

NPS Foundation Promotes Counter-IED Research

By MC2 Kellie Arakawa

To show its support for critical research aimed at minimizing ground attacks on soldiers, the Naval Postgraduate School (NPS) Foundation, Inc., recently hosted an event highlighting educational programs that are working to defeat the use of improvised explosive devices (IEDs).

Led by Executive Director retired Rear Adm. Merrill Ruck, the NPS Foundation offers support for graduate-level programs and services at NPS designed to provide cutting-edge research for the Department of Defense. Each

academic quarter, the Foundation hosts an appreciation event that gives members and potential supporters greater insight into a specific aspect of the school.

Because IEDs have a significant impact on the war and the lives of our soldiers, the Foundation has taken a deep interest in learning how NPS is working to prevent these attacks, Ruck said. So for the first time, the Foundation's quarterly event featured information about counter-IED research and support programs.

Army Col. Andy Hernandez, Associate Dean of the Graduate

School of Operational and Information Sciences, provided an overview briefing for Foundation members and guests. He cited at least 35 separate studies, involving nearly 50 NPS faculty and their students, as part of the school's work. The magnitude of this effort indicates just how seriously NPS takes this immediate danger to U.S. and coalition forces, he said.

According to Hernandez's briefing, IED attacks have escalated in the last several years and currently represent the number one threat to troops on the ground. To effectively support the Joint IED Defeat Organization's (JIEDDO) efforts to minimize the impact of IEDs and eliminate their strategic influence, NPS has formed a multidisciplinary approach to address this threat.

National Security Affairs Prof. Tom Johnson spoke to members about efforts to cognitively fight IED insurgency by studying Taliban messages and delivering counter-narratives at the local level. Operations Research Prof. Kevin Wood discussed research being conducted to help forces block the smuggling of IED components across Iraqi borders, while Prof. Tom Lucas, Co-Director of the Simulation Experiments and Efficient Designs (SEED) Center for Data Farming, highlighted the use of simulation programs to maximize the efficiency of surveillance systems. These studies, though discussed

with specific cases, are scalable in their application to a wide range of issues that face warfighters and the enterprises that are working to address the IED problem.

In addition, Information Sciences Prof. Ray Buettner discussed the Technology Assessment and Live Experimentation (TALE) program, and Peter Ateshian, Visiting Instructor for the Electrical and Computer Engineering Department, highlighted the importance of robotics research.

"Buettner's work in live experimentation is a cornerstone in understanding the impact of new technologies on the battlefield," Hernandez explained. "It is extremely important for industry to see how their system may be applied in an operational environment and to determine if they are of value to the warfighters."

Robots are currently in use in theater, and the battlefield versions are hardened for combat. Hernandez said Ateshian's studies attempt to build a framework for using state-of-the-art technologies, and that his students develop an appreciation for the complexity of work in robotics and their utility in warfare.

To showcase what they've learned this past quarter, students in Ateshian's systems engineering course offered live demonstrations of their class projects - autonomous robots designed to engage in battles to retrieve mock IEDs.

NPS President Dan Oliver said the numerous approaches to countering IEDs indicate the threat's complexity, which is why it is important for members of the Foundation to gain a better understanding of what NPS is doing to confront the issue.

"We might never solve this problem, but it is something that we need to stay ahead of and understand," Oliver explained. "The Foundation, which consists of these wonderful, patriotic people who support the critical and strategic missions at NPS, is really important for us and our future, because no university in the country can really be a competitive research university without private funds."

Ruck also noted the importance of private funding and said that support from the Foundation plays a substantial role in sustaining defense research when government funding may be slow. He cited Physics Prof. Nancy Haegel's research on the Individual Identify Friend or Foe (IIFF) patch as an example of a critical research project that received early assistance from a Foundation member.

The Foundation's next quarterly event is scheduled for Jan. 28 and will feature discussions with military officers who have served on the frontlines of Afghanistan.

For more information about the Foundation visit www.npsfoundation.org.



(From left) Naval Postgraduate School (NPS) Professors Tom Lucas, Ray Buettner, Tom Johnson, Visiting Instructor Peter Ateshian and Prof. Kevin Wood

NPS to Launch New Web Site

By MCCS(AW/SW) Jacqueline Kiel

The Naval Postgraduate School will be launching its new Web site in the coming months. A great deal of time, effort and thought have been put into the project to ensure the new look and feel of the site are fresh, exciting, well received and useful.

Several hand-picked NPS staff members have joined forces to ensure the new Web site is functional, intuitive, informative and just plain good looking. The intent is to have a user-friendly site that provides up-to-date information in a pleasing and precise manner. "This unified team effectively provided the opportunity for consistent messaging to our multiple audiences," said Alan Richmond, Director of Marketing and Community Relations.

While the Web site enterprise has been in the planning stages for a while, it is now becoming a reality. "The Web project is a very exciting development for us, because it has been something that was planned for some time and only recently did we get resources, so that we're able to accelerate its progress," said Dr. Christine Cermak, Vice President of Information Resources and CIO.

The new structure will not only be much easier to navigate, but will also be much easier for information owners to keep updated. Most postings will be automatically added at the prescribed time and removed once out of date. "One of the intentions of the new Web site is to streamline the process of posting information to the Web and provide users the information needed more efficiently and effectively," said Vickie Hoy, Director of Communications for the School of International Graduate Studies and Web site external team member.

With currency of information a primary issue, a new and better system to process Web content is being utilized. "NPS is installing a new Web content management system that is designed with automatic workflows, thus putting control of content in the hands of the end user," said Terri Brutzman, Deputy Director of ITACS. "This gives direct control of content to the information owner and allows for nearly instant update capability."

The enormous project of updating and reorganizing the Web site is not only to increase ease of use by content

providers, but also to have a Web site in which NPS is presented in a manner that illustrates the many unique aspects of this research university.

"I expect to see more current information about the Naval Postgraduate School and displayed in a way that is responsive to the actual user's interests and priorities as opposed to what we think people want to know," Cermak said.

Another aim of the project was to have a specific look and feel that pertains to NPS. "We're trying to provide users with a more efficient way of obtaining information while at the same time maintaining integrity of the NPS brand," said Richmond.

External outreach is an important aspect of the new makeup of the site. "The new Web site is not only designed to provide information to our students, staff and faculty, but also to further our outreach to other institutions, interested prospective students and the general public," Cermak stated. "The Web project is important because it permits us to use technology in very effective ways to not only get more current information about the Naval Postgraduate School out to our stakeholders, our constituent groups and the world, but it also is a very powerful tool to potentially transform our business practices. We are just beginning to explore how we're going to take advantage of this."

The new external Web site is only part of the story. "The portal project, just in its beginning phases, is going to be an important complement to the Web project that will actually allow us to use this technology to improve and make more efficient our business practices," Cermak said.

The importance of the endeavor cannot be understated. "The Web project is important from an advancement perspective. It's important from a communications perspective both internal and external and it's important from a business practice and technological perspective," said Fran Horvath, Director of Planning and Communications, and the Web Project Director. "So it will have benefits that will cascade through the Naval Postgraduate School for a number of years to come."

Stay tuned to *Update NPS* for more details as we get closer to our launch date.

IN BRIEF

- ♦ The Center for Stabilization and Reconstruction Studies and Global Majority are hosting "On Thin Ice: Addressing the Scientific, Economic, Environmental, Cultural and Security Implications of Climate Change in the Arctic Region" on Dec. 8 - 9, 2008. A reception will also be held at the Monterey Bay Aquarium from 7:00 - 9:30 p.m. on Monday, Dec. 8. For more information and registration: <http://www.csrns.nps.org/logistica/public/home.cfm>.
- ♦ The National Defense Authorization Act has included a section outlining a number of authorities for and requirements on the State Department and USAID related to strengthening U.S. government civilian capability for stability and reconstruction activities. The law establishes the State Department Office of the Coordinator for Reconstruction and Stabilization in statute. Of direct interest to us, the legislation instructs the Secretary of State to "ensure"... that State and USAID staff "make use of relevant existing training and education programs offered within the government, such as those at the Center for Stabilization and Reconstruction Studies here at NPS."
- ♦ Blackboard workshops are being offered to faculty members who are new or who need a refresher on its tools and features. Instructional strategies will also be covered. The workshops will be held in the Dudley Knox Library, Room 151, from 11 - 12 p.m. on Dec. 10 and 17.
- ♦ On Jan. 29, 2009, the NPS Foundation will be sponsoring its quarterly event, "Stories From the Front Line, and the Way Ahead in Afghanistan" featuring experts in Middle East policy and students who have served in Afghanistan.

WASC Update

- ♦ The Capacity and Preparatory Review Task Force has worked through November to finalize the first report for WASC. In addition, team members have been collecting the requisite data and supplementary evidence to describe the status of NPS in terms of its capacity to support the academic mission. A new WASC Web site will be launched shortly, so that the entire campus can view the copies of all reports and data for the visiting team.

Message From NPS President Daniel T. Oliver

At the Board of Advisors meeting in October, two presentations on the agenda had particularly significant implications for our campus' present and future. First we heard from Vice Adm. Mark Ferguson (Deputy Chief of Naval Operations for Manpower, Personnel, Training, and Education). Vice Adm. Ferguson reported that an Advanced Education Review Board (AERB) was being established. The AERB will be chaired by the Vice Chief of Naval Operations and include Vice Adm. Ferguson and, for the first time, the leaders of the three Navy higher education institutions (Naval War College, Naval Academy, and Naval Postgraduate School) together. The AERB will meet twice a year and will include presentations about the accomplishments and plans of the three institutions. A review board that includes all three institutions will provide a regular venue for greater visibility and recognition for the Navy's higher education institutions and their contributions. This major change in Navy attention to higher education signals greater opportunities for NPS in the future.

Second, Vice Adm. Mike Loose, Deputy Chief of Naval Operations for Fleet

Readiness and Logistics, presented his proposal to change NPS status from a Navy facility to an installation. This proposal was approved by the Chief of Naval Operations last week, and represents a major shift in the way that NPS base support will be operationalized. Installation status will mean a \$3 million increase in sustainment funding in FY09, \$7 million increase in FY10, and a \$5 million increase for subsequent years. Sustainment funding includes custodial services, groundskeeping services, general building maintenance and refurbishment support, etc. In addition to an increase in operational funding which will include contracted services, a staff of 8-10 people will be added to augment service levels, improve quality assurance and track plant schedules for painting, carpeting, window coverings, etc. On the eve of our Centennial year, this change is a particularly important acknowledgment of the Naval Postgraduate School's status as a research university and the distinctive requirements for supporting graduate education, research and service.

Both presentations represent significant changes in the way NPS is positioned with the Department of Navy.



These changes will bring immediate positive results, but more importantly, they herald new perspectives in how higher education can contribute to the Department of Navy's mission. I know that the NPS campus community will provide many new and innovative ideas about how we might engage with and add value to that mission. We will be inviting both Vice Adm. Ferguson and Vice Adm. Loose to visit NPS soon, and I will be asking you to join me in thanking them in person – for their acknowledgment of our current accomplishments and for their confidence in our future.

Faculty Hires

Walter Christman, Associate Professor Duty Station: Geneva, Switzerland.

Sean F. Everton, Assistant Professor, Defense Analysis, received a B.A. in Business, M.Div. in Theology, and a M.A. and Ph.D. in Sociology from Santa Clara, Vanderbilt, San Jose State, and Stanford universities. Everton's teaching experience includes being an advisor at the Institute for Social Network Analysis of the Economy, and a lecturer in the Department of Religious Studies and Sociology at both Stanford and Santa Clara universities. Everton's latest publication is "Global Development and Human (In) security: Understanding the Rise of the Rajah Solaiman Movement and Balik Islam in the Philippines" to be pub-

lished in 2009 in *Third World Quarterly* (with Douglas A. Borer and Moises M. Nayve, Jr.).

Two decades after completing his degree in MSEE from NPS in 1987, Lt. Cmdr. **Paul Montgomery**, has returned to NPS as an Associate Professor of Systems Engineering. Montgomery enlisted in the Navy in 1970. After retiring from the Navy in 1990, Montgomery served as a senior systems engineer with Raytheon and Northrop Grumman corporations and developed communications, surveillance, and sensor systems for commercial, military and intelligence communities. He earned his doctorate in Systems Engineering from George Washington University (D.Sc. '07).

Faculty Notes

Operations Research Distinguished Professor **Gerald Brown** has been elected for a two-year term to the National Academies Board on Mathematical Sciences and Their Applications. This body identifies emerging problems of national importance, oversees work of the National Research Council, and suggests policy to the National Academies of Engineering, Medicine, and Science.

Cmdr. **Bob Chambers**, Deputy Dean of Students, returned in late November from a voluntary one-year Individual Augmentee (IA) assignment to Afghanistan in which he served as Director of Human Resources for the Afghan Regional Security Integration

Command – East, handling all aspects of personnel management and replacement operations for over 700 personnel located in more than 20 remote locations along the Afghan-Pakistan border, including the Paktya, Paktika, Khowst and Ghazni provinces.

Associate Professor **Dick Doyle**, GSBPP, attended a planning meeting of the Education Development Working Group (EDWG) in Washington, D.C. The EDWG has developed a Reference Curriculum to be made available to colleges and universities serving the defense sector in NATO's Partnership for Peace (PfP) countries. The November meeting was used to put in place a roadmap for sharing that

curriculum with interested institutions within the PfP community, with particular emphasis on means for engaging with Azerbaijan, Armenia and Georgia. Doyle also met with Senate and House Budget Committee staffers and officials from the Congressional Research Service to discuss the budget implications of the Emergency Economic Stabilization Act of 2008 (the bailout bill).

Sponsored by the Office of Continuous Learning, nine faculty attended a brown bag session in which Prof. **Ron Fricker** (OR) and Prof. **Gregory Miller** (SE) shared their experiences and lessons learned in using the course delivery tool Elluminate.

Doug Brook Takes Second Hat as DoD Chief Financial Officer

Less than a year after taking leave from the Naval Postgraduate School Graduate School of Business and Public Policy (GSBPP) to become the Navy's Assistant Secretary for Financial Management and Comptroller, GSBPP Professor Doug Brook has taken on a dual hat as DoD's chief financial officer, Acting Undersecretary of Defense (Comptroller).

"This is a great opportunity to view the Department of Defense enterprise from an OSD perspective after having viewed it from two of the services, first as Assistant Secretary of the Army for Financial Management from 1990 to 1993, and, as of November of last year, in the parallel position for the Navy," Brook said in an interview from his new post. "This new higher-level experience

will definitely enrich my teaching and research when I return to NPS."

"We're very proud of Doug's having taken on these even greater responsibilities," said former GSBPP Dean Robert Beck. "This new appointment is a reflection of his many years of excellent government service and shows what a super job he did for us in the Department of the Navy [as comptroller]. He'll now be able to make even broader contributions as CFO for all of DoD."

Beginning with the first week of Winter Quarter, Brook will be back at NPS teaching two sections of defense budgeting and financial management policy [GB4053], and will still head the Center for Defense Management Reform.

CALENDAR

December 4

"Designing Safe Ski Jump Landing Slopes"
Prof. Mont Hubbard, UC Davis, ME Department
Spanagel Hall 257 3:00 – 4:00 p.m.
POC Prof. Arthur Krener Ext. 3248

December 5

International Dinner Dance
International Office
POC Gary Roser Ext. 3062

December 5

President's Circle Mini-Retreat
NPS Foundation
POC Anna Blackman Ext. 2981

December 6

McCall Winter Ball
NPS Foundation
POC Merrill Ruck Ext. 2427

December 7-12

52nd Annual Military Libraries Workshop
Special and Military Libraries Associations
POC Eleanor Uhlinger Ext. 2343

December 7-10

Rear Adm. Edward Masso
Commander, Navy Personnel Command
Navy Corporate Business Course
POC Capt. Maureen Cahill Ext. 3174

December 8-9

"On Thin Ice" Conference
Center for Stabilization and Reconstruction Studies
POC Nick Tomb Ext. 1829

December 9

NCBC Awards Ceremony
POC Cmdr. Blankenship Ext. 3658

December 9

Student Awards Ceremony
POC Protocol Ext. 2466

December 9

Faculty Recognition Ceremony
POC Sharee Kelso Ext. 2371

December 15-18

Talal Abu-Ghazalah
TAG-CB, German Jordanian University
NPS Site Visit
POC Sharee Kelso Ext. 2371

December 19

Vice Adm. Mark E. Ferguson, III
Chief of Navy Personnel
Keynote Speaker - Graduation Ceremony
POC Protocol Ext. 2466

HISTORICAL HIGHLIGHTS

In the closing weeks of 1951, faculty, students and staff at the Naval Postgraduate School in Annapolis expertly tagged and packed three million pounds of classroom and lab equipment – from sensitive chemical balances to large wind tunnels – for cross-country shipment. The school's library shipped nearly 20,000 books and technical reports. Their destination: a new campus in the most beautiful meeting of land and sea in the world, the Monterey Peninsula. Those who made the move called themselves "trekkers" and they modified "California, Here We Come" to create a theme song with the following lyrics:

*California, here we come
With the school we're moving from.
We're driving, we're flying
We'll have some fun.
We're packing, farewelling,
Headed for our future dwelling.
New home, new friends, that's our fate.
That's why we can hardly wait.
Open up that Golden Gate
California, here we come!*

Historical Highlights are provided by the Dudley Knox Library.