



Discover NPS Day welcomes the Central Coast to campus

By MC2 Nathan K. Serpico

With a morning dew still covering the Naval Postgraduate School (NPS) campus, school buses packed with students from across the Monterey Peninsula and Salinas Valley, and as far away as Sacramento, began rolling onto campus for the university’s annual Discover NPS Day, Oct. 25.

Throughout the day, more than 2,200 students, along with their teacher and parent chaperones, and denizens of the Monterey region, flooded the campus and its 40 interactive Science, Technology, Engineering and Mathematics (STEM) venues aimed at allowing students to see, touch, build and to be inspired as the next generation of innovators.

“By inviting the community onto our campus and placing our fantastic faculty, students and research on display, we will increase community awareness and sense of ownership, as well as shared values. We hope to clearly demonstrate our contributions not just to the community, but to the nation.”

–U.S. Navy Capt. Edward McCabe, Discover NPS Day Chair

“We are very fortunate to be able to have this opportunity to connect with our community and show them how NPS is deeply embedded and grateful to be a part of it,” said Laurel Minik, NPS Director of Institutional Advancement, and one of the Discover NPS day coordinators. “[The students] get to come here and have hands-on experiences with our military students and faculty making real-world connections. Allowing the kids to have a positive learning experience and getting an understanding what happens behind the gate, is pure goodness.”

Included in the university’s strategic plan is an intention to make deeper connections with the community. Discover NPS Day is a key component of that, demonstrating to students, teachers and parents alike how NPS’ military students and world-class faculty use the STEM fields for graduate education and research, and ultimately have direct and real-world applications in national defense.

“We want to open the gates to the public, and let them see what goes on behind the fence line here at NPS,” echoed Navy Capt. Edward McCabe, NPS Air Warfare Chair, and Discover NPS Day Chair “We work and live in this community, so we hope to shine a bright light on what we do here for the public to build that trusting relationship today and into the future.”

Parallel to the student-focused events, NPS hosted community and business leaders and collaborators from around the Peninsula, providing a behind-the-scenes VIP experience inside NPS. University administrators showcased to these leaders the research and some of the strategic undertakings of NPS students and faculty, such as augmented and virtual reality systems, as well as hypersonic flight at NPS’ rocket lab, all which illustrated how NPS accomplishes its unique mission of defense-focused graduate education.

NAVAL POSTGRADUATE SCHOOL

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Inaugural NPS Tech Op helps industry reps explore 5G technology

By MC2 Tom Tonthat

In an effort to explore opportunities for collaboration in emerging technologies, the Naval Postgraduate School (NPS) hosted its inaugural Tech Op event, Oct. 24. Billed, “Taking 5G to the Edge,” the university welcomed representatives from 13 American industry companies onto campus to examine the implications of 5G technology on defense, and demonstrate current NPS capabilities.

Founded by the NPS Alumni Association and Foundation, Tech Op is a response to guidance set forth by Secretary of the Navy Richard V. Spencer, urging NPS to increase opportunities to collaborate with industry. Focusing the inaugural theme on 5G technology allowed NPS and industry representatives, such as Amazon Web Services, SAAB USA, Lockheed Martin, Boeing, AT&T and other aerospace and communications companies, to explore the realm of possibilities and test the boundaries of 5G, all for the benefit of the whole military force.

According to NPS President retired Vice Adm. Ann E. Rondeau, Tech Op represents a strategic intersection where NPS and private sector industry can methodically engage and collaborate toward advancing technology in an era of great power competition.

“NPS and the Monterey Peninsula is at a very important strategic inflection point for our nation,” said Rondeau in her opening remarks of the event. “With all the business and research entities along the West Coast, as well as the privilege of having both industry and the local community visiting NPS, we can be part of collaborative work, and help drive local development that brings us together. We know how to do this, and we know it will have an impact on our national security.”

The industry representatives toured the campus including the Center for Autonomous Vehicle Research lab, the Modeling, Virtual Environments Simulation Institute, and Information Technology and Communications Services (ITACS).

“The 5G network has the potential to change the nature of how we operate all the way to the soldier on the front line,” said Navy Capt.

Ed McCabe, the NPS Air Warfare Chair and a coordinator of Tech Op. “The research that’s going on in the industry could be similar to what NPS is working on, and collaboration between NPS and industry could be the next step for our research in these particular areas.”

SAAB Program Manager Stephen Benson, currently working with the Littoral Operations Center at NPS, explained that many in the private sector understand where critical thinking is being done and they seek out those places to come and solve problems.

“It’s nice to see this outreach to industry is occurring,” said Benson. “There is an array of people in private industries who understand where the best and brightest critical thinkers are from the fleet and the force. Folks are coming here to solve real current problems, and industry can work with them on those problems.”

More than just showing how 5G could improve capabilities between drones, or develop a more immersive virtual or augmented reality environments, industry representatives could

see overall benefits and unique opportunities working with NPS and the military.

“It was eye-opening as far as opportunities in areas that I didn’t already know about at NPS,” said Scott Newbem, Chief Technology Officer of Aerovironment, Inc. “I think there are opportunities that will allow us to work with the government and university where we can benefit from each other. NPS is a research environment, and research environments generally allow you to take more risks.”

Based off the success of this event, McCabe indicated that this initial Tech Op event was just the beginning.

“The importance of partnerships is the partnerships themselves,” said McCabe. “These themes will branch wherever we see an opportunity to engage with industry as they relate to the multiple specialties shared on campus. We want to encourage industry to engage us and each other as peers to build upon and push both our research and their research forward.”



Dr. Vlad Dobrokhodov addresses industry representatives about proposed uses for 5G technology in unmanned vehicles in NPS’ Center for Autonomous Vehicle Research during the university’s first Tech Op event highlighting the theme, “Taking 5G to the Edge,” Oct. 24. (U.S. Navy photo by MC2 Tom Tonthat)

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

Navy's Chief Learning Officer gets to know NPS

By NPS Public Affairs

The Department of the Navy set a new course in 2019 for the management of educating its Sailors built on the premise that a thoughtful force is a more effective one, as detailed in the Education for Seapower study and report, released by Secretary of the Navy Richard V. Spencer and Under Secretary of the Navy Thomas Modly early this year.

One of the key figures in executing their vision is the Navy's first-ever Chief Learning Officer (CLO), John R. Kroger, a former enlisted Marine who comes to the DON following an impressive career in academia as a visiting professor at Harvard and Yale, and President of Reed College in Portland, Ore. On the job now for only a few weeks, Kroger went on a weeklong introduction to the Naval Postgraduate School in Monterey, Calif., one of four current educational institutions within the department.

"I am convinced now more than ever that the intellectual development of our naval personnel is the most critical warfighting capability for our national security," Spencer said in announcing the CLO position. "Failure to adapt to all aspects of how we prepare our naval leaders for the future creates an unacceptable risk for American citizens, who have long relied on the Navy and Marine Corps to be at the intellectual forefront of national-security concerns."

Kroger will also be charged with implementing education reforms such as the establishment of a Naval Community College (NCC) for enlisted personnel. The forthcoming institution of higher learning will be a fully accredited online system allowing Marines and Sailors to earn an associate's degree while on active duty and to transfer their credits to bachelor's degree programs at civilian universities.

A series of lab tours, meetings and briefings will provide Kroger with a crash course in all things NPS over the next few days, culminating in his participation in an exciting new event called the NPS Tech Op Thursday, and of course, the university's popular Discover NPS Day on Friday, October 25.

Kroger began his first full day on campus with an introduction to the university's diverse community of senior managers and leaders during the school's Leadership Council.

My responsibility as the Navy's Chief Learning Officer is "to take a holistic view of Navy education," he said. Built upon three critical pillars – technical, strategic and partnerships – the service must invest in "intellectual development, and the intellectual capital that we bring to bear, if we are to outthink our opponent," he added.



The Navy's first-ever Chief Learning Officer John Kroger, center, meets with Kennedy Space Center Director Robert Cabana, left, NPS Space Systems Academic Group Chair Jim Newman, right, and Professor Emeritus Rudy Panholzer, far right, during a tour of the small satellite laboratory, Oct. 22. Kroger is on campus for a weeklong introduction to the Navy's graduate research university, while Cabana is at NPS to deliver the latest Secretary of the Navy Guest Lecture. (U.S. Navy photo by Javier Chagoya)

FACULTY news & notes

Dr. Jeff Paduan has been reappointed as the Dean of Research for NPS effective Jan. 1, 2020 through Dec. 31, 2023. Paduan received a unanimous recommendation from the Dean of Research Search Committee.

"The choice of Professor Paduan was based on the extraordinary quality of his work in the Dean of Research position," said Dr. Steven Lerman, NPS Provost and Academic Dean. "After a great deal of discussion and deliberation, the committee concluded that he is in the best position to lead that office as we continue to grow our research here."

Paduan received his B.S.E. from the University of Michigan in 1982 and his Ph.D. in physical oceanography from Oregon State University in December of 1987. In 1991, he joined the faculty of the Department of Oceanography at NPS and eventually served as department chair until his initial appointment as the university's Dean of Research in 2012.

Paduan is a member of the American Geophysical Union, the Oceanography Society, and the American Meteorological Society (AMS). He also serves as President of the Monterey Bay Crescent Ocean Research Consortium, a member of the Monterey Bay National Marine Sanctuary's Integrated Monitoring Network science steering committee, and a member of the Science Advisory Team for California's Ocean Protection Council.

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NPS announces Graduate School of Defense Management

By MC2 Patrick Dionne

The Naval Postgraduate School (NPS) announced the official renaming of its nationally-recognized business school to the Graduate School of Defense Management (GSDM), effective Oct. 1, in an effort to better signal its unique defense-focused identity and mission to strategic stakeholders and its academic peers.

The university has a long history in offering graduate degrees in management, with emphases in varied, DOD-relevant areas. Over time, a portfolio of management and business programs were formed into a single school, the Graduate School of Business and Public Policy in 2001. But the current security environment has necessitated a change, school leaders say.

“NPS has a long history of providing highly-respected graduate education in varied management disciplines. These unique curricula have evolved to meet current and emerging challenges in the defense sector,” said Dr. Steven Lerman, NPS Provost and Academic Dean. “This change of name to the Graduate School of Defense Management provides a more accurate description of these programs and our unwavering commitment of relevance to national security and the DOD.”

The Graduate School of Defense Management provides students from across the Navy and Marine Corps, DOD, and civilians and international students as well, with a unique, 18-month Master of Business Administration or Master of Science in Management in several specialized fields. It’s all part of its mission to provide intellectual leaders to organizations concerned with defense business management practices and policies.

GSDM offers degree programs in nine different fields, ranging from logistics to information technology management to manpower, as well as three, unique distance learning programs.

“At the Graduate School of Defense Management, we strive for intellectual leadership in the business of defense in critically-relevant disciplines,” said GSDM Dean Keith Snider. “We prepare our graduates to lead and manage the complex organizations and critical processes that contribute to the nation’s defense.

The Graduate School of Defense Management supports a cadre of more than 60 professors, assistant professors and lecturers representing a diverse background of expertise and experiences, ranging from active-duty military members to industry professionals to seasoned academics.

“Along with our new name, we’re moving forward with several exciting educational initiatives that support the Secretary of the Navy’s Education for Seapower strategy,” said Snider. “Specifically, we’ve developed new graduate certificate programs in areas such as data analytics, strategic

leadership, policy analysis, and advanced acquisition management – and students will have the option to stack multiple certificates to obtain a master’s degree.

Released in February of this year, the Department of the Navy Education for Seapower Initiative include inputs from experts on learning throughout the DOD, NPS’ own President Vice Adm. (ret.) Ann Rondeau, on strategies and actions to help pave the way for new education practices, as well as fresh look at the relationships with civilian academic institutions and corporate learning structures.



Dr. Steven Lerman, NPS Provost and Academic Dean, left, and Dr. Keith Snider, Dean of the Graduate School of Defense Management, unveil new signage for Ingersoll Hall during a brief ceremony marking the newly-renamed Graduate School of Defense Management, Oct. 1. (U.S. Navy photo by MC2 Patrick Dionne)

International students explore Silicon Valley tech through NPS outreach programs

By MC2 Tom Tonthat

A new outreach program developed by the Naval Postgraduate School (NPS) International Graduate Programs Office (IGPO) is providing a unique opportunity for international students to get an up-close look at technology and innovation in the Silicon Valley.

Through the Silicon Valley Outreach Program, developed in partnership between NPS and the U.S. Commercial Service, students visited Silicon Valley companies

such as SRI International, Ravenswood Solutions, and Palo Alto Networks.

“Our students are here studying in a lot of different curricula,” said IGPO director Al Scott. “And this program is a great opportunity to have our international students learn more about the capabilities of these Silicon Valley tech companies while the companies could have the opportunity to interact and make connections

with our students.”

On campus, international students are enrolled in the same curricula as their U.S. colleagues. The Silicon Valley Outreach Program tours enabled them to observe first-hand how some of topics they study are applied in the commercial sector, especially in the cyber realm.



NPS international students gather for a group photo while touring Palo Alto Networks through the Silicon Valley Outreach Program. Developed between NPS and the U.S. Commercial Service, the program provides international students with an introduction to a handful of Silicon Valley companies, observing their capabilities and culture as a unique addition to their NPS experience. (Courtesy photo)

Adobe CEO Narayan talks change during NPS guest lecture

By MC2 Taylor Vencill

Shantanu Narayan, Chairman and Chief Executive Officer of Adobe, offered the latest Secretary of the Navy Guest Lecture (SGL) to students, faculty and staff at NPS in King Auditorium, Oct. 1.

Narayan shared his knowledge and insight into running a major tech company to the assembled students and faculty, as well as his perspective on the characteristics of effective leadership.

“I think people do their best work when they resonate with the mission of the company ... with the values of what the company stands for,” said Narayan. “If you have an impudent mismatch with the values, we don’t think you do your best work.”

One of the major goals of the SGL series is to provide students with insights on relevant topics of defense and security relevance. At Adobe, Narayan says, an understanding of analytics has empowered the company, and it can do the same for the DOD. In defense applications, how you harness the power of the information that you have and put it to use is critical, Narayan said.

“We have analytic software that allows us to evaluate when data is being looked at and if there’s an anomaly associated with its usage. In each of the domains of software, thinking about how artificial intelligence and machine learning can be used to process data, that’s important to make critical decisions in milliseconds,” he said.

Even though they’re a global leader in tech, Narayan admits Adobe is sometimes perceived as the company that created PDFs, and some software to manipulate pictures. But, he quickly says, the company figured out some time ago that if you enable people to innovate, you’re going to have a lot of

influence on their success.

“If you think about PDFs and Flash, we are on more computers and mobile devices than virtually any other piece of software in the world,” said Narayan.

“At Adobe, we have a fundamental philosophical hypothesis that great ideas come from everywhere,” he continued. When you are trying to “build a lasting technology company,” if you can build a platform in which others can innovate, you can reap the benefits of the “entire ecosystem of partners that are building on top of it,” he said.

Looking ahead, Narayan says Adobe is currently working on ground breaking technology that has the potential to revolutionize image analysis, allowing one to search millions of images that have no data whatsoever with just one word.

“You can get tens of millions of pictures that have never been tagged, and you can apply our algorithms to those images and do a search,” said Narayan. “This technology is amazing as it relates to the medical field ... the field of radiology [for example] is going to completely change.”

Narayan closed his presentation to the campus community with a discussion on partnerships, which he sees as critical to improving the services they provide to customers. Adobe, he says, is leaning forward on bringing external players into their research environment, to bring new problems – and new possible solutions – to the company.

“We have this fundamental belief that we don’t have a monopoly on all the good ideas,” he said. “There are great ideas that exist, and we are all ears for the things that we may not have even thought of.”



Shantanu Narayan, left, Chairman and Chief Executive Officer of Adobe, fields a question from Naval Postgraduate School student Lt. Crystal Hong during the latest Secretary of the Navy Guest Lecture in King Auditorium, Oct. 1. (U.S. Navy photo by MC2 Taylor Vencill)



CAMPUS news & notes

In September, a group of students met to reinvigorate the National Naval Officers’ Association (NNOA) in Monterey; particularly through engagement events aimed at supporting the recruitment, professional development, and retention of a diverse officer corps.

The inaugural meeting of NNOA Monterey explained its origins and its core functions of mentorship, professional development, and community engagement.

One of the vital aspects of NNOA is that the organization creates opportunity for engagement at myriad levels. This engagement could be in the form of junior to senior officers developing a mentor/mentee relationship, advocacy, peer networking, community service, or even demonstrating the STEM and leadership opportunities in the Naval Service.

The group discussed different types of events in which NNOA chapters have participated such as speed mentoring, leadership panels, and networking events were among those with the highest interest. The group agreed that they would like to do speed mentoring as one of the initial events, which could be conducted with active and retired military as well as corporate and industry leaders in the area.

Lastly, the group addressed WIFM: what’s in it for me. Speaking on the theme of engagement, current NNOA members discussed how national symposiums and the Junior Officer Panel provide a forum for communicating feedback to senior leaders and decision makers at the highest levels of the Naval Service. Attendees stayed well past the scheduled end time and left energized to begin this next phase of NNOA.

Send your campus news and notes to update@nps.edu.

TLC Mini-Grants Program Seeds Innovative Efforts Across Campus

By Matthew Schehl

When Naval Postgraduate School (NPS) faculty and students speak, the university's Teaching and Learning Commons (TLC) listens.

In response to input from the NPS community, the TLC has awarded a dozen mini-grants over the last year to expand the university's horizons. In supporting a range of innovative ideas from faculty and students,

"The bottom line is we're listening to you," noted Dr. Raluca Gera, TLC director and Associate Provost for Graduate Education. "Tell us how we can support you to be able to use the classrooms differently than before and how to improve the quality of the education."

Not all students learn the same way, she said, and the mini-grant initiative affords faculty the opportunity to meet students where they're at.

The pedagogical model has tended to be immutably passive: an expert, a chalkboard, and students scrambling to take notes. But times are changing, as increasingly tech-savvy students are hungry for more active, engaged methods of learning.

"For someone who uses a chalkboard, that may work perfectly for them, but how can we still support you? Maybe it's a travel mini-grant to bring in a guest speaker or to attend a professional conference," said D'Marie Bartolf, NPS' Coordinator of Education Innovation who manages the mini-grant program.

The TLC mini-grants have already covered a broad swath of academic territory, including high-powered rockets, a mind-mapping tool,

novel wireless class communications, visual reality goggles and a glass writing board enabling face-to-face communication between professors and students.

Since Spring of 2018, the TLC has sought to create a stimulating, revolutionary teaching and learning environment to best educate its unique student population.

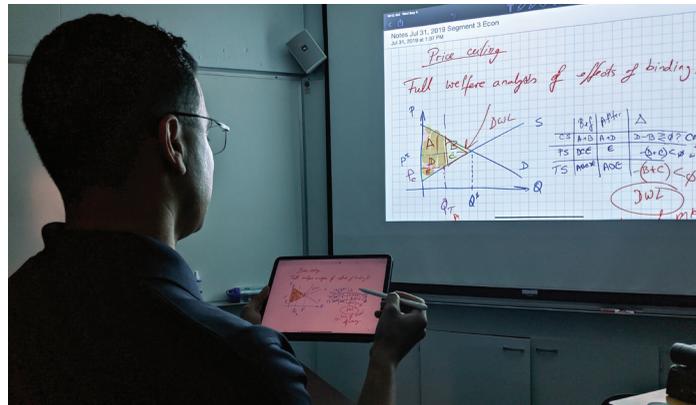
"I'd been teaching at NPS for 13 years before I took this job and I was always looking for ways to experiment in my classroom, but often these ideas couldn't get traction because of a lack of funding or space," Gera said. "So when I got this job, one of my first thoughts was to hear from faculty what they would like: what would you as faculty want to try?"

TLC has gone to great lengths to engage the NPS community: a series of Open Forums highlighting critical issues, surveys, visiting departments to determine the best ways to support them, and ... the mini-grant initiative.

The awards over the last year have focused on faculty technology and student input, and have broadened most recently to include travel and international student education.

On the horizon is expanding the quality of NPS' distance learning programs, according to Gera.

"My hope with these mini-grants is that we really spark the imagination: learning what we can do and expanding what we can do in the classroom to get students excited," Bartolf said. "As long as we can keep people imagining and trying out new things, then we truly are a living teaching and learning ecosystem, and that's the goal."



U.S. Navy Lt. Jesse Hernandezrodriguez demonstrates a project on wireless collaboration with classrooms on campus that he and Graduate School of Defense Management Professor Simona Tick developed through a Teaching and Learning Commons Mini-Grant. (U.S. Navy photo by Javier Chagoya)

Focus On... Navy Ball

Service members and supporters from across the Peninsula gathered in the Barbara McNitt Ballroom in celebration of the Navy's 244th birthday, Oct. 19. Keynote speaker retired Navy Capt. Paul X. Rinn talked about a lone Sailor's heroic efforts as he paid respect to the service and the many Sailors in the room.

The Navy Ball theme of "No Higher Honor" served to recognize the 75th anniversary of the Battle of Leyte Gulf in 1944, the largest naval battle in modern

naval history and a decisive U.S. Navy victory over the Imperial Japanese Navy.

Rinn recalled his experience as commanding officer of the guided missile frigate USS Samuel B. Roberts (FFG 58) in 1988 as a mine exploded underneath the ship during Operation Earnest Will in the Persian Gulf.

Cut off from the rest of the ship due to the mine's explosion, Fireman Recruit Michael Tilley managed to restart the ship's

diesel by himself.

"Tilley had thrown the switch to bring power and in essence, saved Samuel B. Roberts," stated Rinn. "Without that action, we would not have the power to fight the fires, dewater the ship, and save ourselves. We would have gone down in a minefield that was 10 miles wide and had 12 other mines in it."

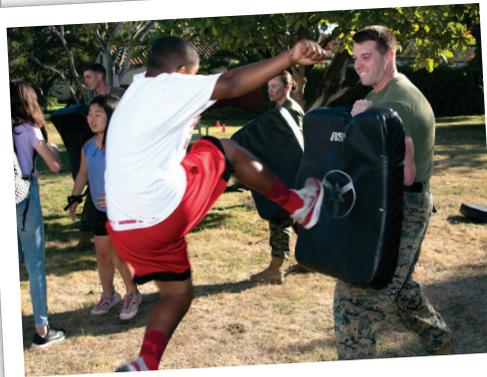
Rinn concluded his address by reminding the attendees that there really is no higher honor



than a Sailor's interminable duty.

"You are in the occupation that Americans trust more than any other profession in our country," said Rinn. "That is something we should all be incredibly proud of."

Discover NPS Day



STUDENT voice

Tech. Sgt. Gerald McLaughlin, USAF

NPS Colleagues,

The Winter quarter is now in full swing. We at the President's Board for Student Affairs hope everyone has been enjoying the cooler weather and the many fall/winter activities in the local area.

The President's Board for Student Affairs will be holding our final two meetings of the year on Nov. 7, and Dec. 5. Both meetings will be held in the Dudley Knox Library in room 138. These upcoming meetings will have guest speakers, including the NPS Librarian, Thomas Rosko, and other members from the DKL staff. We are pleased to welcome them and are always thankful for the support they provide the PBSA and all of the students at the Naval Postgraduate School.

The NPS Student Survey will be going live during this academic quarter. We will be using the LimeSurvey program to accomplish this and hope that it will be a smooth, easy-to-use process for all students. The survey will touch on many areas of student life at NPS: quality of life, school facilities, extracurricular activity availability, and family support areas. We ask that students take 15 minutes to fill out the survey so that we can include a greater amount of information to the NPS command staff and faculty. Good or bad, they want to hear what you have to say.

We hope everyone enjoys the remaining fall and winter events on the Monterey Peninsula.

The President's Board for Student Affairs will continue striving for excellence, and our hope is to always leave things better than the way we found them. Best of luck to all in the current quarter!

With Warm Regards,

Gerald P. McLaughlin

Don't hesitate to contact us at PBSA@nps.edu

- Chair: *Tech. Sgt. Gerald McLaughlin, USAF*
- Vice-Chair: *Lt. Christina Gatti, USN*
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On campus this month

November 2

Marine Corps Ball
6:00 p.m., McNitt Ballroom



November 12

HRO Health Benefit Fair
10:00 a.m. - 2:00p.m., McNitt Ballroom



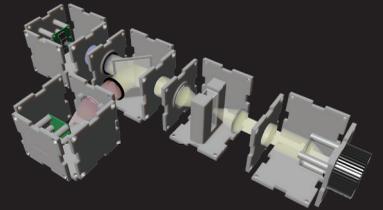
November 4-8

JIFX 20-1
Camp Roberts



November 15

Tunable SRF Cavities for
3D Optomechanics
11:00 a.m., Spanagel 117



November 11

Veteran's Day



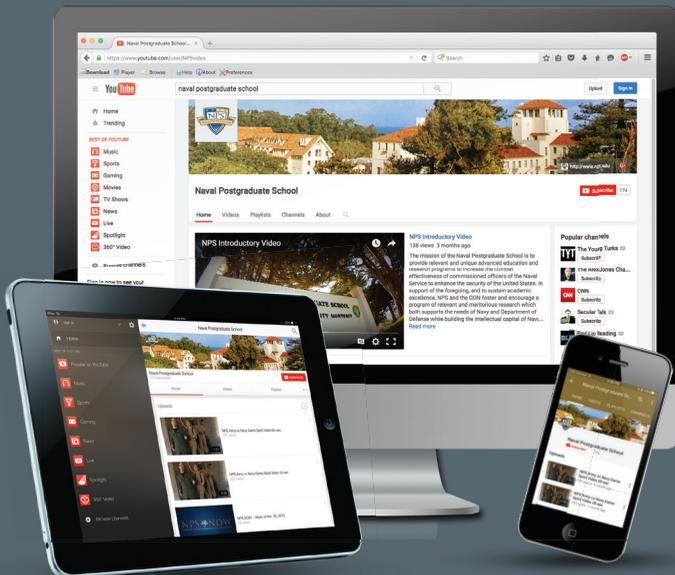
November 28

Thanksgiving Day



BREAKING NEWS HAPPENS

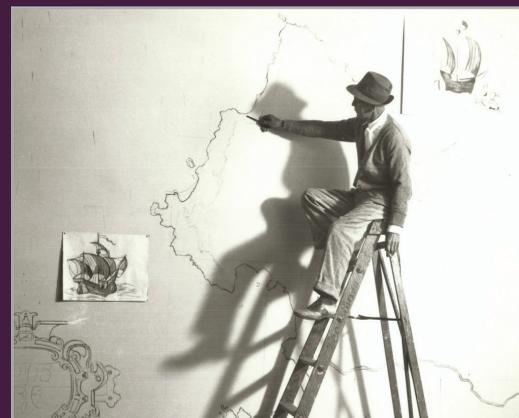
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Historical Highlights

Artist at work: Francis McComas, famed muralist and watercolorist, perched high above the tile floor of the main lounge of the Hotel Del Monte, in the act of creating the bright rendering of the Monterey Peninsula we know so well today. McComas, destined to be a star



of the early-20th century California art movement, was in fact born in Tasmania.

His reputation was made on the unique beauty he found in the gnarled trunks and branches of Monterey cypress trees; you are one of the lucky few if you have seen his mural above the large fireplace in Herrmann Hall. McComas was known as a master watercolorist, whose works reflected to soft tonal palette of the early northern California painters. Francis McComas died at his home in Pebble Beach in 1938. A cypress tree was planted at his gravesite.

Historical Highlights are provided by the Dudley Knox Library.