

New Course Provides Valuable Insight on Student Opinions

By MC2 Kellie Arakawa

Naval Postgraduate School students in Prof. Ron Fricker's survey research course spent an entire quarter working together to answer a single overarching question: what do students at the midpoint of their academic careers think about their educational experience at NPS?

Survey Research Methods (OA4109) is offered within the Graduate School of Operational and Information Sciences and teaches students the basic principles of survey design and analysis. Because many NPS students conduct surveys for their final theses, the course was created to help them better understand survey research, including how to conduct good surveys, analyze survey data and interpret survey results.

To help students gain a more comprehensive understanding of survey research and analysis, Fricker centered the coursework on an actual survey project. "Rather than a course based on homework and tests about hypothetical survey problems, we go out and do real research," he explained.

For the first OA4109 research project, Fricker approached Dr. Fran Horvath, the Director of Institutional Planning and Communications, in order to identify a specific task that would enable his students to tackle a real-world research question. Horvath realized that NPS needed to collect information from



Lt. j.g. Rob Linn, a student in the Survey Research Methods course (OA4109), briefs Prof. Ron Fricker (bottom center) and Dr. Fran Horvath, the Director of Institutional Planning and Communications, (bottom right) on the survey project he and his teammates developed and analyzed.

new students who have just enrolled at NPS, and offered the project to Fricker's class.

For the most recent OA4109 class, students worked on a topic that was developed after the NPS Student Council approached Horvath with a need for input from midpoint students.

"Since the student council is focused on trying to improve the campus experience, we were highly interested in doing a survey about what the students think while they're

here," said Air Force Maj. Matt McQuinn, a representative from the student council. "That way, actions can be put in place during their time here, rather than after exit surveys when the students are gone."

Answering more than 40 questions, 488 resident students and 82 distributed-learning students responded to the surveys and provided detailed information about their opinions of physical resources on campus, support services, teaching and learning, quality of life and school policies. In

their analysis, the class not only summarized the survey results, but they also ranked departmental and curriculum quality based on several survey responses. Additionally, the team looked to many of the respondents' open-ended comments for further insight to the quantitative data.

For NPS, the results of the course surveys are important, because the Western Association of Schools and Colleges (WASC), a regional association that accredits universities, wants to ensure the school has

a feedback system that provides a foundation for improvement efforts, said Horvath.

"More importantly, the institution in its whole strategic planning process is really looking to be much more focused on enhancing our institution-wide, continuous improvement efforts," added Horvath. "President Oliver and Provost Ferrari have had a lot to do with this and are really focusing us on data-driven decisions and to really utilize feedback."

Horvath commended the students for their dedication to the project and said the professional-level analysis they produced is a valuable resource for NPS. "The best graduate programs always have some sort of methodology courses, and this is an excellent class in methodology. It speaks very highly for the kinds of quality programs - and students - we have here," she added.

Fricker also mentioned that providing real-world applications of the curriculum have benefited both the students and the school. "Not only have the students in my class learned a lot about how to do good surveys, but through the class project they have had the chance to make a real difference here at NPS," he said.

Copies of the class project reports are available from Dr. Horvath (rfhorvat@nps.edu) or Prof. Fricker (rdrfricker@nps.edu).

Navy's Personnel Head Rallies Grads

By Barbara Honegger

Assistant Secretary of the Navy for Manpower and Reserve Affairs Anita Blair rallied 347 U.S. and international officers and Department of Defense civilians to use their world class education to advance the Navy and the nation at Summer 2008 graduation ceremonies in King Hall, Sept. 26.

Crossing the stage were 209 U.S. officer students, including 136 from the Navy, 27 Marine Corps, 29 Air Force, 12 Army, three Navy Reserve, two Army Reserve, 120 DoD civilians and 18 international officer students. The degrees awarded were three Ph.D.s, 241 Master of Science, 73 Master of Arts, 41 executive master of business administration, three master of business administration and 14 dual degrees. Seventy-eight U.S. officers also earned their Naval Command and Staff diploma in Joint Professional Military Education, Phase I, from the Naval War College, which has a satellite campus at NPS.

"If there were a U.S. News and World Report list of the top hard-working schools, the Naval Postgraduate School would be right up there," said Blair, who lauded NPS as a sterling example of educating to think outside the box.

"We train to replicate, but we educate to innovate," she said. "Here at the Naval Postgraduate School, you've learned not only the 'how' of what can be done, but what should be done, and why. Since 9/11, we've faced an en-

emy that's unconstrained by the rule of law or even human decency, so now more than ever we need your ideas and your energy, because it's through innovation that we'll be able to defend against, and stay ahead of, this threat. But there are challenges. We're fighting an Information Age war with an Industrial Age management system, especially in the area of information technology. I sincerely support the Naval Postgraduate School in its efforts to realize the revolutionary vision of bringing the best the Information Age has to offer to the Department of Defense.

"Since 9/11, we've also fielded a total force of military and civilian assets," Blair added. "I look out in this auditorium and I see that total force in front of me. Thank you to all of you for your commitment to our nation."

Following the ceremony, the new alumni received congratulations from fellow students, family and friends at a reception in the Barbara McNitt Ballroom.

"Every METOC officer comes to NPS at some time in their naval career, and now that I've been here I can say it's a really great career milestone," said meteorology and physical oceanography graduate Lt. Cmdr. Erick Edwards. "It's a very, very thorough program, a great opportunity and a great all-round tour."

"At NPS, you gain a deep insight into the culture of the U.S., as well as of the many other nations who send their officers here," said computer science graduate German Navy Lt. Dietmar Teufel. he said. "And this is now more important than ever, because the higher in rank you go, and especially if you serve in NATO or with coalition forces, you have to work with the militaries from many nations."

"I wouldn't hesitate to tell fellow officers considering coming here definitely to do it," said aerospace engineering duty officer and pilot Lt. Cmdr. Sam Messer, who earned a joint master's in computer science and space systems operations. "Not only do you get a good education, you get a lot of practical applications to the military. I'm fortunate in that I'll get to apply that knowledge immediately, because I'm going to work in space systems at the Advanced Science and Technology Directorate at NRO. With what I've learned here, it's going to be awesome."



Assistant Secretary of the Navy for Manpower and Reserve Affairs Anita Blair

IN BRIEF

- ♦ The Third Annual America's Heroes Charity Golf Tournament and Auction sponsored by the NPS Foundation raised almost half a million dollars for service members wounded in action. Funds were allocated to the Injured Marine Semper Fi Fund, Navy and Marine Corps Relief Society and Sentinels of Freedom.
- ♦ The NPS Combined Federal Campaign (CFC) will be conducted from Oct. 1 - Nov. 7, 2008. The mission of the CFC is to promote and support philanthropy through a program that is employee-focused, cost-efficient, and effective in providing all federal employees the opportunity to improve the quality of life for all. Established in 1961, the CFC is the largest workplace charity campaign in the United States and the only campaign authorized to solicit and collect contributions from federal employees in the workplace on behalf of charitable organizations.
- ♦ The renovation of nine holes of the golf course was completed in late September, and the final holes will be done by December. Significant increases in the size of the lakes have provided added elevations and contours to the entire course. Additionally a new irrigation system will help maintain superb year-round playing conditions and concrete cart paths will meander along all tee and green complexes. The opening date for the renovated course is scheduled for June 1, 2009.

WASC Update

- ♦ The draft Capacity and Preparatory Review report is now complete. Thanks to the many staff, faculty and students who reviewed the document. The report goes next to the Board of Advisors at their October meeting.

Message From Dean of Students, Captain K. M. Hobbs

Leadership Through Service To Others: A few days ago, a friend told me that he wouldn't want my job - too hard, too many issues and too many problems. I told him that being at NPS was extremely rewarding because of the genuine concern and leadership provided by every level within this command who support those in need. These leaders give back each day through their service to others, whether volunteering to take care of other students' children, sponsoring a newly arriving international family; assisting someone in the local community; or being a sounding board for someone who "just needs to talk" ... these are the heartfelt actions of the entire leadership team here at NPS. This key ingredient, service to others, is a substantial pillar in the education process at NPS: volunteering, giving back to others, providing support with no reward, sense of obligation, or expectation of extra pay ... support given, just because an individual wants to make a difference!

Here's just one example of leadership through service to others at NPS: when a student who struggled academically was about to graduate, I asked him what the key was to his success, and he



said that it was the support he received from the NPS community — the extra time his professor gave him, the tutoring he received from a fellow student and friend, the words of "motivation" he received from his Program Officer; the care he received from his Ed Tech, the support his family received from other spouses — and the support of his own family ... every night he would come home from classes and his five-year old son would say, "Daddy, Daddy, it's study time!" The student said he could not disappoint his son, but his real inspiration was his teenage daughter, who has a brain tumor: every night they stud-

ied together, and when he saw how she struggled but never gave up, he never gave up, either.

Most great leaders understand that the real issues are never about them, but something "bigger" than them. They don't focus on the rice bowls in their life, or get caught up in the drama and noise of everyday situations ... great leaders do what is right ... for the right reason ... at the right time ... because not doing so might cause someone more pain, more problems, or more sadness. What really is making the positive difference here at NPS? **Leadership Through Service To Others!**

Announcements

Prof. Ralph Clark Robertson, Department of Electrical and Computer Engineering, GSEAS, has been selected as the NPS Academic Year 2008 Hamming Teaching Award winner. The selection is based on Robertson's demonstrated long-term performance in classroom teaching, his students' mastery of course materials, excellence in thesis supervision, and contributions to NPS student education well beyond the classroom.

Tenure-Track Faculty Hires

Erik J. Dahl Assistant Professor National Security Affairs	Maiah A. Jaskoski Assistant Professor National Security Affairs	Robert Springborg Professor National Security Affairs
Raymond J. Madachy Associate Professor Systems Engineering	Richard C. Millar Associate Professor Systems Engineering	

Faculty Notes

GSBPP: Associate Prof. Keith Snider presented a paper titled "Integrating Individual and Organizational Learning: Agency Lessons Learned Systems and the Case Method in Teaching Public Procurement" and **Senior Lecturer Rene Rendon** presented a paper titled "Organizational Assessment of Procurement Management Processes" at the 3rd International Public Procurement Conference held in Amsterdam. A paper titled "Public Procurement Policy: Implications for Theory and Practice" was also presented by both Snider and Rendon, and was selected by the conference scientific committee for publication in the Journal of Public Procurement.

Prof. Larry Jones, GSBPP, who represents the western states and Hawaii as an elected representative of the American Society for Public Administration (ASPA) National Council, at-

tended the Council's annual meeting in Washington, D.C.

Center for Defense Management Reform (CDMR): An article and a NPS technical report by **Doug Brook** and **Cindy King** about the personnel reforms at the Department of Homeland Security were cited in the September/October issue of Public Administration Review (PAR). The November/December issue of PAR will include a piece by the CMDR Acting Director **Philip Candreva** and **Doug Brook**, titled, "Transitions in Defense Management Reform: A Review of the Government Accountability Office's Chief Management Officer Recommendation and Comments for the New Administration." Brook and King continue their work on management transformation and strategic communications in personnel policy with the publication of "Federal Personnel Management Re-

form: From Civil Service Reform Act to National Security Reforms," in the September 2008 edition of Review of Public Personnel Administration.

Cindy King, Phil Candreva, and **Anita Salem** briefed **David Fisher**, Director of the Defense Business Transformation Agency (BTA) on a sponsored study of his agency. The report, "Preparing for Transition: Strategic Considerations for the Business Transformation Agency," makes recommendations for BTA's strategic planning as the government transitions to a new administration. Candreva also met with DoD officials responsible for transition management to share the findings and recommendations from a CDMR working paper titled, "Transformation in Transition: Defense Management Reform and the 2008 Election." Additional CDMR work can be found at www.defensereform.org.

New Boilers for NPS

The NPS central boiler plant, built in 1952-53, supplies steam to the academic, billeting and administrative buildings, and includes distribution for space heating, domestic hot water and kitchen uses. Public Works (PW) engineers estimated the purchase and installation of two new boilers with economizers to be \$8.2 million. However, PW and the Navy Region Southwest Utility Energy Management team collaborated to obtain funding through an Energy Savings Incentive Program and secured two nearly-new, excess property boilers for NPS from Naval Station Everett, Wash. In September 2008, the

new boilers were calibrated, tested and found to be well below California and Monterey Bay Pollution Control District's allowable limits. PW operators are currently undergoing training, and in late October, will initiate complete operational testing with full power loads for 30 days. In addition to \$6.5 million savings in capital cost, the boilers will save approximately 17,000,000 MBTU in energy per year, significantly reducing the NPS carbon footprint and generating an annual savings of more than \$225,000 for the Navy.

CALENDAR

October 11

233rd Navy Ball
Barbara McNitt Ballroom
POC Joselyn Porzel Ext. 2290

October 13

Columbus Day
Holiday

October 14-17

NGA/OGS NST Conference
Vice Adm. Robert B. Murrett
Director, National Geospatial Intelligence Agency
POC Col. Trask Ext. 2219/Jules Pendergast Ext. 2973

October 16-19

Windows to the World: A Cultural Education Film Symposium
POC: WindowstotheWorld@nps.edu

October 20-22

Regional Centers Directors Roundtable
Global Center for Security Cooperation
POC Thomas Ellzey Ext. 3166

October 21-22

NPS Board of Advisors
POC Virginia Caldwell Ext. 2511

October 23

Dr. Herbert Kroemer
2000 Nobel Laureate: Physics
NPS site visit and GSEAS distinguished guest lecture
Open to all NPS faculty, students and staff
POC Protocol Ext. 2466

October 30

Tina Jones
Defense Under Secretary (Comptroller)
To address Financial Management students and faculty
POC Prof. San Miguel Ext. 2187

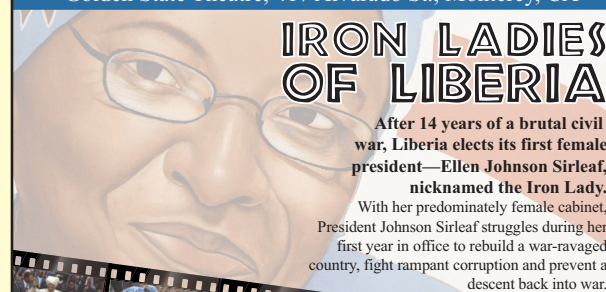
November 11

Veteran's Day
Holiday

WINDOWS TO THE WORLD

As part of the NPS Windows to the World Cultural Education Film Symposium on October 16-19, there will be a free Community Screening of Iron Ladies of Liberia on Friday, October 17 at 7:30 p.m. at the Golden State Theater. With the exception of this event, attendance at the fourteen other film showings is limited to institutional participants. POC: WindowstotheWorld@nps.edu

Free Community Screening Event
Friday, October 17, 2008, 7:30 pm
Golden State Theatre, 417 Alvarado St., Monterey, CA



Windows to the World: A Cultural Education Film Symposium focuses on a series of Independent Television Service (ITVS) films designed to enhance cultural awareness and provide a greater appreciation of the global community.

Co-sponsored by the Monterey Chapter of the United Nations Association of the USA



Windows to the World
A Cultural Education Film Symposium
NPS • IMIS • DUFLC • October 16 - 19, 2008



www.windows-to-the-world.org