



(U.S. Navy photo by Javier Chagoya)

## Oceanography Professor Named New DoR

By Amanda D. Stein

NPS Oceanography Department Professor and Chair, Dr. Jeffrey Paduan, has been selected to serve as the new Vice President and Dean of Research, effective July 2. Paduan will be taking over for the current Interim Vice President and Dean of Research, Dr. Douglas Fouts, who has held the position since January.

Commenting on the selection, Paduan said, “I was incredibly impressed with the candidates that stepped forward from the faculty during the search process. I am humbled to have been selected.”

After several months of consideration, Paduan was recommended by the Dean of Research Search Committee consisting of several faculty and chaired by Graduate School of Engineering and Applied Sciences Dean, Dr. Phil Durkee. In a statement released to the NPS community, NPS Executive Vice President and Provost Dr. Leonard Ferrari expressed strong support for the committee’s recommendation.

*“It’s my view that research is really an equal partner with the instructional programs on campus in terms of making this a unique institution for the Navy and the students.” – Dr. Jeffrey Paduan*

“Based on all of the requirements of the position and the distinctive qualifications of each of the candidates, the committee reached consensus that Professor Paduan should be the candidate,” said Ferrari. “Professor Paduan is chair of the oceanography department and has a significant research and publication record. He has also earned both teaching and research awards at NPS. President Oliver and I concur with both the assessment of the strength of the candidate pool and with the recommendation to appoint Professor Paduan.”

The position Paduan will be filling is an important one to NPS, as the university’s research is highly regarded within and beyond the defense community. Having served in the oceanography department for 21 years, Paduan understands the importance of research, and the challenges that faculty face in funding and executing research projects. Paduan adds that he is looking forward to the opportunity to further acquaint himself with various departments on campus, as the Research and Sponsored Programs Office continues to support the proposal and research functions across NPS.

“It’s my view that research is really an equal partner with the instructional programs on campus in terms of making this a unique institution for the Navy and the students,” explained Paduan. “I think without research that’s cutting edge and competitive with other universities, the campus itself would be much less unique. It’s the research that really adds the breadth to the programs.”



NAVAL POSTGRADUATE SCHOOL

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JUNE 2012

CONCERT ON THE LAWN

Saluting America's Heroes



On May 28, the Naval Postgraduate School welcomed the local community for the 23rd Annual Memorial Day Concert on the Lawn, to honor and remember those who have sacrificed their lives for their country. The event drew over 2,200 guests, and featured remarks by NPS leaders, local Congressman Sam Farr, and Monterey Mayor Chuck Della Sala.



"Today we are here to salute America's heroes — to honor their memory, and recognize their sacrifice... As a military institution, we strive each day to help further global and national security, and to develop tools to assist and protect the warfighter when conflict is unavoidable. We have done so for over 100 years, and we will continue that mission into the future."  
— NPS President Dan Oliver



Under Secretary of the Navy Outlines State of the Navy-Marine Corps Team

By Amanda D. Stein

Under Secretary of the Navy, Robert O. Work, visited his alma mater on May 10 to discuss the "State of the Navy" during a special Secretary of the Navy Guest Lecture in King Auditorium.

Work began by commending the men and women of the Armed Forces for their commitment, noting that the current U.S. Navy and Marine Corps are arguably the best they have ever been.

defense leaders. At a time when the world's waterways are being so heavily utilized for trade, their importance to the global economy is growing. But the world's oceans also facilitate trafficking of a majority of the world's illicit drugs.

"The big thing for the Navy and Marine Corps team is that the oceans are more vital to both our national and our global trade than any time in history," he continued.



The Honorable Robert O. Work, Under Secretary of the Navy, is pictured in front of Herrmann Hall during a campus visit, May 10. Work, a Space Systems Operations graduate, visited his alma mater to deliver a "State of the Navy-Marine Corps" address. (U.S. Navy photo by Javier Chagoya)

Work noted that the military's organizational structure is as focused as ever on being battle-ready and adaptable. Military leaders are focused on implementing a new strategic concept to reduce operational expenses, and to look for engagement support from allies and partners. However, Work emphasized that a smaller, leaner force does not mean a weaker force.

"We are a Navy and Marine Corps team that is built and ready for war, and we operate forward to preserve the peace," Work emphasized. "We are first a warfighting organization. The [chief of naval operations] has said it, and the commandant has said it: warfighting first. We are built and ready for war, and we'd better never, ever lose our edge. But we will operate forward as we always have, since 1798."

Work spoke about the size and capabilities of today's fleets, outlining Navy, Marine Corps and Coast Guard assets and manpower. He pointed out the fact that outside of the U.S. Navy, 17 of the 19 next-largest fleets are allies or friends of the United States and they often can be counted on for support. While he acknowledged that many consider the number of

"The Sailors and Marines we have today are just unbelievable," Work said. "You do not know how lucky you are," he noted, adding that the current force is the most well-educated, tech-savvy, motivated, disciplined group in our nation's history.

During his presentation, Work addressed the concerns and challenges currently facing

U.S. naval ships to be comparatively small now to what it might have been in the past, the versatility of today's fleet is unparalleled.

"We have big payload bays and open combat systems," he noted. "We can adapt to the threat faster than bad guys can build ships. It's a tremendous advantage because we think of ourselves as a total force battle network."

from the MEZZ

On May 8, Executive Vice President and Provost Dr. Leonard Ferrari participated in the 2nd annual meeting of the NPS International Programs Steering Committee. Formed in 2010 at the request of President Dan Oliver, the committee provides an advisory resource and overall guidance for the university's international education programs.

On May 12, Ferrari was honored with an Ellis Island Medal of Honor during a formal celebration on Ellis Island in New York. The National Ethnic Coalition of Organizations created the awards program to honor American citizens who exemplify outstanding qualities in both their personal and professional lives.

On May 28, Memorial Day, Oliver and Naval Support Activity Monterey Commanding Officer Capt. Gerral David were on hand to welcome thousands of members of the local community onto campus for NPS' annual Concert on the Lawn. The traditional event saw one of the largest crowds in recent years congregate under sunny skies for the Monterey Bay Symphony patriotic performance.

Throughout the month, senior administration and key faculty provided briefings to several key defense leaders during visits to campus. Under Secretary of the Navy the Honorable Robert O. Work was on campus May 10. The Honorable John McHugh, Secretary of the Army, visited campus on May 21. In addition, Chief of Staff of the Supreme Headquarters Allied Powers Europe, German Air Force Gen. Manfred Lange was on campus May 22.

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).



Secretary of the Army, the Honorable John McHugh, meets with NPS President Dan Oliver during a campus visit, May 21. (U.S. Navy photo by Javier Chagoya)

## NPS Leadership Brief Army Secretary McHugh

By MC1 Grant P. Ammon

Secretary of the Army, the Honorable John McHugh, visited the Naval Postgraduate School, May 21, to learn more about research conducted by the university and to see the academic programs military officers take part in. McHugh and his staff began the afternoon by receiving a command brief from NPS President Dan Oliver and key faculty members. The group was briefed on the development of the university's new cybersecurity degree program.

"The Naval Postgraduate School is an important place to the Army, and we need to make sure we are taking full advantage of it," said McHugh during the command briefing. "The joint approach to training at the graduate and postgraduate level is impressive and I have an enormous respect for the work that is being done here. I want to know how the Army can help your efforts."

Dr. Cynthia Irvine, director of the university's Cyber Academic Group, delivered an overview of the NPS master's degree focused on cyber systems and operations. "We're here to focus on maximizing cyberspace operational effectiveness, and we're very excited about the programs in this field of study that we are offering our students," said Irvine during her presentation.

Noting the gap of cyber proficiencies between senior and junior service members, McHugh applauded university efforts in the area of cybersecurity and specifically the efforts targeting senior enlisted sailors and soldiers, who will be allowed to enter the newly-formed program in upcoming academic quarters.

"Interestingly, I've noticed how much of a gap exists between our junior and senior enlisted soldiers in knowledge of the cyber world," McHugh noted. "It's crucial that we get these senior enlisted soldiers the foundations they need to succeed."

Upon conclusion of the command and cyber operations brief, McHugh and his staff were joined by local Congressman Rep. Sam Farr for a tour of the university's Common Operational Research Environment (CORE) lab. The CORE lab, an ongoing center of study under the university's defense analysis department, is predominantly attended by Army officers focusing on data, information technologies and theories applicable to irregular warfare.

"I briefed the secretary on the CORE lab, which is embedded in the defense analysis department," said Dr. Sean Everton, co-director of the CORE lab. "We train students, most of whom are Army, how to fuse cutting-edge methodologies, such as social network analysis and geospatial analysis, to real world situations, so that they can gain a better understanding of the operating environment."

McHugh ended the visit with a briefing on a current research project that uses smartphone technology to collect and analyze information on improvised explosive device networks.

"I appreciate all that you're doing in this important field of study," McHugh told the students. "This is really fascinating stuff, and it demonstrates the inescapable reality of what the future holds."

## Alumnus Applies NPS Studies to Building the Navy's Newest Ships

From the halls of NPS to shipyards across the country, NPS electrical engineering alumnus Capt. Robert Crowe, Supervisor of Shipbuilding, Conversion and Repair, Bath, now has the opportunity to help the Navy build the most capable fleet in the world. A 2003 graduate, Crowe focused much of his NPS work on power systems and semi-conducting technology, looking for more efficient ways to power ships, ultimately doing his thesis on integrated power systems.

Today, Crowe is responsible for overseeing private shipbuilding contracts in Bath, Maine; San Diego, Calif.; and Marinette, Wis. The integrated power systems concept has gained traction as the Navy

moves towards a more efficient and sustainable fleet. While his education gave him a technical advantage, Crowe's experience as a leader has taught him the value of listening and communicating with the men and women he oversees.

"For me, the value of my experience is evident when my people come up and brief me on things and I understand what they are talking about," explained Crowe. "I understand their challenges. Now I am directing my people to think ahead to not just what tomorrow brings, but where we're going to be in a year's time, and how we can be ready for those challenges."

## Afghan Vet Inspires Salinas Youth to be Brainy, Brave and Beautiful

By Amanda D. Stein

The 2010 winner of the Miss Latina World title, Valencia de la Vega, is the kind of woman plenty of parents would love their young girls to look up to. She is a former U.S. Army captain with a nuclear engineering degree from West Point, a master's degree in finance, and is currently an engineer for Intel. And when it comes to inspiring young women, her message is simple — embrace your brain, as well as your beauty.

On May 18, de la Vega shared her story in a bilingual presentation, sponsored by the Community College Catalyst (3C) internship program, a joint effort between the Naval Postgraduate School's Cebrowski Institute and Hartnell Community College. The program helps inspire an interest in the science, technology, engineering and mathematics (STEM) fields among young people in Monterey County.

"De La Vega's visit was inspirational, particularly for young women," said Alison Kerr, 3C Director. "Going to college, pursuing STEM careers not only helps replace the aging STEM workforce, it contributes to our national security."

## NPS Hosts Local Students for 44th Annual Mathletics Competition

By MC1 Leonardo Carrillo

For the second year in a row, the Naval Postgraduate School hosted the Monterey County Mathletics Competition, May 12. In its 44th year, the competition brought hundreds of "math geeks" from the local community for a day of mathematic competition.

"Math is the gatekeeper for future opportunities," said Dr. David Nickles, NPS' Director of Research Communications and Outreach during a break in the competitions. "Without math, they can't get into other fields that can open doors to their futures."

In support of the increased demand to spark interest in science, technology, engineering and mathematics fields of study, NPS has increased its outreach activities in support of events such as the Mathletics competition.

"We are so grateful to NPS for hosting this event for a second time," said Monterey

County Math Coordinator and Administrator Linda Dilger during the event. "Just being here with other kids that are high achievers, and seeing the facilities and interacting with the volunteers and faculty, is an excellent experience for these kids."

As an engineer for Intel, De La Vega proudly wears her high heels with her lab coat. Her message for young women is that it is possible to be 'brainy, brave, and beautiful,' and to be open to new and exciting opportunities.



Former U.S. Army captain and Miss Latina World, Valencia de la Vega (U.S. Navy photo by MC1 Leonardo Carrillo)

In addition to encouraging young people to embrace education and be confident in themselves, she spoke about the importance of being a global citizen, and encouraged parents to help their kids be open to a world beyond their immediate environment.

County Math Coordinator and Administrator Linda Dilger during the event. "Just being here with other kids that are high achievers, and seeing the facilities and interacting with the volunteers and faculty, is an excellent experience for these kids."

As a highlight to the experience, the mathletes were treated to a presentation from former Navy pilot and astronaut Capt. Dan Bursch, who emphasized that without having a proclivity for mathematics, he would not have been able to become an astronaut.

Nickles said that for the more than 350 kids from over 40 schools attending the competition, the importance of mathematics was not lost on them. Most of the competitors were selected among their schools' best.

"These kids know how important math is and how valuable this experience is for their future," Nickles said.

## FACULTY news & notes

Graduate School of Business and Public Policy Associate Professor of Economics **David R. Henderson** presented a paper, "Liberty vs. Security: The Non-Existent Trade-off," at the annual meetings of the Association for Private Enterprise Education in Las Vegas. At those same meetings, he and his co-author presented their paper, "What Makes Presidents Great?"

This year's Schieffelin Award for Teaching Excellence will be presented to National Security Affairs Senior Lecturer **Alice L. Miller**, at the Spring Graduation Awards Ceremony. Miller was selected by the NPS Schieffelin Award Committee with input from over 800 students and alumni.

The Defense Resource Management Institute (DRMI) said farewell to faculty member Lt. Col. **Michael Nixon**, an instructor and faculty representative of the U.S. Army at DRMI. He will be moving on to serve at the U.S. Central Command in Tampa, Fla. During his two years of service at DRMI, Nixon's achievements contributed to the educational and diplomatic missions of DRMI.

Mechanical and Aerospace Engineering Professor Emeritus **Oscar Biblarz's** book, "Rocket Propulsion Elements" has been adopted as a textbook for classroom use by more than 27 colleges and universities in the U.S. At NPS, Biblarz has taught a graduate-level engineering course based on this book for the past 22 years.

## THIS MONTH ON INSIDE NPS

- Robots in the Roses Research Fair
  - Exclusive interview with Under Secretary of the Navy Robert Work
  - A special look at the Center for Interdisciplinary Remotely-Piloted Aircraft Studies
  - New segment, NPS Spotlight, focused on two NPS students being recognized by the American Red Cross
- "INSIDE NPS" AIRS WEEKLY ON THE PENTAGON CHANNEL

# NPS' Annual Acquisition Symposium Explores Critical Issues in Defense Financial Stewardship

By MC1 Grant P. Ammon

With tightening Pentagon budgets, defense acquisition officials are now more than ever striving to achieve greater fiscal accountability and improved stewardship of precious funding. Senior acquisition officials challenged with these difficult decisions joined researchers and select representatives from the defense industry in Monterey, Calif., May 16–17, to participate in what has become the de facto exchange of acquisition management knowledge and scholarly research.

The Naval Postgraduate School's 9th annual Acquisition Research Symposium brought together nearly 300 professionals together to focus on affordability in defense acquisition, and capitalize on the immense body of knowledge created by the symposium's nine years of shared research.

Opening keynote sessions — led by Under Secretary of Defense for Acquisition, Technology and Logistics, the Honorable Frank Kendall III, and Assistant Secretary of the Navy for Research, Development and Acquisition, the Honorable Sean Stackley — were honest, candid and to the point.

"Failing to improve the way we do business — and that's every aspect of the business from setting requirements, to estimating, contracting, competing, developing, building and testing — places at risk our ability to deter future wars or to carry out those missions assigned to our naval forces in the next war," said Stackley.



The Honorable Frank Kendall III, Acting Under Secretary of Defense for Acquisition, Technology and Logistics, delivers a keynote address during the 9th annual Acquisition Research Symposium, held May 16–17. (U.S. Navy photo by MC1 Grant P. Ammon)

"The [Naval Postgraduate School] is the one place in the world that research is being done on acquisition," he noted. "We have to figure out how to tap into this resource better than we have been doing before."

Well versed on the symposium's impact, NPS President Dan Oliver has seen the event evolve over the years. "I'm very proud the Naval Postgraduate School is able to host the symposium," said Oliver. "This is clearly not just a conference that happens once a year, but an opportunity to continue a dialogue that goes on all year, and a chance to highlight the ongoing work that all of you are involved in."

Participants of the symposium brought equal praise to the event, noting its unique role in introducing academics working on acquisition research to senior policymakers in the field.

"There is no other place that brings together acquisition policymakers with those very technical people focused on

research," said Dr. Bob Kenley, a Research Associate at the Massachusetts Institute of Technology, and presenter at the symposium.

"The policymakers ... and researchers were actually interacting with and understanding each other. It makes them better able to perform their jobs, and hopefully in the long run, it will support the military with the efficient procurement of systems," he added.

## Focus On ... Keeping GSBPP Organized

A Monthly Look at Names and Faces on Campus

When entering the office of Graduate School of Business and Public Policy (GSBPP) Dean Bill Gates in Ingersoll Hall, Secretary Mary Lou Vossen is the friendly face that visitors see first. She has proudly served as the liaison between the dean and the NPS community for the past seven years. This year is a particularly noteworthy one for GSBPP as the school celebrates 50 years of graduate business education at NPS.

In addition to maintaining Gates' calendar and ensuring

he is on time for his appointments, Vossen interacts with the GSBPP students and faculty in their thesis process and various project proposals.

"The faculty, staff and students are the greatest," Vossen noted. "I support them and they support me."

She is also the go-to for the department's conference rooms, ensuring they are available as needed. Vossen enjoys interacting with individuals from across

campus when they stop by to take advantage of the dean's open-door policy.

"My job is very interesting and rewarding. There are always many different topics of interest coming and going from this office, and we think our dean is the greatest," she remarked. "My challenge in working in the dean's office is keeping a dozen things going at once."

And her work is certainly noticed and appreciated by the department.



Mary Lou Vossen

"Mary Lou not only keeps me organized and on time, she creates a warm, friendly atmosphere in the dean's office," explained Gates. "This sets a collegial tone for GSBPP that extends from faculty to staff and students."

## Any Day at NPS ...



Maj. Gen. Mark MacCarley, (second from left) Deputy Commanding General-Support for First Army, pre-sides over an intimate and informal graduation ceremony for the Graduate School of Business and Public Policy's Cost Management Certificate Course, May 25. Sponsored by the Office of the Deputy Assistant Secretary of the Army for Cost and Economics, the four-week program prepares students to support improved cost measurement, management and control efforts. (U.S. Navy photo by Javier Chagoya)

A delegation of six senior officers from Saudi Arabia's Ministry of Defense along with NPS representatives gather for a group photo on the steps of Herrmann Hall, May 24. The Saudi delegation visited NPS to learn more about the university's curricula, Joint Professional Military Education programs, and short course opportunities. (U.S. Navy photo by MC1 Rob Rubio)



Recently, the Naval Postgraduate School's Adaptive Optics Center of Excellence for National Security expanded tests and controls on the center's three-meter-diameter Segmented Mirror Space Telescope platform, in Halligan Hall. (U.S. Navy photo by Javier Chagoya)



Attendees at the Robots in the Roses Research Fair, hosted by the Consortium for Robotics and Unmanned Systems Education and Research, take part in a rubber duck race across the newly remodeled Roman Plunge reflecting pool, May 10. (U.S. Navy photo by MC1 Leonardo Carrillo)



Gen. Edward A. Rice Jr., Commander, Air Education and Training Command, listens to a question posed by a student during a Secretary of the Navy Guest Lecture, May 8. During his lecture, Rice spoke to faculty, staff and students about the importance of building partnerships in an ever-evolving world. (U.S. Navy photo by MC1 Leonardo Carrillo)

## STUDENT voice

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

We are rapidly finding ourselves at the end of another quarter and the approaching summer break. This brings about a time of relaxation for those of us who have been working diligently for the last two months. Putting in long hours reading books and writing papers can leave students worn-out and in need of a recharge. Now is the time to take advantage of that! Enjoy the upcoming summer break and spend time with family. Explore the wonders of the central California coast and what it has to offer.

This upcoming summer break also provides us an opportunity to give back to those military veterans who have served before us, but now fallen on harder times. On June 19–21, the Monterey County is holding a Stand Down for homeless veterans at the Salinas Rodeo Grounds. This event will provide food, clothing, shelter and medical services to these veterans in need.

The NPS President's Student Council is currently trying to put together a group of volunteers who are willing to donate just a few hours of their time to helping out. This is not limited to just students, though! I encourage any staff or faculty members of NPS to join the cause. Let's show these veterans that they are not forgotten and that we care about them not only as veterans, but humans. To volunteer, e-mail me at [mtyokeye@nps.edu](mailto:mtyokeye@nps.edu). I hope to see you there!

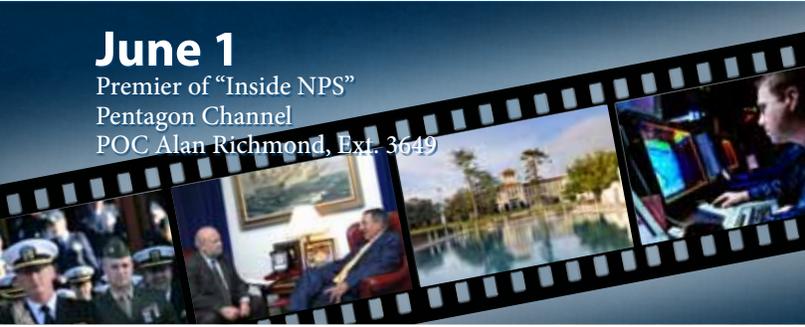
Lt. Yokeley is the Chairman of the President's Student Council. Visit the PSC on the intranet at <http://intranet/psc/index.html>.

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

## June 1

Premier of "Inside NPS"  
Pentagon Channel  
POC Alan Richmond, Ext. 3649



## June 2

Battle of Midway Dining Out  
POC Ken Johnson, (831) 657-9793



## June 5

Spring Quarter Awards Ceremony  
POC Capt. Alan Poindexter, Ext. 2291

**NPS Alumni Online Community**  
**nps.imodules.com**  
*Get connected. Stay Connected.*



## June 7

Secretary of the Navy Guest Lecture  
Adm. William McRaven  
Commander, U.S. Special  
Operations Command  
POC Lt. Jenny Phillips, Ext. 2466



## June 8

Daddy Daughter Dance  
POC Morale, Welfare and Recreation, Ext. 7955



## June 15

Spring Quarter Graduation Ceremony  
POC Capt. Alan Poindexter, Ext. 2291

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

## Historical Highlights

In 1924 Lt. Laurance Safford, often called the "father" of Navy cryptology, became the officer-in-charge of the Office of Naval Intelligence Code and Signal Section. The following year, in a prescient speech to Naval Postgraduate School students, Safford said, "In a war between nations of approximately equal strength, radio intelligence could easily become the decisive factor."

By the late 1920s, NPS communications courses included coding and decoding; by the early 1930s, cryptography and crypt-analysis. Adm. Chester Nimitz expanded NPS student input in radio engineering and communications in 1939 and later added specialized graduate programs for Navy reservists. The first reservists in communications intelligence, shown in a class photo below, completed their studies in the summer of 1941. These NPS alumni were well prepared for immediate assignment to cryptology units during the rapid, post-Pearl Harbor mobilization. They

played an important role in breaking the Japanese code, JN-25, which led to key victories at the Battles of Coral Sea and Midway in 1942.



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