



NPS IN THE NEWS

Weekly Media Report – March 23-29, 2021

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RESEARCH:

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(Defense One 24 Mar 21) ... Elizabeth Howe

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4. [Shortage of military working dogs a national security risk, report warns](#)

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(*NPS.edu 29 Mar 21*) ... Mass Communication Specialist 3rd Class Lenny Weston

Rep. Jimmy Panetta of California's 20th Congressional District spoke to students enrolled in Defense Budget and Financial Management Policy at the **Naval Postgraduate School (NPS)** during a virtual lecture, Mar. 22.

LOCAL MONTEREY:

[7. Local US Marine celebrates 100th birthday \[Video\]](#)

(*KSBW 29 Mar 21*) ... Alani Letang

He's been around long enough to serve in World War II and in Korea, and on Sunday this local Marine celebrated his 100th birthday.

It was a surprise birthday celebration for U.S. Marine Lt. Col. Robert Boeddiker. He was joined by family and friends as well as the color guard from the **Naval Postgraduate School** and the Defensive Language Institute.

[8. New tsunami mapping adds to Monterey danger zones](#)

(*Monterey Herald 26 Mar 21*) ... Dennis L. Taylor

Every decade or so, state geologists use sets of scientific and computational tools to answer the question of what would happen to the California coast in the event of a tsunami. The newest maps marking these events have added several blocks worth of Monterey real estate to the areas most likely affected by sudden ocean swells... For example, the new maps show warning areas coming all the way up to Pacific Street covering more of the Old Monterey area, passing over the top of Fremont Street at Abrego Street, surrounding the **Naval Postgraduate School** and now reaching all the way to Highway 1 along Camino Aguajito.

GRADUATION:

[9. Navy, NPS Leaders Congratulate Winter Quarter Grads, Virtually](#)

(*NPS.edu 26 Mar 21*) ... Mass Communication Specialist 3rd Class Lenny Weston

In a new graduation tradition, Naval Postgraduate School President retired Vice Adm. Ann E. Rondeau, center, former Acting Provost Dr. Robert F. Dell, left, and Dean of Students Navy Capt. Markus J. Gudmundsson pre-record their remarks in King Hall, Mar. 10, in preparation for the upcoming virtual graduation ceremony.

EDUCATION:

[10. Great Business Schools Releases National Rankings of Contract Management Degree Programs](#)

(*PR Newswire 23 Mar 21*) ... Great Business Schools

Great Business Schools, a free online guide that takes students from the decision to attend business school all the way to an application and acceptance, has released three 2021 rankings of the best Contract Management degree programs in the US:

The Top 10 Best Contract Management Master's Programs for 2021 are:

1. Arizona State University - Tempe, AZ
2. Bellevue University - Bellevue, NE
3. Florida Institute of Technology - Melbourne, FL
4. University of Central Florida - Orlando, FL
5. University of Maryland Global Campus - Largo, MD
6. University of West Florida - Pensacola, FL
7. Norwich University - Northfield, VT
8. Webster University - Webster Groves, MO
9. American Graduate University - Covina, CA
10. **Naval Postgraduate School - Monterey, CA**



FACULTY:

11. [America must remain vigilant about China's global ambitions](#)

(The Press-Enterprise 28 Mar 21) ... Tahmineh Dehbozorgi

Let's not ignore the red flags: China wants to rule the world... As **Dr. Hy Rothstein of the Naval Postgraduate School** in Monterey argues, "[China's] strategy uses statecraft's multiple instruments to gradually peel away America's allies from peripheral areas of interest. The result is a gradual shift in the balance of power against the United States."

ALUMNI:

12. [Released During March Madness, New Book Tells True Story of Playing Basketball in the Face of Race and Big Business Interference](#)

(PR Newswire 22 Mar 21) ... Carl McCullough

First-time author Carl McCullough's *Sid and the Boys* looks back at the gutsy Oklahoma high school team and coach who stood up to 1960s racial inequality and business overreach... Carl McCullough is a retired naval aviator and government executive who held managerial and executive positions in the Federal Aviation Administration, the White House and the Pentagon. He is a lifelong sports fan and a graduate of College High School in Bartlesville, Okla., the U.S. Naval Academy, and the **Naval Postgraduate School**.

13. [Retired U.S. Army Brig. Gen. Scott Brower to lead Bass Military Scholars Program](#)

(Vanderbilt News 22 Mar 21) ... Anne Marie Deer Owens

Retired U.S. Army Brig. Gen. Scott E. Brower, who has helped shape Tennessee's response to the COVID-19 pandemic with the benefit of his extensive military leadership experience, has been named director of Vanderbilt University's Bass Military Scholars Program, effective May 17... A 1989 West Point graduate, Brower first served in Operation Desert Storm as a member of the 8th Infantry Division (Mechanized) in Mainz, West Germany. He later had staff assignments with the U.S. Special Operations Command in Tampa, Florida, and the U.S. Army Special Operations Command in Fort Bragg, North Carolina, and educational assignments at Command and General Staff College, the **Naval Postgraduate School** and the Air War College.

14. [Disaster Tech Appoints Richard Serino, former Deputy Administrator of FEMA and Chief of Boston EMS, To Board Of Directors](#)

(The Miracle Tech 25 Mar 21)

(PR Newswire 25 Mar 21)

Catastrophe Tech, the chief in choice science applied sciences for emergency administration, in the present day introduced that Wealthy Serino, Distinguished Senior Fellow at Harvard T.H. Chan College of Public Well being, Senior Advisor, MIT City Threat Lab and former Deputy Administrator of FEMA, has joined the corporate's Board of Administrators. Serino brings to Catastrophe Tech's Board greater than 40 years of expertise in catastrophe preparedness, response, restoration, mass casualty incidents, and management and innovation in authorities. Serino joins Catastrophe Tech's Board as billion-dollar climate and local weather disasters speed up globally, accelerating the demand for innovation in emergency administration... Serino attended Harvard College's Kennedy College of Authorities Senior Executives in State and Native Authorities program in 2000, accomplished the Kennedy College's Nationwide Preparedness Management Initiative in 2005, and graduated from the Government Management Program, Middle for Homeland Protection and Safety on the **Naval Postgraduate School**.

15. [Hager Named TxDOT Brownwood District Safety Officer](#)

(Brownwood News 26 Mar 21) ... Derrick Stuckly

The Texas Department of Transportation is pleased to announce the selection of Garrett Hager as the Brownwood District Safety Officer... Hager is a 1996 Bangs High School graduate. He is a 2001 graduate of Texas A&M university with a bachelor's degree in English literature. He earned a master's degree in business administration from the **Naval Postgraduate School** in 2007.



16. APD Chief Martin Birkenfeld earns Master Degree in Security Studies from CHDS and the Naval Postgraduate School [Video]

(My High Plains 26 Mar 21)

The Amarillo Police Department said, today, APD Chief of Police Martin Birkenfeld completed a Master in Arts Degree in Security Studies at the Naval Postgraduate School Center for Homeland Defense.

HEALTH CARE:

17. NHCL celebrates certified Nurses Day

(Hanford Sentinel 22 Mar 21)

Naval Health Clinic Lemoore (NHCL) celebrates Certified Nurses Day by honoring its 22 board-certified nurses... Naval Health Clinic Lemoore ensures the readiness of its active duty service members and improves the lives of military families through the delivery of high-quality healthcare to over 18,000 eligible beneficiaries at NAS Lemoore, Calif. and NAS Fallon, Nev. The command also provides dental care and medical administrative support to Navy, Marine Corps and international students at the **Naval Postgraduate School (NPS)**, Defense Language Institute and the Center for Information Dominance in Monterey, Calif.

18. Being part of the solution

(DVIDS 26 Mar 21) ... Natela Cutter

The first thing one notices when walking into the vaccination site at the Presidio of Monterey is the calm, organized manner of operations. People are smiling and soft, cheerful pop music plays in the background while staff in scrubs or uniforms scurry around, preparing vials and syringes.

Bruce Fairbanks' excitement is palpable after he received his vaccine, emerging from the other side of the blue curtain. "That was so fast!" he said. Fairbanks is from the neighboring **Naval Postgraduate School** in Monterey. "I am elated, this is fabulous! I set the alarm three times last night."

UPCOMING NEWS & EVENTS:

April 8: Virtual Town Hall

April 13: [V-SGL with Vice Admiral Jon A. Hill: Missile Defense and Technology Warriors](#)

April 15: President's next "Ask me Anything" 1500 –1600

April 20-22: [Naval Research Working Group \(NRWG\) 21](#)

RESEARCH:

What the Navy's War on Sleep Deprivation Teaches Us about Cultural Change

(Defense One 24 Mar 21) ... Elizabeth Howe

A campaign to make ship drivers rest has lessons for larger-scale culture shifts.

The Navy says it has successfully shifted its surface warfare officers' culture of sleep deprivation, leading to healthier sailors and fewer aviation mishaps. As Defense Department leaders attempt to foment larger-scale culture shifts like those around sexual harassment and mental health, what pointers can they take from the fleet?

Within SWO culture, sleep deprivation was a point of pride, Adm. William Lescher, vice chief of naval operations, told the House Armed Services Committee during a hearing Tuesday.

"I as an aviator would get up and have my crew rest and make sure I had a circadian rhythm before I would fly," said Lescher, a Navy helicopter pilot. "My teammates across the passageway did not have the same discipline, and there were times when, in the SWO culture, it was a point of pride to operate sleep-deprived."

But Lescher said that military aviators weren't getting enough sleep either. He noted the work of the National Commission on Military Aviation Safety, created through the 2019 National Defense Authorization Act out of concern for an increase in military aviation mishaps. The commission identified and reported on 6,000 noncombat aviation mishaps from 2013 to 2020. While many of the mishaps could be categorized as minor, in total the incidences resulted in 224 deaths and costs of \$11.6 billion.

The report was a "wake-up call" and an "impetus," Lescher said, for the services to make improvements.

"There's been a comprehensive culture change, most starkly in the surface community," Lescher said. And he largely attributes the shift to one leader: Vice Adm. Roy Kitchener.

Last year, Kitchener, who commands Naval Surface Forces, implemented the comprehensive crew endurance management policy. The instruction requires ships to alter sailor watch schedules in order to align with the body's natural circadian rhythms.

"The crew had been thinking about this idea — setting the watches to preserve circadian rhythm, to preserve crew rest, to preserve sleep. But the idea had only been dabbled in," Lescher said. "Roy made it a requirement and a policy. And if you go aboard our ships and talk to the sailors and ask them about how they stand their watches, you'll see that it's been made a requirement and it's a part of the fundamental culture."

The cultural changes have expanded beyond just the SWO community, Lescher said. In both the submarine and naval aviation communities have also changed the way they operate, altering lighting, meal schedule, training, and watches to promote healthier sleep habits for aircrews and maintenance personnel alike. Fatigue and sleep deprivation effects are being taught at the **Naval Postgraduate School**. And the branch is currently conducting a pilot program that uses a wearable device to report sailor sleep assessments.

Can these strategies — leadership-driven change, education initiatives, and new technologies — be implemented at the department-level to push the Pentagon's higher-level culture shifts?

Top-down culture change has been urged involving any number of shifts the Defense Department is currently navigating, from the Army's new fitness test to high rates of sexual assault and harassment. Defense Secretary Lloyd Austin and Pentagon have been vocal on issues like a viral TikTok alleging sexual harassment in the Marine Corps and Fox host Tucker Carlson's denigrating comments about female troops. This — at least from the very, very top leadership — is a more vocal push for change than is typical.

But ineffective training and education for both troops and leaders has been identified as one of the factors in high rates of sexual assault and harassment. Rather than developing new programs and technologies, the Army is having to scrap its previous Sexual Harassment/Assault Response and Prevention Program and take steps backwards to revamp before moving forward.



Just using the culture around military sexual assault as an example, the Defense Department's new leadership has made moves that suggest top-down culture change is more real than ever — but the Navy's sleep deprivation shift suggests more must be done to improve education and training programs as well as delve into newer technologies.

“Our nation depends on a Navy that maintains the advantage at sea,” Lescher said. “To provide that Navy we must effectively learn from mishaps, share that learning to accelerate insights and best practices, and we must institutionalize that learning to drive sustained change behavior.”

[What the Navy's War on Sleep Deprivation Teaches Us about Cultural Change - Defense One](#)

[Return to Index](#)

NRWG 21 Builds on Success as Virtual Event – Register Now!

(Navy.mil 24 Mar 21) ... Lois Hazard

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The **Naval Postgraduate School (NPS)** continues to showcase its exceptional research capacity via the next Naval Research Working Group (NRWG), April 20-22, 2021. Per continued COVID-19 guidance, this year's NRWG 21 will be executed as an entirely virtual event.

The NRWG is organized by the NPS Naval Research Program (NRP) and serves as a Chief of Naval Operations funded launch-point for new initiatives, which posture naval forces to meet current and future operational challenges. Through research, NPS' world-class faculty and students deliver cutting-edge solutions to some of the most pressing challenges faced by operational naval forces across the globe.

Now in its 9th year, the NRWG continues to serve as the primary synchronization and collaboration event bringing together fleet topic sponsors, NPS faculty members, and students to communicate, review, validate and recommend topics for NPS research.

Numerous Department of the Navy (DON) Topic Sponsor Organizations are expected to participate in NRWG 21. Funding for FY22 is \$11.54 million. In its nine-year history, the NRWG process has generated over 2,500 topics submitted through the NRP Topic Portal, with more than 500 research projects completed or in progress.

In this virtual environment, Research Topic Sponsors will have opportunities to discuss research opportunities, the benefit(s) to the naval services, and expected deliverables from selected NRP research projects via Breakout Sessions which are to be scheduled independently for individual NPS faculty and students.

NRWG 21 activities facilitated by the NRP will be interspersed over all three days of this annual event. NRWG 21 will again feature virtual Engagement Sessions, NPS Lab Tours/Capabilities Briefs, Moderated Panel Sessions, and the ever-popular Social & Research Poster Session.

As part of the overall event schedule, virtual Engagement Sessions will continue to serve as a forum for Topic Sponsors to brief their topics, providing NPS faculty and students the opportunity to engage in a greater in-depth discussion of topic details.

NPS Virtual Lab Tours/Capabilities Briefs remain an integral part of the NRWG. At least 14 different labs will be featured in total. Virtual Lab Tours are the perfect opportunity for Topic Sponsors to gain a more in-depth understanding of specific research lab capabilities at NPS.

Back by popular demand are moderated Panel Sessions for Topic Sponsors, faculty, and/or NPS students, designed this year to discuss key institutional priorities in the areas of artificial intelligence, cyber, great power competition, human-machine teaming and innovation. The panel discussion will stimulate cross-disciplinary interactions and collaboration within NPS and among topic sponsors.

The virtual Social and Research Poster Session expands on information gathered during the Lab Tours and is primarily an opportunity for our many Topic Sponsors to gain a better understanding of the breadth and depth of the research taking place at NPS.

The NRWG will again use Whova, a free mobile application, to support participation. Whova allows participants to explore professional profiles of event speakers and attendees; send in-app messages and exchange contact info; network and find attendees with common affiliations, education and shared



networks; access the event schedule to plan the agenda; and, receive updates from the organizers, among others. Microsoft Teams will also be employed as a delivery method and for session presenter/participant interaction.

All NRWG sessions require sign-up via Whova. Virtual Lab Tours have limited capacity, so early sign-ups are encouraged.

Review NRWG 21 event/track details, register for the event, and download the Whova app all at the NRP website. Join the conversation with the NRP online at @NPS_NRP on Twitter.

[NRWG 21 Builds on Success as Virtual Event – Register Now! > United States Navy > News-Stories](#)
[NRWG 21 Builds on Success as Virtual Event – Register Now! - Naval Postgraduate School \(nps.edu\)](#)

[Return to Index](#)

Working dogs: Domestic shortage of key frontline defense against terrorism

(Military Times 25 Mar 21) ... Sheila Goffe

The government's first in-depth examination in 15 years of domestically bred working dogs is warning that the U.S. remains dangerously short of this key frontline defense against terrorism attacks and for critical security duties, such as bomb sniffing and narcotics interdiction.

The federal government, the U.S. Navy's **Naval Postgraduate School** found, "has faced a chronic shortage of domestically bred working dogs qualified for use by both the Department of Defense and other federal agencies. As adversaries, both peer and near-peer, become more adept in circumventing detection systems, the need for working dogs has steadily increased to address security vulnerabilities."

"The lack of a robust domestic supply of working dogs creates increased supply chain risk and may threaten the ability of departments and agencies that utilize working dogs to maintain readiness if the supply from foreign markets is contested or interrupted for an extended period," the little-noticed 157-page report concluded.

The problem has been kicking around Capitol Hill for several years. Back in 2017, Rep. Mike Rogers, R-Ala., succinctly captured the pressing need for correcting the security deficit. "I don't think the public understands how scarce this resource is," said Rogers, who serves on the Homeland Security Committee, "and how critically important it is to our national security."

The issue is slowly beginning to receive the high-level attention it deserves. Sen. Richard Blumenthal, D-Conn., a member of the Senate Armed Services Committee, authored a measure in the annual defense authorization bill that supports assessing the outlines of a program to breed military working dogs domestically.

"I was surprised to learn from the Air Force that the vast majority of our working dogs are actually born and bred in Europe, which raises costs and puts us in competition with other countries," Blumenthal said.

One reason for the shortage of domestically bred working dogs for these vital roles is familiar to most any government contractor: an impenetrable bureaucracy and lack of transparency.

Bottom of Form

Many domestic canine breeders have the capability to produce exceptional working dogs, the report found, but the "onerous procurement process of the government discourages vendors from supplying canines to the government sector of the market. The nonstandard requirements, evaluation system, and—most importantly—the uncertainty of the government's future demand for working dogs makes it difficult for vendors to continue doing business with the government."

While electronics generally define high technology, detection technology is an outlier: no man-made technology can come close to the detection capabilities of highly trained, purpose-bred canines.

Certainly, that is true when considering the range of security roles that these dogs serve. They are also used to detect smuggled people, narcotics, currency, firearms, electronics, chemicals associated with



weapons of mass destruction and are used in search-and-rescue missions. They are employed across facilities, public buildings and localities, around the nation.

The U.S. rarely, if ever, cedes critical national security duties to foreign manufacturers. From fighter jets to submarines to tanks, the default is to U.S. suppliers. But when it comes to the dogs that safeguard millions of people annually, some 93 percent are obtained from foreign vendors or domestic vendors who import dogs bred overseas, according to the report.

The federal government currently maintains approximately 5,000 working dogs across four departments — the Departments of Defense, Homeland Security, Justice and State. But only 7 percent are bred domestically, and the rest are imported from Europe, the report found. Another estimated 5,000 working dogs are deployed across local law enforcement and private facilities, with a similar low percentage bred domestically.

The best dogs tend to be retained for use in Europe, where they are bred. And the U.S. finds itself in the position of competing against military peer competitors Russia and China for the same dogs in the same markets.

The supply of capable working dogs from foreign sources is continuing to tighten. The threat of terrorism and resulting demand for working dogs within Europe and around the world means there's a growing shortage of even mediocre-quality foreign dogs available to protect the U.S.

The Department of Defense maintains a modest breeding program at its kennels at Lackland Air Force Base in San Antonio, far from sufficient to meet domestic demand.

Breeders, researchers and government agencies have committed to addressing this security deficit. In addition, the Biden administration has stressed a renewed commitment to U.S.-made goods and services in federal procurement. Which is why one of the top priorities of the new administration and the congressional defense committees should be implementing a less convoluted procurement process.

"While working dogs and their procurement do not generally make the headlines in the news, their importance should not be underestimated," the report summarizes. "Despite continual and rapid advances in technology, working dogs remain a vital and irreplaceable asset to national security."

Let's hope that Congress and the new administration are listening.

Goffe is vice president, government relations for the American Kennel Club.

[Shortage of military working dogs a national security risk, report warns | Fox News](#)

[Return to Index](#)

Shortage of military working dogs a national security risk, report warns

(Fox News 25 Mar 21) ... Evie Fordham

A domestic shortage of military working dogs is threatening national security, a recent report from the U.S. Navy's **Naval Postgraduate School** warns.

"Although working dogs are not an official part of the current defense industrial base, the low domestic production capacity of working dogs threatens some of the government's capabilities to provide national security," researchers wrote in the report. "Of the dogs within the current workforce, approximately 90% were bred overseas."

Military working dogs are normally one of four breeds: German Shepherd, Belgian Malinois, Dutch Shepherd or Labrador Retriever. Many are imported from Europe.

Their tasks include detecting explosives, sniffing out drugs and tracking enemies.

"A lot of our science and technology for years has been trying to replicate the work these dogs do. Their olfactory glands are 10,000 times more sensitive than any piece of equipment we've been able to develop. So, the detection work they do, a dog finding explosives or drugs, that's never going to be replaced," Major Matthew Kowalski, commander of 341st Training Squadron at Joint Base San Antonio, said, according to the report.

The shortage of domestically bred military working dogs has been an issue for decades, since U.S. breeders find it easier and more enriching to focus on show dogs and service dogs, the report explained.



The researchers recommend the federal government subsidize new breeding programs in exchange for priority on purchasing working dogs.

American Kennel Club's vice president of government relations Sheila Goffe highlighted the issue in an op-ed in the *Military Times*.

"The Department of Defense maintains a modest breeding program at its kennels at Lackland Air Force Base in San Antonio, far from sufficient to meet domestic demand," Goffe wrote.

"The supply of capable working dogs from foreign sources is continuing to tighten. The threat of terrorism and resulting demand for working dogs within Europe and around the world means there's a growing shortage of even mediocre-quality foreign dogs available to protect the U.S.," she continued.

Congress approved a defense spending budget of \$694.6 billion for the 2021 fiscal year. Earlier in March, Republicans on the House Armed Services Committee wrote a letter to Biden requesting he increase next year's defense budget by 3% to 5%.

"Years of Budget Control Act (BCA) related defense cuts undermined military readiness, set back efforts to modernize the force, and gave our adversaries the time necessary to gain significant advantages that now jeopardize our military superiority," the letter from eight GOP lawmakers, led by Rep. Mike Rogers, R-Ala., read.

[Shortage of military working dogs a national security risk, report warns | Fox News](#)

[Return to Index](#)

Free and open-source software (FOSS) is here to stay. Although most FOSS projects don't go anywhere, those that

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But it has motivated the creation of lots of new initiatives to increase the security of software by adding all sorts of additional processes and oversight to software engineering organizations. These efforts might provide some small, incremental gains in the security of software, but they are probably doomed to do little more than that.

Security of code simply isn't a priority for some developers, and it's going to be very hard to change that for much of the software currently in use. And it's probably the case that even the most careful and thorough software security engineering practices are not going to produce secure commercial software. Here's why.

The problem with FOSS

Free and open-source software (FOSS) is here to stay. Although most FOSS projects don't go anywhere, those that do can end up making a huge difference. Lots of the Internet now runs on the FOSS LAMP stack—the Linux operating system, the Apache web server, the MySQL database, and the PHP programming language. Commercial alternatives for each of these exist, but they have yet to gain the level of acceptance and use that their FOSS competitors have. Similarly, FOSS components are part of essentially all commercial software these days.

It isn't easy for software companies to get their developers to take software security seriously. My experience has been that it takes a significant effort backed by the highest levels of management to get this to happen. But it has happened in some places, and the quality of software has dramatically increased in many cases because of these efforts.

But it seems to be much harder to get FOSS contributors to take security seriously. The Linux Foundation's recent 2020 FOSS Contributor Survey suggests that FOSS programmers just aren't that interested in security. Instead, things such as learning new things and gaining the respect of their peers



motivate them. They spend less than 3% of their time responding to security issues. And some of their responses to the survey suggest that it's going to be very hard to get them to take security more seriously.

Text responses indicated that many respondents had no interest in increasing time and effort on security; it was not simply that they wanted to be proactive. One respondent said, "I find the enterprise of security a soul-withering chore and a subject best left for the lawyers and process freaks. I am an application developer." Another said, "I find security an insufferably boring procedural hindrance."

So with a significant amount of software that's being used today using FOSS in some way, it seems likely that we'll be dealing with the security issues that come with it for the foreseeable future.

The problem with software

But the security issues with software aren't limited to FOSS. Those related to FOSS are probably just harder to manage (and FOSS programmers may be more honest about how they feel about security).

I routinely do things that definitely qualify as insufferably boring procedural hindrances, but I do them because it's part of my job. I can't just decide to not do them because I don't feel like doing them, but that's an option that FOSS developers have, and some seem to take advantage of this.

It's hard to fault them. If I wasn't getting paid to do my job, I'd be avoiding insufferable procedural hindrances, too. Unfortunately, it looks as if security might be getting less attention than some people might like it to because of that.

But it may be impossible to make any form of software reasonably secure, at least in a commercially acceptable way.

Modern software is probably the most complex thing ever created by man. Getting something that complex to work is hard. Try understanding the build process for your typical enterprise software these days and you'll be surprised that we can even get the stuff to work at all. Getting something that complex to work correctly is even harder. Getting something that complex to work securely may be so hard that it might be impossible in many cases. A study done by the **Naval Postgraduate School** nicely summed up the situation:

The problem with system security is that it is easy to find flaws, but it is difficult to find all flaws. Thus, if post-development flaw discovery and remediation is chosen as the path to achieving a secure system, then it is difficult to make a statement regarding the completeness of the security mechanism. Similarly, security functions that are added to a pre-existing system require analysis to ensure that they will perform with the level of trustworthiness intended. This analysis will extend to all elements depending on or upon which the security addition depends, as well as all resources shared by the addition, e.g. global data. Furthermore, unless the system has already been rigorously developed, the security analysis is likely to become so complex that starting anew would be more effective.

In other words, it's probably impossible to make a system secure unless you carefully design it to be secure from the beginning. But commercial systems aren't made that way. It's simply too expensive.

NASA's experience suggests that it is indeed possible to create very reliable and secure software, but it will end up costing more. Way more. Maybe a factor of 20 or so more. So if you think enterprise software is expensive now, imagine how much more expensive it would be if it were developed using the robust system security engineering methodology that NASA uses.

An unfortunate reality

So we know how to make secure software. We just don't know how to make secure software that's cheap enough to be sold. And because of that, it seems likely that we'll be living with software that's merely expensive instead of prohibitively expensive and that we'll also be living with the many security issues that will come with that software.

That's the unfortunate reality of the software business. We can make it better, but we can't make it perfect. At least not for a price that you'd be willing to pay.

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[Return to Index](#)



CONGRERSS:

Panetta Offers Beltway Perspective on Budget Policy During Guest Lecture

(*NPS.edu* ... Mass Communication Specialist 3rd Class Lenny Weston

Rep. Jimmy Panetta of California's 20th Congressional District spoke to students enrolled in Defense Budget and Financial Management Policy at the **Naval Postgraduate School (NPS)** during a virtual lecture, Mar. 22.

Rep. Jimmy Panetta of California's 20th Congressional District offered an insider's perspective on national budget policy during a virtual guest lecture for university students in the Defense Budget and Financial Management Policy course at the Naval Postgraduate School, Mar. 22. Now in its fourth year, Panetta's guest lecture provides students with key insights about policy decisions and processes from a local leader with direct experience in these processes at the national level.

Associate Professor Ryan Sullivan in the Graduate School of Defense Management teaches the course, and says having Panetta come every year is a great, additional benefit for the students.

"There is only so much you can learn out of a textbook," noted Sullivan. "Like any graduate-level public policy class, we cover the standard theoretical and empirical studies on the subject. Congressman Panetta discusses how all of this plays out in the real world, at the highest levels of the federal government."

Sullivan added, "His personal stories and experiences on this topic provide key insights for the class on how Washington works in practice."

During the discussion, Panetta expressed how there is more to legislation than voting on bills. It starts with discussions and the need to build both personal relationships and professional relationships.

"Based on my past with caucuses, we've been able to at least talk through issues and have an understanding of why members vote the way they do," said Panetta. "It's those types of discussions that provide a foundational understanding between members, and that helps build and support relationships."

"It's easy to get stuck in our trenches and use that as an excuse for continued trench warfare," he continued. "If you do that, then breakdowns in Congress can occur. Ultimately, it's those personal relationships that allow us to build our professional relationships."

Panetta gave his view on budget and policy change and how it is approached in Congress. He spoke on the monumental challenge of the COVID pandemic, on immigration policy, and on bipartisanship as well.

"Ideally, I'd love to see it bipartisan," said Panetta. "I'd love everybody to have skin in the game, but I think there is an attitude in the administration that we've got to focus on progress, not necessarily process at this point."

U.S. Marine Corps Maj. Michael Hanlon is a student in the course. He noted how invaluable it was to hear from a member of Congress who is actively taking part in shaping current policies, adding that it was a great opportunity to hear about the pace at which these policies are being implemented.

"We are living through a new era in policy-making as elected officials continued to help their communities get through the COVID-19 pandemic," said Hanlon. "I am grateful for the fact that I am at NPS during this time and thankful that [Congressman Panetta] took time out of his busy schedule to have the conversation with us."

"Our services chose us to come to NPS so that we can gain the skills necessary to be both better leaders and better able to inform decision makers," he continued. "Having the ability to interact with decision makers at NPS, in a learning environment, makes us better prepared for future service."

Panetta expressed that the Monterey Peninsula is home to a hub of higher education for national security.

"NPS is a vital defense research and education capability for the Navy and the nation," noted Panetta. "I enjoy taking advantage of the opportunities to engage our military students, and I look forward to the possibilities ahead for them and for NPS."

[Panetta Offers Beltway Perspective on Budget Policy During Guest Lecture - Naval Postgraduate School \(nps.edu\)](https://www.nps.edu/news/panetta-offers-beltway-perspective-on-budget-policy-during-guest-lecture)



[Return to Index](#)

LOCAL MONTEREY:

Local US Marine celebrates 100th birthday

(KSBW 29 Mar 21) ... Alani Letang

He's been around long enough to serve in World War II and in Korea, and on Sunday this local Marine celebrated his 100th birthday.

It was a surprise birthday celebration for U.S. Marine Lt. Col. Robert Boeddiker. He was joined by family and friends as well as the color guard from the **Naval Postgraduate School** and the Defensive Language Institute.

"I'm feeling really good. Right now, I'm honored. I feel good," said Robert.

Robert turned 100 years old on March 28, with a military record going back almost as far. He first joined the Marines when he was 20 years old at the beginning of World War II. After the war, he went to guard prisoners of war in Japan. His youngest son, Bill, said he also went to China as part of a U.S. Marine Corps prison recovery.

Robert came back stateside where he started a family and raised seven children. The colonel was called back out to serve in Korea before finally serving another 15 years of active reserve duty.

"It has made my dad so happy, he's over the moon," said Bill.

The Marines presented the colonel with birthday gifts. They also read him a very special letter sent by the Commandant of the Marine Corps, General David Berger, the most senior general officer in the U.S. Marines.

"Very rarely do we have this opportunity. The greatest generation of World War II, there is fewer and fewer each year. It's a very special opportunity to come out and see Col. Boeddiker and wish him a happy birthday," said Col. Randy Pugh, Naval Postgraduate School Senior Marine.

"Bob really stands out in my mind as a true leader ... hell of a man, hell of a fighter, really inspirational," said Dave Potter, son-in-law and mayor of Carmel.

[Local U.S. Marine celebrates 100th birthday \(ksbw.com\)](#)

[Return to Index](#)

New tsunami mapping adds to Monterey danger zones

(Monterey Herald 26 Mar 21) ... Dennis L. Taylor

Every decade or so, state geologists use sets of scientific and computational tools to answer the question of what would happen to the California coast in the event of a tsunami. The newest maps marking these events have added several blocks worth of Monterey real estate to the areas most likely affected by sudden ocean swells.

Of all the Monterey Peninsula cities, Monterey would suffer the greatest inflow of seawater in the event of a tsunami, although the swells would also inundate areas of Pacific Grove, Carmel, Seaside and Pebble Beach.

The changes from the 2009 maps and the ones just released by the California Geological Survey, part of the state Department of Conservation, aren't dramatically different, but varied enough to add warnings to new areas of the city.

"They have increased the map area by several blocks in the downtown area, to the west and south," said Nat Rojanasathira, Monterey's assistant city manager.

The red areas are the danger zones established in 2009. The yellow areas are the expanded 2021 zones. (Courtesy city of Monterey)



For example, the new maps show warning areas coming all the way up to Pacific Street covering more of the Old Monterey area, passing over the top of Fremont Street at Abrego Street, surrounding the **Naval Postgraduate School** and now reaching all the way to Highway 1 along Camino Aguajito.

And in Seaside, the area already susceptible to both sea-level rise and tsunami threats along Laguna del Rey has been expanded into neighboring residential areas by a few blocks.

In Pacific Grove, the new maps cover neighborhoods inland of Ocean View Boulevard all the way up to Surf Avenue and then continuing down along Sunset Avenue. In Pebble Beach, the maps show portions of 17-Mile Drive potentially underwater, including Spanish Bay.

Coastal California has not, at least in recent times, seen anything like the 2011 Great East Japan Earthquake and Tsunami off the coast of Tōhoku, Japan, that killed some 18,000 people and set off the worst nuclear accident in the country's history at the Fukushima Daiichi Nuclear Power Plant. A tsunami from that quake traveled more than 5,000 miles across the northern Pacific Ocean and caused minor damage to the California coast. One man died when he was swept out to sea near the Klamath River in Del Norte County.

But it doesn't mean a major tsunami couldn't happen here. California is littered with earthquake faults and could suffer significant tsunami damage from quakes generated from the Cascadia Subduction Zone, a so-called "megathrust" fault more than 600 miles long that stretches from Northern Vancouver Island to Cape Mendocino on the California coast.

These subduction zones are areas where one tectonic plate meets another and is "thrust" underneath it, which can cause major earthquakes and tsunamis. Other causes include ocean landslides, lava entering the sea, seamount collapse or meteorite impact. Davidson Seamount is a seamount located just 80 miles southwest of Monterey off the Big Sur coast and is one of the largest known seamounts in the world.

Rick Wilson, the senior engineering geologist in the seismic hazards program and the tsunami unit manager with the state Geological Survey, said Thursday from his Sacramento office that the new results in the 2021 maps were the result of a number of new technologies that scientists didn't have at their disposal for prior formulating maps in 2009.

One of the technologies is called LIDAR, which stands for Light Detection and Ranging. It is a remote sensing method that uses light in the form of a pulsed laser from aircraft to measure land contours down to a single meter in high-resolution imaging. The better accuracy provides more precise measurement of vulnerable areas along the coast, including the Monterey Peninsula.

Another tool is called probabilistic analysis, which uses complex computer modeling and geologic sampling to determine what that region's tsunami history was dating back thousands of years and projects future probabilities, what Wilson called a "statistical representation of the unknown."

These new technologies, along with existing ones like carbon dating, enables scientists to go back and retrieve 3,500 years of information along the north coast, including seven or eight tsunamis in the Cascadia Subduction Zone, Wilson said.

"Based on this analysis, we upgraded the magnitudes of our sources in the Cascadia and the Alaska-Aleutian Islands subduction zones," he said "These somewhat larger tsunami sources created modest increases to the new California Tsunami Hazard Area maps we have today.

"We work with communities and the public to plan for the worst case," Wilson added. "We have provided emergency managers and harbor masters secondary decision-support tools, called 'playbooks,' which can be used in real-time during distant source tsunamis where there is time for implementing a lower-level plan."

Rojanasathira said that in the event of a tsunami, warnings would come down from the state to Monterey County's Office of Emergency Services which would then begin notifying cities. Rojanasathira said Monterey would immediately open its Emergency Operations Center that would coordinate with first responders — police, fire and public works — to evacuate people within the new map areas to higher ground.

Alerts would most likely come in the form of emergency cellphone messages. More information on tsunami preparation is available at www.tsunami.ca.gov.

[New tsunami mapping adds to Monterey danger zones – Monterey Herald](#)



[Return to Index](#)

GRADUATION:

Navy, NPS Leaders Congratulate Winter Quarter Grads, Virtually

(NPS.edu 26 Mar 21) ... Mass Communication Specialist 3rd Class Lenny Weston

In a new graduation tradition, Naval Postgraduate School President retired Vice Adm. Ann E. Rondeau, center, former Acting Provost Dr. Robert F. Dell, left, and Dean of Students Navy Capt. Markus J. Gudmundsson pre-record their remarks in King Hall, Mar. 10, in preparation for the upcoming virtual graduation ceremony.

Acknowledging the exemplary achievements of a new graduating class amidst many challenges, the Naval Postgraduate School (NPS) commemorated its Winter Quarter graduates virtually, Mar. 26. The new NPS alumni overcame many arduous challenges in the COVID environment, swiftly adapting to remote learning in early 2020, demonstrating personal and professional commitment to completing the rigorous academics and research required by their programs.

In commencement remarks recorded prior to graduation day, Joint Staff Director for Strategy Plans and Policy Vice Adm. Lisa Franchetti congratulated the 276 graduates, including eight international students from six countries, highlighting that the creative professionals developed at NPS take today's uncertainty and transform it to future strategy.

"I know how hard it is to complete these academics while balancing all other aspects of your life made even more difficult by the pandemic," said Franchetti. "Thank you for making this effort. You and our joint force will be better and stronger because of it as this chapter of learning comes to an end."

For the new university alumni, she referenced a paraphrased comment from Oliver Wendell Holmes Sr., who once said, "Every now and then a person's mind is stretched by a new idea and it never shrinks back to its former dimension."

Franchetti encouraged the new graduates to expand on what they have learned and apply it to the coming assignments.

"Continue to take the time to read, study and build on what you have learned. For us to have what it takes to win in the future, we need you to do just that," she said.

In a pre-recorded graduation ceremony NPS President retired Vice Adm. Ann E. Rondeau praised the graduates on their outstanding achievements throughout this past year during which they persevered and performed, creating new ideas that will provide solutions for our nation.

"The accomplishments that we celebrate today have empowered you to be the leaders, to champion the solutions and innovations that will overcome the challenges; that will answer the problems; and that will develop and create solutions," said Rondeau. "Take pride, but also take with you the new knowledge as your new rucksack of intellectual power in this age that will require a speed of decision making with accuracy and precision like no other time."

NPS' Dean of Students Capt. Markus J. Gudmundsson echoed Franchetti in that boosting education is a necessity in today's military.

"Your graduation from this university represents a critical investment in you and in our armed forces," he said. "Your abilities and the research and scholarship you've contributed represent our future advantage in this era of great power competition. Our investment in you, is in good hands."

[Navy, NPS Leaders Congratulate Winter Quarter Grads, Virtually - Naval Postgraduate School](#)

[Return to Index](#)



EDUCATION:

Great Business Schools Releases National Rankings of Contract Management Degree Programs

(PR Newswire 23 Mar 21) ... Great Business Schools

Great Business Schools, a free online guide that takes students from the decision to attend business school all the way to an application and acceptance, has released three 2021 rankings of the best Contract Management degree programs in the US:

The Top 10 Best Contract Management Master's Programs for 2021 are:

1. Arizona State University - Tempe, AZ
2. Bellevue University - Bellevue, NE
3. Florida Institute of Technology - Melbourne, FL
4. University of Central Florida - Orlando, FL
5. University of Maryland Global Campus - Largo, MD
6. University of West Florida - Pensacola, FL
7. Norwich University - Northfield, VT
8. Webster University - Webster Groves, MO
9. American Graduate University - Covina, CA
10. **Naval Postgraduate School - Monterey, CA**

Contract management is not an occupation college students often think of, but for working adults in the field, it can be a smart career move. "Just about everything in both the public and private sector is managed by contract," the editors of Great Business Schools explain; "Someone needs to get the contract details right, make sure the language of the contract works, analyze contract proposals, negotiate on contract terms, and do everything else that's inherent in a contract of any type." "Contract management isn't a single thing, as the job duties of a contract manager can vary widely depending on what types of contracts or industries the contract manager works with," they explain; " This means there's a lot of room for specialization in contract management as well as a lot of different avenues a contract management professional can take." According to Great Business Schools, "These are incredibly important positions and job types and a contract management degree is the first step towards becoming part of that process."

GBS editors know that prospective students want a degree they can use. Because most students interested in contract management are probably already working, Great Business Schools ranks both online and traditional programs. By featuring accredited, reputable institutions, GBS ensures that prospective students can trust their choices.

Going to the right school is important for every student. Great Business Schools doesn't get caught up about which schools are the "best." They focus on what makes business schools great places for students to learn and grow. Rankings and resources that reflect a wide range of needs and priorities are what set GBS apart.

[Great Business Schools Releases National Rankings of Contract Management Degree Programs \(prnewswire.com\)](https://prnewswire.com)

[Return to Index](#)



FACULTY:

America must remain vigilant about China's global ambitions

(The Press-Enterprise 28 Mar 21) ... Tahmineh Dehbozorgi

Let's not ignore the red flags: China wants to rule the world.

Cyberattacks, aggressive naval movements in the South China Sea, and destabilizing nearby nations — the Chinese government has been keener than ever to replace the United States as the most superior force on the face of the Earth.

Right before U.S. officials met with the Chinese envoys in Alaska last week, a hacking group linked to the Chinese government attacked thousands of businesses, government offices, and schools in the U.S. via Exchange email software. The same group was responsible for stealing information from infectious disease researchers.

Appeasement won't divert China's threat, it'll just embolden it to continue aggressions. We need to contain China to avoid a bigger conflict in the near future..

China was not a geopolitical threat until recently. Back in 2008, in the midst of the economic downturn, the Obama administration foolishly began cooperation with China through multilateral agreements. The Trump administration shifted to a more aggressive approach toward China to the point where many political experts accused him of warmongering.

Obama and Trump both understood the challenges that China posed to the world. But one allowed China to gain more international power and access more resources, and the other tried to combat the threats by trying to more strongly address China's cyberattacks, espionage, and lack of transparency during the COVID-19 pandemic.

"China has a global ambition," EU foreign affairs chief Josep Borrell admitted last June, "but at the same time I don't think that China is playing a role that can threaten the world peace," he said. "They committed once again that they want to be present in the world and to play a global role, but they don't have military ambitions, and they don't want to use the force to participate in military conflicts."

Borrell is wrong. According to the Department of Defense's 2020 China Military Power Report, "in 2019, the PRC recognized that its armed forces should take a more active role in advancing its foreign policy." Historically speaking, many nations that have suffered from defeat and humiliation will aspire to reclaim their global prestige by gaining victory over rivals by becoming more powerful economically and militarily. China is seeking to recover from past humiliation from the Opium Wars by establishing itself as a global hegemon.

As **Dr. Hy Rothstein of the Naval Postgraduate School** in Monterey argues, "[China's] strategy uses statecraft's multiple instruments to gradually peel away America's allies from peripheral areas of interest. The result is a gradual shift in the balance of power against the United States."

China's economy has made great advancements in recent years, allowing Beijing to bind its regional rivals by economic ties and coercion. Still, China's economy is unlikely to catch up with the U.S. anytime soon. The one-child policy has created a demographic crisis which hurt their economy for a long time. China's only viable road to global superiority is through military advancement and influence. And though China has abstained from challenging the United States for many years, it's also been focusing on building up its outdated army, navy, and air force to turn its ramshackle military into a world-class fighting force.

Further, China has gained valuable resources for cheap by exploiting illiberal nations shunned by the United States. For example, China has smithed deals with Iran, defying America's plan to choke the Islamic Republic's economic lifelines. Iran isn't the biggest market for Chinese goods, but China can buy its oil at a lower price. Iran, too, is a crucial access point to the Middle East.

Through elaborate cyberattacks and traditional espionage methods, China acquires sensitive information and intellectual property for cutting-edge technologies from the U.S. government and its institutions. According to IronNet — a major cybersecurity company — "the campaign has, by any measure, been immensely successful." China has utilized cyber espionage to gain information to improve its military capabilities.



If we don't prevent these cyberattacks, the Chinese government will gain access to information and projects that the U.S. has invested billions of taxpayer dollars in for free. China will use the stolen knowledge to target our interests, oppress the Chinese citizens, and threaten other nations' well-being.

So how do we stop the growing momentum of this global juggernaut? Rothstein believes that "a liberal coalition willing to cut trade with China would be a crippling blow," and says "forcing China to pay a heavy price for its predatory behavior is the best way to generate change." Additionally, the U.S. must ensure its superior military power, otherwise, the arms race and conflict are inevitable.

He's right.

Western markets are the largest income source for China. China was the United States' largest supplier of goods imports in 2019 while the U.S. trade deficit with China was \$345.2 billion.

But the U.S. has stuck with trivial conflicts and the post-9/11 mentality for far too long. We are still looking for "monsters to kill" in between the rubble of Aleppo and have been fighting an endless war with Afghanistan. But the fact is that none of the countries in the Middle East can pose as big a threat as China to our national security.

It's time for Congress and the White House to address the national security threats posed by China. The Biden administration must steer away from appeasing an authoritarian government that commits genocide against its citizens. The U.S. must take the geopolitical and military threat of China seriously.

[America must remain vigilant about China's global ambitions – Press Enterprise \(pe.com\)](https://www.pressenterprise.com)

[Return to Index](#)

ALUMNI:

Released During March Madness, New Book Tells True Story of Playing Basketball in the Face of Race and Big Business Interference

(PR Newswire 22 Mar 21) ... Carl McCullough

First-time author Carl McCullough's *Sid and the Boys* looks back at the gutsy Oklahoma high school team and coach who stood up to 1960s racial inequality and business overreach.

CHARLOTTE, N.C., March 22, 2021 /PRNewswire/ -- Former Navy pilot and White House staffer Carl McCullough's first and likely only book, *Sid and the Boys: Playing Ball in the Face of Race and Big Business*, not only warms the heart with its scrappy, underdog story from 1960s heartland America but with its relevance to America today where race and corporate giants continue to impact lives. The book is already an Amazon best-seller.

Carl McCullough

McCullough, who grew up in the town of Bartlesville, Okla., where the story is based, spent the pandemic year researching and writing *Sid and the Boys*, the story of The Wildcats of College High School's 1966-1967 team, who pulled off one of the greatest upsets in Oklahoma high school sports history when they won the state championship; they did so despite having multiple players well under six-foot and interference from the town's main employer, Phillips Petroleum, which tried to sideline coach Sid Burton in favor of their handpicked candidate and to minimize the contributions of his Black athletes.

"This story deserves to be told beyond Bartlesville, Tulsa, and Oklahoma City," McCullough told a reporter for *B Magazine*, Bartlesville's city magazine. "It's more complex, more compelling than *Hoosiers* and it is all true."

McCullough, who played junior varsity for the College High School Wildcats in 1960 under the tutelage of Coach Burton, conducted interviews with Burton, now 89, and the living members of the championship team.

In an interview that can touch on race, corporate influence on communities and the value of sports, McCullough can talk about:



- How a Facebook post ultimately led to his idea for the book
- Ways Phillips Petroleum, the main employer, interfered with high school sports in his hometown and tried to ensure that teams were not too Black
- The real reason why coach Burton resigned after the championship game
- How the story he uncovered changed his view of his childhood hometown

Praise for the Book

"This story reminds me of Hoosiers. It combines high school basketball with timely social issues. Well researched and a great read." — Jay Bilas, ESPN

'Sid and the Boys is not only a feel-good story about a mid-America high school basketball team. It is a timeless tale of how fierce loyalty, selflessness, and mutual respect led a group of teenage boys and their beloved mentor to break down barriers and inspire their town. Told with heart, a keen attention to detail, and an awareness of how this undersized team fit into the big picture of a slowly evolving America, Sid and the Boys will have you cheering for the College High Wildcats as they take on corporate interference, systemic racism, and basketball opponents from around the state." — Lon Kruger, University of Oklahoma head men's basketball coach

"Debut author Carl McCullough has captured not only a great sports story, but provides food for thought on current issues. His treatment of racism is sensitive and timely." — Barry Switzer, former Oklahoma Sooners and Dallas Cowboys head coach

About the Author

Carl McCullough is a retired naval aviator and government executive who held managerial and executive positions in the Federal Aviation Administration, the White House and the Pentagon. He is a lifelong sports fan and a graduate of College High School in Bartlesville, Okla., the U.S. Naval Academy, and the **Naval Postgraduate School**.

[Released During March Madness, New Book Tells True Story of Playing Basketball in the Face of Race and Big Business Interference \(prnewswire.com\)](#)

[Return to Index](#)

Retired U.S. Army Brig. Gen. Scott Brower to lead Bass Military Scholars Program

(Vanderbilt News 22 Mar 21) ... Anne Marie Deer Owens

(Nashville Post 23 Mar 21)

(The Nashville Ledger 23 Mar 21)

Retired U.S. Army Brig. Gen. Scott E. Brower, who has helped shape Tennessee's response to the COVID-19 pandemic with the benefit of his extensive military leadership experience, has been named director of Vanderbilt University's Bass Military Scholars Program, effective May 17.

Brower will succeed retired U.S. Army Lt. Gen. Gary H. Cheek, who previously announced that he would step down as director of the program, after a transition this spring.

"Scott Brower is the ideal role model—with his distinguished record of service—to inspire and mentor our Bass Military Scholars," said Provost and Vice Chancellor for Academic Affairs Susan R. Wentz. "I know that he will sustain the momentum created by our inaugural director, Gary Cheek, and I look forward to continued success for this transformational program."

In March 2020, Gov. Bill Lee appointed Brower to serve as chief of staff for the Unified Command Group, which has been working to streamline Tennessee's coordinated response to the pandemic. Brower came into the role after serving in the U.S. Army for more than 29 years.

A 1989 West Point graduate, Brower first served in Operation Desert Storm as a member of the 8th Infantry Division (Mechanized) in Mainz, West Germany. He later had staff assignments with the U.S. Special Operations Command in Tampa, Florida, and the U.S. Army Special Operations Command in



Fort Bragg, North Carolina, and educational assignments at Command and General Staff College, the **Naval Postgraduate School** and the Air War College.

His combat service after the events of Sept. 11, 2001, included several tours to Afghanistan, Iraq and Pakistan. He served in the 5th Special Forces Group, stationed at Fort Campbell, Kentucky, for more than a decade.

During Brower's final military assignment at Fort Campbell, he led the 101st Airborne Division and Fort Campbell as acting senior commander.

The Bass Military Scholars Program supports up to 40 scholarships and programming for honorably discharged military veterans pursuing graduate and professional degrees at the Law School, the Owen Graduate School of Management, Peabody College of education and human development, the School of Medicine and the School of Nursing. Vanderbilt established the program in 2018 with a \$25 million gift from the Lee and Ramona Bass Foundation to honor the leadership traits and commitment to service embodied by current and former members of the U.S. military.

"I'm very excited to join the Vanderbilt team and the Bass Military Scholars Program," Brower said. "This program serves as a platform to help extremely talented young men and women transition from the military, while also educating many businesses and institutions on what veterans can bring to their organizations. With the strong support of Vanderbilt's leadership, I truly believe the possibilities of where we can take this program are nearly limitless."

Brower has been serving as military adviser-in-residence to the president of Austin Peay State University. He is a board member of Centerstone Military Services, a nonprofit mental health company focused on the care of veterans and their families.

[Retired U.S. Army Brig. Gen. Scott Brower to lead Bass Military Scholars Program | Vanderbilt News | Vanderbilt University](#)

[On the Move: 23 March 2021 | Nashville Post](#)
[The Nashville Ledger \(tnledger.com\)](#)

[Return to Index](#)

Disaster Tech Appoints Richard Serino, former Deputy Administrator of FEMA and Chief of Boston EMS, To Board Of Directors

(The Miracle Tech 25 Mar 21)

(PR Newswire 25 Mar 21)

Catastrophe Tech, the chief in choice science applied sciences for emergency administration, in the present day introduced that Wealthy Serino, Distinguished Senior Fellow at Harvard T.H. Chan College of Public Well being, Senior Advisor, MIT City Threat Lab and former Deputy Administrator of FEMA, has joined the corporate's Board of Administrators. Serino brings to Catastrophe Tech's Board greater than 40 years of expertise in catastrophe preparedness, response, restoration, mass casualty incidents, and management and innovation in authorities. Serino joins Catastrophe Tech's Board as billion-dollar climate and local weather disasters speed up globally, accelerating the demand for innovation in emergency administration.

"We're proud to welcome Wealthy Serino to Catastrophe Tech's Board of Administrators. Wealthy is among the most completed and revered specialists in emergency administration, and I am thrilled to associate with him. He has a confirmed observe document of constructing, sustaining, and enhancing FEMA's capability to arrange for, shield in opposition to, reply to, recuperate from, and mitigate all hazards," mentioned Sean Griffin, CEO, and co-founder of Catastrophe Tech. "As a Board member, Wealthy's unparalleled ardour and deep experience in catastrophe preparedness will probably be invaluable as we proceed to construct our user-centric platform and improve our answer in order that emergency managers can save extra lives, cash, and time."

Serino at the moment serves as a Distinguished Senior Fellow at Harvard T.H. Chan College of Public Well being, which he joined in 2014. Previous to Harvard T.H. Chan College of Public Well



being, Serino was the previous Deputy Administrator of FEMA. Over his esteemed profession, he has obtained greater than thirty-five native, nationwide, and worldwide awards for public service and innovation, together with the Nationwide Preparedness Management Initiative's (NPLI) Meta-Chief of the 12 months Award for his work within the response to a number of disasters and Tremendous Storm Sandy. Earlier than FEMA, Serino served as Chief of Boston EMS and Assistant Director of Well being on the Boston Public Well being Fee. On this position, he bolstered the town's response plans for main emergencies, together with chemical, organic, and radiological assaults. Serino additionally led citywide planning for H1N1 influenza.

"Catastrophe Tech is eradicating obstacles throughout the emergency administration business by offering superior applied sciences that allow practitioners to make higher knowledgeable choices that in the end result in saving extra lives and constructing resilient communities," mentioned Serino. "I sit up for becoming a member of the Board and supporting the Catastrophe Tech crew as they enter the following part of progress."

Serino attended Harvard College's Kennedy College of Authorities Senior Executives in State and Native Authorities program in 2000, accomplished the Kennedy College's Nationwide Preparedness Management Initiative in 2005, and graduated from the Government Management Program, Middle for Homeland Protection and Safety on the **Naval Postgraduate School**.

Serino joins Catastrophe Tech's distinguished Board, which additionally consists of retired Air Drive colonel and former FEMA Area VIII Administrator, Lee daPalo; Professor of information science and co-founder of the Disaster and Innovation Lab at Indiana College, Dr. David Wild; Chief Operations Officer (COO) for First Information, Christine Larsen and others.

About Catastrophe Tech

Catastrophe Tech, a veteran-owned public profit firm, provides knowledge science and choice science applied sciences for situational consciousness, operational coordination, and threat administration earlier than, throughout, and after disasters. Catastrophe Tech's aim is to avoid wasting lives, shield the surroundings, and construct resilient communities by offering probably the most refined, superior analytics and distributed high-performance computing platform on the planet. Discover extra at <https://www.disastertech.com/>

[Disaster Tech Appoints Richard Serino, former Deputy Administrator of FEMA and Chief of Boston EMS, To Board Of Directors \(themiracletech.com\)](#)

[Disaster Tech Appoints Richard Serino, former Deputy Administrator of FEMA and Chief of Boston EMS, To Board Of Directors \(prnewswire.com\)](#)

[Return to Index](#)

Hager Named TxDOT Brownwood District Safety Officer

(Brownwood News 26 Mar 21) ... Derrick Stuckly

The Texas Department of Transportation is pleased to announce the selection of Garrett Hager as the Brownwood District Safety Officer.

In his role, Hager will oversee the district safety program that includes safety education and training, and implementing TxDOT safety policies and procedures throughout the nine-county district.

Hager is a 1996 Bangs High School graduate. He is a 2001 graduate of Texas A&M university with a bachelor's degree in English literature. He earned a master's degree in business administration from the **Naval Postgraduate School** in 2007.

In 2001, he was commissioned as a second lieutenant in the United States Marine Corps. After serving 19 years, where he held several leadership positions including safety officer, Hager retired from the USMC in January 2021 as a lieutenant colonel.



Hager and his wife Sarah have five children, Sydney, Ethan, Annsley, Sophie, and Hadley. In his spare time, he enjoys spending time playing disc golf and regular golf, exercising, roasting coffee beans, and building a small hobby farm.

Hager began his new role as safety officer March 22, 2021.

TxDOT's Brownwood District includes Brown, Coleman, Comanche, Eastland, Lampasas, McCulloch, Mills, San Saba and Stephens counties.

[Hager Named TxDOT Brownwood District Safety Officer | Brownwood News](#)

[Return to Index](#)

APD Chief Martin Birkenfeld earns Master Degree in Security Studies from CHDS and the Naval Postgraduate School [Video]

(My High Plains 26 Mar 21)

The Amarillo Police Department said, today, APD Chief of Police Martin Birkenfeld completed a Master in Arts Degree in Security Studies at the Naval Postgraduate School Center for Homeland Defense.

APD also said Chief Birkenfeld also received the Curtis H. "Butch" Straub Achievement Award stating this award is presented to a graduating CHDS student with exemplary academic achievement who has written an outstanding thesis and helped the most in providing leadership and energy for the CHDS MA program.

APD said during the 18-month online and in-residence program, Chief Birkenfeld, collaborated with homeland security officials from across the nation on current policy, strategy and organizational design challenges.

[APD Chief Martin Birkenfeld earns Master Degree in Security Studies from CHDS and the Naval Postgraduate School | KAMR - MyHighPlains.com](#)

[Return to Index](#)

HEALTH CARE:

NHCL celebrates certified Nurses Day

(Hanford Sentinel 22 Mar 21)

Naval Health Clinic Lemoore (NHCL) celebrates Certified Nurses Day by honoring its 22 board-certified nurses.

Board Certification of nurses plays an increasingly important role in the assurance of high standards of care for patients and their loved ones. Nursing, like health care in general has become increasingly complex. While a registered nurse (RN) license provides entry to general nursing practice, the knowledge-intensive requirements of modern nursing require extensive education, as well as a strong personal commitment to excellence by the nurse.

NHCL encourages national board certification for all its nurses. Patients are encouraged to inquire whether there are certified nurses on staff when they visit a hospital, clinic or their primary care provider. Many nursing certification bodies exist to serve the full range of specialized nursing care offered in the contemporary health care system; national nurse-certifying bodies should be accredited by the Accreditation Board for Specialty Nursing Certification (ABSNC) or the National Organization for Competence Assurance (NOCA).

"Please join Naval Health Clinic Lemoore and the nation's national nursing certification organizations in honoring our hardworking, dedicated nurses for their professionalism," stated Navy Capt. Michele Waara, chief nursing officer at NHCL, "Bravo Zulu, a job well done!"



Naval Health Clinic Lemoore ensures the readiness of its active duty service members and improves the lives of military families through the delivery of high-quality healthcare to over 18,000 eligible beneficiaries at NAS Lemoore, Calif. and NAS Fallon, Nev. The command also provides dental care and medical administrative support to Navy, Marine Corps and international students at the **Naval Postgraduate School (NPS)**, Defense Language Institute and the Center for Information Dominance in Monterey, Calif.

[NHCL celebrates certified Nurses Day | Lemoore Navy News | hanfordsentinel.com](#)

[Return to Index](#)

Being part of the solution

(DVIDS 26 Mar 21) ... Natela Cutter

The first thing one notices when walking into the vaccination site at the Presidio of Monterey is the calm, organized manner of operations. People are smiling and soft, cheerful pop music plays in the background while staff in scrubs or uniforms scurry around, preparing vials and syringes.

Bruce Fairbanks' excitement is palpable after he received his vaccine, emerging from the other side of the blue curtain. "That was so fast!" he said. Fairbanks is from the neighboring **Naval Postgraduate School** in Monterey. "I am elated, this is fabulous! I set the alarm three times last night."

With the Presidio of Monterey California Medical Detachment being responsible for vaccinating most Monterey County federal agency members, including two National Guard installations and military retirees, the clinic has been preparing for months for the vaccination of up to 18,000 individuals against COVID-19.

"It is all about process," said Lt. Col. Chani Cordero, Chief Operating Officer at the Presidio of Monterey Health Services with CALMED, which also serves the Defense Language Institute Foreign Language Center, its largest customer, with a total student and civilian staff population of about 7,000.

"We looked at the (vaccination) processes from start to finish which allowed us to calculate the throughput," explained Cordero about the planning. "We didn't have long queues and everyone who made an appointment got the vaccine," she said.

During the interview, Cordero's cell phone continued buzzing. She would answer interview questions, reply to important calls, or swiftly walk over to check on the flow of vaccination and then come back to chat, all with a big smile on her face.

"It has been an honor to lead the vaccine effort for our area and has been personally rewarding," said Cordero. "Being a part of the solution is why so many of us chose healthcare as a profession."

For someone who has a chemistry degree, Cordero knew exactly what she wanted to do when she chose information technology for her military specialty, in combination with being a Medical Service Corps officer.

"It's a fun niche to be in," Cordero says, of being focused on medical systems, devices and electronic health records which allows her to employ project management methodologies to help establish efficient processes.

"Workflows matter," said Cordero, because "once the team establishes an efficient workflow with roles defined, this makes the operation run smoothly." Her belief in communicating effectively with her team has also made a big difference.

The first thing Cordero does is huddle with her staff, in the middle of the large room. After a few hours, they are huddling again, this time peering over time sheets, looking at the number of vaccine vials or the number of ready-to-go syringes.

"Due to the short shelf life of the vaccine once punctured, I had our pharmacy tech constantly monitor the vials," she explained, referring to Spc. Kacie Flores, whose job is to keep an eye on the exact time the vaccines were pulled from the portable freezers.



With the aid of Flores, the Moderna vials are removed from a freezing temperature of between 2 and 8 degrees and then thawed to room temperature for use. However, once thawed, the vials must be used within six hours or they will have to be discarded.

“This monitoring has ensured that we have not wasted one single dose. It is also imperative to have a waitlist (of people) ready to go in the appropriate phase just in case you have a few doses left over,” Cordero explained.

And what is most important to Cordero? Aside from serving her patients, it is her staff.

“I watch for burnout. The team that has been working this entire time on the COVID-19 pandemic issue over the past months, is the same team that is administering the vaccines. I have to ensure they have downtime. Pizza helps too,” she said, with a chuckle.

[DVIDS - News - Being part of the solution \(dvidshub.net\)](#)

[Return to Index](#)

