



# NPS IN THE NEWS

## Weekly Media Report – January 25-31, 2022

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### RESEARCH:

#### [How Moral Character Promotes Ethical Decision Making](#)

*(Technology Networks 26 Jan 22)*

In recent years, interest in moral character has grown, as has its role in promoting ethical behavior within organizations. Yet we know little about the ways moral character manifests in observable ethical behavior. A new set of studies developed the character lens perspective to account for patterns in how individuals make sense of and comprehend ethical choices and situations. The research shows how moral character promotes ethical decision-making by highlighting the moral implications of people's choices.

Conducted by researchers at Carnegie Mellon University (CMU), the **Naval Postgraduate School**, and Massachusetts Institute of Technology, the studies appear in the Journal of Business Ethics.

### FACULTY:

#### [Wars for Oil + War Crimes: Would the U.S. still invade Iraq today?](#)

*(Hollie McKay 27 Jan 22) ... Hollie McKay*

The Swedish oil company Lundin Energy's executives have been under investigation for war crimes since 2010. Last November, Swedish prosecutors finally brought charges against the company's chairman and CEO for "complicity in war crimes committed by the Sudanese army and its allies in southern Sudan from 1999 to 2003."... "U.S. oil and natural gas production has made a significant contribution over the last decade to the U.S. and global energy security. First, it added liquidity to oil and gas markets," observed Brenda Shaffer, a research faculty member of the U.S. **Naval Postgraduate School** and a senior advisor for energy at the Foundation for Defense of Democracies (FDD) in Washington DC. "The surge in U.S. production during the first part of the last decade enabled the Obama administration and the Trump administration to remove Iranian oil from the market, without causing a major rise in oil prices."

### COLLABORATION:

#### [Elroy Air Unveils Fully Autonomous Chaparral Aircraft](#)

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## ALUMNI:

### [Nashua Native Assumes Command of USS Tennessee](#)

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The Ohio-class ballistic-missile submarine USS Tennessee (SSBN 734) Blue Crew held a change of command ceremony onboard Naval Submarine Base Kings Bay, Ga., on Jan. 14... Wilson, the incoming commanding officer, graduated from the U.S. Naval Academy in 2003 with a bachelor's degree in ocean engineering. He received an MBA from the **Naval Postgraduate School**.

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Ken Amster was honored for 40 years of federal service during a Jan. 14 ceremony in China Lake, Calif... In 1987, Amster earned a fellowship to attend the **Naval Postgraduate School** in Monterey and consequently, received a second masters degree in Operations Research.

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City Manager Bob Wingenroth has announced changes to the City's leadership structure as Surprise continues to grow and serve more residents and businesses. This includes promotions for the City's three Deputy City Managers and the appointment of new department directors in Public Works and Marketing and Communications... DCM Montgomery, a third generation Valley native, joined the City as Emergency Manager in November 2018. She has a 40-year career in policing and emergency management, which includes the role of Assistant Police Chief for the City of Phoenix Police Department. Montgomery holds a Bachelor's Degree in Business Administration from University of Phoenix; a Master's Degree in Education from Arizona State University; and a Master's Degree in Security Studies from the **Naval Postgraduate School**.

### [Student Naval Aviator Earns Bronze Medal at Armed Forces Cross Country Championships](#)

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A student naval aviator with the "Rangers" of Training Squadron (VT) 28 represented the All-Navy Cross Country team at the Armed Forces Cross Country Championships at Mission Bay Park in San Diego, Jan. 8... Swenson earned a Naval Reserve Officer Training Corps (NROTC) scholarship to Villanova University where he graduated with a bachelor's degree in civil engineering in 2019. He went on to attend **Naval Postgraduate School** in 2020 and earned a master's degree in operations research and has since completed primary aviation training.

### [Colonel Graduates with Masters in National Security Studies](#)

*(Guyana Chronicle 29 Jan 22)*

Colonel Raul Jerrick of the Guyana Defence Force has successfully completed his Master of Arts in National Security Studies with focus on Counterterrorism Policy and Strategy at the **Naval Postgraduate School** (NPS) in Monterey, California, USA.

## UPCOMING NEWS & EVENTS:

**Feb 2:** [Climate Gap Discussion](#)

**Feb 21:** President's Day (**Federal Holiday**)

**Mar 7-9:** [Center for Executive Education LCSS Workshop](#)



## RESEARCH:

### How Moral Character Promotes Ethical Decision Making

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Conducted by researchers at Carnegie Mellon University (CMU), the **Naval Postgraduate School**, and Massachusetts Institute of Technology, the studies appear in the *Journal of Business Ethics*.

"In this article, we introduce a new perspective on ethical decision-making, one that acknowledges the important role of moral character in shaping how people see the world and make sense of their choices," says Taya R. Cohen, Associate Professor of Organizational Behavior and Business Ethics at CMU's Tepper School of Business, who co-authored the study.

The researchers focused on three dimensions of moral character: honesty-humility, proneness to guilt, and the centrality or internalization of moral identity. They investigated how moral recognition (the ability to recognize the moral implications of one's choices) differed among individuals who tend to be more honest, fair, humble, generous, and trustworthy than their peers. They asked: Do these individuals see the world differently than their peers? Does having a high degree of moral character shape the way people make sense of the world and understand the situations in which they find themselves?

#### Specifically, the researchers:

- Tested whether MBA students' trustworthiness in a trust game (which involved sending and returning money to classmates) could be explained by the way they made sense of the game. They found that individuals who scored higher on each of the three dimensions of moral character had higher levels of moral recognition in the trust game—more than their peers, these individuals recognized the moral implications of the choices one can make in the game. Moral character was also significantly correlated with individuals' trustworthiness and willingness to trust others.
- Tracked how moral recognition changed as participants became increasingly entangled in a hypothetical unethical business practice. In such circumstances, past literature suggests that the deeper the entanglement, the more moral considerations will fade from individuals' awareness. However, in this study, individuals high in moral character maintained high levels of moral recognition even when induced to ignore ethical considerations, and accordingly expressed stronger intentions than those low in moral character to blow the whistle on financial misconduct.

The character lens perspective highlights at least two important roles for organizations in promoting ethical behavior. Organizations and leaders should take an active role in developing moral recognition among stakeholders. They should also be aware that disagreements among stakeholders on matters of ethics can be traced to differences in the ways individuals and groups make sense of situations and choices. Resolving ethical disagreements may require parties to step back and collaboratively examine different interpretations and assumptions that inform basic understanding of the situation.

"While it's true that situations shape individuals' behavior, it's also the case that individuals shape situations through their construal of them, as well as their actions," explains Erik G. Helzer, Associate Professor of Management at the **Naval Postgraduate School**, who led the study. "Our findings illustrate both of these maxims in the realm of ethics: People 'see' different choices in different situations, but they also 'see' identical situations differently as a function of their dispositional tendencies to make sense of the world."

The research was funded by Wake Forest University and the Templeton Religion Trust.

[How Moral Character Promotes Ethical Decision Making | Technology Networks](#)



## FACULTY:

### **Wars for Oil + War Crimes: Would the U.S. still invade Iraq today?**

*(Hollie McKay 27 Jan 22) ... Hollie McKay*

The Swedish oil company Lundin Energy's executives have been under investigation for war crimes since 2010. Last November, Swedish prosecutors finally brought charges against the company's chairman and CEO for "complicity in war crimes committed by the Sudanese army and its allies in southern Sudan from 1999 to 2003."

Lundin Energy (then Lundin Oil) began exploring in East/Central Africa more than 20 years ago, even as a vicious civil war raged. Specifically, the prosecution alleges that company executives requested the Sudanese government seize a potential oilfield by force, making the public energy firm complicit in war crimes committed by the Sudanese army against civilians.

More than 160,000 people were forced to flee their homes due to the long-running conflict. At least 12,000 people were killed in the region between 1997 and 2003. For years, Sudan waged war in South Sudan, which became an independent state in 2011.

Cases centered on "aiding and abetting war crimes" are exceedingly few and far between. The Lundin charges, vehemently rejected by the corporation, mark the first time a company has been held to the fire for war crimes since the Nuremberg trials. In accordance with international law standards, victims of human rights violations have a legal right to remedy and reparation. A retribution order, however, can only be obtained by those present in court – which is some 3800 miles away in the case of Lundin – leaving most survivors empty-handed.

Yet, this is a landmark case, with many legal experts and international observers closely watching: what is the extent of outside influence in driving an internal conflict to secure oil?

According to a United Nations panel in 2019, the oil industry in South Sudan, which was caught up in its own war soon after gaining independence, was "one of the major drivers of the violence, suffering, and violations of international humanitarian law visible in that country." The panel cautioned foreign companies that they were potentially complicit in war crimes and abuses.

The United States has relied heavily on free flow of petrol to bolster the world economy and maintain its global hegemony since World War II.

As the Cold War erupted around 1948, a steep new foreign policy concern for Washington appeared: the fear that the Soviet Union may dominate oil supplies in and out of the oil-rich Middle East. It gave rise to an obsession with the lingering Soviet footprint in Iran. It also raised the possibility that Iran and its neighbor Iraq may exploit the additional reserves to pose a threat to the United States and its allies.

Later, as a result of the 1991 Gulf War, some analysts suggested an increased U.S. footprint would boost trade with the Gulf over Asia and Europe. Furthermore, being on the ground would be an important political bargaining chip for American companies looking for contracts in the region.

Even so, the big question remains: if the U.S. had been the world's top oil producer nineteen years ago, as it is today, would the 2003 invasion of Iraq have happened?

At the time, supporters of the invasion argued that it was not a "war for oil." Instead, they pointed to Saddam Hussein's history of invading neighbors, supporting terror, and seeking weapons of mass destruction.

It is undeniable that the Iraq War was about oil, whether it was for oil or not. Iraq had previously invaded Kuwait, one of the world's leading oil producers. In the months preceding the invasion, Saddam threatened Saudi Arabia - the world's oil superpower at the time. The aggression of Iraq also threatened the Persian Gulf, the world's oil superhighway.

But Iraq itself was also at risk of being severed from the global stage. In 2003, the U.S. Department of Energy estimated that Iraq had 112 billion barrels of oil reserves. The United States, on the other hand, played a relatively minor role in international energy markets.

Whether it was the threat of radical Islamic terror, or military expansion by nation states, or simply the threat of chaos across the Middle East, America – and the allied West – had to keep the oil flowing.

Former Federal Reserve Chairman Alan Greenspan wrote in his 2007 memoir, “I am saddened that it is politically inconvenient to acknowledge what everyone knows: the Iraq war is largely about oil.” That same year, Nebraska Republican and former Senator Chuck Hagel told Catholic University law students, “People say we’re not fighting for oil. Of course we are,” while Gen. John Abizaid, former head of U.S. Central Command and Military Operations in Iraq, agreed that “of course, it’s about oil; we can’t deny that.”

### **Fast forward to 2019.**

America is now the largest oil producer in the world thanks to the fracking revolution. As of just a decade ago, U.S. production has more than doubled what it was when U.S. commitment in Iraq was at a peak with more than 135,000 military personnel. Yet it wasn't until 2018 and 2019 that America's own shale boom hit unprecedented heights, when West Texas Intermediate (WTI) traded at a cushy \$53 to \$72 per barrel.

“U.S. oil and natural gas production has made a significant contribution over the last decade to the U.S. and global energy security. First, it added liquidity to oil and gas markets,” observed Brenda Shaffer, a research faculty member of the U.S. **Naval Postgraduate School** and a senior advisor for energy at the Foundation for Defense of Democracies (FDD) in Washington DC. “The surge in U.S. production during the first part of the last decade enabled the Obama administration and the Trump administration to remove Iranian oil from the market, without causing a major rise in oil prices.”

The development of petro-power led to a change in foreign policy. Would today's America intervene in the Middle East as it did almost two decades ago? Would 100,000 American soldiers be deployed if the proxy war between Iran and Saudi Arabia in Yemen directly threatened the Saudi oil fields?

“In my opinion, 80 percent of the reason for going in [in 2003] had to do with oil and the war machine,” said Carsten Pfau, economist and founder of the Agri Terra Group. “The Iraq invasion wouldn’t have happened if America had its energy independence back then.”

Trisha Curtis, president and CEO of consulting firm PetroNerds, told me last year the Iraq war “may or may not have happened in 2003 if the U.S. oil industry was booming and production was at the levels we see today.”

“Nations typically do not go to war for one reason and one reason as simple as oil,” Curtis contends, pointing out that U.S. companies did not do well in Iraq, nor did they have a heavy or exclusive presence.

Nevertheless, the fact that U.S. foreign policy has been freed from the burden of energy dependence is hard to ignore. Consequently, the United States has more leverage against a rogue Iran, whose threat to oil supplies and the Persian Gulf has been minimized, or an aggressive Russia, whose gas-pipeline politics can be countered by LNG tankers filled with Pennsylvania products.

It is for this reason that some foreign policy analysts are raising an eyebrow over the Biden administration's energy policy: blocking the Keystone XL pipeline, issuing executive orders that limit U.S. production on federal lands, and declaring a reduction in carbon emissions of 50 percent by 2030.

“This means that there will be lopsided production around the world, and the U.S. and western nations and Asian nations will most likely be increasing their imports from the Middle East and Russia,” Curtis surmised. “The broader geopolitical issues for global oil production are the increasing likelihood that stable nations with institutions and the rule of law end up reducing oil and gas output, reducing global energy security, and increasingly relying on imports from less stable and predictable regions of the world.”

According to a 2018 study by Securing America's Future Energy, the Department of Defense spends about \$81 billion annually to protect supplies around the globe. A quarter of the world's oil is produced in the Middle East, but it contains almost three-quarters of all known reserves.

It does not mean that the U.S. will go to war for oil. Nonetheless, it does mean that peace and stability in the Middle East and other parts of the world may impact U.S. and global energy security policy.

To fuel its vehicles, aircraft, ships, and ground operations, the US military uses an excess of 100 million barrels of oil, more than any establishment in the world. Thus, ease of oil access is crucial to



national security and military prowess in more ways than one. Hence, the U.S. spends around \$81 billion a year to defend oil supplies worldwide, according to an estimate by Securing America's Future Energy.

A 2013 policy brief featured in International Security also surmises that “between one-quarter and one-half of interstate wars since 1973 have been connected to one or more oil-related causal mechanisms.” The paper concludes that “no other commodity has had such an impact on international security.”

### **That’s a point tough to argue.**

Although many U.S. enterprises, including the Pentagon, continue to develop energy alternatives to increase independence and free up resources for other pressing military needs, the need for oil will not go away soon.

Oil is a globally traded commodity, and the U.S. cannot be insulated from imports or exports. Similarly, Americans cannot be insulated from price fluctuations. There are also different types of crude used for other purposes, and refining qualities in different regions.

Yet, more involvement overseas could lead to more wars and war crimes.

In 2019, President Trump also caused a firestorm by declaring that he would maintain U.S. forces in Syria to control - and profit from - the oil fields. It immediately sent tongues wagging that he violated U.S. and international law, thus falling under the category of "pillaging" since oil belongs to its respective governments.

There are so many problems in this world that people should not have to deal with this one.

But what is the tipping point? At what point is war for oil a war worth fighting?

For those interested in learning more about the aftermath of war, please pick up a copy of my latest book “Only Cry for the Living: Memos from Inside the ISIS Battlefield.”

[Wars for Oil+ War Crimes: Would the U.S. still invade Iraq today? \(substack.com\)](#)

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## **COLLABORATION:**

### **Elroy Air Unveils Fully Autonomous Chaparral Aircraft**

*(Modern Shipper 26 Jan 22) ... Jake Daleo*

For many consumers, delivery in more than two days simply doesn’t cut it anymore. The consumer in 2022 wants things the next day, the same day or even within the hour, but delivering on that expectation can be difficult for road- or rail-based vehicles, which are restricted to the paths that have been built for them.

“There is a lot of increasing pressure on logistics,” explained Dave Merrill, CEO of aerial delivery provider Elroy Air. “One of the ways we think about it is what’s called the Amazon effect, where there’s just more and more demand for high-performing logistics — or same day, next day, two day — and the existing infrastructure and modalities and ways of moving goods from one place to another can’t keep up with that demand for increasingly performant logistics.”

So Merrill and Elroy decided it was finally time for logistics to take flight. The Bay Area-based company on Wednesday unveiled its pre-production Chaparral aircraft, an autonomous, hybrid electric, vertical takeoff and landing (VTOL) vehicle capable of flying 300 to 500 pounds of payload over a distance of up to 300 miles — all without a pilot.

“Our mission is to enable same-day shipping to every person on the planet,” Merrill told Modern Shipper.

### **Ready to take flight**

The Chaparral, which got its first prototype in 2019, can make that dream a reality by filling the gap in the middle mile of air cargo, which often requires chartering expensive planes capable of carrying



heavy cargo over long distances. Elroy's newly unveiled aircraft can eliminate much of that cost while maintaining the range and capacity needed for the middle mile.

It's able to do so because of a few state-of-the-art features. For one, Merrill described the Chaparral as a "lift plus cruise VTOL aircraft," meaning it's capable of launching vertically, cruising on wing-borne lift and returning to vertical flight to land, all without the aid of a pilot. The new model relies on eight fans capable of lifting it up and down, transitioning to wing-based lifts using four forward propulsors for cruising.

The pre-production Chaparral is also equipped with a hybrid electric powertrain, the same technology that powers vehicles like the Toyota Prius. That decision was made specifically with high-performance logistics capabilities in mind.

"Our customers need a longer range than what we could achieve with a pure battery electric design, given today's state-of-the-art on batteries," Merrill explained. "So it is an all-electric propulsion vehicle, both for the vertical fans and the forward propulsors. The source of the electrical power comes from an engine and a generator."

Not only does a hybrid electric model provide greater range than a battery-powered model, it's also easier to refill because it doesn't need to rely on charging stations, which are often difficult to install in hard-to-reach places.

The new Chaparral model is also optimized for quick turnaround of cargo. According to Kofi Asante, Elroy's vice president of business development and strategy and an alumnus of Uber, the aircraft borrows the drop freight model used by Uber Freight, which separates the cargo container from the vehicle for easier loading and unloading — and less dock time.

"You actually get all that time back, because you decouple the cargo pod from the aircraft," Asante explained. "So it's literally a two-minute experience where you're picking up and dropping off, and you continue to keep everything in motion."

The Chaparral's detached cargo containers can be loaded up and staged on the tarmac, where they are picked up by the aircraft. Each Chaparral is automatically assigned a new container after making a delivery and is capable of taxiing over to it, aligning itself over the cargo and robotically latching the container to the aircraft, all on its own. It's even able to tilt its wings in a way that allows it to fit inside a shipping container for storage and transport.

In the near term, Merrill and Asante explained that airspace regulations will require them to fly the Chaparral with pilot supervision. But the aircraft is capable of fully autonomous takeoff, landing and flight, with remote operators ready to step in if needed.

"It's an evolution of the previous model," Merrill said. "I think the most obvious difference is that we have updated the airframe configuration. ... We've also improved the redundancy, so having eight vertical fans for vertical flight adds additional redundancy; having four forward propulsors for forward flight also adds redundancy. And we made the cargo pod a bit larger than we had on the previous model."

### **New model, same mission**

The latest version of the Chaparral is now capable of carrying 300 to 500 pounds of payload over a distance of up to 300 miles, but despite the enhancements, Merrill said that the goal of the aircraft is the same as it was before — to enable same-day delivery and serve the express, humanitarian and defense logistics industries.

Already, Elroy has locked down a series of agreements with stakeholders in all three industries to deliver 500 aircraft worth \$1 billion. The company announced Wednesday that around 150 of those orders will go to regional express air carrier Mesa Airlines, which is tabbing the Chaparral as its middle-mile drone.

"They have decades of operational experience and also certification experience. They bring that expertise to the table, and we look forward to collaborating with them in multiple ways," said Asante.

Elroy also announced that it would be receiving a tactical financing increase for its Phase III Small Business Innovation Research contract with the U.S. Air Force, adding \$1.7 million to the value of that agreement.



“It is an affirmation of the Air Force’s enthusiasm for Chaparral, and for the benefits to the Air Force in automating logistics with Chaparral and systems like it,” said Merrill.

Meanwhile, on the humanitarian side, Elroy will continue to build on its recent partnership with AYR Logistics, which operates helicopters in over 45 countries and works with groups like the United Nations, UNICEF and the World Food Program. According to Asante, AYR plans to incorporate the Chaparral into its humanitarian delivery networks.

“The World Bank has explained that over a billion people are disconnected from reliable roadways,” he explained, “and so this idea of using vertical takeoff and landing where you don’t need roads, you don’t need airports, you don’t need charging stations is a pretty core piece to the humanitarian sector.”

Going forward, Elroy will also continue to leverage existing investors and partnerships. Merrill highlighted the company’s burgeoning relationship with Lockheed Martin, which was brought on as an investor during the company’s funding round in August and will help accelerate its trajectory to market.

He also emphasized the importance of Elroy’s partnerships with the **Naval Postgraduate School** and NASA, which have each allowed him and the company to test and develop unique solutions.

“In enabling an additional couple orders of magnitude of air cargo routes all over the map,” Merrill said, “we can push the boundary of where high-performing logistics can be achieved out to a lot of new places, a lot of new people and a lot of new communities.”

Asante agreed. For Elroy, the mission is to enable same-day delivery for everyone — city dwellers as well as those in hard-to-reach places.

“We’re driven by the opportunity to democratize access to express logistics and air cargo in a way that just hasn’t been possible today,” he explained.

[Elroy Air unveils fully autonomous Chaparral aircraft - FreightWaves](#)

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## ALUMNI:

### **Nashua Native Assumes Command of USS Tennessee**

*(Union Leader 25 Jan 22)*

The Ohio-class ballistic-missile submarine USS Tennessee (SSBN 734) Blue Crew held a change of command ceremony onboard Naval Submarine Base Kings Bay, Ga., on Jan. 14.

Cmdr. Matt Wilson, from Nashua, N.H., relieved Cmdr. Justin Kaper as the commanding officer of the ship’s Blue Crew during the ceremony held at the base’s World War II memorial pavilion.

Wilson, the incoming commanding officer, graduated from the U.S. Naval Academy in 2003 with a bachelor’s degree in ocean engineering. He received an MBA from the **Naval Postgraduate School**.

“To the crew of Tennessee, you are America at its best,” said Wilson. “I am excited to have the opportunity to lead and work alongside each of you. You are critical to the success of the ship and the execution of the strategic mission and I am confident in your ability to continue to excel.”

Ballistic-missile submarines are designed specifically for stealth and the precise delivery of nuclear warheads. Naval Submarine Base Kings Bay is home to all east coast Ohio-class submarines.

[Nashua native assumes command of USS Tennessee | Military | unionleader.com](#)

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### **Amster Honored for 40 Years of Service**

*(Daily Independent 28 Jan 22)*

Ken Amster was honored for 40 years of federal service during a Jan. 14 ceremony in China Lake, Calif.



Currently serving as division head for Cyber Test and Evaluation at Naval Air Warfare Center Weapons Division, Amster began his career at China Lake in 1981 shortly after graduating from University of Maryland with a degree in economics.

In 1987, Amster earned a fellowship to attend the **Naval Postgraduate School** in Monterey and consequently, received a second masters degree in Operations Research.

Throughout his career, Amster was recruited to several other assignments on the east coast, to include the class desk engineer for free-fall weapons in support of Operation Desert Storm and a analyst role within the Assessment Division of the Office of the Chief of Naval Operations. Once these assignments ended, Amster always returned to the desert and his position as a senior analyst NAWCWD.

Eventually, Amster transitioned to the Test and Evaluation Department, where he led the Tomahawk Test Team and conducted the synthetic guidance demonstration. He also participated in the revisions of the Test and Evaluation training curriculum.

Working at NAWCWD has offered Amster a variety of experiences outside of the normal day-to-day. He participated in Tomahawk Flight tests, lived on a carrier during a RIMPAC Exercise, and even briefed admirals at the Pentagon.

“My time at China Lake has given me the opportunity to have incredible experiences, both here and elsewhere,” said Amster. “I don’t believe there is another place that offers such a breadth of experiences.”

[Amster honored for 40 years of service | News | ridgecrestca.com](#)

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## Surprise Announces Changes in Leadership to Support Growth

*(Signal Az 29 Jan 22)*

City Manager Bob Wingenroth has announced changes to the City’s leadership structure as Surprise continues to grow and serve more residents and businesses. This includes promotions for the City’s three Deputy City Managers and the appointment of new department directors in Public Works and Marketing and Communications.

Diane Arthur, Mike Gent and Tracy Montgomery have been promoted to full time Deputy City Managers (DCM). Previously, each served dual roles as DCMs and Department Directors in the areas of Emergency Management, Marketing and Communications and Public Works. Montgomery had been an Acting DCM since October 2021 in a newly created third DCM position.

DCM Montgomery, a third generation Valley native, joined the City as Emergency Manager in November 2018. She has a 40-year career in policing and emergency management, which includes the role of Assistant Police Chief for the City of Phoenix Police Department. Montgomery holds a Bachelor’s Degree in Business Administration from University of Phoenix; a Master’s Degree in Education from Arizona State University; and a Master’s Degree in Security Studies from the **Naval Postgraduate School**.

DCM Arthur began her service as Deputy City Manager/Marketing and Communications Director in December 2018. She joined the City of Surprise as a Public Information Officer in 2006 and was promoted to the Marketing and Communications Director in 2014. Before joining Surprise, Arthur had a nearly 15-year career in broadcast journalism in the Midwest and Phoenix markets. Diane earned her Bachelor of Arts in Journalism and Mass Communications from Kansas State University.

DCM Gent was promoted to DCM/Public Works Director in 2020. He joined the City’s Public Works team as the Assistant Public Works Director in 2013 and was selected to lead the department in September 2014. Before joining the City of Surprise, Gent worked in local government and the private sector in Washington State. He earned a Doctor of Social Work Degree from the University of Southern California and a Master of Public Administration from Norwich University.

The department director roles previously held by Arthur and Gent will be filled by existing leaders within the organization. The City will recruit for a new Emergency Manager.



Kristin Tytler has been named the new Public Works Director, having previously served as the department's assistant director of engineering. Virginia Mungovan will serve as the new Marketing and Communications Director, promoting from the role of department manager.

Tytler started with Surprise in 2013 as an Associate Civil Engineer in the Public Works Department and served as Engineering Manager from 2014-2018 before being promoted to Public Works Assistant Director over operations. In 2019, her oversight moved to the department's engineering division. She has nearly 20 years of experience in both the public and private sectors. Tytler currently serves as Past-President on the American Public Works Association Arizona Board. She has a Bachelor's Degree in Civil Engineering from the University of Arizona.

Mungovan started with the City of Surprise in 2014 as a Public Information Officer in the Marketing and Communications Department and has served as the department manager for the past three years. Mungovan began her career as a TV news producer for KTVK and has held several senior public relations and communications positions, including at the top-ranked Thunderbird School of Global Management. She holds a Bachelor's Degree in Journalism from the University of Arizona.

[Surprise Announces Changes in Leadership to Support Growth - Signals AZ](#)

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## **Student Naval Aviator Earns Bronze Medal at Armed Forces Cross Country Championships**

*(DVIDS 28 Jan 22) ... Anne Owens*

A student naval aviator with the "Rangers" of Training Squadron (VT) 28 represented the All-Navy Cross Country team at the Armed Forces Cross Country Championships at Mission Bay Park in San Diego, Jan. 8.

Lt. j.g. Zach Swenson, a native of Boulder, Colorado, recently completed primary training in the T-6B Texan II at VT-28 at Naval Air Station (NAS) Corpus Christi, Texas. Navy, Air Force, Army and Marine Corps athletes competed against each other and civilian athletes at the 10K race, hosted by the U.S.A. Track and Field Association.

Swenson finished third among military athletes and 23rd overall, with his bronze medal finish boosting the Navy team as a whole.

According to Lt. Cmdr. Derek Oskutis, head coach for All-Navy Cross Country, Swenson was an integral part to the All-Navy Cross Country Team that competed head-to-head against the All-Air Force and All-Marine Cross Country teams. As a result of Swenson's performance, the All-Navy Team took home the overall title in Men's Team Competition and second in the Women's Team competition.

Swenson's bronze medal finish would have qualified him to represent the U.S. Military at the 2022 World Winter Military Games, held in Berchtesgaden, Germany. However, the Games were cancelled due to COVID-19.

Swenson attended Fairview High School in Boulder where he was a four-sport varsity athlete, competing in cross country, track, basketball and golf. He started cross country and track his sophomore year of high school and served as captain of the Division I Track and Cross Country teams. He earned achievements including Five-Time Big East Team Champion and NCAA Cross Country Championship qualifier.

Swenson earned a Naval Reserve Officer Training Corps (NROTC) scholarship to Villanova University where he graduated with a bachelor's degree in civil engineering in 2019. He went on to attend **Naval Postgraduate School** in 2020 and earned a master's degree in operations research and has since completed primary aviation training.

"I feel tremendously grateful to represent the Navy at the Armed Forces Cross Country Championships, as well as to my command for supporting my participation," Swenson said. "Going into the race, I was not sure what to expect of myself. Training for a 10K race against some of the country's best runners while in flight school was challenging, especially in the southeast Texas climate. I was not



