



(U.S. Navy photo by Javier Chagoya)

## NPS to Educate Future Naval Strategists

by Kenneth A. Stewart

After a long hiatus following the cold war, the Navy has once again turned to NPS to educate specialized Naval strategists. NPS curriculum 688, Strategic Studies, will now train board-selected officers to receive the 2301P performance code.

“The Navy has p-coded billets for O5s and O6s designed to give these folks insight into how strategy is made so that when they are running the Navy, or advising our civilian leaders, they will be qualified to contribute to the discussion,” said NPS School of International Graduate Studies (SIGS) Dean Jim Wirtz.

The 15-month program allows students to focus on maritime strategy. Courses include forays into American national security, defense policy, economics, international relations, comparative politics and regional area studies. NPS alumnus Rear Adm. Michael Smith, who currently serves as the president of the Navy’s Board of Inspection and Survey, was instrumental to the return of strategic studies to NPS.

*“We need people who understand how the Navy is going to use strategy to alter our enemies’ goals.”— Dean Jim Wirtz*

“We had to create an enterprise where everyone comes in and leverages the service academy, War College and NPS to develop the strategic tools we need to support the CNO [Chief of Naval Operations],” said Smith who worked closely with Wirtz to develop the program.

“The Navy has come to the realization that it needs people capable of looking at the big picture and able to contribute to the national strategic environment,” said Wirtz. “We need people who understand how the Navy is going to use strategy to alter our enemies goals.”

NPS student Lt. Jason Rogge intends to be one of those people.

“My hope is that the Navy continues to support the program and keeps it alive, the Navy really needs people that are able to deal with these issues,” he said. If all goes according to plan, Rogge may get his wish. Smith’s vision for strategic studies is more than an academic exercise.

“We have more billets where four-stars [admirals] want strategists than the Navy communities can provide,” said Smith. “There is a huge demand for this.”



NAVAL POSTGRADUATE SCHOOL

UPDATE  
NPS

- p3 **Analysis Sheds Light on Healthcare**
- p4 **Former Intel Officer, Now Academic, Challenges Perspectives**
- p6 **CHDS Hosts Two-Day APEX**

NATIONAL WOMEN'S  
HISTORY MONTH

March 2015

# Optimized Watch Schedules Continue to Gain Traction

By Kenneth Stewart

NPS Department of Operations Research Associate Professor Nita Shattuck has led a long line of NPS students on a mission to improve the lives of their fellow service members around the world. For more than 15 years, she has devoted herself to a singular task ... ensuring service members get enough rest to perform their best, especially when they are deployed and must deal with potentially life-threatening situations.

“Sleep is critically important to crew performance and combat effectiveness. There is often more work than crews can handle in a normal workday,” said Shattuck. “With reduced crew sizes, personnel must work even longer hours and sleep is generally the first thing to be sacrificed.

“We want to help decision-makers balance cost, performance and risk. They need to understand the implications of how their decisions affect the warfighters,” she stressed.

Shattuck’s research is based on a simple concept ... the human body cannot learn to overcome sleep deprivation. With this in mind, Shattuck and her team have been monitoring the sleep schedules of Sailors on a variety of ships and submarines for more than a decade, and suggesting alternatives to traditional watch rotations. And though Shattuck may not be the first to challenge the way Sailors work and sleep, she has the empirical evidence and the scientific acumen necessary to back up her recommendations.

“The average workday [while underway] is 11-12 hours. When you add watch standing duties, many Sailors are working more than 14 hours a day,” said Greek Navy Cmdr. Panagiotis Matsangas, one of Shattuck’s former Ph.D. students. “The goal is to increase the operational performance of the ship, and you can do this by doing one of two things ... You can buy stuff for millions of dollars, or you can take our approach and optimize the organizational structure of the ship. Our way costs much less and it is easier to do.”

Along with collecting data about watch standing, Shattuck’s team collects data on other factors that interfere with crew rest, such as long lines at shipboard dining facilities and “special evolutions” that are often part of shipboard life.

“When you take people to the ragged edge of fatigue, you have health and emotional consequences,” said Shattuck, who adds that sleep deprivation leads to a host of problems including increased risk taking, poor communication skills, and even moral impairment.

“Sleep deprived people are more risk taking, because despite the fact that they are not able to think clearly, they believe that they can,” Shattuck explained.

“In his altered state, a drunk believes that he is safe to drive, but too often, the results are disastrous ... [Similarly], the sleep deprived brain is unable to judge its own level of impairment,” she continued.

“The frontal lobe in your brain helps you to make good decisions. When you are sleep deprived, your frontal lobe is not active,” added Research Associate and Navy Reserve Lt. Stephanie Brown.

Although Shattuck did not serve in the Navy, she has spent a considerable amount of time at sea where she has worked to get to know the men and women whose sleep patterns she has been studying.

In one of Shattuck’s more recent studies, she was invited by a former colleague to study crewmembers onboard an aircraft carrier, where she conducted a three-phase study of personnel in the nuclear reactor section, where specialized training compounds the importance of retaining these qualified personnel.

“Sailor retention poses a serious problem to the fleet and is a chronic and recurring problem in the surface warfare community,” said Shattuck. “Each Sailor who chooses to leave the Navy represents a substantial loss to our force, so improving their work conditions is an easy way to help with retention.”

In addition to her work analyzing at-sea watch rotations, Shattuck has worked with both the Army and the Navy to enhance recruit performance and with the U.S. Military Academy at West Point to improve cadet sleep schedules. She is also currently working with the White House’s Emergency Operations Center and with the U.S. Marine Corps to document the sleep patterns of security personnel throughout the world.



NPS Associate Professor Nita Shattuck, pictured center with current members of her research team, has studied non-standard watch and rotation schedules for several years. Her goal is to optimize crew performance by matching sleeping patterns to the body’s natural rhythm. (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).*

# Analysis Sheds Light on Healthcare

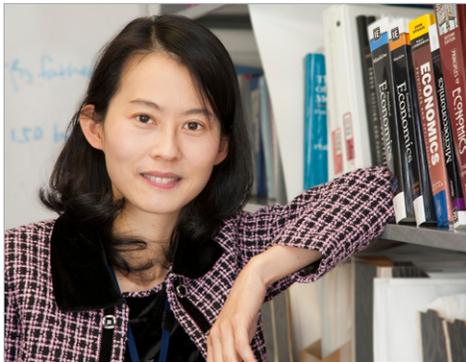
By Kenneth A. Stewart

NPS Associate Professor Yu-Chu Shen has scoured health care databases, identifying trends and giving policy gurus a lot to think about. At the heart of her work is the notion that empirical data, when properly analyzed, can answer questions without either partisan filters or presupposed conclusions.

“I am an empirical analyst. Everything I do is related to data, whether it’s about evaluating policies affecting civilian health markets or analyzing mental health readiness in the military,” said Shen.

Lately, Shen has turned her analytical eye to serious mental health issues. Her analysis is part of an effort to measure the risk factors that contribute to costly mental health conditions, such as Post Traumatic Stress Disorder (PTSD), depression and substance abuse.

She was not surprised to learn that Iraq and Afghanistan veterans had higher rates of mental health conditions. But Shen was surprised to learn that the Navy had the



*NPS Associate Professor Yu-Chu Shen of the Graduate School of Business and Public Policy applies her exemplary data analysis capabilities to a broad range of healthcare-related DOD issues. (U.S. Navy photo by Javier Chagoya)*

highest odds ratio for PTSD when compared to populations of service members that had and had not served in Iraq and Afghanistan relative to Army and Marine Corps veterans.

Shen also conducted an in-depth analysis of suicides in the Navy. “I think of suicide as an event that occurs in stages,” said Shen. “With suicide, you start with ideation, which may lead to an attempt and eventual death.

“I looked at whether or not the risk factors differed throughout the various stages [of progression toward suicide],” continued Shen

who was able to determine by linking military data with death certificates from the Social Security Administration that suicides were occurring many years after service members separated from the military. Perhaps contrary to popular opinion, initial results indicated that PTSD did not increase the risk of suicide deaths and that depression and substance abuse were both much larger risk factors.

In a separate project, Shen found a correlation between negative performance outcomes and low scores on sections of the Army’s Global Assessment Tool – an online questionnaire used by the Army to assess the psychological health of soldiers for self-awareness purposes.

“We tend to find that people who score higher on the depression scale have a much higher attrition rate. Also, if you have difficulty adapting, you tend to have a higher rate of attrition,” explained Shen. “Understanding the relationship between psychological health and performance outcomes allows us to explore possible screening options that hopefully will provide savings to the Army down the road.”

All of this is related to Shen’s earlier work focusing on how system level factors in the U.S. healthcare system affect patients’ access to care and their eventual health outcomes.

“I started out analyzing civilian healthcare markets, looking at how different system level factors may affect patient outcomes,” explained Shen.

One such system level factor she examined was payment cuts. She used the Balanced Budget Act of 1997 as a natural experiment. The act reduced payments to hospitals in different degrees.

“I compared patient outcomes before and after this policy was implemented between hospitals facing small and large payment cuts, and asked whether or not payment cuts affect patient care,” said Shen. “They do. As a result of payment cuts, hospitals have to juggle [priorities], reduce staff and discharge patients earlier. Resource constraints like these resulted in worse mortality outcomes.”

Shen’s work was recognized late last year by the NPS Foundation with its Menneken Award for Excellence in Scientific Research. The award is conferred upon faculty members for outstanding effort and achievement in research that makes a significant impact on the Navy and the Department of Defense.

## FACULTY news & notes

NPS Professor and Department of Systems Engineering Chair Clifford Whitcomb will be honored at the 25th Annual International Symposium of the International Council on Systems Engineering (INCOSE) after being named a fellow.

NPS Department of Operations Research Professor of Practice retired Navy Capt. Wayne Hughes, author of the seminal strategic volume “Fleet Tactics and Coastal Combat,” recently completed service as chief editor on the U.S. Naval Institute’s latest “Wheel Book” entitled “Naval Tactics.” Hughes has championed the field of tactical campaign analysis and the theory of naval combat for the last 64 years.

NPS Department of Defense Analysis Assistant Professor Camber Warren offered his views on the role of social media in the escalation of conflict in an article titled, “Segregation Kills: How Social Media Fuels Violence in African States” that appeared in a recent edition of the Washington Post. Warren discussed the role of social media in spreading and contributing to “collective ideas” and the production of collective violence.

The International Defense Acquisition Resource Management (IDARM) program on Defense Procurement and Contracting. IDARM recently announced the availability for current NPS students to attend two upcoming courses in March. The first course, Principles of Defense Acquisition Management, will be conducted March 2-13, while the second, Principles of Defense Procurement and Contracting, will be conducted, March 16-27. Interested students should visit [www.nps.edu/IDARM/](http://www.nps.edu/IDARM/) for more information.

*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).*

# Former Intel Officer, Now Academic, Challenges Perspectives

By Kenneth A. Stewart

Former Navy intelligence officer turned academic, NPS Assistant Professor Erik Dahl teaches at both NPS, and at its Center for Homeland Defense and Security (CHDS). Dahl's expertise is focused largely on domestic security, and what he describes as the "balance between security and liberty" that is found at "the intersection of intelligence, terrorism and homeland security."

"I argue that we can learn more from the study of failed than successful terrorist plots, even though most of the attention is on terrorist successes. A terrorist failure is an intelligence success, and I want to know what contributes to intelligence success," said Dahl. "What motivates me is helping the American intelligence community to keep America safe."

Dahl is a prolific writer on the subject of balancing security with civil liberties. "Many of our leaders argue that you do not have to sacrifice civil liberties to have security, but I don't buy it," said Dahl. "History shows that when we have endured crises, we have given up [some of our] civil liberties."

Dahl contends that when civil liberties are at stake, appropriate measures and safeguards must be in place.

"There are two things that must happen first," explained Dahl. "First we need to have a public discussion about what we are giving up. The American people need to be informed ... The main purpose of my work is to help engage [them] in a better discussion."

"We also need to be able to move the pendulum back after a security

threat recedes, but I don't think we have done that since 9/11. My personal belief is that we need to start moving the pendulum back toward civil liberties," Dahl continued.



*Former naval intelligence officer turned academic NPS Department of National Security Affairs Assistant Professor Erik Dahl applies his unique area of expertise to teaching both U.S. and international military officers as well as first responders from across the nation. (U.S. Navy photo by Javier Chagoza)*

Dahl's life experience has certainly shaped his outlook, but so too has his daily interactions with the students he teaches. In addition to teaching U.S. and allied officers at NPS, Dahl's work with CHDS allows him to exchange ideas with federal, state and local civilian officials including security and intelligence officials ranging from the New York Police Department (NYPD) to the FBI.

His latest article, "Finding Bin Laden: Lessons for a New American Way of Intelligence" published in *Political Science Quarterly*, grew out of discussions between Dahl and members of the NYPD in his courses at CHDS.

For Dahl, teaching and writing about these important issues is only part of what he feels the public has charged him and his colleagues to do. He is a vocal advocate for engaging with the public - an exercise that he considers a "civic duty," both for himself and his students.

"I enjoy not just engaging with students in the classroom, but with local organizations and with others at conferences around the country. I think that [this sort of engagement] is an important

part of our job," said Dahl. "We should be instilling a desire to think and debate the important issues of the day, both with our students and in the community. That's why the people of this country pay us, to teach our students, but to also stimulate important discussions among our students and the public."

## NSA Monterey Police Hone Response Skills

By MC2 Shawn J. Stewart

Members of Naval Support Activity (NSA) Monterey recently took part in an active shooter drill at NPS' Public Works facility during Exercise Solid Curtain-Citadel Shield 2015 (SC-CS15), Feb 11.

SC-CS15 is the Navy's largest annual force protection exercise. It is designed to test the ability of its security force's to respond to unit and installation threats.

"The scenario this year focused on a disgruntled Public Works employee who first shot his supervisor and then himself," said NSA Monterey Training Officer Travis Segura.

The team was able to learn and improve on past discrepancies. Segura's guidance was hands-on and gave trainees the opportunity to receive rapid "sensory and cognitive supervision" as well as live feedback on room clearing, teamwork and general instruction techniques.

"Of course there is always things we can improve on or that we can get better at, but I thought we did really well in respect to last year," said Segura. "Our overall movement was quicker, we had a lot more communication, and we cleared [rooms] better than before. That's the number one thing for me."

# NPS Students, Faculty Support Local Literacy Program

By MC3 Michael Ehrlich

NPS Students, faculty and staff recently volunteered their time and skill for the Monterey County Reads Program.

The program aims to support higher literacy levels at local elementary schools.

"We are a not-for-profit organization that collaborates with a number of institutions, including NPS," said Co-Chair and Chief Executive Officer (CEO) for the Panetta Institute for Public Policy Sylvia Panetta, one of the organizers of the program.

Monterey County Reads works to increase literacy rates in underprivileged areas throughout the Monterey Peninsula.

While most NPS students, faculty and even spouses participate

mainly through reading to children, Jordanek has offered her own unique expertise in support of the program.

"What I have been doing for the past seven years with the Monterey County Reads Program is analyzing the data to see if there is a statistical improvement, which there has been," said Jordanek.



NPS Associate Provost retired Navy Capt. Paula Jordanek, above, is one of several NPS students, faculty and staff who have volunteered their time and skill for the Monterey County Reads Program in recent years. (U.S. Navy photo by MC3 Michael Ehrlich)

"The Panetta institute uses the results to apply for grants to continue the program. But the institute relies on the volunteers who come in and read to the children and help them to learn," Jordanek continued.

Students interested in volunteering for this, or many other local community organizations, should contact President's Student Council Chairman Lt. Aaron Steward.

# Faculty Council Memorializes Beloved Colleague

By Javier Chagoya

NPS faculty paused for a moment to honor the work of NPS Professor Mary L. Batteen at Ingersoll Hall, Feb. 12. Prior to a meeting of the NPS Faculty Council, NPS Faculty Chair Dave Olwell presented a memorial resolution that was passed unanimously by

the council and presented to Batteen's husband, NPS Research Professor Tim Stanton.

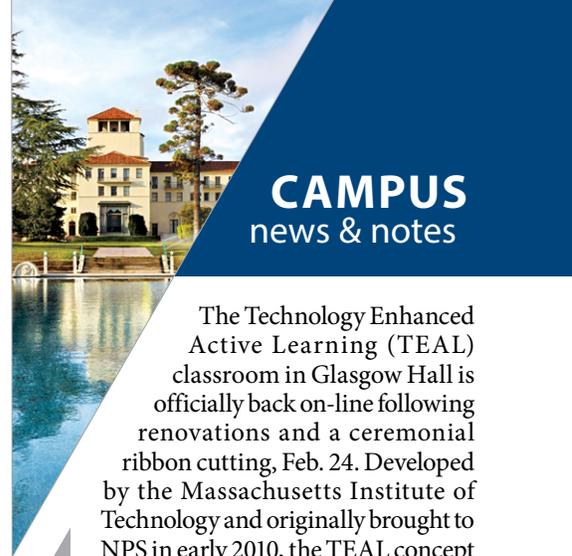
Olwell read from the resolution to the assembled NPS faculty and leadership in attendance.



NPS Department of Systems Engineering Professor and Faculty Chair David Olwell, left, presents a framed memorial resolution recognizing the achievements of Oceanography Professor Mary L. Batteen to Research Professor Tim Stanton, right, at Ingersoll Hall, Feb. 12. (U.S. Navy photo by Javier Chagoya)

"Professor Batteen was a noted scholar of oceanography, who made a substantial contribution to our knowledge of the oceans through her research and publications; was a gifted teacher who dedicated her professional life to prepare naval officers for service to their country; and was a beloved colleague who genuinely enriched the NPS community," read Olwell.

Batteen joined NPS in 1985, teaching at the university for a total of 29 years. She was a respected member of the Meteorology and Oceanographic (METOC) community and chaired NPS' Department of Oceanography from 2001-2008.



## CAMPUS news & notes

The Technology Enhanced Active Learning (TEAL) classroom in Glasgow Hall is officially back on-line following renovations and a ceremonial ribbon cutting, Feb. 24. Developed by the Massachusetts Institute of Technology and originally brought to NPS in early 2010, the TEAL concept integrates technology with design to maximize collaborative learning opportunities for students.

The newly established Navy Medical Administrative Unit (NMAU) Monterey's NPS office has opened its doors for business at Herrmann Hall. The Preventive Medicine (Prev Med) office was also moved to NPS and is co-located with NMAU. The NMAU office is open from 7:30 a.m. to 4:00 p.m. Appointments for Periodic Health Assessments (PHA), and other healthcare needs can be made by calling (831) 656-3807.

Former Indonesian Naval Chief of Staff retired Adm. Dr. Marssetio traveled to NPS to meet with students and to present a plaque to NPS President retired Vice Adm. Ronald A. Route in honor of NPS' and Indonesia's on-going relationship and educational partnerships. Marssetio took time during his visit to speak to students about climate change in the South Pacific, a topic of particularly grave importance to archipelago nations like his native Indonesia.

### THIS MONTH ON

## INSIDE NPS

- Interview with Commander U.S. Cyber Command and NSA Director Adm. Michael Rogers
- Overview of NPS' CSO and MACO Programs with Professor Cynthia Irvine and Lt. Cmdr. Eric McMullen
- Showcase of the Center for Cyber Warfare with Cmdr. Zachary Staples, Professor John McEachen and Lt. Cmdr. Thomas Parker
- Spotlight on the Cyber Grand Challenge with Senior Lecturer Chris Eagle.

"INSIDE NPS" AIRS MONTHLY ON THE DEFENSE NEWS NETWORK

# CHDS Hosts Two-Day APEX

By CHDS Public Affairs Specialist Brian Seals

Almost 200 alumni, faculty and staff attended the 2015 Center for Homeland Defense and Security's (CHDS) Alumni Professional and Educational Exchange (APEX) at the Barbara McNitt Ballroom, March 4-5.

The annual event helps CHDS graduates stay abreast of homeland security issues while also reinforcing the center's alumni network.

NPS President retired Vice Adm. Ronald A. Route kicked off the first day with welcoming remarks.

Chairman, National Intelligence Management retired Rear Adm. Rosanne LeVitre, spoke during the opening session. Her address focused on the state of intelligence and information sharing in the U.S.

In addition to topnotch speakers, the exchange offered a series of educational sessions. The sessions were conducted over the course of two days. They ranged from practical issues such as strategies for engaging the public during civil unrest to the global implications of limited water supply in an ever more populous world.

Global water supply is linked to almost all aspects of society, said Dr. Jim Tindall, a CHDS master's degree graduate. And, a limited supply eventually leads to civil unrest that at some point homeland security professionals may be called upon to quell.

"It's an issue that affects you directly as a first responder," Tindall said. "You haven't seen angry people until you see them hungry and dirty."

Boston Police Commissioner William Evans, a graduate of the CHDS Executive Leaders Program, and Dallas Police Department Major Stephen Geron, a master's degree alumnus, discussed engaging the public during protests, such as the Occupy Movement of 2012.

Evans noted that in many cases, an engaging community police approach is a more effective tactic than SWAT teams showing up in full riot gear.

"What we took out of the Occupy Movement was that the hard tactics and militaristic approach didn't work," he said. "The key to our success was building relationships with the kids in the camps."

Remaining educational sessions were conducted over two

days focusing on emerging issues facing the homeland security enterprise with titles like: Emerging Arctic Security; Strategies for Engaging During Civil Unrest; How Water Drives Future Security Priorities; Transnational Cyber Crime; and Ebola and the Risk of Pandemic Outbreaks.

CHDS has been the nation's premier provider of homeland security graduate and executive level education since 2002.



Nearly 200 Center for Homeland Defense and Security (CHDS) alumni listen to Boston Police Commissioner William Evans speak about departmental strategies for building stronger community relationships, during the 2015 CHDS Alumni Professional and Educational Exchange held at the Barbara McNitt Ballroom, March 4-5. (U.S. Navy photo by Javier Chagoya)

## Focus On ... Travel

A Monthly Look at Names and Faces on Campus

Travel Assistant Carolina "CJ" Martin is a very busy lady. Her work and academic goals make for some very long days.

"I book travel for students, faculty, staff and invitational travelers," said Martin. "I also assist travelers with their government credit cards and process non-DoD conferences."

Also a student in NPS' Master of Business Administration (MBA) program, Martin has learned to balance the difficulty of both a challenging career and challenging academic goals.



Travel Assistant Carolina "CJ" Martin

"Work is really stressful to be honest, but this is an important job and I enjoy helping people," said Martin. "I essentially live here. Between work and school, I probably work 10 hours a day."

Martin says that support from her colleagues has been central to her success both academically and professionally.

"We've been together for about 4 years building a tight-knit and dynamic office," said Martin. "I love my co-workers and I love the support we have for each other."

# Any Day at NPS ...



Like any large military community, promotions come fairly frequently at NPS. But the recent advancements of this tri-service group, consisting of U.S. Air Force Col. (sel.) Lance Wilkins, left, U.S. Army Lt. Col. Sang Min Sok, center, and Lt. Cmdr. Wendell Stephens, right, are indicative of the joint officer environment at NPS. (U.S. Navy photo by Javier Chagoya)

Marine Corps Capt. Christine Taranto, a logistics management student with NPS' Graduate School of Business and Public Policy, prepares for her 5th marathon, Feb. 18. (U.S. Navy photo by Javier Chagoya)



Retired U.S. Army 1st Sgt. Hugh "Smitty" Smith, Sr. shares highlights from his 27-year military career during the NPS Multicultural Heritage Committee's Black History Month celebration at Glasgow Hall, Feb. 26. (U.S. Navy photo by MC2 Shawn J. Stewart)



Operations Research students U.S. Navy Lts. Dustin Schulz and Steve Rockwell, center left to right, are this quarter's recipients of the Surface Navy Association's Award for Academic Excellence in Surface Warfare. Supporting the two students' winning research efforts were Senior Lecturer Paul Sanchez, Professor of Practice Jeff Kline, and Professor Tom Lucas, pictured back left to right. (U.S. Navy photo by Javier Chagoya)



Culinary Specialist 2nd Class Darin Wright holds his daughter during his re-enlistment ceremony at the Monterey Pines Golf Course, Feb. 18. (U.S. Navy photo by MC2 Shawn J. Stewart)



## STUDENT voice

By Lieutenant Aaron Steward, Chairman, President's Student Council

On March 3rd 1931, the Star Spangled Banner became the national anthem of the U.S. Since its adoption, every March 3rd has been the day we celebrate our national anthem.

Francis Scott Key wrote the Star Spangled Banner after witnessing the British bombardment of Fort McHenry at Baltimore harbor, Sept 13, 1814. Key, having been detained as an American negotiator onboard a British ship, was ecstatic to see the American flag still flying over Fort McHenry after a long night of hearing thunderous explosions and catching brief glimpses from the flashes of light painting the night sky with smoke and haze. Watching helplessly, he wrote the following:

"And the rocket's red glare, the bombs bursting in air, gave proof through the night that our flag was still there, O say does that star-spangled banner yet wave, O'er the land of the free and the home of the brave?"

Our hearts fill with pride when we sing this short phrase. It is a reminder that the U.S. will stand up for its ideals. Francis Scott Key captures this sentiment in a few lines of the final verse of his poem:

"Blest with vict'ry and peace may the heav'n rescued land, praise the power that hath made and preserv'd us a nation! Then conquer we must, when our cause it is just."

Remember these words as you study here at NPS. We are fighting for what is right and will face any foe with pride because we live in "the land of the free and the home of the brave!"

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 HISTORY MONTH

### March 12

Petty Officers' Advancement Examination  
Glasgow 102, 7:00 a.m.

### March 20

National Women's History Month Celebration  
Glasgow Hall, Room 102, 12:00- 1:00 p.m.

### March 27

Winter Quarter Graduation  
King Hall, 10:00 a.m.-12:00 p.m.



### March 17

Quarterly Awards Ceremony  
Barbara McNitt Ballroom, 3:15 p.m.

St. Patrick's Day



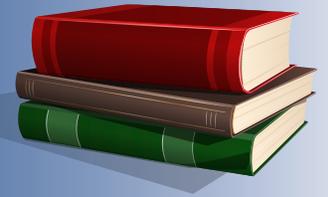
### March 23-27

Enrichment Week

Enhances the graduate experience of NPS students through non-coursework educational activities.

### March 30

Spring Quarter Begins



## Historical Highlights

Army Maj. Arthur Nicholson, a 1980 NPS alumnus in national security affairs, will be honored this month by the Cold War Museum in Vint Hill, Virginia. Nicholson's thesis, **The Soviet Union and Strategic Nuclear War**, remains timely and relevant today as U.S. defense officials express increasing concerns about

Russia's contemporary nuclear weapons policies and operations.

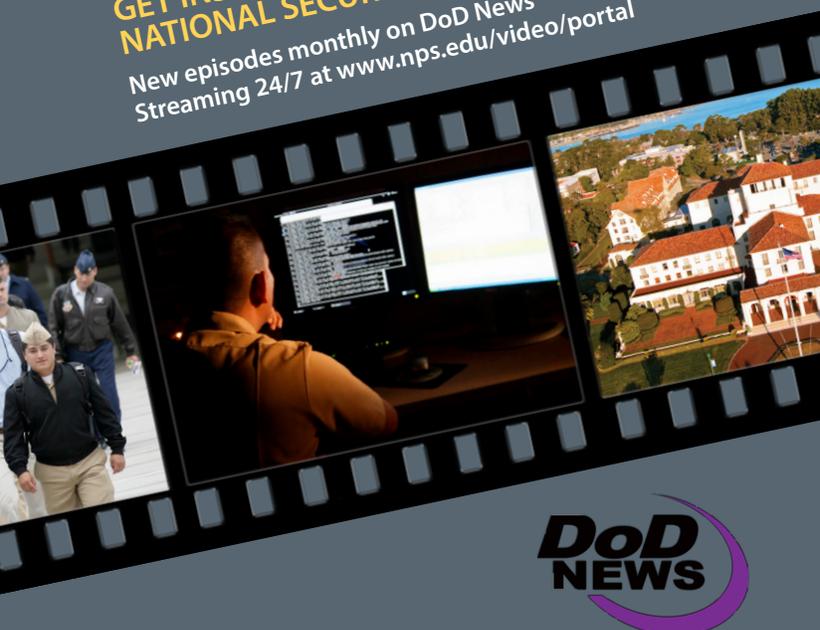


On March 24, 1985, Nicholson, as an attaché assigned to the U.S. Military Liaison Mission in Germany, was shot and killed by a Soviet sentry outside of a military site near Ludwigslust, East Germany. He was interred with full military honors at Arlington National Cemetery on March 30.

Nicholson is officially considered the last casualty of the Cold War, and the Cold War Museum has developed an exhibition to recognize him for his service to the nation. His thesis is among the more than 30,000 NPS student theses available on the Dudley Knox Library's digital repository, Calhoun, at <http://calhoun.nps.edu>.

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

**INSIDE NPS**  
GET INSIDE AMERICA'S PREMIER  
NATIONAL SECURITY RESEARCH UNIVERSITY  
New episodes monthly on DoD News  
Streaming 24/7 at [www.nps.edu/video/portal](http://www.nps.edu/video/portal)



**DoD  
NEWS**