



NAVAL POSTGRADUATE SCHOOL

UPDATE

NPS



U.S. Navy photo by Javier Chagoya

NPS Inducts Iconic SEAL, Industry Mogul Into University Hall of Fame

By Kenneth A. Stewart

The Naval Postgraduate School welcomed its two newest inductees into the university's prestigious Hall of Fame during a formal ceremony in Herrmann Hall, Nov. 30. Interim President Rear Adm. Jan E. Tighe presided over the event, enshrining retired Adm. Eric Olson and retired Marine Corps Col. Walt Havenstein as the latest graduates to receive the distinguished honor.

Olson served 38 years in the Navy, achieving the unique distinction of being the first Navy SEAL to earn the ranks of three- and four-star admiral.

"It would be appropriate to say he led by example," Tighe said of Olson, "demonstrating a tireless commitment to excellence and service to his country through his military career, from which he later retired as the longest serving SEAL the Navy had ever seen. Serving in the Special Operations Forces is not for the faint of heart, and Olson accepted the risks that came with serving his country in one of the most elite naval communities."

"I am a fan of what this institution has always been ... The freedom of an academic environment and an academic staff that encourages freedom of thought." – Retired Adm. Eric Olson

The second inductee into the university's Hall of Fame left his mark on national defense not only during his time as both an active Marine Corps officer and reservist, but also during his several years as a leader in industry as well.

"Mr. Havenstein has distinguished himself beyond a stellar career in industry, serving as an unwavering champion of education for youth in science, technology, engineering and mathematics programs," Tighe said. "He is a firm believer in the transformational power of education, and its critical role in American prosperity for the future."

Olson and Havenstein are the 18th and 19th alumni respectively to be inducted into the university Hall of Fame. Olson reflected fondly on his time at NPS as he took the stage to accept his award.

"I am a fan of what this institution has always been," Olson continued. "The freedom of an academic environment and an academic staff that encourages freedom of thought. My experience at NPS was one of the most extraordinary experiences in my military career."

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JANUARY 2013

2012

A YEAR IN REVIEW



"Update NPS" is a monthly publication for students, faculty and staff of the Naval Postgraduate School produced by the Office of Institutional Advancement. For additional copies, comments, or to suggest story ideas, contact the editorial staff at update@nps.edu.

Navy, Institution Leadership Establish NPS Community Focus Groups

By Kenneth A. Stewart

Assistant Secretary of the Navy for Manpower and Reserve Affairs Juan M. Garcia joined Naval Postgraduate School Interim President Rear Adm. Jan E. Tighe in welcoming local community leadership onto campus Dec. 19 in an effort to foster improved cooperation.

The gathering was the first of several scheduled community focus group meetings in response to a directive from Secretary of the Navy Ray Mabus just a week prior designed to strengthen ties between the prestigious military graduate school and the regional community.

“The Secretary of the Navy has a deep appreciation for the long relationship between the Naval Postgraduate School and the Monterey Peninsula,” said Garcia. “These focus groups will allow for direct and persistent lines of communication between the Navy, NPS and local community leaders.”



Assistant Secretary of the Navy for Manpower and Reserve Affairs Juan M. Garcia and NPS Interim President Rear Adm. Jan E. Tighe walk to a community focus group meeting held on the university campus, Dec. 19. The gathering was the first of several scheduled meetings in hopes of strengthening ties between the university and the regional community. (U.S. Navy photo by MC1 Grant P. Ammon)

Tighe expressed appreciation that Assistant Secretary Garcia was able to participate in these initial discussions, and agreed with the importance of them in moving forward.

“I am grateful that Assistant Secretary Garcia has been willing to reach out to our local community leaders to learn about their perspectives on NPS and our role in the greater Monterey community,” said Tighe. “These discussions will help to shape the way ahead and ensure the Naval Postgraduate School’s future success. His presence here is a testament to the importance of the institution to the Navy.”

Garcia thanked community leaders for their support and recognized their concerns. NPS has been a staple on the Monterey Peninsula for generations, and its community and economic impact is important to the region’s well being.

“Having multiple focus groups, incorporating leaders from local government, business and educational organizations, will ensure the institution has a clear understanding of the region’s priorities and concerns as we move forward,” said Garcia. “I believe all of those involved have the utmost respect for NPS, and we greatly value the input the community is providing.”

As the initial focus group got underway, Tighe stressed this initial meeting was only the beginning, and that the input regional leaders provide will be very valuable to not only herself, but to senior leaders back in the Pentagon.

“As we move forward, I will continue to be in close contact with Assistant Secretary Garcia, and the input these community officials and leaders provide will be an important piece of the puzzle as we work to strengthen this invaluable institution,” she noted.

Additional community focus groups have already been scheduled in early 2013, and will continue moving forward.

from the
MEZZ

NPS Interim President Rear Adm. Jan E. Tighe welcomed Assistant Secretary of the Navy for Manpower and Reserve Affairs Juan M. Garcia onto campus, Dec. 19, to hold the first of several scheduled community focus group meetings. The focus groups — incorporating leaders from local government, business, educational and media organizations — will ensure the institution maintains open communications with community leaders. For additional information on these focus groups, see the full news story, at left.

Team Inspector General Inspection Recommendation teams developed their initial Plans of Action & Milestones (POA&Ms) to address each NPS-oriented recommendation of the IG report. The POA&Ms served as the basis for a timeline for NPS action items, which were submitted to the Vice Chief of Naval Operations on Thursday, Dec. 20.

As noted during the visit by Under Secretary of the Navy Robert O. Work, the search for NPS’ next Executive Vice President and Provost has been reopened. The Provost Search Committee has been requested to re-examine its list of additional finalist candidates that had been created and held in reserve for just such a contingency. Over the next handful of weeks, potential candidates will be invited to campus for interviews and public forums open to the university community. Candidates will be asked to speak on the important elements of the chief academic officer position, as well as be available to answer questions raised by the audience.

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.



Retired U.S. Army Lt. Gen. Robert L. Ord speaks during the Fall Graduation ceremony in King Auditorium. (U.S. Navy photo by MC1 Rob Rubio)

Retired General, Former NPS Dean Challenges Graduates

By Kenneth A. Stewart

The Naval Postgraduate School honored some 298 students earning 330 advanced graduate degrees during NPS' Fall Graduation ceremony in King Auditorium, Dec. 14. NPS awards hundreds of defense-focused graduate degrees each year to a unique student body composed primarily of career military officers, select federal employees and officers from allied nations. Presiding over the ceremony was NPS alumna and Interim President Rear Adm. Jan Tighe.

"The Naval Postgraduate School is graduating another class of well-educated officers who are capable of critical thinking, problem solving, and succeeding at a much higher level than they were before entering our doors," said Tighe. "Because of the vital work you have accomplished on behalf of this institution, our nation, and nations around the world are safer today."

Tighe's remarks were followed by those of guest speaker, retired U.S. Army Lt. Gen. Robert L. Ord III. Ord has long ties to NPS. He is a former dean of the NPS School of International Graduate Studies, and served as a distinguished senior fellow at NPS' Center for Civil Military Relations. He was also the founding director of the school's Global Center for Security Cooperation prior to retiring from active federal service in 2009.

Ord both questioned and challenged the graduating class, sharing leadership lessons and humorous anecdotes from his illustrious 38-year military career.

"Who is your hero, who is it in your life that you are trying to be like ... And whose hero are you going to be?" asked Ord. "When in command, take command, lead, follow or get the heck out of the way."

Ord's leadership lessons stressed the importance of people. He admonished the graduates to care for one another and their subordinates, and challenged graduates to consider the importance of character in leadership, especially when serving as a role model for others.

"One of the privileges of getting promoted is that you have the opportunity to help, to mentor, to coach and to be a role model for those under you and those that work for you," said Ord.

Ord offered advice drawn from his own career, and that of past military leaders. "Seek the tough jobs, volunteer for the tough missions and be the one to step forward when presented with a challenge," he said. "Serve as high or as a low as you can in an organization ... If you can't put your boots on the deck plates, then go to the Pentagon, cherish your time with Soldiers, Sailors and Marines, and make a difference.

"If you do not have it in your heart to care about people, then you are in the wrong business ... The uniform you wear is a badge of servitude, a badge of servitude to the Constitution, to the nation and to each other ... We on this stage have confidence that you will serve with dignity, respect, humility and with a focus on people."

University Celebrates Its Latest Round of International Graduates

Rear Adm. Jan Tighe, Naval Postgraduate School Interim President, congratulates students during the International Student Graduation ceremony on the NPS campus, Dec. 7.

"As always, our International Student Graduation ceremony provides a wonderful opportunity to honor the diverse collection of students who have excelled not only in their traditional curricular coursework, but also in meeting the challenges that come with studying abroad," said Assistant Dean of the School of International Studies, retired Marine Corps Col. Gary Roser. "NPS is truly a unique university with respect to the breadth and scope of our international graduate programs."

A total of 44 students representing 22 countries graduated this past quarter, with the nation of Turkey welcoming home the largest contingent of officers with 11 students completing their studies. The Fall quarter's class also featured the first ever graduate from the small island collective of Seychelles in the Indian Ocean.



Alumnus Leads Shuttle's Trip Through L.A.

By Brian Seals

One hundred eighty-two meetings. Eight hundred fifty emails. A 96-hour work shift with the whole world watching.

That was just part of NPS alumnus, Inglewood Police Lt. James Madiá's role in ensuring the Space Shuttle Endeavour safely rolled to its final destination at the California Science Center in October.

"You are essentially driving a five-story office building down the street," said Madiá. "It wasn't like the Rose Parade."



Madiá, a 2011 master's degree graduate of the Center for Homeland Defense and Security, was the planning coordinator and event commander as the shuttle traversed Inglewood on a six and one-half mile trip that included two ceremonial stops.

On top of the typical crowd and traffic control planning that comes with a large-scale event, Madiá had to manage inter-agency collaboration and homeland security issues

associated with a high-profile display of a national icon.

Madiá coordinated the move with the neighboring Los Angeles Police Department (LAPD). Unlike the LAPD, Inglewood's smaller staff meant Madiá had to become an instant expert on an array of minutia.

"Part of what made my job different is because of size of our organization, we don't have 10,000 officers like Los Angeles," he recalled. "I had to be intimately involved with all aspects of the move. I could not afford to specialize in one area."

In his 28-year career with the Inglewood Police Department, Madiá has spent the last 10 as the commanding officer of the department's Emergency Response Team, which included command of 43 major events.

"Nothing I have done in the past ten years compares to this," he said. "It was so much bigger than I thought it would be."

NPS Develops Health Care Modeling, Simulation Certificate Program

By MC1 Grant P. Ammon

The NPS Modeling, Virtual Environments and Simulation Institute (MOVES), in partnership with the Uniformed Services University of the Health Sciences (USUHS), has developed a graduate-level certificate program that provides health care simulation center directors, staff, users and supporters with state of the art education focused on the theory and practice of health care simulation.

The Healthcare Simulation certificate program is delivered asynchronously to students across the country already serving as managers of programs using modeling and simulation to train health care professionals. Graduates of the one-year program will be versed in the current best practices of health care training and education.

"The students participating in our first cohort are already managing the use of simulation training," noted U.S. Navy Cmdr. Joseph Sullivan, director of NPS' MOVES Institute. "They are well established leaders in the health care profession, but their

knowledge of simulation has been primarily self taught. This certificate offers the opportunity for formalized training, and illustrates the underlying principles of applying and developing simulation solutions."

Noting the forecasted shortage of health care professionals in the United States over the coming decade, Sullivan sees modeling and simulation as an effective way to bridge a critical gap in the health care industry, and the development of a modeling and simulation management certificate as a meaningful endeavor.

"Studies are showing there will be a shortfall of health care professionals in the United States," noted Sullivan. "Partnering with USUHS to deliver this certificate program is kind of a perfect storm in timing."

Senior health care leaders within the Department of Defense are increasingly looking towards modeling and simulation to fill these shortfalls.

FACULTY news & notes



The Defense Resource Management Institute graduated its second international course of 2012, International Defense Resources Management Course 12-2, on December 7. The 11-week course included participants from 15 countries.

Graduate School of Engineering and Applied Mathematics Professor of Applied Mathematics **Beny Neta's** book, "Multipoint Methods for Solving Nonlinear Equations," has been published in electronic copy by Elsevier. The hard copy will be released in January 2013.

Graduate School of Business and Public Policy (GSBPP) Lecturer **Alan E. Nelson** recently released two children's books on organizational leadership, entitled "Back in the Nest" and "Food for a Friend," and a self-help book entitled "The Secret of People," which explores the topic of honor in relationships.

GSBPP Associate Professor **David R. Henderson's** article, titled "On Marriage, Kidneys, and the Economics Nobel," was recently published in the Wall Street Journal.

National Security Affairs Professor **James Russell** and Research Assistant Emily Burke went to Twenty Nine Palms, Calif. to observe the Marine Infantry Officers Course as part of an ongoing research project on innovation and adaptation in the military.

THIS MONTH ON INSIDE NPS

- Interview with Assistant Secretary of Defense for Homeland Defense and America's Security Affairs Paul Stockton
 - A profile on the Expanding Your Horizons Conference hosted by NPS
 - Interviews with the recent NPS Hall of Fame Inductees, retired U.S. Special Forces Commander Adm. Eric T. Olson, and retired Science Applications International Corp Chief Executive Officer Walter Havenstein
- "INSIDE NPS" AIRS WEEKLY ON THE PENTAGON CHANNEL

NPS Student Uses Social Science Background to Promote Change

By Amanda D. Stein

When Naval Postgraduate School Mechanical Engineering student Lt. Ryan Hilger sees a need for change, he turns to his background in social science to engage people in conversation around the issue. It was this passion that inspired his paper, “Spurring Innovation at the Deckplate Level in the Submarine Force,” and earned him the Naval Submarine League’s Fleet Literary Award for Best Article by an Active Duty Author. It also inspired him to speak up for those officers who aren’t afforded duty time to pursue their education.



NPS Computer Science student Lt. Ryan Hilger has taken his interest in social science to the fleet, helping generate conversation around issues important to sailors — such as submarine repair procedures and time afforded for graduate education. (U.S. Navy photo by Javier Chagoya)

During his last sea tour, Hilger and his crew found themselves frustrated by the red tape that prevented them from repairing their own systems and getting back out to sea. Often, minor issues went

unresolved until the repair could be worked into the maintenance facility’s schedule.

“We had multiple problems onboard, and it’s not that we didn’t know how to fix them. We had Sailors who knew exactly what the problem was,” said Hilger. “They knew how they could fix it, but they were legally unable to touch the system because it would go to the shipyard or back to the manufacturer for repair. So there was a lot of frustration. And when I got here to NPS, I finally had a chance to think about it, and think how would I solve this problem.”

He saw opportunities for the Navy to rely more on the expertise of the Sailors, and allow them to first at least attempt to fix the systems that their lives often depend on. Hilger proposed necessary safeguards to ensure the systems could not be irreparably harmed by any attempts to repair them. He saw the ability to repair their own boat when possible as an opportunity for the crew to take ownership of the craft they spend so much time aboard.

“You kind of get the ability to return the ownership of the submarine to the crew,” Hilger noted. “We are the ones who have to go fight and potentially die in it. I’d rather have the boat that I have done my utmost to get ready to go to sea and do what it needs to do, than be handicapped because I can’t touch the system and now I really need it to work.”

Since he started his studies in January of 2012, Hilger has already completed his Joint Professional Military Education, and is earning both an Undersea Warfare (USW) Certificate and a Regional Security Studies Certificate on top of his master’s degree. With submariners making up such a small percent of the larger student population, Hilger looks forward to returning to the fleet and applying his USW knowledge in his day-to-day work, and sharing what he has learned with his crew.

Focus On ... Navy Career Advancement

A Monthly Look at Names and Faces on Campus

As valuable as education is for personal development, most graduate students hope that their hard-earned degree will also bolster their careers. Retired Navy Cmdr. Carol Stoker of the Academic Affairs Programs Office helps non-NPS Navy students ensure their academic plans fulfill the Navy’s subspecialty code requirements, key to meeting their career goals.

“Subspecialty codes reflect specific knowledge or expertise that the Navy needs,” Stoker explained. “The Navy assigns sub-

specialty codes to both billets and people. Only officers who earn an education-based subspecialty code can be assigned into similarly coded billets. So it’s very career-enhancing to have a subspecialty code.”

While her office isn’t a frequent stop for NPS students, she supports behind the scenes, and takes satisfaction in knowing that the students whose educational plans and transcripts pass her desk are on the right track for a successful career supporting the needs of the Navy. She understands the

students’ needs well, having graduated from NPS, from the Manpower Systems Analysis program back in 2002.

“Having graduated from NPS, I have the student perspective. And what I do now really is a manpower-related job, which is a great fit,” she said. “Subspecialty code management is part of the greater manpower system in the Navy, so I am actually working in a slice of the world I used to work in.”

Having found her education to be useful and relevant even be-



yond her time in the Navy, Stoker now hopes to help students ensure they get as much as they can out of their graduate degrees.

“I like the feeling that I’m helping the young officers out there earn meaningful degrees in areas that the Navy can use.”

Any Day at NPS ...



NPS welcomed Washington Post Senior Correspondent and Associate Editor Rajiv Chandrasekaran onto campus for the latest Secretary of the Navy Guest Lecture, Nov. 27. Chandrasekaran is the author of the bestselling, "Imperial Life in the Emerald City" and his most recent book, "Little America: the War Within the War for Afghanistan." (U.S. Navy photo by MCI Rob Rubio)

Capt. Jennith Hoyt, senior intelligence officer at NPS, and Lt. Cmdr. Scott Roper stand in front of the Admiral B.R. Inman monument on the NPS campus during a ceremony held Dec. 4 to honor Roper's selection as the 2012 Inman Award winner. The award is presented annually to a U.S. Sea Service officer at NPS in recognition of outstanding contributions to the field of maritime intelligence. (U.S. Navy photo by Kenneth A. Stewart)

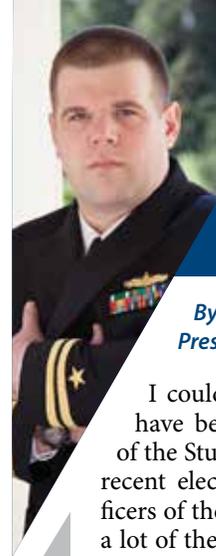


NPS Interim President Rear Adm. Jan Tighe, center, receives a briefing on the newly-established Energy Executive Education course from course developers, Dec. 17. The inaugural iteration of the one-week course is scheduled in April of 2013, and is aimed to arm key Navy and Marine Corps energy influencers with an increased awareness of the vital role energy initiatives play within the U.S. Navy and Marine Corps. (U.S. Navy photo by MCI Grant P. Ammon)

U.S. Marine Corps Senior Representative Secretary Lena Ventura, left, of the NPS Student Services Office is presented with the Meritorious Civilian Service Medal for her more than 23 years of federal service by Senior Marine Corps Representative Col. Mitch McCarthy during her retirement ceremony, Dec. 21. (U.S. Navy photo by MCI Leonardo Carrillo)



Director of Operations for the U.S. Special Operations Command, U.S. Army Reserve Maj. Gen. Douglas P. Anson, far left, listens to an overview brief on the NPS Department of Defense Analysis by Chair Dr. John Arquilla during a campus visit, Nov. 30. Anson also attended individual presentations offered by the Common Operational Research Environment Lab on the latest advancements in social network data analysis techniques developed through student, faculty research. (U.S. Navy photo by MCI Rob Rubio)



STUDENT voice

By Lt. Kris Yost, Chairman
President's Student Council

I could not be more proud to have been elected as chairman of the Student Council during the recent elections. The outgoing officers of the council have dedicated a lot of their time and effort in not only serving us, the student body, but in providing assistance to several organizations in the Monterey community who were in need. On behalf of the new council members I would like to extend a sincere thank you to the outgoing members, Lt. Cmdr. Rob Kurrle (chair), Capt. Steve Masternak (vice chair), and Lt. Meghan Gray (recorder) for their service.

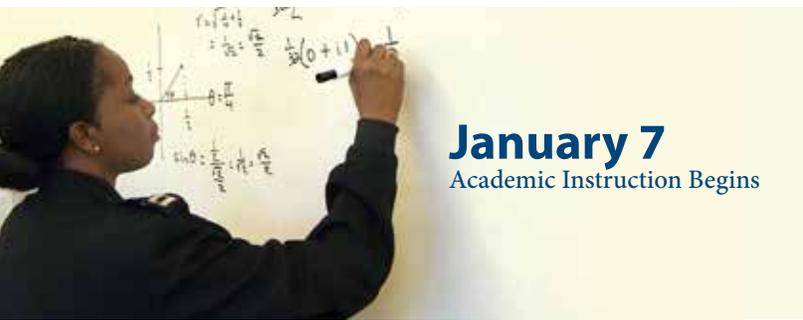
My goal for the student council is to not only serve the student body in any capacity required, but to also continue to improve on what my predecessor has been able to accomplish. We have a unique opportunity at NPS to build a relationship with the community that not many military installations have, and we in the student council are in the process of coming up with ideas to do just that.

I understand that not everyone has the time available to be actively involved in organizations like the student council, but if you have ideas on how we can attempt to improve the student experience, or concerns that you would like to have addressed, please feel free to contact me at any time. We continue to build membership and the student council is a great way to meet students! E-mail klyost@nps.edu if you would like to be involved.

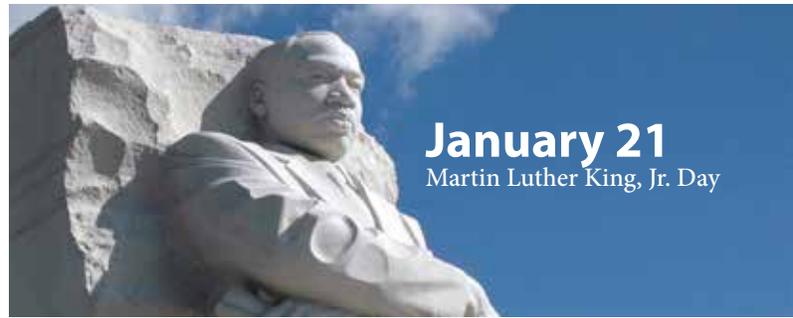
Lt. Kris Yost is the Chairman of the President's Student Council. Visit the PSC on the intranet at <http://intranet/psc/index.html>.

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

On Campus this Month



January 7
Academic Instruction Begins



January 21
Martin Luther King, Jr. Day

Photo courtesy of National Parks Service

January 8
Information Dominance Senior Leader Symposium
POC Center for Executive Education, (831) 656-3416



January 24
Rear Adm. Ken Perry
Naval Mine and Anti-Submarine
Warfare Vice Commander
Menneken Lecture

U.S. Navy photo by MC2 Eric Dietrich

January 15
Retired Capt. David Marquet
Author and Speaker
Secretary of the Navy Guest Lecture
POC Protocol Officer, (831) 656-3967

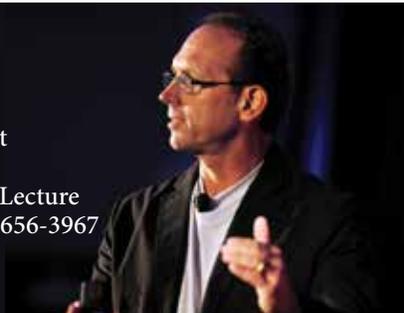
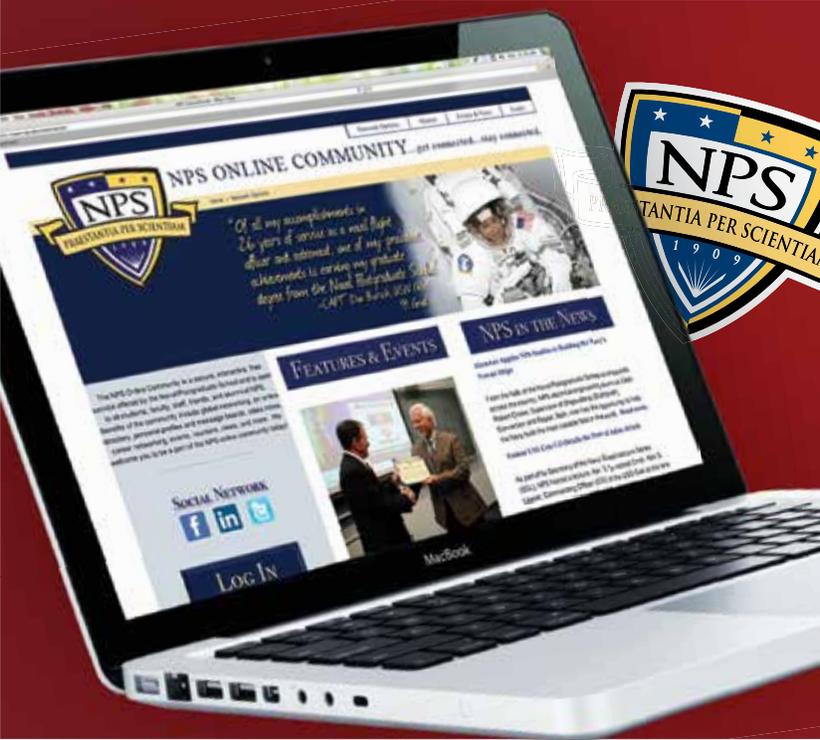


Photo courtesy of David Marquet

January 24
Mardi Gras Celebration
Trident Room
POC Morale, Welfare and Recreation (831) 656-2533

NPS Alumni Online Community
nps.imodules.com
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Historical Highlights

The Navy's earliest efforts in advanced education began in the 1870s when Lt. Albert Michelson was sent to the University of Berlin to study optics. Michelson later became the first American to be awarded a Nobel Prize for his pioneering research.

In 1909, the Secretary of the Navy established the School of Marine Engineering at Annapolis, then expanded and renamed it the Postgraduate Department of the Naval Academy. A decade later, Secretary of the Navy Josephus Daniels renamed the program the Naval Postgraduate School and assigned Captain Ernest J. King to lead the school.



King became Chief of Naval Operations in World War II, guiding the Navy to victory and simultaneously galvanizing Congressional support for NPS that led to its subsequent move to Monterey. King Auditorium is named in his honor.

Historical Highlights are provided by the Dudley Knox Library.