



NAVAL POSTGRADUATE SCHOOL

UPDATE
NPS



(U.S. Navy photo by Javier Chagoya)

War Veteran, NPS Alumnus and Teacher, Makes Final Journey

By Javier Chagoya

The family of deceased Navy Capt. Gordon R. Nakagawa payed their final respects during an inurnment ceremony at the California Central Coast Veterans Cemetery, Nov. 4. An NPS alumnus and faculty member, Nakagawa was a strong voice of support among hundreds of veterans and local officials in the fight to have a veteran's cemetery created on the Monterey Peninsula. His urn now rests in columbarium one at the recently inaugurated cemetery.

"I am just pleased and relieved that he has been laid to rest at the California Central Coast Veterans Cemetery along with his fellow heroes," said widow Jeanne Nakagawa. "He was on an early committee that worked to have a cemetery at Fort Ord after its closing."

During the Vietnam War, Nakagawa's A6A Intruder aircraft was shot down over Haiphong, with nearly four months of imprisonment in the notorious Hanoi Hilton following. As a prisoner of war, Nakagawa suffered daily rounds of selective punishment, often more than his fellow prisoners due to his Japanese ancestry. With the conflict winding down, Nakagawa's captors released him in March of 1973, although he would later return to Vietnam to fly protective cover for the evacuation of Saigon in 1975.

Nakagawa did not only distinguish himself on the battlefield with his 185 combat missions, the NPS alumnus was highly regarded on the university campus as well. He returned to NPS to serve as Chair for Tactical Analysis, and was soon regarded as one of the best teachers among his students, and highly respected by fellow faculty. His commitment to community was unsurpassed, elected to the Monterey Peninsula Unified School District Board. He was also recognized as a California Association of Leadership Programs Leader, and earned several other community distinctions.

Nakagawa created another lasting legacy on the NPS campus as a Navy Distinguished Marksman, and served for many years as captain of NPS' Pistol and Rifle Team. Hundreds of Navy and Marine Corps officers maintain a debt of gratitude to Nakagawa's influence in earning their own Navy Distinguished Marksman and Pistol Medals.

At the final ceremony and tribute, Nakagawa's wife Jeanne, sons Greg and Steven and daughter Kathleen, along with friends and extended family, recalled cheerful memories of Gordon as they looked up at the niche where his remains were finally laid to rest, now able to join the heroes he knew in life.

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HAPPY HOLIDAYS

December 2016

NPS Grad, Dallas PD Officer, Examines Law Enforcement's Response to Mass Protest

By Kenneth A. Stewart

Dallas Police Department Officer Maj. Stephen "Max" Geron has been a busy man since graduating from the Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS).

Geron's thesis, "21st Century Strategies for Policing Protest: What Major Cities' Responses to the Occupy Movement Tell U.S. About the Future of Police Response to Public Protest," analyzed police responses to large protests in several cities – New York; Oakland, California; Portland, Oregon; and Dallas. The result of his exhaustive analysis is a comprehensive decision matrix designed to help fellow police departments plan their response to future mass protest events.

Geron has been in high demand since, traveling around the country speaking to police departments and others about his research.

"From my analysis, I am able to provide strategic recommendations for city and police leaders in dealing with protests in the 21st century by utilizing a sense-making framework that will assist leaders in developing strategies to address protests in both large and small cities," said Geron.

Geron became interested in this line of research after analyzing the events that led to the pepper spraying of non-violent demonstrators at the University of California, Davis. He ultimately aimed to compare police responses to protests around the country, but found it difficult to compare "apples to apples" due to the varying size of protest groups, police departments, and cities where protests took place. The 'Occupy' movement, however, presented Geron with a rare opportunity.

"When the Occupy movement of 2011 came about, it provided a unique opportunity to look at a nation-wide demonstration and how it was handled by various sized police departments at the same, or nearly the same, time.

"I looked at New York because it was the first, and the most notable of the media-covered protests. I also looked at Portland, which happened to have the largest Occupy contingent," Geron explained. "Then I looked at my home city of Dallas, where I had access to documents that would allow me to gauge how we responded to our own Occupy demonstration. To round it out, I looked at Oakland, which had one of

the most contentious Occupy movements."

Geron analyzed his select cities' responses to the Occupy movement through the lens of a series of what he called "issues" – factors that, in varying degrees, each city had in common. Some of these issues include, among other things, the use of negotiated management; the presence or absence of cohesive governance; the degradation of protest camp conditions; control of public spaces; the militarization of police and tactics; the utilization of social media; mutual aid agreements with other public service organizations; and, various strategies for dealing with prolonged demonstrations.



Dallas Police Officer Maj. Stephen "Max" Geron, right, joins fellow command staff officers in planning his department's response to an anti-police brutality protest in July 2016, hours after the funeral for a Dallas police officer killed by a sniper on July 7, 2016. Geron's thesis on police response to mass protest through NPS' Center for Homeland Defense and Security, is garnering national attention for its innovative analyses on this complex topic.

Negotiated management, the first of the issues explored by Geron, is a strategy for protest response born in the 60s and the various civil rights protests and demonstrations that characterized that era. Geron explained how it works.

"If you are going to hold a protest, I come to you and say, 'I understand that you want to hold a demonstration. What are you hoping to accomplish, what are your goals, what are

your plans for this demonstration, and how can we help to make that happen?'" Geron explained. "Some people want to have a sit-in and get arrested. If that's the plan, we can assist without either protestors or police officers getting hurt."

Geron notes that the policing community relied heavily on the negotiated management process until the 1999 so-called "Battle in Seattle," where protestors from diverse groups converged onto downtown Seattle to protest a meeting of the World Trade Organization. It would prove to be a protest employing tactics that the Seattle Police Department was unprepared to address.

"[They] did not count on the use of 'black bloc' tactics by people intermingled with regular protestors," explained Geron. "Those tactics are designed to defeat police controls like refusing to follow directions, setting wheeled dumpsters on fire, and picking up police barricades," said Geron.

The failure to anticipate black bloc tactics led to what many observers

"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.

deemed excessive use of force against protestors by the Seattle Police Department.

“They used an inordinate amount of chemical munitions and tear gas in the first 72 hours because they were unprepared to deal with the volume and tactics of the protestors,” said Geron.

The failure of negotiated management tactics led police departments to change their strategic approaches to protest response.

“They started going toward a strategic incapacitation strategy ... which, included doing more intelligence work,” Geron explained. Within this strategy, law enforcement looked closely at the leadership of a potentially contentious protest group.

“Does this guy have any warrants for his arrest? Is he wanted for something? What else is he doing wrong? [If they find something], they can strategically remove him, say a day before his demonstration or the day of it,” Geron explained.

Strategic incapacitation is part of a comprehensive strategy designed to help police departments enforce government control of public spaces and, when necessary, restrict access to public property, which was another of the issues that Geron explored in his analysis.

“In Dallas, the city refused to put up Porta Potties or collect [protestor’s] garbage unless it was placed in a particular receptacle,” said Geron. “They also restricted access to the restrooms in city hall to individuals other than those involved in the protests, which raised legal issues.”

Another area identified by Geron as a contributor to either the success or failure of police responses to long-term public protests was governance. Good governance, he notes, is critical to an effective police response.

“If you look at Oakland for example, they lost their police chief in the middle of the protest and had an interim chief step in. They also had a mayor that wanted to allow the demonstrations and a city council, that in some instances, actually participated in them,” Geron explained. “They evicted the demonstrators only to allow them to come back, and then evicted them a second time.”

But perhaps the most controversial of the issues explored by Geron in his thesis was the militarization of police forces and the use of military tactics by law enforcement, ranging from the employment of snipers to the deployment of tactical combat vehicles.

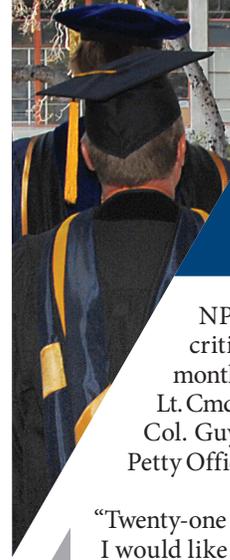
“Oakland police began to come across in a very heavy-handed manner. During some of the very first demonstrations, they put riot gear on and took a very hard line stance in both their dress and their actions,” said Geron.

In noting the effects of presenting a military posture to protestors engaged in acts of civil disobedience, Geron points to the work of psychologist Phillip Zimbardo and his famed Stanford Prison experiment, which Geron believes sheds light into the actions of both police and protestors.

“[Zimbardo] created a situation where normal, everyday college students were placed in a position of authority over other people,” Geron explained. “Then he watched as the situations in which the students were placed, contributed to the degradation of their actions, their morals, and their ability to mistreat other human beings ... It’s really not a case of bad apples. It’s a case of bad barrels that people allow to exist.

“When you take Zimbardo’s argument and look at what Oakland did, and then evaluate it by looking at the concept of deindividuation, things start to make sense. If I put you in riot gear, and I put you on a line with a hundred other officers dressed exactly like you, you all look alike and you begin to, in many ways, all act alike. You lose some of your individual characteristics and you begin acting like a group – much like the military does. If you do that, you have to expect human behavior to change,” said Geron.

Geron’s work continues to garner attention in light of ongoing protests around the nation. Ultimately, he hopes that his work will eventually lead to greater cooperation, and both effective and humane responses to acts of civil disobedience. In the end, he says, protecting the rights of protestors to be heard, while ensuring the safety of the men and women tasked with responding to them, is paramount.



FACULTY news & notes

NPS bid farewell to three critical staff members this month with the retirements of Lt. Cmdr. Eric McMullen, Army Col. Guy A. LeMire, and Chief Petty Officer Cassaundra Bastero.

“Twenty-one years has gone by so fast. I would like to thank my family for their support, especially during all the holidays, birthdays and other events I missed, over the years,” said Bastero, NPS Assistant Safety Officer. “I’m so happy that I spent the last three years of my career here at NPS, which has helped me with my transition from the military.”

Shortly following Bastero’s morning ceremony in Herrmann Hall, Nov. 18, McMullen welcomed NPS colleagues, family and friends for his own ceremony near the Roman Plunge, where he shared with guests in attendance his appreciation for the opportunity to serve NPS.

“This place has been a blessing to my family, and I truly appreciate everyone coming to the ceremony to honor my family, and me,” McMullen said, retiring following his tour as a Program Officer for the university’s computer science and cyber curricula.

California native, LeMire, retired one day prior, Nov. 17, after 35 years of service. LeMire enlisted in the Army in 1981, commissioned as an Infantry Officer in 1990, and spent most of his career in the Special Operations community.

“I want to dedicate this ceremony to my step mom. I know she’s looking down right now and she’s probably saying something along the lines of, ‘You know you aren’t superman, right, and the Avengers aren’t real?’” said LeMire, NPS’ Special Operations Chair in the Defense Analysis Department. Pointing to his students in the audience, he continued, “Well, I’ll tell you what, I may not be not one of them, but those young guys sitting in the back, those are our superheroes.”

Landmark Study Reveals Antarctic Glacier's Long History of Retreat

By Dale Kuska

A major study, released in late November in the journal "Nature," reveals the history of retreat of the massive Pine Island Glacier (PIG) in western Antarctica, widely considered one of the largest contributors to global sea-level rise.

An international team of scientists, including researchers from NPS, made the study possible, resulting in scientific evidence that the present-day thinning and retreat of PIG, one of the largest and fastest shrinking glaciers in the world, is part of a climate trend underway as early as the 1940s.

Pine Island Glacier's retreat has been well established since satellites originally observed the phenomenon in 1992. But until now, it was not known when the retreat of the glacier started, or its underlying cause.

"Our results suggest that, even when climate forcing (such as El Niños, which create warmer water) weakened, ice-sheet retreat continued," said lead author James Smith of the British Antarctic Survey (BAS). "This finding provided the first hint that the recent retreat could be part of a longer-term process that started decades or even centuries before satellite observations became available," Smith said.

The study would not have been possible without the efforts of the NPS Department of Oceanography team, Dr. Timothy Stanton, Dr. William Shaw and James Stockel. During a research expedition to the remote glacier to deploy NPS-developed sensor packages

to study the melting phenomenon under the ice sheet, the NPS researchers used their access to the Antarctic sea floor to support the BAS study.



After drilling through the 500-meter thick Pine Island Glacier, a team of NPS researchers prepare to collect a sediment core from the Antarctic Ocean floor more than 700 meters below. The resulting analysis of the core, released in the journal "Nature," details the massive glacier's history of retreat. (Photo courtesy of Dr. Timothy Stanton.)

The team helped drill through the 500-meter ice shelf to place their own instrumentation, but first deployed an instrument to retrieve a sediment core from the bottom of the Antarctic Sea, 700 meters below. It is these very sediment cores that were used in the landmark study.

"The [NPS team] helped get the very unique sediment cores from the profoundly remote PIG site for our British Antarctic Survey colleagues," explained Stanton. "We deployed a sediment corer just after we participated in completing the 0.2-meter-wide bore holes through the 500-meter thick ice shelf at each of the three sites we occupied on the Pine Island Glacier Ice Shelf during the 2013/2014 field season.

"In many ways, this was an add-on to the deployment of the NPS developed ocean/ice interaction sensors that we were setting just below the ice shelf," Stanton continued. "We realized the importance of the sediment records in establishing the recent (last 100 year) record of the ice shelf grounding line that determines the stability of the Western Antarctic Ice Sheet.

"Helping with the sediment coring was a great investment of time, as James Smith's BAS team were able to execute a very detailed analysis of the 80cm deep sediment cores to infer the rapid retreat of the ice shelf during the last 60 years," he said.

SWO Boss Updates Students on State of the Surface Force

By PO3 Brian H. Abel

Commander, Naval Surface Forces, Vice Adm. Thomas S. Rowden speaks to NPS surface warfare students during a guest lecture in King Auditorium, Nov. 3.

Rowden discussed upcoming changes to the surface warfare community, and stressed the importance of power projection around the world.

"The Navy exists to control the sea ... to control the sea to the benefit of the United States of America and of our allies," said Rowden.

He discussed his views on the changing mission of surface vessels,

from defensive to offensive, including new precision missiles that are extremely difficult to counter.

He also emphasized the importance of keeping the nation's enemies guessing at Navy tactics, especially when it comes to projection of power.

"At the end of the Cold War, we were working on and building a fleet designed to provide a balance between sea control and power projection," said Rowden. "If you look at some of the things that we do with our ships now, the way we operate today is built into the requirements that we're building into our ships."

ARSENL Team Advances Team vs. Team Swarm Research

By PO2 Victoria Ochoa

NPS' Advanced Robotic Systems Engineering Laboratory (ARSENL) successfully tested a 10 versus 10 UAV swarm during a field exercise at Camp Roberts, Nov. 3.

"We are trying to foster the development of behaviors and capabilities for large-scale aerial swarms, specifically fixed wing," said NPS Research Assistant Professor Duane Davis. "Before we started working this there really wasn't anybody doing things with distributed control of large aerial swarms."

ARSENL has had big plans from the very beginning. The UAVs that are used are basic fixed-wing models that have been augmented with 3D printed items, hobby shop items, and HD cameras.

"Our goal from the start was big, which is why we came up with the number 50. For aerial standards that is a very large swarm," said Davis. "That was our primary focus up until August of 2015, which is when we accomplished our 50-plane swarm mission."

After completing the goal of flying 50 autonomous UAVs, the team decided to increase the capability of the UAVs and test the team in a different way.

"We found that we would have to do it as a form of competition. Each team would swarm against another and play a form of capture the flag," said Davis.

The capture the flag game between opposing UAV teams is comprised of two swarms trying to capture the opposing team's flag by landing within a certain distance of it. At the same time, the swarm is trying to defend its own flag by doing air-to-air tag against adversary UAVs that are trying to capture their flag.

"ARSENL is working on two parallel efforts, one with the Georgia Tech Research Institute, and we will be holding a GTRI vs. NPS swarm event in February," said Davis. "There is also a DARPA-funded effort that we are supporting called the Service Academy Swarm Challenge, and each service academy will have a team competing in April."

NPS Community Honors Native American Heritage

By PO1 Lewis Hunsaker

Gary Breschini from Archaeological Consulting offered a lecture on Central California's Esselen Indian tribe during the National Native American Heritage Month celebration, held in the Mechanical and Aerospace Engineering Auditorium, Nov. 17.

"Today I would like to talk about the Esselen Indians. They lived just to the south of here, and were the one of least populous groups in California, and are still one of the least known about groups in the state," said Breschini.

Esselen territory encompassed mostly rugged terrain southeast of what is now the Monterey Peninsula, in the Santa Lucia mountains – inland from Big Sur to the upper Carmel Valley, and along the coast from the Little Sur River to near Lopez Point.

"However, we are often asked how the Esselen got here. The standard theory is they came across the Bering Sea . . . when water was 380 feet lower," explained Breschini. "But we have another theory. The first people that came down the West Coast did so by water craft . . . following the kelp highway," which runs from

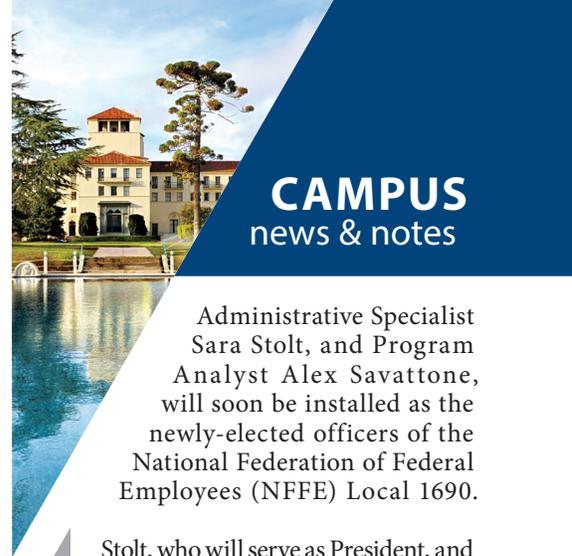
the Aleutian Islands off Alaska to the tip of South America providing a great source of food.

In the late 1700s, the local Indians' world would change drastically when European soldiers and missionaries established a presence in the region. Missionaries baptized Esselen tribe members, but left little records about the tribe itself.

"The first Esselen baptism occurred on May 9, 1775, and an estimated 1,000 baptisms occurred over the years," said Breschini.

Between assimilation and diseases, Breschini says the indigenous Esselen population was devastated, with an estimated 90 percent decline in their population. There remains, however, a definitive presence in the region

"In this area there are around 1,000 local descendants of local tribes," said Breschini. "They care deeply about their heritage, which the missionaries in large part took away. However, through research and in part through archaeology we are able to learn more about their heritage."



CAMPUS news & notes

Administrative Specialist Sara Stolt, and Program Analyst Alex Savatone, will soon be installed as the newly-elected officers of the National Federation of Federal Employees (NFFE) Local 1690.

Stolt, who will serve as President, and Savatone as Vice-President, begin their three-year terms, Jan. 1, 2017.

"My first priority as Local 1690 President is to continue to build our internal structure, and by that I mean getting our membership more involved to help the bargaining unit be strong and vocal when need be," explained Stolt. "We'll achieve this by increasing our visibility and defining the roles and responsibilities of the union, and encourage proactive partnership with the agency."

Stolt and Savatone, a program analyst in the Space Systems Academic Group, say they want to ensure that the frontline employee perspective is taken into account.

"We believe we're starting off on a very good footing to continue the 1690 legacy of building and maintaining relationships among NPS' employees. Their participation is also key to a successful bargaining unit," said Savatone.

Joining Stolt and Savatone in new union roles are Auditor Charlotte Miller, Trustee Tyller Williamson, Recording Secretary Neecha Gwin, Secretary Treasurer Bardomina Lopez, Conductor Sentinel Malcolm Mejia, Trustees Vinny Carr and Patty Jackson, and Auditors Linda Bittner and Javier Chagoya.

**Have a story to share?
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First Texas Ranger Lassos Executive Leaders Program

By Javier Chagoya

Texas Ranger Maj. J.D. Robertson, the first ever Texas Ranger to walk the halls of NPS, looks the part of the unyielding, 'Lone Star' lawman.

Robertson is one of 34 law enforcement and government officials who just completed the nine-month Executive Leaders Program (ELP) in the Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS).

"The Naval Postgraduate School and the Center for Homeland Defense and Security are institutions with a long and legendary history of providing excellent, executive-level education. There are multiple asymmetrical threats facing homeland security leaders today in a wide variety of areas, including but not limited to terrorism, cyber security, critical infrastructure and natural disasters," said Robertson.

Robertson heads the Special Operations Group out of Austin, Texas, where he is responsible for a host of expert teams in special weapons and tactics, bomb squad, reconnaissance, special response, crisis negotiations, and border security. He's the one they call on when things get critical ... for the entire state of Texas. So what can this seasoned enforcer learn in the classroom that he doesn't already know from the hard scrabble of 26 years on the streets and frontier?

"The CHDS-ELP program brings together leaders from the many multidisciplinary fields in homeland security with the premise of providing advanced discussion on critical threat topics presented by leading experts," he said. "In this environment, leaders gain different perspectives in dealing with these threats in a collaborative problem-solving atmosphere, which builds trust and respect for the various perspectives in dealing with these challenges." Robertson's career has encompassed a wide range of duties, including

serving as an officer of the Texas Highway Patrol and the Texas Department of Public Safety. But his calling for taking on greater responsibilities was strong over the last decade, with opportunities that have put him in the forefront of the state's incredibly burgeoning drug and human trafficking problems.



Texas Ranger J.D. Robertson is pictured outside Herrmann Hall. (U.S. Navy photo by Javier Chagoya)

With the growing escalation in illegal drug trafficking, human smuggling and escalation of violence in the Texas Border region, the Department of Public Safety director combined the special tactical operations units under a single commander in October of 2011 to address these threats in a task force initiative.

"At the time of the formation of the Special Operations Group, I was again fortunate to have developed and honed the skills needed to lead this diverse and highly specialized group of units in a combined effort to provide a unique and specialized application of tactical law enforcement to a growing problem," explained Robertson.

Over the course of the past nine months, Robertson's own tactical experience and savvy has served as a contribution to the ELP's participants, an aggregate of the nation's local, tribal, state, federal government, and private sector homeland security officials.

"Having engaged extensively in a collaborative environment and various social settings through the course of study, I have learned the members of the cohort have the highest level of integrity and character you would expect of executive leaders. The quality of personnel, as well as instructors, has exceeded my expectations in many ways. I have also developed professional and personal relationships that will benefit collaborative information sharing on homeland security issues for years to come," said Robertson.

Focus On ... Safety

A Monthly Look at Names and Faces on Campus

NPS Safety Directors, Lt. Cmdr. Tony Colon, Kathy Franklin (Environmental), Michelle Marnach (OSH) and Debora Waxer (Supervisory Safety Engineer) are the center for NPS' safety mission.

"We have seen a decrease of about 50 percent in mishaps since last year, and that is excellent news," said Colon. "The reason for the decrease is because we have worked very hard to disseminate information to all levels of leadership,

and we work hard to promote risk management."

Many mishaps can occur while on base, but according to Marnach, most mishaps related to military and civilians occur while on liberty.

"It's a beautiful place [here], and it's very easy to become distracted, and there are many dangers that can affect you," said Marnach. "Water sports, snow sports and even things like playing Pokémon Go and

not watching where you walk are all risky activities."

The Safety department continually updates its website with pertinent information pertaining to new regulations and information for all hands, as well as disseminating information to departmental safety coordinators.

"Our motto is 'Readiness through Safety,'" said Colon. "Our job is to make sure that NPS' mission is accomplished,

and we do that by using risk management and critical thinking."



NPS Safety Team

Any Day at NPS ...



Political scientist Dr. Erica Chenoweth of the University of Denver's Josef Korbel School of International Studies offers a guest lecture on her latest book, "Why Civil Resistance Works," to students and faculty in the NPS Department of National Security Affairs, Oct. 28. (U.S. Navy photo by Javier Chagoya)



A class of future linguists is pictured during the early years of the nearby Army Language School, now the Defense Language Institute Foreign Language Center (DLIFLC), which celebrates its 75th anniversary during the first week in November with a series of events on the Monterey campus. (Courtesy Photo)



NPS and NSAM hosted a screening of the documentary film, "Eleven" in Glasgow Hall, Nov. 10. The documentary tells the story of the heroes of Carrier Air Group 11 through the first-hand accounts of 11 Navy veterans recounting their combat tours in the South Pacific aboard USS Hornet (CV-12). (U.S. Navy photo by PO2 Victoria Ochoa)



Lt. John Tanalega, a student in NPS' Department of Operations Research, has been honored by the United States Naval Institute (USNI) for his submission to the annual USNI Leadership Essay Contest. Tanalega won first place in the competition for his essay on fostering a culture of leadership in junior officers, and will be published in a future publication of "Proceedings." (U.S. Navy photo by PO2 Victoria Ochoa)



NPS staff member Lt. Kelly Blake recently accepted the challenge of becoming the university's primary Sexual Assault Prevention and Response Point of Contact. In addition to her responsibilities as the President's Aide, Blake will now act as the primary liaison between NPS and Fleet Numerical Meteorology and Oceanography Center, and the region's Sexual Assault Response Coordinator, ensuring the commands' programs are operating at a high level. (U.S. Navy photo by PO3 Brian H. Abel)



Naval War College Monterey students, from left, Lts. Joshua Collins and Grant Cassingham, Army Majs. Brian James and Nicole Alexander, are pictured outside Halligan Hall after earning academic honors in the Joint Professional Military Education (JPME) phase 1 course, Nov. 1. (U.S. Navy photo by PO1 Lewis Hunsaker)

STUDENT voice

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

This will be my final article as the Chairman of the President's Student Council (PSC).

During the past six months, we have done our best to make unique opportunities available to the students at NPS, whether they were intercampus seminars or unique events outside of campus.

We surveyed the student population and received great feedback and identified issues and recommendations to take to the Dean of Students.

Thank you for allowing me to serve as your Chairman and it's been an honor serving the students.

The PSC has two potential candidates for the Chairman and Vice-Chairman positions. These candidates will bring a fresh perspective in improving student life at NPS.

We look forward to their new initiatives and will announce their names in early December.

As I said in my first article, one of the best pieces of advice I got here was to maximize my experiences and opportunities. I hope you will be able to do the same.



Have a story to share? Public Affairs is constantly seeking interesting news and stories for Update NPS. Send your tips to pao@nps.edu.

On Campus this Month

HAPPY HOLIDAYS

December 2

75th Pearl Harbor Remembrance Dinner
6:00 p.m. in the El Prado Room



December 16

Fall Graduation Ceremony
10:00 a.m. at King Auditorium



December 6

Quarterly Awards Ceremony
3:00 p.m. at the Quarterdeck



December 25

Christmas Day

Happy Holidays

December 31

New Year's Eve



December 10

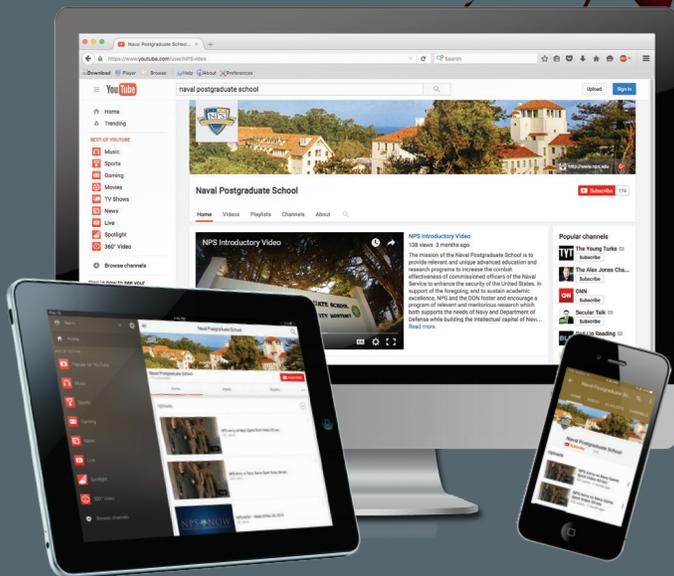
Army vs Navy Tailgate Party
11:30 a.m. - 4:00 p.m. in the Trident Room



BREAKING NEWS HAPPENS

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Historical Highlights



Christmas at Del Monte

On the road to Monterey,
Where society golfers play,
And the autos roll like thunder
Over driveways round the bay.

On the road to Monterey,
Santa Claus will pass that way,
But Del Monte throngs may wonder
If he goes there in a sleigh.

(Source: San Francisco Chronicle December 13, 1903, p. 25)