“We are taking advanced technology and connecting it to old infrastructure,” said Arquilla. “This opens the possibility for cities becoming vulnerable to strategic attack.”

A panel discussion during the Cyber Endeavour fixated on defining the term “cyber city.” Cyber experts suggest it may not be a concept with a single, true definition, but one which, like so many emerging

concepts in the dynamic world of cyber operations, is constantly changing and evolving as cyber technologies adjust to new capabilities.

“Cyber city is this wonderful marketing tool right up there with Web 2.0 and the cloud,” said Cmdr. Pablo Breuer, Operational Security Officer at NPS. “I think what we are talking about is the use of automation to support the population density that we now have in an urban environment.”



Cyber experts and technology leaders congregate at NPS for the annual Cyber Endeavour conference, June 22. Following the theme, “The internet of everything and the impact on national security,” Cyber Endeavour is an annual conference designed to tackle the ever-evolving challenges of securing military and civilian networks from cyber attacks. (U.S. Navy photo by MC2 Victoria Ochoa)

Cyber warriors must have a diverse skill set to work successfully in supporting and defending cyber cities. These skills include the ability to expect, predict and assess threats while working in a team environment. Representatives from the private sector also participated in Cyber Endeavour, highlighting the importance collaboration plays in defending cyber cities for both the military and civilian sector.

“More partnerships with government and other entities in the cyber security realm will be critical in the effort to reduce the likelihood of a breach happening,” said Jim Patterson, American International Group.

Cyber Endeavour is an event cosponsored by the 335th Signal Command (Theater), Department of Defense Information Operations Center for Research, and the Defense Innovation Unit Experimental.

# Luncheon Dedicated to Protecting Intellectual Property

By MC3 Brian H. Abel

NPS Intellectual Property and Patent Attorney Lisa Norris hosted a brown bag presentation on the patent process in Halligan Hall, July 6. The recurring presentation provides NPS researchers and students with an overview of patent filing procedures, as well as information on how the process may be readily accessed.

“This is the basics of patents,” said Norris. “We’re discussing what is patentable subject matter, how we start the patent process at NPS for government-developed inventions, and what occurs during patent processing at the USPTO [U.S. Patent and Trademark Office], and finally we talk about why it’s important to patent for the Navy.”

Norris says there is great value in ensuring government-developed inventions are protected from developing similar innovations. It also ensures the Navy protects its investment in people and technology so the “Navy doesn’t have to pay again for what the Navy has invented,” said Norris.

But there are many benefits to the creators as well, Norris says. “If you’re a student here and are part of the invention, or come up with the idea for the invention, you will be a patented inventor. And if the invention is commercialized, you will then have a share in the royalties.”

# NPS Welcomes New Senior Marine

By MC3 Brian H. Abel

U.S. Marine Corps Col. Todd Lyons addressed NPS Marine students during an all-hands call in King Auditorium, July 19. Lyons recently took over the senior Marine Corps representative position held by U.S. Marine Corps Col. Mitchell McCarthy.

“As a senior representative for an education command, I represent the Marine Corps and the commandant of the Marine Corps here at NPS,” said Lyons. “My other role while at NPS



U.S. Marine Corps Col. Todd Lyons speaks to NPS Marine Corps students during an all-hands call in King Auditorium, July 19. (U.S. Navy photo by MC3 Brian H. Abel)

will be as the associate dean of research, which tries to blend the value of this institution into broader Marine Corps interests.”

Lyons wants to ensure all of his Marines are present, not just in the classroom but also to spend time at home with family. Attending NPS isn’t just about a degree, but it’s about taking in everything that is available here for you and your loved ones, he noted.

“It’s the journey before the destination,” said Lyons. “It’s not about just enjoying the journey, but sucking the marrow out of this experience. As a former student, I can tell you that this will be an experience that you will refer back to constantly.”

Doing the impossible is something Lyons wants Marines to strive for, even if it means failing, because fighting through adversity will make everyone stronger.

“There’s only one standard for the Marine Corps and that’s excellence. We’re going to either achieve it or die in the attempt,” said Lyons.

# MOVES Institute Tests Anti-Ship Missile Defense Simulator

By MC2 Michael Ehrlich

Modeling, Virtual Environments, and Simulation (MOVES) Institute Research Associate Perry McDowell and Assistant Director for Operations at MIT’s Lincoln Laboratory Russel Phelps tapped a group of NPS staff and students to test their Strike Group Commander (SGC) Anti-ship Missile Defense Simulator in Watkins Hall, July 12.

The volunteers included Lt. Alan Janigian, Lt. Cmdr. Eric McMullen, and Lt. John Tanalega.

“This is a government-run program that uses virtual technologies taken from the cutting-age gaming industry to build a virtual demonstration and experimentation laboratory,” said Phelps. “Strike Group Defender is a platform designed to facilitate multiplayer and single player use of warfare content.”

Phelps supports MIT’s Lincoln Laboratory, and is the technical lead on the project at the Office of Naval Research.

“We built an architecture where warfare content could be built and dragged in ... This is

the first ‘app’ so to speak, which is anti-ship missile defense,” said Phelps. “There are a lot of functional simulators that train you on a specific system. This is not what we are doing, we are working on the cognitive side of using these tools, along with advanced artificial intelligence and machine learning technology.”

National Security Affairs student Janigian offered to assist the team in testing their innovative program.

“I remember seeing an e-mail that went out and I always imagine that there is some poor grad student out there on the other end whose thesis project depends on volunteers,” said Janigian.

“It appeared to be a very helpful tool for something we don’t have a lot of training for in the Navy,” continued Janigian. “I thought this would be a worthwhile thing I could help out with, and by the time the Navy gets the real product, it will be that much better for having a few more hands and eyes on it.”



## CAMPUS news & notes

NPS welcomed a record 123 new Marine Corps students on campus during the Summer quarter.

The Summer quarter traditionally represents the largest incoming class of the year. Of the nearly 450 new students on campus, 160 are U.S. Navy officers, 123 are Marines, 76 are U.S. Army officers, and 29 are Airmen. In addition, 45 officers from international partners around the world, along with 10 DOD civilians, began their studies at NPS this quarter.

Twenty ensigns were recently selected from the 2016 U.S. Naval Academy graduating class to attend NPS under the auspices of the prestigious Admiral Frank Bowman Scholars program. They will complete graduate studies at NPS prior to joining the fleet.

The Consortium for Robotics and Unmanned Systems Education and Research (CRUSER), welcomed students, faculty and staff to TechCon 2016 in the Ingersoll Hall plaza, July 12.

CRUSER’s annual open forum looks to broaden the awareness of robotics and unmanned systems student/faculty research at NPS both on campus and beyond.

One of the first presenters on day one of this year’s TechCon, Department of Information Sciences Associate Professor Dr. Don Brutzman, focused his presentation on the ethical use of robotic systems in the maritime environment.

“We are looking at maritime unmanned systems ethics, and we are finding that the path to the ethical use of robots in the ocean has to follow people,” he explained.

**Send your campus news and notes to [update@nps.edu](mailto:update@nps.edu).**

# NPS Hurricane Simulator on Duty in New Orleans

By MC3 Brian H. Abel

The U.S. Marine Force Reserve (MARFORRES) is one of several agencies that need to take quick action when hurricane-force storms are barreling down on the Gulf Coast, and leadership turned to NPS to help build the tools necessary to keep them ready.

Robert McGuiness, information and knowledge management director for MARFORRES New Orleans, had the vision, and faculty in the university's Defense Resources Management Institute (DRMI) had the expertise to bring a joint venture to fruition.

The result of their collaboration, the MARFORRES Hurricane Decision Simulator, is helping reservists on the ground become better prepared in the event of an actual emergency.

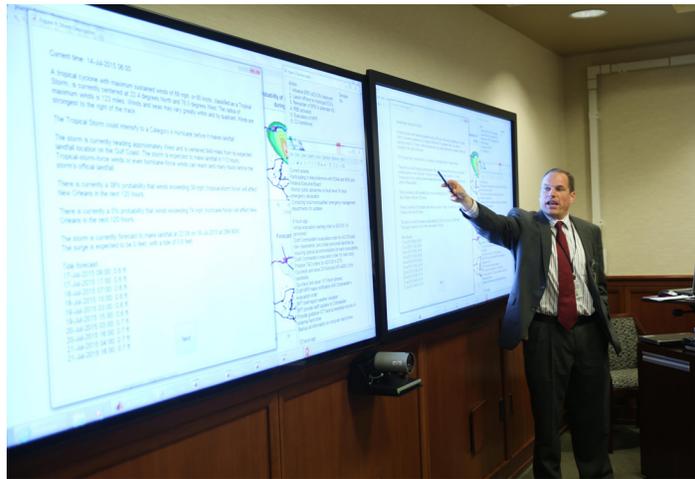
"The simulator helps users gain experience with the key hurricane preparation decisions that must be made in the five days to 24 hours before hurricane impacts affect New Orleans," said Dr. Eva Regnier, DRMI associate professor of decision science. "These decisions are high stakes and must be made under conditions of dynamic uncertainty.

"It is designed specifically to replicate the decisions of the Commander of MARFORRES, including preparation for and eventual transfer of command and control to an alternate headquarters to maintain mission readiness, and order of evacuation," she continued.

McGuiness says the current version of the simulator is designed to provide leaders and staff at Marine Forces Reserve with a realistic

experience of the types of decisions made during pre-storm situations. "It is a training tool not intended for use during a hurricane," said McGuiness. "If the leaders of the force know what to do in a timely manner, they can make the best decisions given the challenging circumstances when a named storm enters the gulf."

Designers at NPS' Center for Educational Design, Development and Distribution (CED3) performed much of the hands-on work in the development of the simulator.



Former NPS Assistant Professor Cameron MacKenzie presents the Matlab Hurricane Decision Simulator to the commander of Marine Forces Reserve and Marine Forces North (MARFORRES) at MARFORRES Headquarters, June 11, 2015 (Courtesy Photo)

"The simulator uses a custom algorithm to prompt emergency management personnel to make critical decisions as the simulated hurricane approaches land. At each decision point, the user learns if their decision resulted in the loss of equipment or human life," explained CED3 Instructional Designer Dianne Beardslee.

Commander of Marine Force Reserve Maj. Gen. Rex McMillian conveyed his appreciation to the university in a letter to the project's developers at NPS.

"The partnership with [NPS] proved to be a force multiplier for Marine Forces Reserve and the synergistic results of that partnership provided a disproportion-

ately large return on our investment of human capital," the letter stated. "Your extensive functional area expertise and the generous contribution of your valuable time yielded phenomenal outcomes. I am absolutely confident that your efforts significantly enhance the Forces' ability to start our first year Inspector/Instructors down a path of sustainable success."

## Focus On ... Security

A Monthly Look at Names and Faces on Campus

Naval Support Activity Monterey Police Department (NSAMPD) Lt. Robbie Matthews has served his community locally and globally.

Matthews served in the Marine Corps and then transitioned to law enforcement with the Stockton District Police Department before returning to the Army National Guard after 9/11.

He notes that NSAMPD operates in both state and federal jurisdic-

tions unlike most other police departments in the civilian sector.

"Our officers enforce both federal and state laws. The partnerships we have with our outside law enforcement agencies are critical to accomplishing our mission," said Matthews.

The NSAMPD website has ways to contact the department anonymously and its 'Tip Program,' provides information about crime prevention and gate access.

"We provide police services here, ranging from very low risk parking enforcement all the way to attempted murder . . . We respond to a wide variety of calls and all of our officers take our work here very seriously," said Matthews.

"We specifically work for the Navy, but all of your police officers are trained at the Federal Law Enforcement Training Center, which offers the premier training that is available to law enforcement," continued Matthews.



Naval Support Activity Monterey Police Lt. Robbie Matthews

# Any Day at NPS ...



Field technician Joy Vyhmeister sifts through dirt and sand during an archaeological excavation near Lake Del Monte, June 30. Hundreds of years ago, Native American groups lived around the shores of Lake Del Monte. (U.S. Navy photo by Melinda Larson)



Enthusiastic summer interns are joined by NPS senior leadership in front of Herrmann Hall, June 30. The interns are currently on campus participating in NPS' Science, Technology, Engineering and Mathematics (STEM) program. (U.S. Navy photo by Javier Chagoya)



NPS students and leaders participate in the annual Sloat Landing Commemoration at the Custom House in Monterey, July 5. The event celebrates the raising of the American flag by Commodore John Drake Sloat on July 7, 1846. (Courtesy Photo)



New and returning students attend the Naval Support Activity Monterey Morale, Welfare and Recreation (MWR) leisure fair outside the Dudley Knox Library, July 5. The fair introduces students to a variety of community programs. (U.S. Navy photo by MC2 Michael Ehrlich)



U.S. Air Force retired Lt. Gen. Ken Eickmann addresses the national security implications of climate change during the latest Defense Energy Seminar, July 8. Eickmann discussed how climate challenges global security. (U.S. Navy photo by MC2 Victoria Ochoa)



Naval War College (NWC) Monterey students earning academic honors during the third quarter of Academic Year 2016 are pictured following a brief ceremony in their honor outside Halligan Hall, July 26. (U.S. Navy photo by MC2 Victoria Ochoa)

## STUDENT Voice

**U.S. Marine Corps Capt. Samuel Hong, Chairman of the President's Student Council**

The President's Student Council (PSC) has official representatives throughout the campus: School of International Graduate Studies Capt. Angela Grdina, Graduate School of Operational and Information Sciences CW3 James Allbright, Graduate School of Engineering and Applied Sciences Capt. Drake Brewster, and Graduate School of Business and Public Policy Lt. Jake London. These representatives are here to assist with student issues and pass along any relevant opportunities to the students. They are the right people for the job!

The PSC also plays an important role in the nomination of Secretary of the Navy Guest Lecture (SGL) Series speakers. If there is someone you are interested in hearing speak at NPS, nominate them through the nomination form on the Intranet. Students can recommend speakers who they believe would enhance their educational experience at NPS. In just one example, a student recently reached out to Former Secretary of Defense Dr. Robert Gates, who expressed interest in speaking at NPS.

The SGL series is open to both military and civilian leaders with demonstrated leadership and the ability to discuss strategic topics that are applicable to the entire student body.

Finally, there are a number of upcoming service opportunities within and outside of NPS. Keep an eye out for monthly announcements and let the PSC know of opportunities that you feel may benefit the student body.

**Have a story to share? Public Affairs is constantly seeking interesting news and stories for Update NPS. Send your tips to [pao@nps.edu](mailto:pao@nps.edu).**

# On Campus this Month

## WOMEN'S EQUALITY DAY

**August 2**

Warrior Day



**August 5**

New Employee Orientation

8:00 a.m. at the Executive Briefing Center in Herrmann Hall

**August 12**

Defense Energy Seminar

Fueling the Dragon: Energy and China

1:00 p.m. in the MAE Auditorium

**August 12**

STEM Intern  
Research Showcase  
1:00 p.m. at CSUMB



@ NAVAL POSTGRADUATE SCHOOL

**August 25**

Operation Bravo

7:00 p.m. in the El Prado Room



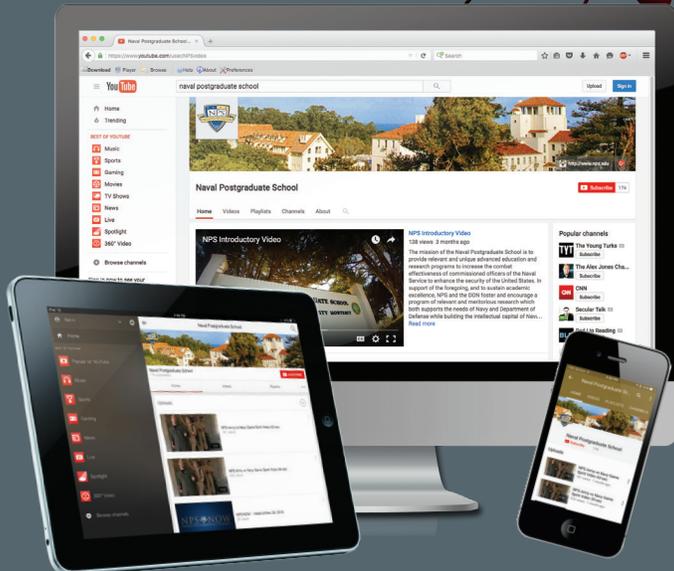
**August 26**

Women's Equality Day

**BREAKING NEWS  
HAPPENS**

STAY CONNECTED. STAY INFORMED.

**YouTube**

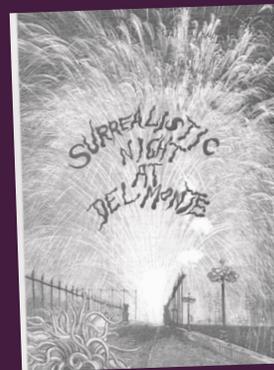


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[www.youtube.com/NPSvideo](http://www.youtube.com/NPSvideo)

## Historical Highlights

It was a surrealistic night at the Hotel Del Monte when artist Salvador Dali and his wife Gaia hosted a benefit party in Herrmann Hall's El Prado Room, Sept. 1941.

Dali, who was visiting and working at the hotel, was worried about artists who were fleeing the war in Europe and were desperate for funds.



"Who will want to miss a party Dali gives?" Dali asked while pondering a benefit dinner. "No one! ... We will startle everyone."

Del Monte publicist Herbert Cerwin had charge of Dali's party-gear list, which included animal heads, mannequins (without heads), a tiger cub, 2,000 real trees, a wrecked car, two tons of newspaper, the largest bed in Hollywood, several interpretive dancers and a nude model. Cerwin found it all.

Did it really happen? It did. Did it raise any funds for the refugees? It didn't. Unsurprisingly, expenses far outweighed profits, but what a night!

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