



U.S. Navy photo by MC1 Leonardo Carrillo

## USSOCOM McRaven Returns to Alma Mater

By Amanda D. Stein

Naval Postgraduate School alumnus Adm. William McRaven, Commander, United States Special Operations Command (USSOCOM), presented a Secretary of the Navy Guest Lecture (SGL) and award, June 7, in King Auditorium. McRaven graduated in 1993 with a dual degree in National Security Affairs, while also leading the establishment of the Special Operations/Low Intensity Conflict (SOLIC) curriculum, and was its first graduate.

At the opening of his SGL, McRaven took a moment to honor a member of the NPS Defense Analysis (DA) department who, as he noted, has contributed significantly to the USSOCOM mission, in addition to helping the SOLIC curriculum thrive and evolve. He presented DA Professor Dr. Gordon McCormick with the USSOCOM Medal, an honor not frequently bestowed by the command.

*“Nobody came into the service to be mediocre, I can guarantee that.”  
–USSOCOM Commander, Adm. William McRaven*

In his remarks following the award, McRaven spoke about the future of the Special Operations Forces, and the importance of strong leadership. McRaven noted that while the USSOCOM may be widely known for their direct action operations, there is much more to their mission than that. He noted that one of the challenges of being in his position is helping those outside of the U.S. government understand the role of the USSOCOM.

“The fact of the matter is that most of what we do in the special operations arena is on the indirect side. We are in 75 countries around the world today, building partnership capacity, allowing those countries to deal with their own security problems,” he noted. “So that frankly, we don’t have to be at the point where we are conducting raids. We’re looking to get to the point where the host nations can do their own thing.”

McRaven noted that as valuable as missions and technologies are to USSOCOM, leadership is critical to making them successful. He pointed out four important things for military leaders of all services and ranks to remember — take care of the troops, lead from the front, take risks, and learn to fail. He also noted the importance of setting expectations of those one is leading.

“Nobody came into the service to be mediocre,” he said. “I can guarantee that.”



NAVAL POSTGRADUATE SCHOOL

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NPS

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JULY 2012

# A Message From ...

*Eleanor Uhlinger, Naval Postgraduate School, University Librarian*



The Dudley Knox Library (DKL) is your go-to source for the scholarly information and research assistance you need — anytime, anywhere. The library provides the people and resources to help add value to NPS' scholarly activities, while fostering the development of students' lifelong learning skills.

Your university library is a dynamic and collaborative partner with members of the NPS community, dedicated to advancing knowledge through integrated resources, responsive services, library instruction and research assistance. We license more than \$2 million worth of scholarly content (books and eBooks; eJournals; full-text and summary databases; international and archival newspapers ... and more). We offer an array of workstations plus individual and collaborative study spaces. We know that our patrons are nomadic and flexible, so please rearrange the mobile furniture to create your workspace of the moment!

The library team prides itself on customer focus as we serve more than 1,000 visitors a day, onsite and virtually. Our dedicated team of librarians and staff welcome feedback and utilize comments to improve your library experience. Every decision we make affects how people experience the library. We want to make sure we're creating improvements, not impediments, to support you.

We are utilizing open source software solutions to create new tools that improve discovery of and access to scholarly resources. Calhoun, the NPS institutional archive (<http://calhoun.nps.edu>), grows daily with a current focus on NPS theses, dissertations, technical reports and plans for adding NPS faculty and institutional works. Those with the appropriate security clearance can remotely access the Restricted Resources and Services Controlled Access Catalog for access to [limited-and-restricted-access] NPS publications. DKL's mobile website (<http://mDKL.nps.edu>) highlights library computer availability, hours of operation, online catalog, some mobile-friendly databases, our research librarians, and more ... when you are on the move.

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We are pleased to announce Beta-testing of our newest service, LibSearch (<http://libsearch.nps.edu>). LibSearch provides a single search box with faceted searching across our catalogs, eBooks, eJournals and digital content. We "CAS-ified" LibSearch so you will be able to log on once with your network credential and search many services, store searches, see your library records ... and more.

The Dudley Knox Library's research librarians continue to work closely with faculty and students to create instructional support materials such as workshops, video tutorials and subject guides. Subject guides range from discipline specific (UxsS or National Security Affairs) or curriculum specific (Defense Budget Information, Systems Engineering) to general (avoiding plagiarism, writing resources, or getting started guides for international and distance learning students). DKL librarians are developing video tutorials and recording library workshops so these support materials are available just in time for when you need them. We are actively engaged with NPS faculty and researchers to build guides to support new initiatives like the Massive Multiplayer Online Wargame Leveraging the Internet and a future energy initiative.

These are examples of how our talented and innovative team builds tools and services to support NPS faculty, staff, students and alumni, anywhere, anytime! Have a question? Ask a librarian!

# NPS Honors NCO with University's Top Army Student Award

By Amanda D. Stein

Naval Postgraduate School Defense Analysis student Master Sgt. Jim Monroe was recently the first non-commissioned officer (NCO) to ever be awarded the Association of the U.S. Army, Gen. Joseph W. Stilwell Chapter, Award for Outstanding Army Student.

The award is presented quarterly to a resident Army student who demonstrates exemplary academic achievements and community service. Monroe was also nominated for an outstanding thesis for his work, titled "Deception: Theory and Practice," and is up for the title of distinction.

After graduation, Monroe is headed to the Fourth Military Information Support Operations Command at Fort Bragg, N.C.

"To me, beyond the knowledge gained in the classes, the true values of a graduate education lay in the increased understanding of how to process and synthesize information, and in how to approach problem solving," said Monroe. "As an NCO, the defense analysis program has improved my worth to the force — both as a leader, and as a resource for my commander.

"I was just happy to be able to study here in the first place," he added, "so to be recognized and get the Award for Outstanding Army Student was just a humbling experience."

Monroe's thesis explored military deception history and practice, an often overlooked but important topic for the military. His work was described by NPS Defense Analysis Senior Lecturer Dr. Hy Rothstein as being of a caliber not frequently seen in his 11 years at NPS.

"Today's doctrine, does not say much about deception. It's an undervalued and underappreciated tool in war," said Rothstein. "Jim shows very clearly that the benefits of deception, historically, have been remarkable. The return on investment — in training, education and material necessary for deception — have almost always produced benefits that far outweigh the investment."

"My thesis had a few different parts," Monroe noted. "For the first part, I surveyed deception within U.S. Army doctrine, and looked at reasons why the level of emphasis of deception has fluctuated over the years. In the second half of the thesis, I surveyed and synthesized the various civilian and military

works on deception theory and practice. And I finished up with an overview of U.S. Army use of deception from the Revolutionary War to the present."

Monroe was one of 17 enlisted service members to graduate in the Spring quarter. Although the majority of NPS' military students are officers, senior military leaders have demonstrated a commitment to providing all qualified and eager officers, commissioned or otherwise, with advanced education opportunities. And, as Monroe and his fellow NCOs have demonstrated, the classroom provides everyone a level playing field from which to excel.



*Defense Analysis student Master Sgt. Jim Monroe is the latest recipient of the Association of the U.S. Army, Gen. Joseph W. Stilwell Chapter, Award for Outstanding Army Student. (U.S. Navy photo by Javier Chagoya)*

"Of course our job at the Naval Postgraduate School is to educate the people that the services send us, so it's really the services that have made the decision that education is valuable for non-commissioned officers. And I think that's a good decision," said Rothstein.

from the  
**MEZZ**

Throughout the month of June, NPS President Dan Oliver, Vice President for Information Resources and Chief Information Officer Dr. Christine Haska, and several campus leaders met with the five final candidates for the position of executive vice president and provost. The final candidates for the position are NPS Distinguished Professor, Dr. Nancy Haegel; Associate Vice Chancellor for Research, University of California Davis, Dr. Bernd Hamann; Director, U.S. Geological Survey, Dr. Marcia McNutt; Professor and former Provost, Rensselaer Polytechnic Institute, Dr. Robert Palazzo and Dean, NPS School of International Graduate Studies, Dr. Jim Wirtz.

On Monday, June 11, NPS administration joined leadership from several area military commands for a briefing on the National Strategic Narrative coauthored by NPS' Chair of Systemic Strategy and Complexity, Navy Capt. Wayne Porter. The leadership group, known collectively as Team Monterey, meet regularly on how to explore any and all means of possible collaboration among Monterey county military institutions.

The Naval Higher Education Information Technology (IT) Consortium held a series of meetings both on- and off-campus the week of June 11–15. Spearheaded by NPS' Vice President for Information Resources and Chief Information Officer, the consortium seeks to maximize IT resources and capabilities among the Navy's higher education institutions.

*From the Mezz provides a brief report on the activities of NPS' senior administration. For more details on any of these reports, please contact the Office of Institutional Advancement at [pao@nps.edu](mailto:pao@nps.edu).*



NPS alumnus, Gordon Eubanks speaks during the Spring 2012 graduation ceremony in King Auditorium, June 15. (U.S. Navy photo by Javier Chagoya)

## Computer Science Alumnus Keynotes Spring Graduation

By MC1 Rob Rubio

A day of perfect weather welcomed family and friends of this quarter's graduates to the NPS campus for the Spring 2012 Graduation ceremony in King Auditorium, June 15. NPS President Dan Oliver introduced the guest speaker, Mr. Gordon Eubanks, commenting, "He is a pioneer in the microcomputer industry ... He and his wife are staunch supporters of NPS and delightful people to have in our community."

Eubanks is an alumnus of NPS, graduating in 1976 with a Master of Science in Computer Science. He founded C&E software, served as a senior executive at Digital Research, Inc., was president and CEO of Symantec Corporation for 15 years, president and CEO of Oblix and currently holds positions on the boards of several companies. He noted during his comments that he wanted to link his experience in business with issues that he feels are valuable to the Navy.

He reflected back to his tenure as a student at NPS remembering that it was a great school with great professors, but that the university is different today than it was during his time, stating that NPS leadership has "raised the bar" tremendously.

"The school is every bit as good academically, as it had been in the past, as other universities, but provides a very unique value in tying in with the needs of the military and the Department of Defense." Eubanks went on to spotlight critical lessons in leadership that he has learned after a long, distinguished career in the information technology and security sector. He emphasized four

key elements to remember in serving in both business and military leadership: innovation, alignment, ability to change, and not forgetting your instincts.

He emphasized that the best organizations think about innovation and are in turn more successful, adding that it is important in any organization to work at alignment to include listening, understanding different perspectives and talking about issues. "Change is inevitable in organizations, and you have to be able to change ... you have to be patient during change," he said. He closed by commenting, "Experience manifests itself in your instincts, and you can't not listen to your instincts and use them ... You will be very successful in any career path using these four things."

Following the graduation comments, Eubanks was presented with the NPS Distinguished Alumni Award by Oliver for his contributions in building the foundations of today's computer technologies, demonstrating the value of an NPS education, and for his continued support of the institution.

He commented, "It is an incredible honor and distinction. It is truly amazing to be here."

A total of 322 students graduated earning 326 degrees, with 268 students crossing the stage. The graduating class included 230 military, 62 civilians and 30 international students representing 19 countries.

## Awards Ceremonies Honor Students for Exceptional Academics



In the days leading up to graduation, students were honored for their academic achievements with the Spring Quarter Graduation Awards Ceremony and the International Graduate Programs Office (IGPO) Awards Ceremony.

From the IGPO event, pictured left, more than 60 students, faculty members and university leaders

took part in a farewell luncheon and awards ceremony to honor 33 international graduates and their families representing 21 countries.

At the Spring Quarter Graduation Awards Ceremony, a total of 47 students received awards in disciplines representing all four schools at NPS. Among the awards was the quarter's highest honor, the Monterey Council Navy League Award for Highest Academic Achievement, presented to Lt. Myron E. Lind, who also received two other awards, the Louis D. Liskin Award for Excellence in Business and Public Policy, and the Department of the Navy Award for Excellence in Business and Public Policy.

# NSAM Pursues ChemTracker Consortium Membership

By Javier Chagoya

In an effort to increase efficiency and safety in hazardous materials (HAZMAT) inventory management, Capt. Gerral David, Commander, Naval Support Activity Monterey (NSAM), developed a committee of campus leaders to explore new methods and tools to do the job. ChemTracker, a software package designed by Stanford University to solve its comprehensive chemical inventory management and reporting challenges, rose as a possible alternative.

According to NSAM's Jim Thomas, project lead, given the nature of research conducted at NPS, and at its labs at the Navy Golf Course, a comprehensive HAZMAT tracking system simply makes sense to implement and maintain. Without proper materials handling management, research could grind to a halt, so it is imperative that a strong program is put in place. ChemTracker's Program Manager Kevin Creed delivered a detailed briefing to NPS' own HAZMAT stakeholders, along with a tour of the software program, June 14 in the NSAM Conference Room.

"Hazardous materials management is an integral part of research centers like NPS. Safety has to be controlled to an acceptable level. It's never going to be zero, so the fundamental challenge of a campus is to know what type of chemicals you have, where they are and how they are being used," Creed said. "There is a huge diversity of materials in many small volumes of one gallon or less over many rooms. How do you keep track of all these materials and achieve compliance?"

The ChemTracker package has evolved beyond software into a consortium of colleges, universities and other not-for-profit organizations using and contributing to the ChemTracker software program. The consortium provides member organizations access to the ChemTracker application and related services, ensures ongoing maintenance and development of the application, and encourages member organizations to share and discuss successful approaches to managing challenging chemical compliance and reporting issues.

# NPS Professor Emeritus Co-Authors Definitive Text on Rocket Technology

By MC1 Grant P. Ammon

Emeritus Professor Dr. Oscar Biblarz, of the Graduate School of Engineering and Applied Sciences, has seen great things come of his book, "Rocket Propulsion Elements," 8th Edition, a text he co-authored with Dr. George P. Sutton, whose work has been published since 1949.

"Rocket Propulsion Elements" focuses on the fundamentals, essential technologies, and key design rationale of rocket propulsion. Since the first edition, the text has been used by 75,000 students and professionals in nearly 37 countries, and according to the American Institute of Aeronautics and Astronautics, it is the longest living aerospace book continuously in print.

"This book appeals to academia and universities, as well as industry, government labs and rocket amateurs. It has a wide breadth of interest, and has been quite successful in all of these fields," said Biblarz. "This book has been on the market for 60 years, but I've only been involved in the last two editions."

Added Biblarz, "Its depth and breadth are completely unique, and also it's the most up to date book on the topic — that says a few things about NPS. We're not only using that material, but we have certain expertise and we are able to contribute to the scholarly body of knowledge on the subject."

Depicted on the cover of "Rocket Propulsion Elements" is an illustration of the now famous Space X Dragon commercial spacecraft, and according to Biblarz, using the image of Dragon was a timely coincidence. "Three years ago, we were lucky to pick this photo off the Internet because it had some of the detail that we wanted to show on the cover, but we didn't know they were going to be successful in their recent venture to the International Space Station," noted Biblarz.



## FACULTY news & notes

Defense Resources Management Institute Associate Professor **Diana Angelis** joined Operations Research Professor **Daniel Nussbaum** to present a workshop on Cost-Benefit Analysis at the Peace Support Operations Training Center in Sarajevo, Bosnia and Herzegovina, June 20–22.

National Security Affairs Professor **Robert Springborg** has been interviewed frequently by major media outlets throughout Egypt's attempted transition into a more democratic society. As one of the world's foremost experts on the Egyptian military, Springborg was interviewed by both the "Los Angeles Times" and "Time" magazine in the last week of June for his perspectives on the evolving political situation in the North African nation.

The following awards were presented to NPS faculty at the Spring Quarter Awards Ceremony:

Graduate School of Business and Public Policy Professor (GSBPP) **Douglas A. Brook** received the Louis D. Liskin Award for Teaching Excellence in GSBPP.

Systems Engineering (SE) Professors **Gene Paulo** and **Gary Langford** received the Wayne E. Meyer Faculty Award for Excellence in SE (Integrated Projects).

SE Professor of Practice **Donald S. Muehlbach, Jr.** received the Wayne E. Meyer Award for Teaching Excellence in Systems Engineering (Distance Learning).

## THIS MONTH ON

## INSIDE NPS

- 9th Annual Acquisition Research Symposium
  - Interview with Cebrowski Institute Guest Speaker Valencia de la Vega, Miss Latina 2010
  - Interview with former USS Cole Commanding Officer Cmdr. Kirk Lippold
  - NPS Spotlight on Dr. Jeff Paduan, NPS Vice President and Dean of Research
- "INSIDE NPS" AIRS WEEKLY ON THE PENTAGON CHANNEL

# NPS San Diego Outreach Office Moving to New Location

By Amanda D. Stein

After nearly 10 years in the same spot at Naval Base San Diego, the Naval Postgraduate School's San Diego Distributed Programs Office (DPO) will be moving to a new location across base late this month. The new facility will be reopened for classes and business as usual, July 5.

Each quarter, dozens of visitors and new students pass through the DPO office, some looking for guidance on their educational paths, others taking classes in one of the on-site Video Teleconference (VTC) enabled classrooms.

Regardless of the visitor's purpose, however, the goal of the San Diego DPO office is always the same ... to facilitate classes and offer advice for students unable to attend the resident program at NPS' primary campus in Monterey.

"As the hub of a growing U.S. and Navy presence in the Pacific, the Secretaries of Defense and Navy, as well as Navy leadership, point to San Diego as the most important fleet concentration area in the Navy," explained retired Rear Adm. Stephen Loeffler, senior lecturer and director of the university's Regional Security Education Program (RSEP).

"From home-porting three of the Navy's 11 aircraft carriers and many other ships, to the concentration of Marines at Camp Pendleton and Miramar; if the Navy and Marine Corps are here, NPS needs to be here too," Loeffler said.

Current and potential students stationed in the greater San Diego community, or those just passing through, can find support, ad-

vice and more information on just about any educational offering throughout the Naval Postgraduate School. Office Director and retired Navy Capt. Craig Turley sees himself as a "grad school counselor" of sorts — his mission is to help interested officers and civilians find the right program and path that supports and fits their careers.

"We are here to support any military officer, government service employee, or DOD contractor that would be interested in either applying for a resident program on campus, or a distance learning (DL) program," noted Turley, "whether it be a certificate, master's degree program, or a Ph.D."

In terms of the move, Turley says he sees the new space as an opportunity for a fresh start in a new remodeled building, conveniently situated near the Navy College Office with additional Training Support Center classrooms to be used if needed.

Another member of Turley's team is Executive Administrative Assistant Mabel Delatorre, who is responsible for keeping the San Diego Outreach Office running smoothly. In addition to

supporting the senior staff, she is the 'go-to person' for students needing technical support for on-site VTC courses. She sees the move as an opportunity to better serve NPS' current and future students in the region.

The team also includes retired Rear Adm. Will Rodriguez, Director of Outreach for the West Coast. Rodriguez serves as the link between NPS, Navy Systems Commands and industry, fostering education and research opportunities that are invaluable to the NPS mission.



*The NPS San Diego Distributed Programs team, from left, Director of Outreach for the West Coast Will Rodriguez, Executive Administrative Assistant Mabel Delatorre, and Office Director Craig Turley, stand outside of their new location on Naval Base San Diego. (U.S. Navy photo provided by Naval Public Affairs Support Element)*

## Focus On ... Electrical Engineering Lab Support

A Monthly Look at Names and Faces on Campus

On a workbench strewn with microchips and circuit cards, NPS Power Electronics Laboratory Director L Warren Rogers adeptly rifles through a twisted web of electrical cables as he connects spools of multi-colored wires and occasionally glances up to check readings on a desk-mounted oscilloscope and multi-meter. For more than 22 years, Rogers has been working in electrical labs around NPS, assisting students with the hands-on application of electrical engineering principles.

After students learn about electrical theory in the classroom, many visit Rogers in his laboratory located on the first floor of Watkins Hall for hands-on demonstrations of the theories just introduced. The lab he directs is charged with supporting postgraduate education and thesis research related to the design, analysis, simulation and implementation of power converter and electric drive technology. For Rogers, an Army veteran and self-proclaimed tinkerer, working with students in the lab

is a rewarding endeavor.

"I get to help show the students the practical application side of electrical engineering," noted Rogers, barely looking up from his current project. "When I'm not working with students, I get a chance to tinker on projects. Currently I'm looking at space vector modulation."

Now, Rogers is looking towards retirement after more than two decades of working with students.



*Power Electronics Laboratory Director L Warren Rogers*

"In my upcoming retirement I have plans to work on projects focused on algae biodiesel technologies," he said, "and my wife is hoping that someday we can purchase a house in Europe."

# Any Day at NPS ...



Graduates of the Navy Submarine Officers course, class of 1966, gather for a group photo during a tour of the Naval Postgraduate School campus. Retired Rear Adm. Jerry Ellis, Chair of the Naval Postgraduate School's undersea warfare program, hosted nearly 50 graduates and their spouses for a class reunion, June 15-18. (U.S. Navy photo by MC1 Grant P. Ammon)

Naval Postgraduate School Assistant Professor of Operations Research Ned Dimitrov was presented a Certificate of Appreciation for his outstanding support to the United States European Command's Civic Engagement Program. Dimitrov is congratulated by NPS President Dan Oliver, left, on his recognition, June 25. (U.S. Navy photo by Javier Chagoya).



NPS Professor of Systems Engineering and Director of the Wayne E. Meyer Institute, Paul V. Shebalin, speaks during a Meyer Institute graduation and awards ceremony, June 15. Named after the late retired Rear Adm. Wayne E. Meyer, and founded in 2002, the institute prides itself in providing relevant, tailored, and unique research opportunities in systems engineering and designated warfare areas to NPS faculty and students. (U.S. Navy photo by MC1 Leonardo Carrillo)

Dr. Sakthivel Kumarasamy, a National Research Council Postdoctoral Fellow at NPS, will soon return to his home country of India after two years of intensive research. Upon his return, Kumarasamy will begin a fellowship at the Institute for Space Science and Technology as part of a prestigious Indian program aimed at attracting new, young talent into the sciences. (U.S. Navy photo by MC1 Rob Rubio)



Retired Adm. Gary Roughead, 29th Chief of Naval Operations, serves as guest speaker during the 2012 Battle of Midway Dining Out, June 2 in the Barbara McNitt ballroom. The annual event marks the anniversary of the key battle that turned the tide of the war in the Pacific against the Japanese Imperial Naval Fleet. (U.S. Navy photo by Javier Chagoya)

## STUDENT voice

By Lt. Matthew Yokeley  
Chairman, President's  
Student Council

My fellow students, it has been my privilege serving as your Student Council chairman over the past 14 months. It has been a great opportunity to work with many of you to help make NPS as good as possible for each of us. Working with the leadership and administration of our fine school on your behalf has been an unparalleled experience and, along with Lts. Kerri Ackman and Ryan Birkelbach, we have worked hard to secure a strong future for the Student Council in continuing to serve the students.

It is my honor to introduce to you your new student council officers who will be taking the reins to continue the work of the council. Navy Lt. Rob Kurrle will be serving as your new chairman, Air Force Capt. Steve Masternak is taking over as the vice-chairman, and Army Capt. Bridgette Bell will be helping to manage the workings of the council as the new recorder. All three of these highly-motivated individuals have jumped headfirst into these roles and are bringing with them new and invigorating ideas to make the Student Council better.

I also want to quickly welcome all the new students just arriving at NPS. Your time here will be filled with challenge and reward, yet there is no greater opportunity to rest, relax and enjoy time with your families. I am confident your time here will be well spent and worth every second. Enjoy and welcome!

Lt. Yokeley is the Chairman of the President's Student Council.  
Visit the PSC on the intranet at <http://intranet/psc/index.html>.

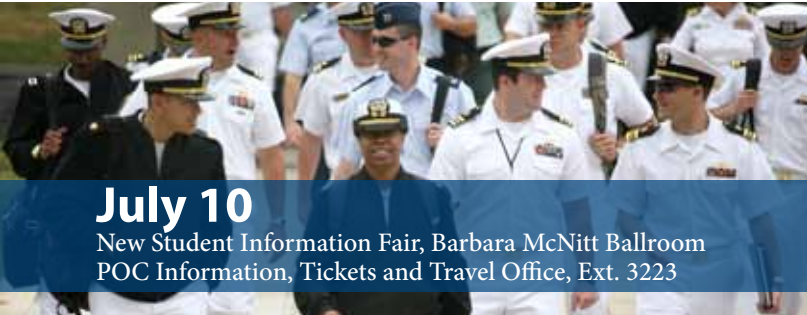
Have a story to share? Institutional Advancement is constantly seeking interesting news and stories for Update NPS. Send your tips to [update@nps.edu](mailto:update@nps.edu).

# On Campus this Month



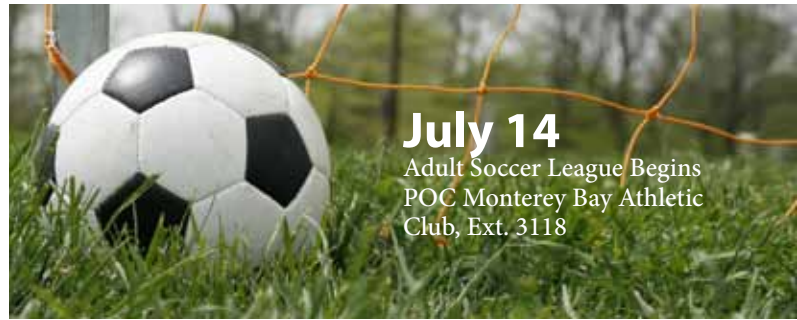
**July 4**  
Independence Day

*(U.S. Navy photo by Javier Chagoya)*



**July 10**  
New Student Information Fair, Barbara McNitt Ballroom  
POC Information, Tickets and Travel Office, Ext. 3223

**July 12**  
New Spouse Orientation  
La Mesa Community Center Ballroom  
POC Monterey Bay Officers' Spouses Club  
president@montereybayosc.com



**July 14**  
Adult Soccer League Begins  
POC Monterey Bay Athletic Club, Ext. 3118

**July 26**  
Wild Wild West Murder Mystery Dinner  
El Prado Room  
POC Information, Tickets and Travel Office, Ext. 3223



**July 31**  
12th Annual MOVES Research and Education Summit  
"Foundation, Field and Future"  
POC Marilyn Duran, Ext. 3760

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# Are you connected?



## Historical Highlights

In 1956, the Chief of Naval Personnel established a five-month management certificate program at NPS called the Navy Management School. The program produced quick results and within five years, the management school offered a master's degree program.

Lt. Cmdr. Al Rilling earned his master's degree in management from NPS in 1962 and later received a Ph.D. from the University of Southern California. His dissertation, "The First Fifty Years of Graduate Education in the United States Navy, 1909-1959," was the first work to comprehensively examine the origin and early evolution of NPS.



Following graduation from NPS, Rilling served in the Pentagon, taught at the Naval Academy and commanded three ships. After retiring from active duty, he returned to Monterey to teach management at NPS.

In his dissertation research, Rilling corresponded with several notables who helped shape the post-World War II expansion of NPS. These letters are now in the NPS archives in the Dudley Knox Library.

*Historical Highlights are provided by the Dudley Knox Library.*