



NPS IN THE NEWS

Weekly Media Report – Dec 6 - 19, 2022

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GRADUATION:

[SECNAV Congratulates NPS Fall Quarter Graduates, Announces New Naval Education Vision](#)

(Navy.mil 16 Dec 22) ... MC2 Lenny Weston

(NPS.edu 16 Dec 22) ... MC2 Lenny Weston

(EIN News 17 Dec 22) ... MC2 Lenny Weston

Secretary of the Navy Carlos Del Toro offers the commencement address to the Naval Postgraduate School's newest class during Fall Quarter graduation, Dec. 16. A total of 337 students completed their NPS degrees this quarter, including 40 international students representing 24 partner nations.

SECNAV:

[SECNAV Delivers Remarks at the Navy League Center for Maritime Studies and Naval War College Foundation](#)

(EIN 7 Dec 22)

Admiral Foggo, thank you for your distinguished leadership as Commander of Allied Joint Forces and U.S. Naval Forces Europe. Your reputation precedes you. Thank you for your service... We must constantly improve – prioritizing lifelong learning through deckplate training, and strategic education at great institutions like the Naval War College, the **Naval Postgraduate School**, the Marine Corps University, and the U.S. Naval Academy.

EDUCATION:

[US Navy Creates Innovation Center, Advisory Board to Focus Investments](#)

(Defense News 9 Dec 22) ... Megan Eckstein

The U.S. Navy is creating an innovation center and an advisory board focused on science and technology as the service seeks to better invest its resources to stay ahead of potential adversaries in the long term, the Navy secretary told Defense News.

The Navy Innovation Center will be located at the **Naval Postgraduate School** in Monterey, California, and will “focus on the truly transformational technology that we need, not just two years, five years down the road, but 10, 15 years down the road,” Carlos Del Toro said while traveling back from a visit to Columbia University in New York.

[Naval Postgraduate School Joins Consortium for Applied Hypersonics Research](#)

(Navy.mil 14 Dec 22) ... MC2 Lenny Weston

Naval Postgraduate School (NPS) President retired Vice Adm. Ann E. Rondeau joins a team of faculty and students involved in hypersonics research in celebration of the school's welcome into the University Consortium of Applied Hypersonics, a collaborative network of academia, industry and laboratories that serves the DOD.



NPS Joins Forces with Stanford Doerr School of Sustainability to Address Sustainability, Climate and Energy Challenges

(Navy.mil 15 Dec 22) ... Lt. Cmdr. Ed Early

(Nps.edu 15 Dec 22) ... Lt. Cmdr. Ed Early

(KSBW 15 Dec 22) ... Estevan Lopez

(Monterey Herald 15 Dec 22) ... Molly Gibbs

Secretary of the Navy Carlos De Toro attended the signing of an Education Partnership Agreement between the Naval Postgraduate School (NPS) and the Stanford Doerr School of Sustainability, Dec. 15. Retired Vice Adm. Ann Rondeau, president of NPS, and Dr. Arun Majumdar, dean of the Stanford Doerr School of Sustainability, signed the agreement during a ceremony at the NPS campus.

RESEARCH:

From Idea to Impact – NPS Grad Delivers on Autonomous, Predictive Maintenance for USMC

(Navy.mil 12 Dec 22) ... Matthew Schehl

(NPS.edu 12 Dec 22) ... Matthew Schehl

The U.S. Marine Corps is poised to dramatically advance its approach to maintenance and logistics on major systems due in large part to the tenacious efforts and impact of a Naval Postgraduate School (NPS) alumnus whose NPS research in autonomous, conditions-based maintenance is set to become an official Program of Record.

MORS/Tisdale Competition Highlights Relevance, Impact of NPS Research

(Navy.mil 13 Dec 22) ... Matthew Schehl

(NPS.edu 13 Dec 22) ... Matthew Schehl

U.S. Navy Ensign Ethan Boone is the recipient of the Fall 2022 Military Operations Research Society (MORS) Stephen A. Tisdale Graduate Research Award for his thesis work exploring the use of machine learning algorithms to predict terrorist activities.

FACULTY:

NPS Faculty Experience the Fleet in Action Aboard USS Abraham Lincoln

(Navy.mil 7 Dec 22) ... MC2 James Norket

(NPS.edu 7 Dec 22) ... MC2 James Norket

When Chief of Naval Operations Adm. Mike Gilday released an updated Navigation Plan in July 2022, he tasked the Navy's Deputy Chief of Naval Operations for Warfighting Development (OPNAV N7) with "aligning talent management, professional military education, and Navy research to advance warfighting competencies."

European Energy Dilemma Not Due to Russian's War Against Ukraine: Expert

(AA 12 Dec 22) ... Seda Sevensan

The Russian-Ukraine war did not start the European energy security dilemma, an expert said Friday.

"If Europeans can have any chance of solving its energy security problems, we have to remember that it's energy security challenges didn't begin with the Russian invasion of Ukraine," said Brenda Shaffer, research faculty member at the Energy Academic Group and US Naval Postgraduate School.

Maritime Coalitions and Deterrence: Beware the Melian Choice

(Washington Quarterly 16 Dec 22) ... Naval Postgraduate School's Michael S. Malley & James J. Wirtz

When Bernard Brodie wrote his Guide to Naval Strategy in the early days of the Second World War, he emphasized that US naval operations in the Pacific had to secure bases close to the theater of operations around Japan in order to repair ships, resupply forces, and shift troops to a combat footing after traveling thousands of miles from the West Coast or even Hawaii. Today's maritime strategists are in a better position when it comes to deterrence in the region. America's friends and allies across the Indo-Pacific can provide US forces with facilities in peacetime, at the outset of a crisis, or during war.



ALUMNI:

[Veteran Helps Others Through Dog Training Business](#)

(WSPA 6 Dec 22) ... Olivia Parsons

After leaving the service, it can be hard for veterans to feel normal at home, at work, or in any surrounding...As an intel officer he got to travel the world before getting his Masters Degree in space system operations at the **Naval Postgraduate School**.

[Governor Newsom Announces Appointments 12.6.22](#)

(Gov.ca 6 Dec 22)

Victor Duron, 40, of Sacramento, has been appointed Chief Deputy Director at the California Department of Rehabilitation. Duron has been Grants Director at the California Business, Consumer Services and Housing Agency since 2021. He held several roles at the California Department of Rehabilitation from 2015 to 2021, including Deputy Director for Independent Living and Community Access, Executive Advisor, Section Chief and Unit Manager. Duron was an Associate Governmental Program Analyst at the California Department of Public Health from 2015 to 2013. He was an Associate Governmental Program Analyst at the California Department of Community Services and Development from 2012 to 2013. Duron was a Program Specialist at the Santa Clara County Office of Education from 2009 to 2012. This position requires Senate confirmation and the compensation is \$176,364. Duron is a Democrat.

Walter "Budge" Currier, 55, of Granite Bay, has been appointed Assistant Director, Public Safety Communications at the California Governor's Office of Emergency Services. Currier has been 9-1-1 Branch Manager at the California Governor's Office of Emergency Services since 2011. He was Communication Engineer and Project Manager at AECOM from 2007 to 2011. Currier was an Assistant Professor at Liberty University from 2006 to 2007. He served in the U.S. Marines from 1985 to 2006. Currier is President of the National Association of State 9-1-1 Administrators and a member of the National Council of Statewide Interoperability Coordinators, National Emergency Number Association and the Association of Public Safety Communications Officials. He earned a Master of Science degree in Electrical Engineering from the **Naval Postgraduate School**. This position does not require Senate confirmation and the compensation is \$168,552. Currier is registered without party preference.

[NSWCDD Employees Listen to Rear Adm. Seiko Okano on Leadership in an Ever-Changing World](#)

(NAVSEA 7 Dec 22)

More than 163 employees from Naval Surface Warfare Center Dahlgren Division (NSWCDD) joined and attended the Junior Employee Development Initiative workforce development brief, held virtually on Dec. 1. The attendees listened to counsel from distinguished guest speaker Rear Adm. Seiko Okano...Okano graduated from the U.S. Naval Academy in 1994 where she earned a Bachelor of Science in Aerospace Engineering. She later earned a Master of Science in Space Systems Engineering from the **Naval Postgraduate School**.

[Robert Wedertz Named Jazz Solutions COO for Defense, Intelligence Business](#)

(ExecBiz 8 Dec 22)

Robert "Weeds" Wedertz, former chief strategy officer at health care management and technology consulting firm ARDX, has started a new role as chief operating officer of Jazz Solutions' defense and intelligence business... Wedertz earned his bachelor's degree in English from the U.S. Naval Academy and master's degree in finance and acquisition from the **Naval Postgraduate School**.

[Gender-Based Violence Threatens Lives, Undermines Families And Communities, And Impedes Development](#)

(PeaceFMOnline 9 Dec 22)

As part of the global 16 Days of Activism Against Gender-Based Violence (GBV) campaign this year, the U.S. Embassy in Ghana focused on highlighting the problem of Gender-Based Violence and elevated the stories of those that are fighting to end it... Reflecting the United States' commitment to partnership and opportunity for women in the armed forces, there are four Ghanaian Armed Forces (GAF) women currently attending training in the United States, including one senior GAF Officer attending the **Naval Postgraduate School** in Monterey, California.



[Rear Admiral Kristin Acquavella to be Honored with Jerry Yeagley Award](#)

(United Soccer Coaches 12 Dec 22)

Rear Admiral Kristin Acquavella, Director, Logistics, Fleet Supply and Ordnance for the United States Navy is the 2022 recipient of the Jerry Yeagley Award for Exceptional Personal Achievement. She will be honored during the annual All-America Ceremony on Saturday, January 14, 2023, in conjunction with the 83rd annual United Soccer Coaches Convention in Philadelphia, Pa... Acquavella is a 1993 graduate of the University of North Carolina, where she earned her commission through the Navy Reserve Officers' Training Corps program. She played on four NCAA Division I Women's National Championship teams winning titles with the Tar Heels from 1989-91, and then again in 1993. She holds a Master of Science in Management from the **Naval Postgraduate School** and is also a graduate of the University of Pennsylvania Wharton Executive Education Program.

[EdgeConneX Deepens Executive Bench as it Continues Global Expansion](#)

(PRNewsWire 14 Dec 22)

EdgeConneX, the pioneer in global Hyperlocal to Hyperscale Data Center Solutions, announces it has hired two new executives to help accelerate the company's global expansion and development of customer-centric and sustainable data center solutions. The new hires include... Previously, Don MacNeil served as CTO of EdgeConneX between 2015-2017. Don returns to the company in his new role as Chief Revenue Officer. His responsibilities include the alignment and execution of the EdgeConneX global sales, customer delivery, and go-to-market strategy. Don brings a successful track record of delivering organizational change and operational improvement for telecom and digital infrastructure providers. In his previous role as Chief Operating Officer (COO) at GTT, Don was responsible for worldwide network operations, service delivery, assurance and vendor management teams, and the company's product organization. Prior to joining GTT, Don was CEO at FiberLight, driving its business of designing, building, and optimizing fiber-optic networks. He has held several executive leadership roles throughout his career, including COO, CMO and Head of Customer Operations for managed network provider XO Communications. Don graduated from the United States Naval Academy with a Bachelor of Science degree in naval architecture. He went on to serve 27 years in the U.S. Navy, both on active and reserve assignments, attaining the rank of captain. He holds an MBA from the College of William and Mary, Williamsburg, VA, and a Master of Science in Physics from the **Naval Postgraduate School**, Monterey, CA.

[For the 1st time, a Black female Marine is Set To Be a 2-star General](#)

(Military Times 16 Dec 22) ... Irene Loewenson

Brig. Gen. Lorna Mahlock is on her way to becoming a major general. (Marine Corps)...She received her commission through the Marine Corps Enlisted Commissioning Education Program in December 1991 after graduating from Marquette, according to a biography by the Women Marines Association. She has amassed multiple higher degrees, including two master's degrees in Strategic Studies from the U.S. Army War College and the **Naval Postgraduate School**, Marine Corps Times previously reported.

UPCOMING NEWS & EVENTS:

Dec 25: Christmas Day (Federal Holiday)

Dec 26: Christmas Day (Observed Holiday)

Jan 1: New Year's Day (Federal Holiday)

Jan 2: New Year's Day (Observed Holiday)



GRADUATION:

SECNAV Congratulates NPS Fall Quarter Graduates, Announces New Naval Education Vision

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Secretary of the Navy Carlos Del Toro offers the commencement address to the Naval Postgraduate School's newest class during Fall Quarter graduation, Dec. 16. A total of 337 students completed their NPS degrees this quarter, including 40 international students representing 24 partner nations.

Secretary of the Navy (SECNAV) Carlos Del Toro recognized 337 graduates, including 40 international students from 24 countries as the commencement speaker for the Naval Postgraduate School (NPS) during the school's Fall Quarter graduation ceremony, Dec. 16.

Del Toro, a former Navy surface warfare officer and an alumnus of NPS' space systems engineering program, also had a new announcement to the graduating class.

"I am pleased to announce a bold new vision for the naval education and innovation ecosystem," said Del Toro. "First, we're establishing the Naval Education Board comprised of senior department of the Navy leaders, for strong naval education governance. Second, we are increasing naval education resources and investments to meet the department's true education requirements," he continued. "And third, a new Naval Education Strategy that is aligned with my strategic guidance is in the works."

Del Toro also detailed his long-term vision to develop a Naval Innovation Center at NPS, which he described as a "premier military education facility tailored to innovation and experimentation, serving as a technology resource for Navy and Marine Corps warfighting development commands, as well as a go-to partner of the defense industrial base, the technology sector, and academia.

"This Naval Innovation Center at NPS will support all of our innovation efforts, from NavalX and the Marine Innovation Unit to the corridors of the Pentagon, as well as to our commanders distributed across the globe," he continued.

NPS President retired Vice Adm. Ann E. Rondeau provided the opening comments for the ceremony and welcomed the graduating students and their families and friends with a reminder that NPS is "where science meets the art of warfare."

"This is more than a tagline," said Rondeau. "In this phrase, you are the art of warfare. All of you bring your mid-career operational experience to NPS and apply it to your curricula. Through you and our distinguished faculty, we deliver results throughout the year aligned to naval and defense priorities."

Rondeau stressed that to outfight an adversary, warfighters must first be equipped to outthink them. When all things are equal in competition or combat, the human element is the decisive difference.

"As part of the Naval Education Enterprise, NPS uniquely serves as the fusion of defense-focused education, research and innovation," said Rondeau. "We work to empower you, our warrior scholars, to make a difference while you are here and then take what you learned to lead more decisively upon your return to the operational forces.

"You have established a strong bond with your fellow students and our faculty, bonds which will help you back in the fleet and operational forces. Use us!," she continued. "There are so many NPS alumni out there like you. Join them, and you will be stronger together."

Before introducing the commencement speaker, Rondeau proudly informed the audience of the newest inductee into the NPS Hall of Fame, retired Adm. Cecil Haney. A dual degree alumnus of NPS, Haney would go on to become commander of the U.S. Pacific Fleet as well as U.S. Strategic Command, and was officially welcomed into the school's prestigious community of alumni and friends, Dec. 15.

Del Toro then took to the podium to congratulate the Fall Quarter class, opening his address by reminding the students of the honor to study and work alongside their peers representing the joint force and partner nations from around the world.

"You've had the opportunity to learn together, study together, to interact both inside and outside of the classroom, and perhaps best of all, to discuss complex problems and solve them," he said.



"The solutions to the many challenges to our national security will require analytical thinking and creative strategic problem-solving," added Del Toro. "The graduates here today know a thing or two about that."

Del Toro continued, mentioning the recent [acceptance of NPS into the University Consortium for Applied Hypersonics](#) (UCAH).

"This membership will facilitate deeper defense collaboration among partner universities, and it will bolster NPS' ability to contribute its research and expertise, its high-supersonic wind tunnel capability, and best of all, its warrior scholars' operational perspectives to help accelerate results," said Del Toro.

Strengthening partnerships is one of the Secretary's strategic priorities and Del Toro referenced his attendance a day earlier at a signing ceremony for a [new Education Partnership Agreement between NPS and the Stanford Doerr School of Sustainability](#) noting, "NPS is already a leading research institution in the climate and energy space, and this partnership will expand NPS' reach and leadership in support of the Department of the Navy's Climate Action plan."

Del Toro took the opportunity of speaking at the Navy's premier research-based graduate school to discuss his perspective on critical issues related to education. He mentioned the work of the Naval Educational Task Force, convened early this year. Over the past 10 months, the task force has focused on three major areas: the continuum of learning for Sailors and Marines; policy and management needs for effective education governance and oversight; and, human and capital investment.

The Secretary put his naval education vision into context saying that it takes educated thinkers at every level, who have the tools—and have been charged with the responsibility—to fix the problems they see in front of them as well as see the possibilities that lie over the horizon.

Citing a quote from the late Secretary of Defense Ash Carter, "Think outside of the Pentagon's five-sided box," he said, encouraging students to make full use of what they gained from the NPS experience.

"We need you to go forth and apply the lessons you've learned here, and that creative thinking especially, in your future roles as operators, engineers, in research and development fields, and most importantly, as warfighters," Del Toro continued.

In closing, Del Toro thanked the graduates and ensured his trust in them.

"Graduates, whether the threat be a resurgent Russia, an aggressive China, a changing climate, or the sheer speed of technological developments, I am certain that you can overcome any challenge," he said. "Stay in touch with each other. You will find that the bonds you've forged here through intense studies, late nights, and committed problem-solving will last a lifetime."

[Watch the full video on the NPS YouTube channel.](#)

For more information about this latest class, visit the NPS Graduation website at <http://www.nps.edu/graduation>.

[SECNAV Congratulates NPS Fall Quarter Graduates, Announces New Naval Education Vision > United States Navy > News-Stories](#)

[SECNAV Congratulates NPS Fall Quarter Graduates, Announces New Naval Education Vision - Naval Postgraduate School](#)

[SECNAV Congratulates NPS Fall Quarter Graduates, Announces New Naval Education Vision - EIN Presswire \(einnews.com\)](#)

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SECNAV:

SECNAV Delivers Remarks at the Navy League Center for Maritime Studies and Naval War College Foundation

(EIN 7 Dec 22)

Admiral Foggo, thank you for your distinguished leadership as Commander of Allied Joint Forces and U.S. Naval Forces Europe. Your reputation precedes you. Thank you for your service.



Because of your military and diplomatic leadership, we had the readiness and strength to respond when Putin launched his immoral invasion of Ukraine.

Provost Mariano, I appreciate all you do at the Naval War College to educate our force and our allies, fostering strategic thinkers who can not only win wars, but also prevent them.

I am deeply engaged in professional military education, and I look forward to working with you.

History shows we can never be certain where, or when, that next crisis may occur, or what demands it may place on our Sailors and Marines.

Just consider today's date. December sixth.

The day before Pearl Harbor.

What was the state of the Navy on this day in 1941?

There were key vulnerabilities in our fleet, posture, and weapons, which would haunt us on December Seventh and the months that followed.

But the Navy had also made key peacetime investments that would pay enormous dividends when war came to our doorstep.

The submarines Admiral Nimitz argued for in peace time were ready and postured on our West Coast.

Our carrier fleet was already at sea, and would eventually prove itself equal to the Imperial Japanese Navy's flattops at Midway. And thank goodness they were at sea.

And through Plan Orange and other efforts through the 20s and 30s, strategic thinkers at the Naval War College had given much thought to the warfighting doctrine of a modern Pacific war.

So as we gather on December Sixth, 2022, we should ask ourselves, if another Pearl Harbor arrives tomorrow, are we ready?

That's the urgent question that drives my strategic leadership and thinking every day. Let me assure you, I wake up every day thinking about China, and I go to bed every night thinking about China.

And from every ship and facility I have visited, every operation I have observed, and every Sailor and Marine I have met, I am confident the answer is yes.

The CNO and I still have many challenges to address, and many concerns on the horizon.

But the State of our Navy is as strong as it has ever been, and today we are driving the resilience and innovation required to make it even stronger.

Just in the past 18 months, during my tenure as Secretary we have added four VIRGINIA Class submarines to our undersea fleet.

We have strengthened our forward presence by commissioning seven surface combatants, including two Arleigh Burke Destroyers like the one I used to command.

We have expanded our amphibious fleet with the Commissioning of LPD USS FORT LAUDERDALE, and the formal commissioning of LHA USS TRIPOLI, extending our capability to persist in the contested zone, and deploy Marines to any shoreline.

We stood up new, highly maneuverable force structures, like the Marine Littoral Regiment, powered by the unprecedented airlift capabilities of the CH53 Kilo, the world's most powerful helicopter.

And we incorporated the Stern Landing Vessel as a key component of our warfighting readiness in the littorals as we continue to develop the Light Amphibious Warship, which I am deeply committed to.

Right now, there are 54 ships under construction, with two ships entering sea trials just this month.

They will join the 292 ships that now power our fleet.

46 Navy ships are now underway, and nearly 350,000 Sailors now serve on active duty.

Over 30,000 Marines are forward deployed at sea and in nearly 50 countries.

Every day, our Sailors and Marines stand the watch together, deterring our adversaries, extending power and presence on a global scale.

Right now, they are serving beneath the waves aboard nuclear submarines to hold our potential adversaries accountable with a constant presence, readiness, and lethality. And you never know when they might surface, sending the message that we are watching.

Right now, they are protecting the sea lanes and shorelines aboard the world's finest surface warships with new capabilities that embrace directed energy and unmanned vehicles. At NPS I worked on lasers and I'm especially proud of the work we have done on directed energy.



Right now, they are redefining naval aviation with the reach and versatility of the F-35, even operating from the decks of our allies, and some of our amphibious platforms.

And just last week, the most advanced aircraft carrier ever, USS GERALD R. FORD, sent a powerful message to friend and foe alike with the conclusion of its first operational deployment.

When I was confirmed by the Senate 100-0, Senator Inhofe told me to go fix the elevators. And I did. Well, not just me. But we did. And the FORD performed magnificently on this deployment.

Our mission is constant, because the threats to our national and economic security are unrelenting.

The global economy, and the rules-based international order that supports it, depend on strong, distributed, and principled naval power.

90 percent of international trade travels over the seas. One third of that transits the South China Sea. And over 400 undersea fiber optic cables carry over a trillion dollars in transactions every day.

When I talk to the American people who might not know why we need a Navy, I tell them that the Amazon package that shows up on their doorstep is there courtesy of the U.S. Navy.

The seas are indeed the lifeblood of our economy, our national security, and our way of life.

That is why a strong United States Navy is required – to protect the seas and our way of life around the world and around the clock.

The National Defense Strategy calls for a “lethal, resilient, sustainable, survivable, agile, and responsive force.”

Delivering that force and fleet takes planning, investment, and a bold, unified, direction.

I recognize that in the past, the Department of the Navy has been criticized for not having a clear vision to guide the Navy and Marine Corps.

So let me be very clear with you today. Let me be very clear. Since I took office as Secretary of the Navy, we collectively, the CNO, the Commandant and myself, have charted a bold and direct course, rooted in a unified, transparent, and powerful strategy for the future.

That strategy is rooted in three enduring principles:

First, we are strengthening our maritime dominance so that we can deter potential adversaries, and if called upon, fight and win our Nation’s wars.

Second, we are building a culture of warfighting excellence, founded on strong leadership, rooted in treating each other with dignity and respect.

And third, we are enhancing our strategic partnerships, across the Joint Force, with industry, and with our international partners around the globe.

We are expanding our maritime dominance through the Navy Navigation Plan and the Marine Corps Force Design 2030 – complementary visions for a truly integrated, all domain naval force.

Over the past year, we extended our global reach, and bolstered our integrated deterrence, from the open sea, to the shoreline, the depths and the skies.

Through 51 operational exercises in 2022 alone, we achieved far greater interoperability and inter-exchangeability than ever before. When I returned after retiring 20 years ago, that’s the thing I noticed the most, and the CNO has done an excellent job at making sure we are doing these exercises on a regular basis.

We have developed “kill webs” with multiple sensors and command and control nodes that will expand our reach, lethality, and integration with our allies.

As a result of our efforts, today’s Navy is far more powerful, far more integrated, far more connected, and far more distributed than ever before.

That provides more options to our Combatant Commanders, and more reasons for the totalitarians of the world to think twice.

Our Navy and Marine Corps bring capabilities no other service brings – the readiness to deploy, persist and operate around the globe without relying on foreign land bases.

We maintain a formidable forward presence to hold our adversaries accountable, with hidden undersea platforms, highly capable aircraft, and surface warships of many sizes and capabilities.

Ships, submarines, aircraft, and unmanned platforms are present and postured in every part of the globe, deployed to maximize sea control and maneuverability.



As Admiral Gilday has noted, in order to dominate the high end fight over vast theaters like the Indo-Pacific, our fleet must have the following strengths:

- Distance.
- Deception.
- Defense.
- Delivery.
- Distribution.

And decision advantage, to give our commanders the time they need to make the right decisions – and to deny that luxury to the adversary.

Building these critical advantages takes strong investment, much planning, and a lot of difficult decisions.

Above all, it takes the finest Sailors and Marines on earth, recruited, mentored, empowered, and prepared to lead our fleet and force into the future.

From every ship, to every base, to every shipyard and facility, we must operate as one, getting real about the problems we see, and getting better at every part of our mission.

We must constantly improve – prioritizing lifelong learning through deckplate training, and strategic education at great institutions like the Naval War College, the **Naval Postgraduate School**, the Marine Corps University, and the U.S. Naval Academy.

And we must enhance our vital partnerships, across the Joint Force, with industry, and alongside our allies and partners around the world.

This summer, we laid the keel on the first COLUMBIA Class submarine, and began construction on the CONSTELLATION Class frigate.

The security of our Nation for decades may hinge on the success or failure of these and other vital warships and capabilities.

We need to strengthen our partnerships with industry, with clear purpose, and a culture of trust and accountability.

Trust and accountability must animate our international partnerships and alliances as well.

From allied Freedom of Navigation Operations in the South China Sea, to NATO operations in the Mediterranean, to Exercise UNITAS right here in this hemisphere, I have seen the power of our alliances.

When I'm asked about a 300 ship Navy, I talk about a thousand ship Navy, working together with the international community of freedom loving nations.

These exercises and operations improve our interoperability and inter-exchangability, and strengthen our unity of action with both longstanding allies and emerging partners.

Most of all, they demonstrate the power of cooperation over coercion, and friendship over force.

As Secretary of Defense Austin stated at the Ronald Reagan Defense Forum on Saturday: "Great powers must choose responsibility over recklessness."

Ladies and Gentlemen, for 81 years, our Nation has chosen responsibility, shouldering that burden alongside our allies and partners, building our strength and resilience to withstand any challenge.

We will continue to do so in the decades to come. The United States will not withdraw from its responsibility, whether in Ukraine or the Indo Pacific or elsewhere.

The state of our Navy today is strong and resilient. If we continue to build on that strength with the right investments in our platforms, people, and partnerships, we will always prevail.

So thank you all, for everything you do to advance the future strength of our Navy and Marine Corps. May God bless all who serve, and all of the families who serve at their side, throughout this holiday season and beyond. Thank you, and Beat Army!

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EDUCATION:

US Navy Creates Innovation Center, Advisory Board to Focus Investments

(Defense News 9 Dec 22) ... Megan Eckstein

The U.S. Navy is creating an innovation center and an advisory board focused on science and technology as the service seeks to better invest its resources to stay ahead of potential adversaries in the long term, the Navy secretary told Defense News.

The Navy Innovation Center will be located at the **Naval Postgraduate School** in Monterey, California, and will “focus on the truly transformational technology that we need, not just two years, five years down the road, but 10, 15 years down the road,” Carlos Del Toro said while traveling back from a visit to Columbia University in New York.

Early focus areas will include, but are not limited to, artificial intelligence, machine learning and quantum computing, he explained.

In justifying the move, Del Toro described an Obama administration-era effort to modernize NASA, transforming how the space agency did business and putting a greater emphasis on leveraging private sector innovation rather than developing everything in-house.

“They were crucified for that,” the secretary said, but investments mad by the private sector in the years since led to more rapid innovations in manned and unmanned space flights as well as low-Earth satellite orbits than the government could have accomplished alone.

The Marine Corps recently stood up its own innovation unit in Troy, New York, to leverage the expertise and connections of Marine reservists, and then pair developing tech with operations and concepts.

“It’s hard for government to keep up with that pace of innovation, and what I envision at the Navy’s innovation center is a really solid group of individuals there at the Naval Postgraduate School, and up in Troy, that are looking out and working with the most innovative individuals in society, whether it be Google, Amazon, Silicon Valley or some small business innovator in Idaho that comes up with these great ideas. That becomes a central hub of how we can work with those companies — medium, small, large companies — and innovate together,” Del Toro said.

The Navy in the last several years tightened its relationship with small businesses and academia to leverage their new products and research investments. A web of so-called Tech Bridges throughout the United States and globally provides a point of contact for a company or research group looking to pair ideas with a Navy or Marine community.

Del Toro said the Marine Innovation Unit and the Navy Innovation Center would not compete with the Tech Bridges but rather complement them by looking at broader tech development trends over a longer range of time, compared to the more immediate work the Tech Bridges do to put new gear in the hands of warfighters.

A soon-to-be established Department of the Navy Science and Technology Advisory Board will also help make strategic decisions about where to invest limited funds. Del Toro said the Navy selected individuals from a range of backgrounds for the board, and the White House will screen them before they formally join the board.

[US Navy creates innovation center, advisory board to focus investments \(defensenews.com\)](https://www.defensenews.com/story/news/defense/2022/12/09/us-navy-creates-innovation-center-advisory-board-to-focus-investments/7000000000)

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(Navy.mil 14 Dec 22) ... MC2 Lenny Weston

Naval Postgraduate School (NPS) President retired Vice Adm. Ann E. Rondeau joins a team of faculty and students involved in hypersonics research in celebration of the school’s welcome into the University Consortium of Applied Hypersonics, a collaborative network of academia, industry and laboratories that serves the DOD.



The Navy's Navigation Plan (NAVPLAN) 2022 features six force design imperatives that include investments in hypersonics that will play an important role in delivering capabilities at greater distance. In support of the development of the critical technology, the Naval Postgraduate School (NPS) has recently been accepted into the University Consortium for Applied Hypersonics (UCAH), a collaborative network of academia, industry and laboratories that serves the U.S. Department of Defense (DOD) through research and development in the field of hypersonics.

"This is a real milestone for NPS," said retired U.S. Navy Capt. John Hammerer, NPS Chair of Integrated Air and Missile Defense. "We are now in the community of hypersonic research and we have access to all the resources and research being done by the universities and industries that are part of the University Consortium of Applied Hypersonics."

The consortium fosters collaboration with more than 100 universities and 150 industry partners working on hypersonics. The UCAH's mission is to serve DOD requirements in science and technology, workforce development, and technology transition, by mobilizing and leveraging the academic community and its partners to deliver solutions to DOD-defined research and prototype projects.

NPS also brings unique assets to UCAH, with facilities that allow for highly-classified research, the rocket propulsion and turbo propulsion laboratories, and the unique experience of our students.

"The unique capability we bring to this consortium is that we have officers operationally-experienced in integrated air and missile defense and strike warfare," said Hammerer. "They've been doing real world operations. They understand the threat. They understand how this mission will be executed."

This is especially important for NPS' Admiral Wayne E. Meyer Scholars, who excel in the technical underpinnings associated with Integrated Air and Missile Defense (IAMD). The Meyer Scholars recently completed six months of detailed study of hypersonic threats, research, development and operational concepts. They understand the fundamentals of the technology and integrate them with operational applications.

"Hypersonics is at the top of the DOD research priority list, our participation in the UCAH is tangible evidence that NPS is focused on the most important work in DOD," said Dr. Kevin Smith, NPS Vice Provost for Research.

"Membership in UCAH opens up a wide spectrum of opportunity for NPS to engage in basic and applied research essential to helping the United States remain competitive with our adversaries in this challenging discipline," Smith added.

Smith went on to express that the NPS warrior scholars who work in this discipline will return to operational commands with expert insight for leaders, also benefits of having technology spinoffs.

"The national effort in hypersonics will undoubtedly generate advances in many existing and new technologies with applications that can help solve operational problems of warfighting," noted Smith. "NPS participation in UCAH can help accelerate the transition of these technologies to operational applications."

The consortium has already sparked collaboration between NPS and two members of UCAH, the University of Arizona and North Carolina State University, because of the capabilities available at NPS.

"The establishment of the UCAH shows the importance to the DOD of the partnerships between academia, industry, laboratories and research centers in addressing national security challenges," said Smith. "Such partnerships are at the heart of the innovation strategy being developed at NPS. We are extremely pleased to become a member of this significant consortium of partners."

Established in 2020, UCAH is a five-year, \$100-million consortium funded by the Joint Hypersonics Transition Office. UCAH membership is an important part of expanding and leveraging the NPS defense-focused innovation ecosystem with academic partners. The consortium is led by Dr. Rodney Bowersox, who serves as the Associate Dean for Research for the Texas A&M Engineering Experiment Station.

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NPS Joins Forces with Stanford Doerr School of Sustainability to Address Sustainability, Climate and Energy Challenges

(Navy.mil 15 Dec 22) ... Lt. Cmdr. Ed Early

(Nps.edu 15 Dec 22) ... Lt. Cmdr. Ed Early

(KSBW 15 Dec 22) ... Estevan Lopez

(Monterey Herald 15 Dec 22) ... Molly Gibbs

Secretary of the Navy Carlos De Toro attended the signing of an Education Partnership Agreement between the Naval Postgraduate School (NPS) and the Stanford Doerr School of Sustainability, Dec. 15. Retired Vice Adm. Ann Rondeau, president of NPS, and Dr. Arun Majumdar, dean of the Stanford Doerr School of Sustainability, signed the agreement during a ceremony at the NPS campus.

The Naval Postgraduate School (NPS) is joining forces with the Stanford Doerr School of Sustainability to explore and address the increasing challenges of global climate change, energy security and sustainability – all significant issues facing the U.S. Navy and the nation as a whole.

NPS President Vice Adm. (ret.) Ann E. Rondeau and Dr. Arun Majumdar, inaugural Dean of the Doerr School of Sustainability, signed an Education Partnership Agreement (EPA) between the two schools during a brief ceremony on Dec. 15 at NPS. The ceremony was presided over by Secretary of the Navy Carlos Del Toro.

The EPA between NPS and the Doerr School brings together the defense-expert faculty and operationally experienced students of NPS with Stanford's intellectual and technological leadership, as well as the research facilities of both institutions.

“Bold climate action is a mission imperative for the Department of the Navy, and we must harness all of the tools at our disposal in order to make urgently needed change,” said Del Toro. “This collaboration between the Naval Postgraduate School and Stanford University will bring together two globally recognized hubs of research and innovation, focused on realizing solutions that our Navy and our nation can employ now and in the future.”

In the DON's climate strategy, “Climate Action 2030,” Del Toro identified climate change as “one of the most destabilizing forces of our time.” Rising sea levels, recurring flooding, extreme heat, drought and more frequent and destructive storms threaten Navy and Marine Corps installations in the continental U.S. on a regular basis, as well as impacting everyday operations at sea around the world.

The Navy's climate strategy highlights two major performance goals in its response: building climate resilience and reducing climate threats. But it also underlines the importance of leveraging and empowering the education of Sailors and Marines to meet the challenges of climate and energy security and sustainability through knowledge and innovation.

Stanford launched its Stanford Doerr School of Sustainability in May 2022. The school's faculty and students work with collaborators locally and globally to understand the challenges they face and generate solutions at scale.

The Stanford Doerr School of Sustainability is Stanford's first new school in 75 years and comprises multiple academic departments, including a newly established Oceans Department housed in the Hopkins Marine Station located in Monterey. It also incorporates the Woods Institute for the Environment and the Precourt Institute for Energy, as well as a Sustainability Accelerator to drive policy and technology solutions at scale. The school is also planning the creation of an Institute for Sustainable Societies.

The EPA between NPS and the Stanford Doerr School of Sustainability serves as a gateway to establish cooperative education opportunities, collaborate on applied research efforts, and work together on larger strategic initiatives aimed to address climate and energy security issues, and leverages the strengths of two globally recognized academic centers.

Under this cooperative effort, NPS students and faculty will have the unique opportunity to learn and work alongside Stanford counterparts in pursuit of joint research solutions to climate change, which has become the most complex and vexing challenge currently threatening naval forces, U.S. citizens and the world in general.

NPS supports Department of the Navy and Department of Defense efforts to combat climate change principally through its Climate and Security Network (CSN). The CSN provides a forum to advance NPS' collective expertise on climate security and creates opportunities for interdisciplinary collaboration and



information sharing. Through these efforts, NPS student and faculty have contributed to the development of key climate strategies and plans within the Department of Defense and conduct research to inform future force design, generation and deployment considerations.

“This agreement with NPS is part of how the Stanford Doerr School of Sustainability is an example of how we are approaching sustainability challenges like climate change,” said Majumdar. “We are creating a network of local and global partners who work alongside our scholars to find and scale solutions, and who provide opportunities for our students to gain hands-on knowledge. Bringing together the expertise and facilities of Stanford and NPS will advance research, education and impact to benefit all people.”

For years, NPS and Stanford have collaborated on research efforts, leveraging each other's strengths as well as their proximity in Northern California. Now, under the aegis of the EPA, NPS and the Doerr School of Sustainability will conduct joint research with the CSN and other NPS departments and groups, including the Energy Academic Group, Center for Infrastructure Defense, Meteorology, Oceanography, National Security Affairs, Defense Management and Engineering to investigate climate security, energy security, sustainability and more.

Together, the combined innovation ecosystems of NPS and the Doerr School of Sustainability will seek to deliver solutions at speed and scale, enabling climate-informed, data-driven decision-making by naval and national leaders. The climate research, discoveries, and solutions made by students and faculty from Stanford and NPS will enhance naval operational considerations and provide opportunities to develop, understand and improve upon multiple jointly developed technologies.

“The combination of expertise, operational experience, education and entrepreneurship in this partnership with Stanford and their Doerr School of Sustainability is truly unique and a powerful contribution to the global climate challenges ahead of us all,” said Rondeau. “We are grateful to Secretary Del Toro for his leadership and support of this partnership. Together we all share the same sense of urgency and bias for action. The problems of climate change cannot be solved in isolation. This agreement between NPS and Stanford takes our respective education and applied research to new levels, empowering our people to operationalize their ideas and innovations in pursuit of shared goals.”

The Department of the Navy and Stanford, through NPS and the Stanford Doerr School of Sustainability, are committed to expanding their collective understanding and actions in order to address climate change and mitigate its impacts through the education, empowerment and growth of America’s and the world’s future leaders. Additional details on this collaboration and opportunities will be provided in the coming weeks and months.

The Naval Postgraduate School provides defense-focused graduate education, including classified studies and interdisciplinary research, to advance the operational effectiveness, technological leadership and warfighting advantage of the Naval service. For additional information, visit NPS online at <http://www.nps.edu>.

- [Fact Sheet on the NPS – Stanford Doerr School of Sustainability EPA](#)
- [NPS Climate and Security Network Overview](#)
- [Infographic: Operational Impacts of Climate Change to Naval Operations](#)

[NPS Joins Forces with Stanford Doerr School of Sustainability to Address Sustainability, Climate and Energy Challenges > United States Navy > News-Stories](#)

[NPS Joins Forces with Stanford Doerr School of Sustainability to Address Sustainability, Climate and Energy Challenges - Naval Postgraduate School](#)

[Naval Postgraduate School announces partnership with Stanford Doerr School of Sustainability \(ksbw.com\)](#)

[Naval Postgraduate School partners with Stanford to tackle climate change – Monterey Herald](#)

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RESEARCH:

From Idea to Impact – NPS Grad Delivers on Autonomous, Predictive Maintenance for USMC

(Navy.mil 12 Dec 22) ... Matthew Schehl

(NPS.edu 12 Dec 22) ... Matthew Schehl

The U.S. Marine Corps is poised to dramatically advance its approach to maintenance and logistics on major systems due in large part to the tenacious efforts and impact of a Naval Postgraduate School (NPS) alumnus whose NPS research in autonomous, conditions-based maintenance is set to become an official Program of Record.

Marine Corps Maj. Michael Whitaker graduated from NPS in 2019 with a Master of Science degree in Computer Science. Then a captain, he was recognized with Outstanding Thesis honors for his associated thesis, “Conditions-Based Maintenance Through Autonomous Logistics,” which provided a roadmap not just to the successful implementation of predictive maintenance across the Marine Corps, but to capitalize on autonomous sensors, data science, and artificial intelligence capabilities that he learned about as a computer science student at NPS.

Following NPS, Whitaker was assigned to Headquarters Marine Corps (HQMC) Installations and Logistics (I&L) to put his research and ideas into action, initially focusing on tactical vehicle applications to improve unit readiness. After three years, the program has demonstrated effectiveness, expanding from 20 ground assets across two weapon systems to more than 245 assets across three weapon systems. In December, Whitaker's team will start on a battalion-size unit from III Marine Expeditionary Force (MEF).

“I’m a logistics officer ... At NPS, I was a computer science student taking operations research coursework and I was able to intersect those disciplines to better understand this topic,” Whitaker said.

During his time at NPS, Whitaker combined that education with his experience as a logistics officer to detail a plan for conditions-based maintenance implementation, empowered by autonomous sensors and the cloud, focused on one system, the Marine Corps Medium Tactical Vehicle Replacement (MTVR).

It was exactly what Marine Corps leaders were looking for. The need to improve USMC maintenance procedures and practices was not a new concept. The implementation of conditions-based maintenance, or CBM, was a critical component of then-Lt. Gen. David H. Berger’s May 2019 strategic force design and functional concept for HQMC I&L, titled “Sustaining the Force in the 21st Century.”

Implementation was distributed through Marine Corps Order 4151.22, Conditions-Based Maintenance Plus (CBM+), published in January 2020 and supported further in April 2020 with the distribution of a white paper memo by Berger, now a general and the Commandant of the Marine Corps.

“Implementing this order requires a fundamental re-examination of how we conduct maintenance,” Berger wrote. “The operational environment requires that we do things differently.”

“CBM+ is an industry-proven concept that represents a deliberate shift from reactive equipment to a proactive, predictive approach,” he continued. “Simply put, it is maintenance based on evidence of need. This data-driven maintenance approach incorporates sophisticated equipment diagnostics, advanced analytics, and improved business processes to enable maintenance that contributes to higher equipment availability while minimizing cost and labor.

“Getting to this future state will require an organized and sustained effort across the Corps,” he stressed.

The Marine Corps selects highly-qualified officers and staff non-commissioned officers to earn graduate degrees from NPS. According to Marine Corps Col. Jason Perry, the Senior Marine Representative at NPS, Marine Corps graduates are placed in positions critical to building readiness and lethality across the service and the Naval force.

“The education and practical research experiences Marine scholars like Maj. Whitaker receive in partnership with NPS faculty and staff have direct relevance to the operational challenges facing the Marine Corps,” said Perry. “The relationship between the service, the Marine scholar and the exceptional faculty and staff of NPS is the ‘secret sauce’ in the success of our graduates who go out into the Marine Corps and make a difference.”



And Whitaker was indeed a difference-maker in the implementation of CBM+. As Lead, CBM+ and Data Analytics at HQMC I&L during the program's implementation, Col. Kirk M. Spangenberg saw the NPS graduate's impact first-hand.

"I was put in charge of the CBM+ effort, and it wasn't a hard case to make to get Maj. Whitaker assigned to the team [after his NPS graduation]," Spangenberg said. "His combination of education in computer science, a bit of acquisition, and of course operations research, made him exactly what we needed to supercharge the implementation efforts of CBM+.

"In particular, he really understood the technical requirements, especially with how to manage the data," Spangenberg continued. "Many of us understood the big picture of CBM+ and what it meant for the Marine Corps, but it was really his deep knowledge from his studies at NPS that helped guide and prioritize efforts. The Marine Corps really is much farther ahead on CBM+ implementation that we would have been without him."

Whitaker's plan to implement CBM+, called "predictive maintenance" among heavy-duty industries, included a function to grab diagnostic information from the Marines' ground asset, use the cloud to transmit that data and artificial intelligence to make sense out of it, and then convert this information into actionable insights to be used by decision-makers on the ground. The Marine Corps was already collecting data through existing systems; what Whitaker wanted to add was the advantage of autonomy, and the critical architecture to make sense of the data through data science and artificial intelligence.

"The kinds of insights we're talking about here are, how I can get ahead of when something will fail; or when something fails, how I can better understand why it failed," Whitaker explained. "This type of information can be used to enhance what we already collect in our Marine Corps logistics system that we already use."

Whitaker's thesis was based in part on a research project made available through NPS' Naval Research Program, an effort through the school's Naval Warfare Studies Institute (NWSI) that engages senior leadership across the Navy and Marine Corps to bring their challenges and issues to NPS for student/faculty research.

He jumped on a project in support of HQMC I&L entitled, "Improving USMC Ground Maintenance through Vehicle Sensors and Analytics." Whitaker's efforts caught the attention of Marine Corps Maj. Gen. David Maxwell, then Assistant Deputy Commandant for Installations and Logistics (Plans, Policies and Strategic Mobility), during a brief on the project. With the CBM+ guidance coming from top leadership, and the effort a priority across the organization, Whitaker's assignment to Spangenberg's team post-graduation was a no-brainer.

"I would say [Maxwell] was my first champion and the first leader to really say what you're doing is important," Whitaker recalled. "And by the way, let's make sure that the organization knows that you're doing something important. So, he announced it to the organization so people knew I was there for a reason.

"After that, he said, 'All right, you're here now. Make it happen,'" Whitaker added.

Fortunately, Whitaker says, the CBM+ implementation team was loaded with fellow NPS graduates that each brought expertise critical to getting to the finish line.

"[Maxwell] basically built a cell of all these other NPS Marine Corps grads with different degrees. One of them was operations research, another was business," Whitaker said. "When I say it wasn't just me by myself, it was truly a team of Marines working towards an effort.

"General Maxwell's mantra for our team was 'think big, start small and spiral up,'" he continued. "Don't try to solve the whole entire Marine Corps problem in this space, but do something really small and show value immediately."

While CBM+ has proven successful across the commercial industry for many years, its implementation in the Marine Corps represents a paradigm shift forward in modernizing USMC maintenance necessary for the service's Expeditionary Advanced Base Operations (EABO) force design.

In his current position as Commanding Officer of Marine Depot Maintenance Command, Spangenberg's organization will most likely be a leading provider of CBM+ for the USMC when fully implemented, monitoring systems at distance and providing proactive maintenance insights to Marines across the force.



“This is really going to move the needle on readiness, with increased operational availability of weapons systems at less cost,” Spangenberg said. “Under our [EABO] force design construct, with larger number of smaller units deployed away from a central hub, it’s critical that our weapons systems are working optimally.”

“At the end of the day, mechanics will still turn wrenches,” Whitaker stressed. “But what it will do is give us precision on when it’s time to maintain an item. It’s going to give us the ability to sustain and regenerate combat power in a way where we are making really educated guesses, beforehand.”

Whitaker credits his interdisciplinary education at NPS in operations research, computer science, and even a class in acquisition, that helped him understand the technical complexity of a system that crosses disciplines. He built advocacy with leaders for his vision, and worked with partners in developing a product that is validated in the field, cyber secure, and ready to scale.

“Now we can do what we did with a surety based off of facts, based off of experience and based off of information,” Whitaker said. “I would say that is extremely powerful.”

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MORS/Tisdale Competition Highlights Relevance, Impact of NPS Research

(Navy.mil 13 Dec 22) ... Matthew Schehl

(NPS.edu 13 Dec 22) ... Matthew Schehl

U.S. Navy Ensign Ethan Boone is the recipient of the Fall 2022 Military Operations Research Society (MORS) Stephen A. Tisdale Graduate Research Award for his thesis work exploring the use of machine learning algorithms to predict terrorist activities.

Boone was one of four graduating Operations Research (OR) students nominated to vie for the prestigious award, whose collective work underscores the breadth, quality and relevance of research conducted at the Naval Postgraduate School (NPS). Following presentations of their research and a tough deliberation by a panel of judges in Glasgow Hall, November 17, Boone was declared the winner.

“The winners of the MORS Tisdale Award competition exemplify NPS: supporting real military decisions, improving real-world operations and influencing policy,” noted U.S. Navy Cmdr. Scott Cohick, OR Research Program Officer.

Navy Ensign Richard Fetter, Marine Corps Capt. Lane Johnson and Ecuadorian Navy Cmdr. Milton Mendieta also presented their excellent research, respectively, in naval aviation training impacts, network sustainment optimization for the Marines’ Expeditionary Advanced Base Operations (EABO), and predicting collective violence from coordinated hostile social media campaigns.

Sponsored by MORS, the Tisdale award is presented on a quarterly basis to a student for an outstanding thesis of high-quality research which will have “immediate or near-term value to the defense of the United States and its allies.”

To be considered for the award, a graduate student must first be nominated by an OR department faculty member, according to Cohick. Finalists are then chosen by the OR department chair and military faculty and invited to present their research at the competition.

“Of the four award finalists, Ensign Boone’s thesis research was chosen because it has the greatest potential for positively impacting U.S. military operations,” Cohick said. “Ensign Boone utilized cutting-edge machine learning methods to identify which factors are most significant in influencing the likelihood of future terrorist activities in certain geographic areas.”

Boone says he is extremely humbled to receive the award. His thesis, “Using Supervised Machine Learning Methods to Identify Factors That Influence the Probability of Future Terrorist Activities,” applied machine learning to complex data sets and geospatial data to provide predictions of violent events



on a monthly basis to the Defense Counter Terrorism Center (DCTC) at the Defense Intelligence Agency (DIA).

Two models are run side-by-side for comparison and their results are integrated into an interactive dashboard that displays a host of useful information, including increases or decreases in violence and associated terrorist organizations.

“Overall, we were interested in identifying what features are important when predicting when an area is going to have an increase in violent events with fatalities,” Boone explained. “I wouldn’t say that this thesis was a unique approach to the problem, but the stakeholders were particularly excited about the insights that were provided that would not have been accessible when the data was in its raw format.”

Boone’s interest in the topic was piqued after attending a briefing by Army Operations Research and Systems Analysis (ORSA) officers from the Research and Analysis Center (TRAC) office on campus.

“I was immediately drawn to the project because it seemed like there was a lot of room to run with it and let your imagination go,” he recalled. “It addressed an immediate need within the DOD and it is something that needed to be built and delivered to stakeholders.

“I particularly liked the challenge of utilizing the machine learning algorithms, analyzing the results, and then presenting the results in a manner that could be understood by individuals with differing familiarity with machine learning.”

Boone is ahead of the curve in many ways. The 23-year-old is attending NPS as a Shoemaker Scholar, meaning he’s on a fast track to earning his master’s degree in between getting his undergraduate degree in engineering (June 2021) and attending flight school in Pensacola, Florida (January 2023).

“The exposure to the diverse backgrounds of my peers [at NPS] was very insightful as an Ensign,” Boone stated. “I was exposed to and learned about communities across all branches that I would not otherwise have gotten. The opportunity to come into school every day with peers that have a large spread in experience [O-1 to O-5] was incredibly valuable and unique.”

Ecuadorian Navy Cmdr. Milton Mendieta’s horizons have also expanded throughout his time at NPS.

“Before I started my OR journey here at NPS, if someone would have asked me what I like to do in the Navy, I would have answered ‘solving problems,’” he said. “Now, after finishing my OR education, if someone would ask me the same question, I would answer ‘solve bigger and more complex problems!’”

“Officers in the OR curriculum learn how to learn, and we learn so much that we can challenge ourselves to tackle problems that we otherwise wouldn’t even dream of,” Mendieta continued. “We get a high-quality education that we wouldn’t get anywhere else, and I am so proud that I was part of it.”

Mendieta, who concurrently earned a dual master’s degree in Defense Analysis and OR as well as a specialized certification from each department, maintained a 4.0 TQPR (GPA) throughout, and was selected as this quarter’s recipient of both the Chief of Naval Operations Award for Excellence in Operations Research and as NPS Outstanding Academic Achievement Award for International Students.

For his graduate thesis, “Predicting Collective Violence from Coordinated Hostile Information Campaigns in Social Media,” Mendieta developed a deep learning model using Natural Language processing techniques to automatically detect hostile social media campaigns that could lead to violence.

“The officer’s corps in the military constantly have to manage violence worldwide, in a world where there are more than 7,000 languages spoken today,” Mendieta explained. “With the model presented in my work, warfighters now have a tool to evaluate and learn the language of violence across all human languages.”

“I am so grateful that I was nominated for this special honor,” he continued. “This recognition means that NPS did find value in my work, and that motivates me to further my education and my research journey. I hope I can maintain a long-lasting relationship with the faculty here in NPS to explore more challenging research opportunities.”

Marine Corps Capt. Lane Johnson also expressed gratitude for having been nominated for the MORS/Tisdale Award.

“I was honored,” he said. “To me, it signifies that my research is meaningful and has the potential to positively impact the operating forces.”

As the Marine Corps shifts to its new EABO strategic paradigm, the need for a resilient and robust distribution network capable of providing sustainment to the Force in a contested environment becomes



increasingly vital. It is unclear whether current platforms and infrastructure, however, can keep up with EABO's increased operational tempo.

To solve this problem, Johnson's thesis, "Optimizing the Sustainment Network for Expeditionary Advanced Base Operations," introduces stochastic programming - a mathematical framework for modeling optimization under uncertain parameters - as a means of minimizing the expected constraints of network sustainment across a range of potential scenarios.

"Stochastic programming is not something that is taught in the OR curriculum at NPS," Johnson said. "However, given the fact that my thesis involved optimizing a sustainment network under uncertainty, stochastic programming is something I was fortunate enough to learn through working with my advisors and additional self-study."

Johnson hopes his thesis presentation highlighted the utility of stochastic programming for other students, as another powerful tool to add to their toolkits.

U.S. Navy Ensign Richard Fetter is another MORS Tisdale Award finalist at NPS through the Shoemaker Scholar program.

"I'm very fortunate as a student Naval Aviator to have had the opportunity to contribute to the Naval Aviation community through my thesis efforts," he said. "I hope that my presentation helped people to see that the work we do here at NPS can have potentially far-reaching impacts that may even be observed in their own careers."

His thesis, "Analysis of Training Progression Impacts in Naval Aviation at the Unit Level," provides a deep dive into the factors that contribute to a naval air squadron's training progression and overall aviation readiness.

Drawing on an extensive data set provided by Commander, Naval Air Forces (CNAF) Force Readiness Analytics Group (FRAG), including reporting on 78 unique variables from across 313 different units, Fetter's thesis creates a model using advanced time series analysis methods that are able to accurately describe and predict the effect of each on unit training progression over future months.

"Starting in our very first quarter at NPS, our cohort has been attending MORS Tisdale competition presentations showcasing extremely inspiring work by some incredibly talented OR analysts, so it was very meaningful to be able to participate and be a part of this," he said.

The MORS/Tisdale award is named in honor of Lt. Cmdr. Stephen A. Tisdale, a dual-degree graduate of NPS in 1989 who perished in a military aircraft accident on March 21, 1991, while serving with Patrol Squadron 50 off the coast of California. Tisdale's outstanding and influential thesis, "Assessing Optimal Utilization of Potential Anti-Satellite Architectures," won the MORS prize for his graduating class, and he was also recognized as the top Space Systems Operations student.

Tisdale's legacy lives on through this award in recognition of his defense-focused intellectual acumen, relevant applied research, and a steadfast desire to both solve existing problems and formulate new, innovative ideas for the fleet and joint force.

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FACULTY:

NPS Faculty Experience the Fleet in Action Aboard USS Abraham Lincoln

(Navy.mil 7 Dec 22) ... MC2 James Norket

(NPS.edu 7 Dec 22) ... MC2 James Norket

When Chief of Naval Operations Adm. Mike Gilday released an updated Navigation Plan in July 2022, he tasked the Navy's Deputy Chief of Naval Operations for Warfighting Development (OPNAV



N7) with “aligning talent management, professional military education, and Navy research to advance warfighting competencies.”

For many civilian faculty and staff at the Naval Postgraduate School (NPS), getting them out to sea for the first time is an eye-opening experience, important to their professional development and understanding of real operational environments and naval-unique needs. NPS’ Fleet Engagement Program, managed by the Naval Warfare Studies Institute (NWSI), helps NPS faculty stay current on fleet and force needs through direct observation of the DON in action at sea, ensuring the school’s research and education programs remains on the leading edge of relevance.

On Sept. 27-28, the latest iteration of the Fleet Engagement Program delivered eight members of the NPS faculty underway with the Nimitz-class aircraft carrier, USS Abraham Lincoln (CVN 72) in order to immerse themselves in the day-to-day operations of one of the largest warfighting platforms in the world.

“This was an incredible opportunity for faculty members, especially those with no prior military experience, to see operations firsthand,” said U.S. Marine Corps Col. Randy Pugh, NWSI director. “Connecting the education and innovative research done here at NPS to the operational capabilities in the fleet is excellent. We have been looking for opportunities for people to do just that.”

Not only was this a once in a lifetime opportunity for the faculty, it also gave them greater insight on the needs of the fleet and how they can better prepare NPS graduates to return to the battle space as more effective warfighters.

“The experience was very valuable on both the teaching and research front,” noted Dr. Britta Hale, an assistant professor in NPS’ Department of Computer Science. “It provided numerous sources of examples to tie course content to the types of experiences our students will have.”

During their visit, the faculty were able to observe flight deck operations, tour the Lincoln’s machinery spaces, and speak with several crew members from different departments, all of whom play a crucial role in the floating fortress’ operational readiness.

“The incredibly complex orchestration of highly diverse and advanced technologies and such a large crew was amazing to behold,” said Bonnie Johnson, a senior lecturer in the Systems Engineering department at NPS. “I enjoyed interacting with the many officers and Sailors who gave us tours of their stations and explained their jobs.”

Dr. Sean Kragelund, a Research Assistant Professor in the Mechanical and Aerospace Engineering department, shared that sentiment.

“I learned a lot about the tremendous effort involved in conducting flight ops from a moving ship at sea,” Kragelund said. “It was inspiring to witness the incredible choreography between people and machinery – both low- and high-tech – to pull this off.”

While aboard the Lincoln, faculty were able to interact with several NPS alumni, including the current executive officer, U.S. Navy Capt. Patrick Baker, who graduated from NPS through the National Security Affairs program.

Kristen Yamamoto, a program analyst in Institutional Research, Reporting and Analysis with NPS Academic Affairs, helped support the faculty team.

“The experience was very positive and rewarding for all,” Yamamoto said. “Excellent connections were made with NPS alumni. Faculty identified potential research areas as well as ideas for improving courses. The overwhelming consensus from faculty is that visits such as this are extremely beneficial and should continue.”

NPS uniquely serves as the fusion of defense-focused graduate education, research and innovation for the Navy and Marine Corps, and the ship embark program helps faculty and staff be more responsive to fleet needs while enhancing the relevancy of their research and instruction.

[NPS Faculty Experience the Fleet in Action Aboard USS Abraham Lincoln - Naval Postgraduate School](#)

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European Energy Dilemma Not Due to Russian's War Against Ukraine: Expert

(AA 12 Dec 22) ... Seda Sevencan

The Russian-Ukraine war did not start the European energy security dilemma, an expert said Friday.

"If Europeans can have any chance of solving its energy security problems, we have to remember that it's energy security challenges didn't begin with the Russian invasion of Ukraine," said Brenda Shaffer, research faculty member at the Energy Academic Group and US Naval Postgraduate School.

Shaffer's comments came during a discussion about the importance of climate mitigation commitments in a session titled, "The Energy Crisis and Climate Change: Time to Turn Crisis into Opportunity?" as part of the TRT World Forum 2022.

"The EU intended not to renew coal and gas and make more room for renewables. Natural gas has zero impact on air pollution. Energy security affects everything," said Shaffer.

She noted that "with the attack on Nord Stream 2, the normalization of attacks on energy structures will be the norm."

Russia had previously been accused of being behind the explosions that damaged the gas pipelines Sept. 26, causing large-scale ruptures in Nord Stream 1 and 2, with gas visibly leaking to the surface. The Russian Defense Ministry, however, accused the West and blamed British navy personnel of blowing up the pipeline.

She pointed out the West's energy policies benefit Beijing, adding: "The West has stopped all public finance for fossil fuels. African nations are picking up the slack. Our policies on energy are empowering China."

Alongside Shaffer were Zaur Gahramanov, CEO of SOCAR Türkiye and Karim Elgendy, associate fellow at the Environment and Society Programme of Chatham House.

Gahramanov said if Europe wants to keep on track for net-zero emissions by 2050, the current investment is not enough. "The world needs to have a balanced approach," he said.

"From all of our acts in the past years, we've saved on water, gas, and steam consumption. Whatever one company is doing is not enough; it should be a joint effort between the state and the company," he said.

Elgendy said the EU is in a tight spot and it reduced its dependence on carbon bombs.

The Ukraine war exacerbated the situation, said Elgendy, who said in the long term, the EU may double down on climate agreements.

The TRT World Forum 2022, a two-day annual event, started Friday in Istanbul.

The gathering, which is held under this year's theme of Mapping the Future: Uncertainties, Realities and Opportunities, brings together academics, journalists, intellectuals, politicians and members of civil society from around the globe.

Nearly 100 speakers and more than 1,000 participants from nearly 40 countries are attending the forum, according to Mehmet Zahid Sobaci, director general of TRT, Türkiye's public broadcaster.

fleet needs while enhancing the relevancy of their research and instruction.

[European energy dilemma not due to Russian's war against Ukraine: Expert \(yenisafak.com\)](https://www.yenisafak.com)

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Maritime Coalitions and Deterrence: Beware the Melian Choice

(Washington Quarterly 16 Dec 22) ... Naval Postgraduate School's Michael S. Malley & James J. Wirtz

When Bernard Brodie wrote his Guide to Naval Strategy in the early days of the Second World War, he emphasized that US naval operations in the Pacific had to secure bases close to the theater of operations around Japan in order to repair ships, resupply forces, and shift troops to a combat footing after traveling thousands of miles from the West Coast or even Hawaii. Today's maritime strategists are in a better position when it comes to deterrence in the region. America's friends and allies across the Indo-Pacific can provide US forces with facilities in peacetime, at the outset of a crisis, or during war.



The importance of friends in forward areas is not lost upon US defense planners. For decades, they have understood that bases in Japan and South Korea are vulnerable to Chinese missile attacks. In response, the Navy and Marine Corps have developed a strategy that depends on distributing their forces throughout the so-called First Island Chain, which links Japan to Taiwan, the Philippines, and the island of Borneo, shared by Brunei, Indonesia and Malaysia.²

Nevertheless, deterrence does not depend only on securing access to facilities in these countries. According to Secretary of the Navy Carlos Del Toro, the maritime services aim to “operationally integrate our allies and partners into strategic concepts and warfighting concepts to deter” adversaries.³ Chief of Naval Operations Admiral Michael M. Gilday has explained that these concepts would entail working “with allies and partners . . . [to] launch massed volleys of networked weapons to overwhelm adversary defenses.”⁴ Although Gilday did not tie this approach to a specific adversary or scenario, it matches the geography of the Western Pacific, a region where the US aims to disperse its forces among allies along the First Island Chain to deter hostile actions by China, which the Defense Department defines as its “pacing challenge.”⁵ This approach is consistent with political scientist Thomas Mahnken’s recent argument that “a maritime strategy should seek to turn geography to the United States’ advantage by using the geography of the western Pacific to constrain China’s access to the open oceans in crisis or war.”⁶

Although US maritime strategy increasingly envisions direct and indirect roles for allies and partners, the United States cannot guarantee that its friends will embrace these roles, especially in a crisis when deterrence is being tested. Many countries in the region have increased their defense capabilities, granted access to US forces, and enhanced the interoperability of their militaries with that of the United States, a trend that successive Indo-Pacific defense strategies have sought to deepen.⁷ Many US partners and allies have also begun to engage in cooperation among themselves, often on bilateral lines. But the purposes of defense cooperation from their perspective are diverse and “there is substantial sensitivity” about cooperation when it “is framed as a reaction to China’s growing power and assertiveness.”⁸

US maritime strategy increasingly envisions direct and indirect roles for allies and partners

Strategists in Beijing may believe that a potential lack of solidarity among the opposing coalition is the Achilles heel of the US deterrent in the western Pacific. Governments that cross deterrent red lines generally do not underestimate the opponent’s military capability; instead, they assess that the opponent’s political ability to act on deterrent threats will evaporate in the event of deterrence failure.⁹ The fact that a crisis in the western Pacific would occur in a maritime context further complicates matters, because much of Washington’s thinking about deterrence is shaped by the Cold War experience of deterring a land war in Central Europe. The incentives and opportunities faced by members of a maritime coalition are different from those faced by members of a coalition of land powers. The remainder of this article explores the political dynamics and specific considerations that flow from the growing importance of the US-led coalition in the effort to deter Chinese aggression in the western Pacific.

Maritime Dynamics and Deterrence Failure

When strategists and policymakers speak of the governments supporting US deterrence strategy, little mention is made of the political reliability of this nascent coalition, especially in a worsening crisis. This shortcoming is potentially dangerous. Because it is easier to make deterrent threats than to execute them, strategists in Beijing may assess that the requisite political determination to act would fade in some coalition polities as war becomes increasingly likely.¹⁰ By undermining political support for a strong deterrent posture, Beijing could begin to peel away the political commitment to provide capabilities and facilities critical to US deterrence strategy.

The political reliability of any coalition is always somewhat problematic. Nevertheless, geography tends to limit land powers’ room to maneuver—borders, terrain, and the objectives of potential antagonists highlight to friend and foe alike the probable course and location of potential conflict, creating political-military incentives that are difficult to ignore. For instance, France might have dropped out of NATO’s formal command structure for a time, but no one doubted that it would also fight to defend West Germany in the event of a Warsaw Pact invasion across the Cold War’s Central Front. It would be better, *ceteris paribus*, to defend France from positions in West Germany than from the suburbs of Paris.



Additionally, the decision to station forces on allied territory can reassure land powers about deterrent commitments in general and extended deterrence in particular. Even if officials begin to get cold feet during a crisis, it would be difficult to move those forces out of harm's way in the event of hostilities. In land warfare, military deployments in theater or on coalition territory offer tangible evidence of political commitment to a common deterrence strategy.

By contrast, maintaining the political cohesion of a group of maritime states presents unique challenges. Determining who is in harm's way is more problematic when compared to war on land. In a maritime conflict, the attacker can use its seaborne mobility to avoid transiting certain waters or coming close to certain archipelagos while directing its efforts against its primary objective. In a maritime setting, an attacker can strike a particular target without going through or over territory of other states in the immediate area. Using naval units to reassure regional partners can also be problematic for a defender: because its fleets can depart an area quickly in a crisis, there is no guarantee that warships will be on station as promised when they are most needed.

Maintaining the political cohesion of a group of maritime states presents unique challenges

Maritime strategic cultures also highlight the role of water as a key to national defense. In a crisis, leaders of an island nation might reject more dangerous coalition demands and revert to their traditional policy of relying on the protection of the sea as the basis of their foreign and defense policy. Stories of the fate of the Spanish Armada in the 16th century, which was destroyed in a storm as it approached the British Isles, or the providence of the Divine Wind, typhoons that twice sank Mongol invasion fleets off the Japanese coast in the 13th century, highlight the protective role of water in the defense of island nations.

Beijing could accelerate these maritime coalition dynamics by exploiting a gambit taken straight from the Melian dialogue. Told by the Greek historian Thucydides in his account of the Peloponnesian war, the islanders of Melos suggest to an Athenian naval expedition that they would adopt a strict position of neutrality in the ongoing great power conflict if the Athenians would leave them to their own devices and respect their neutrality. The Athenians reject the offer—as the maritime power, they require the port of Melos for their operations against Sparta. By contrast, as the land power, Sparta's military position would have been enhanced by Melian neutrality—denying Athens an important port contributed far more to the Spartan war effort than the military contribution made by the meager Melian military. Although the Athenians have been ridiculed ever since for gratuitously rejecting what appears to be a reasonable offer, Thucydides fails to inform the reader about the important maritime implications inherent in the Melian volte-face.

In a contest between a continental and maritime power, the continental power will be interested in denying island bases to its opponent even more than securing those bases for itself. Under these circumstances, neutrality, a political solution to this military problem, will quickly come to the islanders' mind as a “win-win” proposition. They can avoid becoming embroiled in a war over issues of less-than-existential importance and thereby avoid the deadly consequences of becoming a battleground in a great power conflict. The continental power (in this case, China) would benefit by denying forward operating bases to a maritime opponent (in this case, the United States). The maritime power would be forced to replace repair facilities and logistical depots needed to backstop its deterrent threats. The fact that neutrality has to apply to all those involved in the conflict works to the direct disadvantage of the maritime power, whose strategy requires forward bases. Continental powers would depict islanders' decision to “opt out” of a crisis as a step toward peace, despite the fact that it weakens the maritime power's deterrent threats and undermines the status quo. In this case, allowing the United States to use island bases would be described by the continental power, and even some island states, as a step toward war, and denying access would be depicted as a vote for peace.

Which Allies and Partners?

Although US policymakers have not identified the specific allies and partners included in mounting a deterrent, the US Indo-Pacific Command's (INDOPACOM) report to Congress, “Regain the Advantage,” identifies high priority countries and how they are expected to contribute to deterring Chinese aggression. The most important countries are located in the First Island Chain. This region is where INDOPACOM contends that it needs to “ensure access and maneuver . . . to deter our adversaries from acts of



aggression.” To do so “requires fielding an integrated Joint Force with precision-strike networks, particularly land-based anti-ship and anti-air capabilities along the First Island Chain.” In addition, INDOPACOM reports that its investments in Southeast Asia “are focused on alternative facilities to support modernized and dispersed power projection airfields to support forward forces and enhance logistics with pre-positioned stores and infrastructure.”¹¹

Which of the countries in the First Island Chain are prepared to do what US deterrence strategy asks of them? Which countries are prepared to allow the United States to threaten attacks from their territories against Chinese forces, even when those forces are not attacking them? And which countries are willing to provide access to the United States today so that it can create the infrastructure needed for the US military to attack Chinese forces in the future? Would US allies Japan, or the Philippines? Would Brunei, Indonesia and Malaysia? The answers to these questions are political, not technical. Agreeing to participate in a combined military deterrent against China would require a vast shift in the foreign and defense policies of nearly every country inside the First Island Chain. Three major obstacles stand in the way of implementing US warfighting concepts and achieving the goals set by US deterrence strategy: the lack of an alliance among First Island Chain countries; the emphasis on strategic autonomy among Southeast Asian states; and the leverage China could exert through economic or even military coercion.

Three major obstacles stand in the way of achieving US deterrence strategy goals

No First Island Chain Alliance

There is no overall alliance framework to bind the nations of the Indo-Pacific to each other, nor to a common deterrent strategy. This is the central challenge for US strategies that depend on the dispersal of US military forces. This situation is a legacy of the bilateral “hub-and-spoke” alliance system that the United States put in place during the 1950s, which was designed to restrain allies rather than combine them into a unified force under a common command.¹² US control over its allies meant that it could use access to one country to launch attacks on adversaries, as it did with bases in Japan during the Korean War and in Thailand during the Vietnam War. Nevertheless, none of the treaties that bound the United States to its Asian allies then—and still bind it today—require one ally to come to the defense of another. Moreover, US allies and partners have not developed mechanisms to contribute to one another’s defense except in the case of Japan and South Korea, whose acrimonious bilateral relationship has often stymied efforts to cooperate against North Korea, one of the most prominent threats to regional peace and security.

The lack of agreement among US allies and partners is hardly surprising given the ambiguity that often accompanies US commitments to deter Chinese aggression. Over the past decade, US leaders have felt compelled to reiterate many times that the Senkaku islands—which are administered by Japan but whose sovereignty is contested by China—are covered by the mutual security treaty with Japan. Only three years have passed since the United States clarified that its defense treaty with the Philippines—which refers vaguely to the “Pacific area”—extends to the South China Sea. And despite growing support for Taiwan, and four recent statements by President Joseph Biden, the US officially maintains the same policy of “strategic ambiguity” that it adopted after terminating the mutual defense treaty in 1980. Among US allies and partners in the First Island Chain, only Japan has begun to take public positions that suggest it may participate in the defense of Taiwan. None of the others have signaled that they would come to Japan’s defense of the Senkaku islands or any Southeast Asian country’s defense of its claims in the South China Sea.

This lack of formal agreements means that little of the foundation essential to wartime cooperation has been established, even in the close, strong, and long-standing US-Japan alliance itself. With respect to the Senkakus, recent studies concluded that “current alliance mechanisms are inadequate,” and a follow-up study led by former Chief of Naval Operations Jonathan Greenert called attention to problems that could slow a combined response to Chinese gray zone operations in the East China Sea. For instance, the two allies do not share a common definition of the term “armed attack,” which is central to clarifying treaty obligations.¹³

In the case of Taiwan, the United States and Japan have begun strategic planning and conducted exercises, but apparently still lack any formal operational plans for fighting in its defense.¹⁴ There is also no public information about the integration of US and Japanese forces with those of Taiwan. In Southeast Asia, there has been little progress toward developing a multilateral warfighting capability. Ever since the



end of the Cold War, US military leaders have sought to multilateralize these bilateral alliance relationships to address new threats.¹⁵ These efforts, however, have had very modest effects, since they have been devoted mainly to counterterrorism and disaster relief. The largest annual exercise, COBRA GOLD, is conducted in Thailand, whose treaty with the United States explicitly excludes contingencies in Taiwan. Countries in the region often turn to the United States for maritime security cooperation, but naval exercises such as the annual Cooperation Afloat Readiness and Training remain a collection of bilateral events accompanied by a smaller multilateral element.

In the past, US efforts confronted Southeast Asian countries' opposition to multilateral defense cooperation, especially to military "pacts." This opposition began to erode in the early 2000s. Since then, these countries have institutionalized "defense diplomacy" to enhance communication among regional defense leaders, and promoted their own multilateral exercises through the Association of Southeast Asian Nations (ASEAN).¹⁶ From the perspective of US deterrence strategy, however, these exercises are severely limited in three ways. First, ASEAN's willingness to engage in multilateral defense cooperation only extends to so-called "non-traditional security threats" such as terrorism; members continue to oppose cooperation that is aimed at other countries. Second, ASEAN has pursued these exercises through a forum that includes China and Russia as well as the United States, Japan and India. Third, Southeast Asian countries still have not made commitments to come to each other's defense.

Countries in the First Island Chain have not agreed to defend one another and have made few preparations that would indicate they are willing to do so. They also have given few indications that they would host distributed US forces that are intent on firing missiles against Chinese targets.

Southeast Asian policies avoid taking sides between China and the United States

Strategic Autonomy in Southeast Asia

The chief characteristic of Southeast Asian foreign and defense policies is the way they avoid taking sides in the rivalry between China and the United States.¹⁷ Analysts describe this as a policy of "hedging," or attempting to maintain ties with both superpowers to guard against challenges from one or the other.¹⁸ This approach is deeply embedded in the region's politics, foreign policy, and ASEAN institutions. In the late 1960s and early 1970s, ASEAN members debated whether Thailand and the Philippines should be allowed to retain US bases. They decided that those bases should be temporary and agreed that foreign bases would never be used against another member. They viewed great power rivalry as a threat to regional stability and adopted a proposal in 1971 to establish the region as a zone of "peace, freedom, and neutrality" that would keep it "free from any form or manner of interference by outside Powers."¹⁹ These ideals continue to shape the region's approach to great power rivalry, even though they have never been fully achieved.

Instead, Southeast Asian countries have sought to engage great powers in a set of institutions that are intended to attract the participation of as many great powers as possible while allowing ASEAN members to shape the region's security agenda. For much of the post-Cold War era, the low level of great-power rivalry afforded ASEAN wide latitude to pursue these goals. In the security arena, ASEAN established an annual forum known as the East Asia Summit—which hosts presidents and prime ministers from Southeast Asia as well the United States, China, Russia and other great powers—to discuss regional security issues. In 2010, they created the ASEAN Defense Ministers Meeting-Plus (ADMM-Plus), which included ministers from ASEAN as well as China, the United States and six other countries.

More recently, it has become increasingly difficult for ASEAN to maintain autonomy from the great powers. Instead, ASEAN members have found themselves courted, cajoled and pressured to deepen their ties with China and the United States. Even though ASEAN, China and the United States agreed with other members of ADMM-Plus to conduct maritime security exercises under the auspices of that organization, Beijing and Washington have both organized their own, separate maritime security exercises with ASEAN.²⁰ The organization's response to Chinese and US invitations indicates its difficulty in setting the region's agenda and its tendency to agree to cooperate with both great powers.

The strength of the desire to maintain autonomy and avoid choosing sides is vividly illustrated by Singapore's approach to great-power rivalry. Singapore enjoys an extremely close defense relationship with the United States—it hosts a major Navy logistics command; permits broad access for US military ships, aircraft, and personnel; and maintains detachments of fighter jets at locations in the United States.



In 2019, it renewed an agreement that permits the United States to maintain defense facilities in Singapore. Yet that same year, Singapore also signed an updated agreement with China to expand defense cooperation. Among other things, the agreement provided for the “the establishment of a regular Singapore-China Defence Ministers’ Dialogue, a Visiting Forces Agreement for troops participating in bilateral exercises, [and] a mutual logistics support arrangement.”²¹

In an effort to speak for the entire region, in 2020 Singapore’s prime minister Lee Hsien Loong penned an essay in *Foreign Affairs* that offered advice to the United States and China on how to approach the region. “Asian countries,” he wrote, “do not want to be forced to choose between the two.” He warned that “if either [country] attempts to force such a choice . . . they will begin a course of confrontation that will last decades.” He explained that countries in the region “want to cultivate good relations” with both powers and “cannot afford to alienate China.” He noted that Asian countries “took comfort” in the Trump administration’s promotion of an Indo-Pacific strategy, but they also understand that in a crisis “they cannot automatically take U.S. support for granted.”²²

The impact of this advice was reflected in remarks that US Secretary of Defense Lloyd Austin delivered in Singapore last year. In a speech devoted largely to US concerns surrounding China’s behavior and the need to strengthen alliances and partnerships, he said, “As Prime Minister Lee has counseled, we are not asking countries in the region to choose between the United States and China.”²³ Despite this verbal assurance, US deterrence strategy and warfighting concepts are asking allies and partners to do just that—deepen cooperation with the United States in order to enable attacks to be launched against Chinese targets from their territory, even when their territory is not under attack. This marks a sharp departure from anything Washington asked of its allies and partners in the past. It also marks a major departure from anything that these countries have agreed to do in the past, whether with the United States or on their own. So far, there is little evidence that their policies are likely to shift suddenly in the direction that US strategy and concepts expect.

Vulnerability to Chinese Coercion

Every US ally and partner must measure the risks that the United States asks them to run for the sake of deterrence against the cost of potential Chinese economic or military coercion. Like the United States, each of them has extensive economic ties with China, which is a leading investor in, importer from, and exporter to its neighbors in the First Island Chain. China also has demonstrated a propensity to use economic coercion against its neighbors. In 2010, it imposed a ban on rare earth exports to Japan after the Japanese detained a Chinese fishing ship in the East China Sea. In 2012, China imposed restrictions on Philippine banana exports following a clash over Scarborough Shoal in the South China Sea. More recently, China has disrupted a wide array of exports from Australia, which has upset Beijing by banning Chinese companies from its 5G networks and calling for an independent investigation into the cause of COVID-19. Similarly, in 2021 China began blocking pineapple and other fruit exports from Taiwan as part of its broader efforts to increase pressure on Taipei.

Although these measures have had little impact individually, collectively they send a clear message to US allies and partners that China has the ability and the willingness to impose economic costs in response to its neighbors’ policy choices. The implications for US deterrence strategy are especially significant given China’s proclivity to employ gray zone tactics to achieve limited objectives more quickly than its opponents can respond. Beijing could easily threaten to impose economic costs on its smaller neighbors if they came to the aid of a country targeted by China. In those cases, US allies and partners would be forced to decide whether the benefits of aiding, say, a Japanese effort to dislodge Chinese forces from an island in the Senkakus, outweigh the disruption to their own economies.

China has shown that it can wield military and paramilitary tools as well. Capturing Scarborough Shoal from the Philippines in 2012, constructing military facilities atop artificial islands in the South China Sea in 2013-2017, and using its air force to challenge Taiwan and Japan over the past decade are obvious examples of this ability. The nearly constant presence of Chinese maritime law enforcement and maritime militia ships in the South China Sea is a persistent reminder of China’s ability to take additional territory in short order. The appearance of hundreds of maritime militia vessels in Philippine-claimed Whitsun Reef in early 2021 was a stark reminder of China’s willingness to use these forces to challenge a US ally. It was also an indication of the risk China is willing to take, since the INDOPACOM commander



had said in 2019 that the US would treat maritime militia vessels no differently than it treats Chinese navy vessels.²⁴

Although there is little doubt that Japan or Taiwan would resist a direct attack by China, interdependence among the economies of China and its neighbors enables Beijing to impose costs that are likely to deter small countries in the First Island Chain from coming to one another's aid, let alone that of Taiwan or Japan. These considerations challenge the assumption that US forces can easily or convincingly be dispersed among those countries to deter Chinese aggression.

US Policy Implications

US strategists have their work cut out for them. The implicit assumptions in existing US deterrence strategy and warfighting concepts are, in many ways, unrealistic. They hold that allies and partners will do three things they have not done in the past and show few signs of being willing to do today: use their own armed forces to defend another country; allow the United States to use their territory to prepare to launch attacks against Chinese forces even when Beijing is attacking a third country; and threaten China with such attacks in order to deter China from attacking them or other US allies and partners. None of these expectations will be fulfilled simply by strengthening allied and partner capabilities, enhancing interoperability among coalition forces, or conducting more complex exercises. Beijing might view these US expectations as unresolved political weaknesses in the cohesion of the US-led maritime coalition. Unless these issues are overcome, American deterrence will be susceptible to Chinese political pressure on island countries to stand aside during a maritime conflict.

Implicit assumptions in US strategy are in many ways unrealistic. So, what can US leaders do?

Achieving cohesion will not be easy. Maritime coalitions are uniquely challenging to construct, and modern-day Melians have strong incentives to avoid taking sides in a conflict, let alone—as effective deterrence demands—before one occurs. So, what can US leaders do? First, they should acknowledge that strategies and operational concepts have outpaced the political support needed to put them into practice in a reliable fashion. The willingness of smaller island countries to participate in large-scale exercises should not be taken as evidence that they would be willing to make deterrent threats against China. Some of them, including those with close US ties such as Singapore and Thailand, also conduct exercises with Chinese forces.

Second, US leaders should promote whole-of-government approaches to addressing the vulnerability of First Island Chain countries to all types of Chinese coercion. It is unlikely that any of these countries would suddenly make explicit commitments to defend one another or decide to abandon their policies of strategic autonomy. But the chief threat to the cohesion of maritime coalitions in general is pressure from a continental power to abstain from great power rivalry. China's widespread and repeated employment of coercive tactics against First Island Chain countries illustrates the importance of that dynamic today. Without a concerted effort to bolster these countries' ability to resist coercion, the political foundations of the US-led maritime coalition will appear weak to risk-acceptant leaders in Beijing.

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[Full article: Maritime Coalitions and Deterrence: Beware the Melian Choice \(tandfonline.com\)](https://www.tandfonline.com)

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ALUMNI:

Veteran Helps Others Through Dog Training Business

(WSPA 6 Dec 22) ... Olivia Parsons

After leaving the service, it can be hard for veterans to feel normal at home, at work, or in any surrounding.

But for Jared Smearman, that came with the help of a four-legged friend named Clem.

He's a Border Collie and Smearman's service dog. Or, as he calls him, his best friend.

ADVERTISING

Smearman served in the Navy for eight years with two deployments.

As an intel officer he got to travel the world before getting his Masters Degree in space system operations at the **Naval Postgraduate School**.

After the Navy, Smearman said it was time to settle down with his wife and grow a family.

But that the hardest thing about coming back home was getting out of the routine.

"I think the best way to describe it is Groundhog Day. Because you wake up and the day is the same," Smearman explained. "You might have different challenges, but you know it's a routine."

And transitioning back into a day to day lifestyle.

"I really did struggle when I got out of the military," he added. "You know, it was kind of an identity crisis, you know, joining the workforce in a corporate world."

Looking for motivation, Smearman explored his interests and took a chance on opening a franchise that would bring him excitement.

That's how Dog Training Elite was born in the Upstate.

"We bought the whole Upstate. So we own the territory all the way out past Spartanburg to Clemson, almost up to the North Carolina border and then down below Williamston, Pelzer."

Dog Training Elite provides home dog training or day camp training at their facility for service dog training, therapy dog training, and advanced obedience training.

All breeds, all sizes, all ages. For any dog owner, but also for veterans.

"Going into people's homes on a daily basis and giving them their lives back. We've got clients that haven't had guests over since before COVID. Their dogs have become reactive," said Smearman.

He said it's his military training that has prepared him for this role.

With the goal to help other veterans like himself find the support they need in a furry companion.

"When I started doing this, there's been days where i'm just in tears, but they're not sad tears, they're happy tears, because it's like, this is meaningful," Smearman told 7 News. "This is something that, you know, I can go to bed at night, knowing that I've taken my skill set, and I've given that knowledge to clients, and those clients now have a better life for that."

Smearman suggests if you're a veteran and struggling, to seek help.

Because he's glad he did.

And now he can help veterans across the Upstate get the help the they need.

Jared Smearman, thank you for your service.

If you know of a veteran in need of help, [click here for resources](#).

If you are a veteran wanting to share your story, [click here](#).

[Veteran helps others through Dog Training business \(wspa.com\)](#)

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Governor Newsom Announces Appointments 12.6.22

(Gov.ca 6 Dec 22)

Victor Duron, 40, of Sacramento, has been appointed Chief Deputy Director at the California Department of Rehabilitation. Duron has been Grants Director at the California Business, Consumer Services and Housing Agency since 2021. He held several roles at the California Department of



Rehabilitation from 2015 to 2021, including Deputy Director for Independent Living and Community Access, Executive Advisor, Section Chief and Unit Manager. Duron was an Associate Governmental Program Analyst at the California Department of Public Health from 2015 to 2013. He was an Associate Governmental Program Analyst at the California Department of Community Services and Development from 2012 to 2013. Duron was a Program Specialist at the Santa Clara County Office of Education from 2009 to 2012. This position requires Senate confirmation and the compensation is \$176,364. Duron is a Democrat.

Walter “Budge” Currier, 55, of Granite Bay, has been appointed Assistant Director, Public Safety Communications at the California Governor’s Office of Emergency Services. Currier has been 9-1-1 Branch Manager at the California Governor’s Office of Emergency Services since 2011. He was Communication Engineer and Project Manager at AECOM from 2007 to 2011. Currier was an Assistant Professor at Liberty University from 2006 to 2007. He served in the U.S. Marines from 1985 to 2006. Currier is President of the National Association of State 9-1-1 Administrators and a member of the National Council of Statewide Interoperability Coordinators, National Emergency Number Association and the Association of Public Safety Communications Officials. He earned a Master of Science degree in Electrical Engineering from the **Naval Postgraduate School**. This position does not require Senate confirmation and the compensation is \$168,552. Currier is registered without party preference.

Alejandra Duran, 33, of Sacramento, has been appointed Deputy Director of Legislation and Policy at the California Department of Pesticide Regulation. Duran has been an Associate at Weideman Group since 2017. She was a Legislative Assistant at Political Solutions from 2016 to 2017, Senior Legislative Assistant in the Office of State Assemblymember Tony Thurmond from 2014 to 2016 and an Assembly Floor Analysis Unit Intern for the Office of the Assembly Chief Clerk in 2014. She was an Assistant in the Office of State Assemblymember Al Muratsuchi from 2013 to 2014. Duran is a member of the Chicano Latino Youth Leadership Project Board of Directors. This position does not require Senate confirmation and the compensation is \$135,000. Duran is a Democrat.

Mary Sackett, 47, of San Rafael, has been appointed Supervisor for the 1st District of the Marin County Board of Supervisors, where she was elected to serve for a four-year term starting January 10, 2023. Sackett has been an Aide to District 1 Marin County Supervisor Damon Connolly since 2017. She was a Senior Associate at the Goldman Law Firm from 2004 to 2017 and Secretary on the Board of Directors for LIFT Levántate from 2013 to 2015. She was a Judicial Law Clerk at the Randolph County Circuit Court in West Virginia from 2001 to 2002 and a Legislative Clerk in the Office of Iowa Senator Bob Dvorsky in 1998. She is a member of the Marin County Bar Association Board. Sackett earned a Juris Doctor degree from West Virginia University. This position does not require Senate confirmation. Sackett is a Democrat.

Arturo Barajas, 30, of Sacramento, has been appointed to the California Exposition and State Fair Board of Directors. Barajas has been Government Affairs Manager at FanDuel Inc. since 2021. He was a Deputy Secretary at the California Department of Food and Agriculture from 2019 to 2021. Barajas was a Legislative Aide in the Office of State Assemblymember Joaquin Arambula from 2016 to 2019. He is a member of the 52nd District Agricultural Association. This position requires Senate confirmation and there is no compensation. Barajas is a Democrat.

[Governor Newsom Announces Appointments 12.6.22 | California Governor](#)

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NSWCDD Employees Listen to Rear Adm. Seiko Okano on Leadership in an Ever-Changing World

(NAVSEA 7 Dec 22)

More than 163 employees from Naval Surface Warfare Center Dahlgren Division (NSWCDD) joined and attended the Junior Employee Development Initiative workforce development brief, held virtually on Dec. 1. The attendees listened to counsel from distinguished guest speaker Rear Adm. Seiko Okano.



The brief opened with NSWCDD Commanding Officer Capt. Philip Mlynarski introducing Okano. “Rear Adm. Okano has been a dependable resource during her professional career and as mentor who has an immense amount of advice to share with others.”

Okano graduated from the U.S. Naval Academy in 1994 where she earned a Bachelor of Science in Aerospace Engineering. She later earned a Master of Science in Space Systems Engineering from the **Naval Postgraduate School**.

She has served for more than 25 years as an officer and engineer in the U.S. Navy. Her prior duties include work as a gunnery and fire control officer, an electrical division officer aboard the USS Belleau Wood (LHA 3) as a flag aide in the Amphibious Force 7th Fleet in Okinawa, Japan.

Okano has been involved in many tour acquisitions such as the Space and Naval Warfare Systems Center, San Diego, California; Missile Defense Agency, Aegis Ballistic Missile Defense System; Military Satellite Communications Wing, Space and Missile Systems Center and Naval Surface Warfare Center, Port Hueneme. She now serves as a Program Executive Officer for the Integrated Warfare Systems and has a passion for mentoring others in shaping a leadership mentality.

NSWCDD’s employee development programs, including the mentorship and coaching programs, provide invaluable resources for growth to their employees. Okano’s brief encouraged employees on how to be a leader in the changing world, how to put their best foot forward and to not shy away from presenting new ideas to their superiors.

“Don’t become stagnant in your careers,” encouraged Okano. “Always keep moving forward and keep switching viewpoints to learn new concepts and dive into the curiosity of new ideas.”

Okano then discussed what the Navy is doing, how it needs to change and how the changing world is bound to impact the Navy and other armed forces. She challenged NSWCDD employees to think outside the box and to reflect on how the Navy could improve baseline upgrades to the fleet.

“Is your organization rigged for speed,” questioned Okano as she challenged NSWCDD employees to look internally at their projects for agility. “How are you maneuvering your organization into the future?”

Throughout her speech, Okano stressed the importance for NSWCDD employees to be innovative in their approach to creating new ideas and to use teamwork as an advantage. Finally, she encouraged the audience to, “achieve big through small” in their continued support of the Navy.

[NSWCDD Employees Listen to Rear Adm. Seiko Okano on Leadership in an Ever-Changing World > Naval Sea Systems Command > Saved News Module \(navy.mil\)](#)

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Robert Wedertz Named Jazz Solutions COO for Defense, Intelligence Business

(ExecBiz 8 Dec 22)

Robert “Weeds” Wedertz, former chief strategy officer at health care management and technology consulting firm ARDX, has started a new role as chief operating officer of Jazz Solutions’ defense and intelligence business.

In his new capacity, Wedertz will be responsible for helping shape Jazz’s organizational vision, operational strategy and resource planning framework in support of Defense Department and intelligence community clients, according to his LinkedIn profile.

He served as vice president of growth and strategy for BigBear.ai’s defense business prior to his CSO role at ARDX and led ProModel’s DOD programs in VP position.

His career has also included positions at Carrier Landing Consultants, Healthcare Performance Improvement and the U.S. Navy Landing Signal Officer School.

Wedertz earned his bachelor’s degree in English from the U.S. Naval Academy and master’s degree in finance and acquisition from the **Naval Postgraduate School**.

Ashburn, Virginia-based Jazz Solutions holds economically-disadvantaged, woman-owned small business designation under the Small Business Administration’s 8(a) program and offers information technology services to the federal government.



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Gender-Based Violence Threatens Lives, Undermines Families And Communities, And Impedes Development

(PeaceFMOnline 9 Dec 22)

As part of the global 16 Days of Activism Against Gender-Based Violence (GBV) campaign this year, the U.S. Embassy in Ghana focused on highlighting the problem of Gender-Based Violence and elevated the stories of those that are fighting to end it.

While the 16 Days campaign ends tomorrow, the global and United States' effort to end GBV, empower women, and hold perpetrators accountable continues.

"Gender-Based Violence threatens lives, undermines families and communities, and impedes development. Ghana will not reach its human development goals without the participation of every individual," said Deputy Chief of Mission Nicole Chulick.

U.S. Embassy staff and leadership at all levels participated in the 16 Days campaign this year. Ambassador Palmer Ghana Police Service's Domestic Violence and Victims Support Unit (DOVVSU) "One-Stop Center" and donated sexual assault examination kits and DNA reagents, chemicals, and supplies. These essential items will help the Ghana Police Service prosecute perpetrators and support survivors of gender-based violence.

Deputy Chief of Mission Nicole Chulick visited the American Corner Agbobga yesterday to participate in a panel discussion as part of the "Shifting Blame" series. Assistant Commissioner of the Ghana Police Service Patience Quaye and activist Bashiratu Kamal led the panel discussion focused on ending Gender-Based Violence and empower young people with the tools to prevent it.

Earlier this week in Keta, Volta Region, USAID Ghana Economic Growth Director Paul Pleva joined the Fisheries Commission and local partners for a Grand Durbar to increase public awareness and galvanize support for addressing GBV in fishing communities. The Durbar reflects the U.S.

Government's ongoing investment to support Ghana's fisheries communities through the United States Agency for International Development (USAID) Ghana Fisheries Recovery Activity (GFRA), and in support of the National Gender Mainstreaming Strategy for Fisheries in Ghana.

Reflecting the United States' commitment to partnership and opportunity for women in the armed forces, there are four Ghanaian Armed Forces (GAF) women currently attending training in the United States, including one senior GAF Officer attending the **Naval Postgraduate School** in Monterey, California.

Such investments further advance efforts to elevate women leaders and increase their opportunities for success and improved standing in society, thereby corroding some of the systemic causes of GBV.

In Ghana, as it is worldwide, gender-based violence is a pandemic that affects 1 in 3 women in their lifetime. Throughout the coming year, the United States will continue to highlight the vital work taking place across Ghana to end Gender-Based Violence.

[Gender-Based Violence Threatens Lives, Undermines Families And Communities, And Impedes Development | General News | Peacefmonline.com](#)

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Rear Admiral Kristin Acquavella to be Honored with Jerry Yeagley Award

(United Soccer Coaches 12 Dec 22)

Rear Admiral Kristin Acquavella, Director, Logistics, Fleet Supply and Ordnance for the United States Navy is the 2022 recipient of the Jerry Yeagley Award for Exceptional Personal Achievement. She



will be honored during the annual All-America Ceremony on Saturday, January 14, 2023, in conjunction with the 83rd annual United Soccer Coaches Convention in Philadelphia, Pa.

The award is presented to a former collegiate soccer student-athlete who has demonstrated extraordinary accomplishments and service beyond the sport itself. The award is named in honor of the legendary Indiana University men's soccer coach (1973-2003) who won 544 games and captured six NCAA championships.

“Admiral Acquavella is certainly quite a deserving recipient of the Yeagley Award,” said Ashlee Fontes-Comber, United Soccer Coaches President. “She is a wonderful example of a former soccer player who has taken the lessons learned in the classroom and on the playing field into an important and impactful career and, in this case, service to her country.”

Acquavella is a 1993 graduate of the University of North Carolina, where she earned her commission through the Navy Reserve Officers' Training Corps program. She played on four NCAA Division I Women's National Championship teams winning titles with the Tar Heels from 1989-91, and then again in 1993. She holds a Master of Science in Management from the **Naval Postgraduate School** and is also a graduate of the University of Pennsylvania Wharton Executive Education Program.

“Kristin was an excellent player and important part of our championships, and we could play her anywhere because of her coachability and discipline,” said Anson Dorrance, Hall of Fame coach at North Carolina. “We could see the future admiral in her when she was hired to work our soccer camps. She was so good that we literally turned the administration of the camp over to her and she ran with it. She was so organized that she put the rest of our staff to shame with her logistical expertise.”

Acquavella's operational tours include supply officer, PCU Gerald R. Ford (CVN 78); supply officer, USS Vella Gulf (CG 72); material officer and aviation repairable officer, USS Carl Vinson (CVN 70); supply officer, USS Brunswick (ATS-3); and Multi-National Forces-Iraq contracting officer, Baghdad, Iraq.

Her shore duty assignments have included special assistant to the Commander, Naval Supply Systems Command; chief of staff, Logistics Supply Chain Operations, Office of Naval Operations, Washington, D.C.; director Logistics Readiness Center/Current Readiness, U.S. Pacific Fleet, Pearl Harbor, Hawaii; deputy force supply officer and carrier strike group readiness officer, Commander Naval Air Force Atlantic, Norfolk, Va.; director F/A-18 Integrated Weapons Team and Common Systems Integrated Weapons Team, Naval Inventory Control Point, Philadelphia, Pa.; special assistant to the director of Supply Corps Personnel and Career Counselor at Navy Personnel Command, Millington, Tenn.; procurement Contracting officer, Naval Sea Systems Command, Washington, D.C.; and aviation support division officer, Naval Air Station Sigonella, Sicily.

Acquavella's personal awards include the Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal, Joint Service Commendation Medal, Navy Commendation Medal, and Navy Achievement Medal. She is a qualified Surface Warfare Supply Corps Officer and Naval Aviation Supply Officer and has earned Acquisition Professional Membership.

Kristin has been a member of the All-Navy Women's Triathlon Team, All-Navy Women's Soccer Team and the All-Armed Services Soccer Team.

[Rear Admiral Kristin Acquavella to be Honored with Jerry Yeagley Award | United Soccer Coaches](#)

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EdgeConneX Deepens Executive Bench as it Continues Global Expansion

(PRNewsWire 14 Dec 22)

EdgeConneX, the pioneer in global Hyperlocal to Hyperscale Data Center Solutions, announces it has hired two new executives to help accelerate the company's global expansion and development of customer-centric and sustainable data center solutions. The new hires include:

Don MacNeil – Chief Revenue Officer



Previously, Don MacNeil served as CTO of EdgeConneX between 2015-2017. Don returns to the company in his new role as Chief Revenue Officer. His responsibilities include the alignment and execution of the EdgeConneX global sales, customer delivery, and go-to-market strategy. Don brings a successful track record of delivering organizational change and operational improvement for telecom and digital infrastructure providers. In his previous role as Chief Operating Officer (COO) at GTT, Don was responsible for worldwide network operations, service delivery, assurance and vendor management teams, and the company's product organization. Prior to joining GTT, Don was CEO at FiberLight, driving its business of designing, building, and optimizing fiber-optic networks. He has held several executive leadership roles throughout his career, including COO, CMO and Head of Customer Operations for managed network provider XO Communications. Don graduated from the United States Naval Academy with a Bachelor of Science degree in naval architecture. He went on to serve 27 years in the U.S. Navy, both on active and reserve assignments, attaining the rank of captain. He holds an MBA from the College of William and Mary, Williamsburg, VA, and a Master of Science in Physics from the **Naval Postgraduate School**, Monterey, CA.

Brian Green – Executive Vice President of Operations, Engineering & Project Management

For the better part of the last decade, Brian Green has been responsible for the operations of Visa's global data centers and leased colocation facilities. In this role, Brian was charged with driving and implementing data center standards and operations. Brian successfully led major retrofit projects, including multi megawatt UPS capacity upgrades and excavation projects, as well as rolling out new deployments in production environments without impact. Brian brings extensive, international operations and engineering expertise to the EdgeConneX team. His responsibilities at EdgeConneX include managing the operations of the company's global data center platform in the most sustainable way possible, as well as leading the engineering and data center project management teams. Brian holds a Bachelor of Science degree in Political Science from the United States Naval Academy and an MBA from the Darden School of Business at the University of Virginia.

"Don and Brian have held some of the most demanding posts within our industry and the military and have demonstrated success everywhere they've served," said Randy Brouckman, Co-Founder and CEO at EdgeConneX. "We're thrilled to have them on board as we embark on the next decade of our highly successful business. As one of the largest private data center operators in the world, EdgeConneX is built on a legacy of bringing premier data center facilities right to where our customers need them most. The new hires are a testimony to our customer-focused ethos and we're honored to have them as part of our leadership team that are building a premier, sustainable global data center platform which serves some of the largest cloud, content and network service providers in the world."

Backed by EQT Infrastructure, part of the global investment organization EQT, EdgeConneX provides a full range of sustainable data center solutions worldwide. We work closely with our customers to offer choices in location, scale and type of facility, from Hyperlocal to Hyperscale. EdgeConneX is a global leader in anytime, anywhere, and any scale data center services for a diverse portfolio of industries, including Content, Cloud, Networks, Gaming, Automotive, SaaS, IoT, HPC, Security, and more. With a mission predicated on taking care of our customers, our people, and our planet, EdgeConneX strives to Empower Your Edge. For more information, please visit edgeconnex.com.

[EdgeConneX Deepens Executive Bench as it Continues Global Expansion \(prnewswire.com\)](https://www.prnewswire.com)

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For the 1st time, a Black female Marine is Set To Be a 2-star General

(Military Times 16 Dec 22) ... Irene Loewenson

Brig. Gen. Lorna Mahlock is on her way to becoming a major general. (Marine Corps)

One Marine will make Corps history by becoming the first Black woman to serve as a two-star general in the service.



President Joe Biden appointed Brig. Gen. Lorna Mahlock to the grade of major general, the Pentagon announced on Dec. 6, and the Senate confirmed her Thursday. Mahlock is the deputy director of cybersecurity for combat support at the National Security Agency at Fort Meade, Maryland.

Born in Kingston, Jamaica, Mahlock immigrated to Brooklyn, New York, at the age of 17 in 1985, according to a biography written by Marquette University. She enlisted in the Marine Corps three months later and became an air traffic controller.

She received her commission through the Marine Corps Enlisted Commissioning Education Program in December 1991 after graduating from Marquette, according to a biography by the Women Marines Association. She has amassed multiple higher degrees, including two master's degrees in Strategic Studies from the U.S. Army War College and the **Naval Postgraduate School**, Marine Corps Times previously reported.

[For the 1st time, a Black female Marine is set to be a 2-star general \(militarytimes.com\)](https://www.militarytimes.com)

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