

## SEED Center Hosts International Data Farming Workshop

By MC3 Kellie Arakawa

From situational awareness effects of unmanned ground vehicles to the use of non-lethal weapons in crowd control, teams from around the world analyzed various outcomes of experimental situations during the Spring 2008 International Data Farming Workshops 16 (IDFW) at the Naval Postgraduate School (NPS).

The NPS Simulation Experiments and Efficient Designs (SEED) Center for Data Farming hosted the semi-annual event, which gave 10 teams with members from seven different countries an opportunity to engage in collaborative research. In addition to the U.S., government agencies and researchers from the United Kingdom, Germany, Netherlands, New Zealand, Singapore and Canada participated in the workshop.

Rooted in the Operations Research Department, the SEED Center studies "efficient, smart ways of generating data from simulation experiments so that decision makers are able to gain more insight about systems that they're modeling," said Prof. Susan Sanchez, Co-Director of the SEED Center.

"We call this data farming," she added. "I think everybody's heard of data mining—trying to find nuggets of useful information from a huge set of data. With data farming the idea is to figure out how to actually grow that data. So when

we have a simulation environment we have the possibility of deciding where we're going to sample, where we're going to run the simulation and look for interesting results," Sanchez explained.

"In a lot of cases, you can't run real-world experiments, so we run those experiments in a computer world," said Prof. Tom Lucas, Co-Director of the SEED Center. "Our main strength is taking very complex problems, putting them into computer experiments and running them lots of times to look at the value of certain systems and what tactics, techniques and procedures work well," he added.

Teams for the IDFW were composed of subject matter experts, modeling experts, analysts and statisticians, who in just a single week, abstracted a model, built a design of experiments, ran it thousands of times, analyzed the data and then iterated it several times to see what insights they could find, Lucas said.

Research topics for the Spring 2008 IDFW included:

- Situational Awareness Effects of Small Unmanned Ground Vehicle (SUGV) Integration in Building Clearing Operations and the Impact on Combat Effectiveness
- Littoral Combat Ship (LCS) Mission Modules: Determining the Best Mix for a Given Region
- Operational Synthesis Approach for the Analysis of PSO

Participants from the Spring 2008 International Data Farming Workshop gather at Fisherman's Wharf in Monterey, Calif., during the semi-annual research event



-The Impact of Network Enabled Capabilities on Logistics Operations

- Enhanced Design of Experiment for Testing in a Joint Environment
- Total Life Cycle Management
- Assessment Tool (TLCM-AT): An Exploratory Analysis
- Combat Identification and Fratricide: A Human Affair
- Representing Urban Culture Geography
- Joint Dynamic Allocation of Fires and Sensors (JDAFS) Joint Start-up Conditions Analysis

-Non-Lethal Weapons in Crowd Confrontation Situations

Sanchez believes the collaboration with international colleagues is extremely valuable, because it offers a wider perspective of how to approach various problems. Interest from the international community is growing, and professors, researchers and students from Germany, Korea, Brazil, France and Singapore are planning to spend time at the SEED Center. "We're being recognized as a place where a lot of people want to visit and

we're being recognized as a simulation analysis center of excellence," said Lucas.

"One of the real advantages we have here at NPS is that we're an academic institution and yet we've got a military expertise and interest in applications, particularly through our students," Sanchez said. "So we're kind of unique in the regard that we can look at both the methodology and at the applications."

For more information about the SEED Center, visit <http://harvest.nps.edu/>

## NPS Hosts Acquisition Symposium

By MC2 (SW) Corey Truax

The NPS Acquisition Research Program of the Graduate School of Business and Public Policy hosted the 5th Annual Acquisition Research Symposium in Monterey, Calif., on May 14 and 15.

The symposium provided a forum for presentation and promotion of acquisition research, bringing together leaders from all services and throughout the Department of Defense (DoD) to collaborate and contribute to innovation, creative problem-solving and the evolution of DoD acquisition strategies.

NPS Acquisition Chair, retired Rear Adm. James B. Greene, Jr., encouraged active participation from all attendees by saying, "This is your event, your research, your comments and it's your participation that makes this whole event go."

A key theme was planning for the future and anticipating the costs of upgrading and even replacing aging weapons systems and many other pieces of military equipment in a time where rising fuel prices have put a substantial strain on the overall budget.

"We've got to worry about the future," said the Honorable Sue C. Payton, Assistant Secretary of the Air Force for Acquisition, a keynote speaker on May 14. "What is the threat in 2018, what is the threat in 2030? What are the threats of the future? Will the acquisition community be able to meet those threats?"

"We are in desperate need of recapitalizing some very geriatric weapons systems. There are KC-135's out there that should have AARP [American Association of Retired Persons] cards and by the time we retire, the last ones will be over 80 years old," Payton half-joked. "So we have great concerns about the aging fleet."

Air Force Gen. Bruce Carlson, Commander, Air Force Materiel Command echoed Payton's concern for the future by highlighting past lessons and future possibilities when he gave his presentation as keynote speaker on the last day of the conference.

"The challenge that our defense acquisition faces is to properly divide our resources between winning our current war and preparing for the next," said Carlson. "We don't know when or where this next war will come or if it will just be an extension of the current one. But history has shown us there are only two things we can depend on; it will happen and it will somehow be different."

Closing his speech, Carlson summarized the importance of the Acquisition Research Symposium by saying, "Your research can and will make a difference in our nation. I look forward to seeing how you solve the challenges you are tackling."



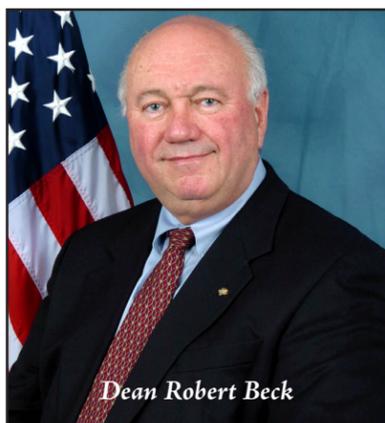
Honorable Sue C. Payton, Assistant Secretary of the Air Force for Acquisition

### IN BRIEF

- ♦ As part of the High-Performance Computing Modernization Program, West Point is sending cadets to NPS to support the School's high-performance computing efforts. Under the supervision of Dr. Jeff Haferman, two computer science students from the class of 2009-2010 will be at NPS from June 1-28, 2008, and an electrical engineering student from the class of 2009 will be at NPS from July 27 through Aug. 16, 2008.
- ♦ On June 19, 2008, immediately following graduation rehearsal, the NPS Foundation is sponsoring its New Alumni Reception in the Trident Room.
- ♦ Thirty-one banners, celebrating the NPS Centennial, were placed at various locations throughout the campus in late May.
- ♦ NSDM and Public Works are completing construction on the new Pass and I.D. office located at the 10th Street gate. As of June 2, 2008, this new Pass and I.D. office will be in use and the revised Base Access instruction will be in effect:
  - » All visitors to NPS campus will be routed through the Pass and I.D. facility
  - » All vehicles on base, including commercial vehicles, must have a visible pass (permanent decal or temporary pass issued by the new Pass & I.D. office)
  - » DBIDS cards may be issued for up to 1 year for long-term access
  - » Pre-approved long-term access is available for spouses and dependent children of DoD employees
  - » The 10th Street gate will be open 24/7 and the Del Monte gate will only be open during working hours.

If you have questions, please contact Lt. j.g. Stephanie Brown at Ext. 3643 or email [sabrown@nps.edu](mailto:sabrown@nps.edu).

## Message From the Dean of Graduate School of Business and Public Policy



Dean Robert Beck

When I began touring the Pentagon, Annex, and Navy bases thirty months ago, people asked me why NPS needs a Business and Public Policy School when there are many other business schools where the Navy can send students. I realized that people don't understand or appreciate what the Graduate School of Business and Public Policy (GSBPP) does, so my top priority became developing a communications and marketing plan in concert with the NPS strategy.

The timing was perfect: NPS was emerging from BRAC and the last two CNOs had signaled a strong interest for Navy officers to acquire business knowledge and skills. Our initial fears that we might have to reduce faculty because of low workloads went away as we executed our strategy – research funding has grown, and classes in GSBPP are overloaded.

Five categories of defense management reflect our Area Chairs' focus: Acquisition; Logistics & Operations; Financial Management; Manpower Systems; and Organization Management. Our faculty, from the finest universities, teach "typical" MBA/MS programs, but the concepts and knowledge are related to defense management. In the defense environment, we teach managerial functions (what gets done), managerial capabilities (what helps to do it) and the managerial context (what is the larger setting in which you have to operate).

Our faculty have worked meticulously to develop an integrated approach to our graduate programs. We start with a ba-

sic foundation of MBA business courses, similar to other business schools. At the second level are Mission Core courses, which are clearly defense and public policy oriented. Materials and case studies are often developed by our faculty because the orientation we need aren't readily available on the market. The third level is curricular specialization, which reflects the five areas mentioned above, and has tight links to our sponsors' needs. When you couple the tailored focus in the classroom with a thesis project related to the student's field of study, GSBPP has very relevant defense management programs. Required professional/military certifications can also be obtained.

Why does the Navy need GSBPP at NPS? Because the demand curve for the specialized knowledge our faculty have and can utilize in research and teaching means that no where else but NPS can you get the defense management orientation that GSBPP offers. (For the more comprehensive article of the GSBPP programs please visit [www.nps.edu](http://www.nps.edu).)

## Faculty Notes

**John Dillard** was named to a National Academies study project on U.S. Air Force Reviews sponsored by the Deputy Assistant Secretary of the Air Force for Science, Technology, and Engineering. The Committee on Integrating and Streamlining Air Force and Department of Defense Technical Review of Air Force Acquisition Programs held its first in a series of meetings in Washington, D.C. and expects to compile their findings in a report by April 2009. A video overview of how the National Academies conduct their studies can be seen at: <http://video.google.com/videoplay?docid=-2743530414508173635>.

**Rene Rendon** attended the Institute for Supply Management (ISM) Annual Conference where he gave a presentation on Project Management for the Supply Manager. In addition, at this conference ISM deployed its newest professional certification—the Certified Professional in Supply Management (CPSM). Rendon is the Chair of the ISM certification committee.

**Professors Michael Freeman** and **Nancy Roberts** and **Col. Brian Greenshields** of the Defense Analysis Department and **Jason Payne** of Palantir Technologies presented a program on Counterterrorism (CT) in Baghdad, Iraq, to the Iraqi Counterterrorism Bureau (CTB), (an advisory body on all CT issues), to the Iraqi Prime Minister. Freeman presented on Counterterrorism and on Terror Financing. Roberts and Jason Payne demonstrated how to track and disrupt terror networks. The trip was sponsored by the Iraqi National Counterterrorism Force Transition Team commanded by Rear Adm. Edward G. Winters, a former graduate of NPS.

**Dick Doyle** has been appointed to the Editorial Board of the *International Public Management Review*, an online journal. He also has an article coming out in an upcoming issue, titled "Kicking the Can: Congress, the Bush Administration and the FY2008 Budget." Doyle attended a workshop in Washington, D.C. sponsored by NATO's Partnership for Peace program which was devoted to completing a Reference Curriculum on Defense Institution Building.

At the Tenth Annual International Conference on Accounting and Business 2008, co-sponsored by Niagara University's Center for International Accounting Education and Research and East China University of Science and Technology in Shanghai, China, **Chong Wang** will present a working paper titled *Inmate versus Discretionary Factors*

in *Determining Earnings Quality: Evidence from LBO and Reverse-LBO*.

At the Eighth Annual Navy Workforce Conference, *Leading the Change: The Research Community in Navy's Strategic Vanguard*, the following GSBPP faculty made research presentations: **Steve Mehay**, **Elda Pema**, **Jeremy Arkes**, **Bill Gates**, **Peter Coughlan** and **Alice Crawford**. Mehay was also helped to plan the conference, and participated in a panel discussion on the Navy's MPT&E research strategy.

**David Henderson** attended the Association for Private Enterprise Education Annual Meetings in Las Vegas, April 6-8, where he presented two papers and gave a plenary session presentation. His papers were titled, "Economic Inequality: Theory, Facts, and Significance" and "Smoking in Restaurants: Who Best to Set the House Rules?" His plenary session talk was titled, "Is the Net, Good or Bad for Freedom?" Henderson also presented "How Human Rights Laws Violate Human Rights" at the Civitas meeting in Winnipeg, and at the Frontier Centre he spoke about "Do We Need to Go to War for Oil?"

A new book on contract pricing has been published which features chapters authored by GSBPP faculty. *Cost Estimating and Contract Pricing*, includes the following chapters: *Cost Analysis: Tools and Techniques (Rene G. Rendon)*, *Profit Analysis: Tools and Techniques (Juanita M. Rendon)*, and *Total Ownership Cost in the Department of Defense (Michael Boudreau and Brad Nagele)*.

An edited book titled, *The Long War – Insurgency, Counterinsurgency and Collapsing States* was published by Routledge Press. The book was co-edited by **Mark T. Berger** and **Douglas A. Borer** and included essays by **Kalev Sepp**, **Glenn E. Robinson**, **Hy Rothstein**, **Gordon H. McCormick**, **Anna Simons** and **John Arquilla** of *Defense Analysis*.

## New Hires

<b>Tony Blaylock</b> Computer Assistant	<b>John Sobelman</b> OA Assistant Student Trainee	<b>Melissa Goldman</b> OA Assistant Student Trainee
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## Announcements

Dr. Sivaguru S. Sritharan will begin his duties as the Dean of the Graduate School of Engineering and Applied Sciences (GSEAS) at NPS on July 1, 2008, which includes an appointment as Professor of Mathematics. Sritharan received his B.Sc. from University of Sri Lanka in 1977, an M.S. in Aeronautics and Astronautics in 1979 from the University of Washington and an M.S. and Ph.D. in applied mathematics from the University of Arizona in 1982. His dissertation research was in the area of nonlinear aerodynamics of supersonic conical delta wings.

Sritharan currently serves in the Math department at the University of Wyoming where he has been since 2002. He

was chair of the department from 2002 to 2006. Sritharan also has experience working for SPAWAR as Head of Surveillance Radar Technology and then as Head of the Science & Technology Branch. He is an active researcher with an impressive list of more than 80 publications plus numerous presentation and invited lectures. Sritharan has also taught many classes at the graduate level at such institutions as the University of Southern California, University of Colorado and San Diego State University.

Under Sritharan's leadership, NPS can look forward to many more years of excellence in the Graduate School of Engineering and Applied Sciences.

## CALENDAR

### June 1-6

President Oliver  
Leadership at the Peak  
Colorado Springs, Colo.  
POC Virginia Caldwell Ext. 2511

### June 2-6

DCIS Western Field Office In-Service  
POC Byron McGinley (510) 637-2965 Ext. 201

### June 3

Retired Marine Corps Col. Thomas Hammes  
Marine Senior Military Fellow  
Institute for National Security Studies  
National Defense University  
Secretary of the Navy Guest Lecture  
POC Protocol Ext. 2466

### June 10

NPS Awards Ceremony  
King Hall 3:00 p.m.  
POC Jocelyn Porzel Ext. 2290

### June 10-12

Dr. James Tegnelia  
Director, Defense Threat Reduction Agency  
Proliferation Seminar – ME Auditorium  
POC James Russell Ext. 2109

### June 12-14

Air Force Col. David Smarsh  
AFIT Alliance Joint Oversight Board  
NAS, Patuxent River, Md.  
POC Virginia Caldwell Ext. 2511

### June 19

Graduation Rehearsal  
King Hall 1:00 p.m.  
POC Jocelyn Porzel Ext. 2290

### June 20

Graduation Ceremony  
King Hall  
POC Jocelyn Porzel Ext. 2290

### June 20

Dr. Donald C. Winter  
Secretary of the Navy  
Graduation Speaker  
POC Protocol Ext. 2466

### June 24-27

CSRS  
Tools for Cross-Cultural Understanding  
POC John Christiansen Ext. 1811

### June 30

Student Mass Check-In  
Student Services Office  
POC Jocelyn Porzel Ext. 2290

## HISTORICAL HIGHLIGHTS

After using the Hotel Del Monte under emergency requisition authority during World War II, the Navy proposed a purchase of the hotel to provide a new campus for the Naval Postgraduate School. The Navy's actions came on the heels of the 1944 Pye Commission report which recommended post-war growth of the university and the 1945 Spanagel Commission identified the Del Monte as the most suitable site. Authorizing legislation was passed by the Congress in 1947 but the appropriations did not come until the following year. Finally, on June 15, 1948, Captain Frank Watkins presented a U.S. government check for \$2.13M to the Del Monte Properties Company and Deed Number 1933 was recorded by Monterey County.

Historical Highlights are provided by the Dudley Knox Library

