

Ann E. Rondeau, Ed.D.
Vice Admiral, US Navy (Ret)
Naval Postgraduate School Investiture Ceremony
Monterey, CA
29 January 2019

What a great Navy day! We have the privilege today of telling the NPS story in ceremony, with distinguished visitors, dedicated citizen leaders, generous donors and....with the heart of NPS....our Faculty, Students and Staff who bring alive the collective genius of professional education and learning.

Secretary Spencer, Former Secretary Ball, Mrs. Mullen, Mrs. Route, Distinguished Visitors and Guests, Faculty, Staff and Students, thank you. I am indeed honored and privileged to report and serve as the next President of Naval Postgraduate School. Relieving Vice Admiral Route and the inroads he and his team have made have brought organizational credibility back within the halls of NPS, creating enormous strategic advantage at so many levels that I commit to leveraging toward a new era for our School, this university. Thank you, Ron.

I also want to express my thanks to Mrs. Route. As anyone who has been in the Navy for awhile well understands, Kip has been and is a treasure for us all. Kip, as always, your selfless contributions here at NPS, and in our overall Navy and joint force, have been significant. Your heart for our Navy and our people has provided such advantage to the health and goodness of our Force. Thank you, Kip.

Mr. Secretary, we are in an Age for the Navy that easily compares with at least three other eras in the life of our Navy.

First, Secretary George Bancroft established the United States Naval Academy in spite of fierce resistance. That was hugely seminal.

Second, the reformer Secretary Josephus Daniels' initiatives toward developing the goals of a true meritocracy were revolutionary, as well as his mandating trade and technical schools and education initiatives at the beginning of the Industrial Age - at a time when individual performance measures in large organizations were merely a concept and many did not foresee the scientific and technological inroads the Navy would lead. Additionally, Daniels forged new ground when he refused to accept the social barriers between officers and the servicemen they led.

Everyone's minds mattered to mission success, not just that of elite officers. That was huge – that everyone's education and training mattered and that a trained and educated Force was and is essential to the nation. His view of the value and worth of minds of all kinds was seminal in an age when public education was also embarking on a reformist trajectory.

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Third, Secretary Warner was a forward leaning leader of education. He and CNO Zumwalt provided Admiral Turner a wide berth in his reform of the Naval War College.

Today, Mr. Secretary, if I may, under your leadership and guided by your vision for naval education, we are now in the present time embarking on a new age of science and technology learning, committed to new elements of national competitive power in what we identified in your commissioned Education for Seapower Board as the Cognitive Age.

The Faculty, Students, and Staff will accomplish your vision by **Refocusing**, **Reconnecting**, and **Rethinking**. Specifically:

NPS will refocus our core competencies to be the center of advanced science and technology as well as learning and applied research for the Department of the Navy. We are creating a lifelong learning continuum and most importantly – adding essential science and knowledge of learning technology to the strategy and policy of the larger naval education enterprise, creating a new and needed equilibrium for the character and nature of war. Indeed, my own doctoral dissertation addressed applied research and public policy in a way that provides insight into another important aspect of this work: the relational aspect of shared ideas and the role of meaningful bureaucratic and personal relationships toward integrated and enterprise-wide public policy relevance.

NPS will reconnect to private and public partners in S&T research. Faculty and Students will partner with Silicon Valley, Austin, Pittsburgh, Cleveland, Phoenix, Chicago and many more to become the “NIUX” for the naval services. In partnership, NPS will be taking bold yet intelligent and informed risks to make lasting connections; attracting prime contractors and small businesses alike – thus creating an innovation engine ripe for investment through a classified gateway to the future. We will seek 21st Century approaches to Intellectual Property and create new equal partnerships with public and private university research centers, where we truly belong as the centerpiece of America’s stakes in the great powers competition.

NPS will rethink our relevancy to the naval services; to work closely alongside you and your leadership team – Mr. Secretary, Under Secretary Modly, your staffs, the CNO and Commandant - in discovering a new and leading edge role for

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advanced graduate education for the Navy/Marine Corps Team and our joint partners. Faculty and Students will demonstrate in real terms that thinking and learning are directly linked to warfighting and seapower across the naval services. We will assess and continuously reassess the impact of education in terms of career timing, duration and delivery modalities. We intend to exponentially ignite the speed and agility of applied research that matters to the warfighter most. Ultimately, we will be accountable to Fleet Commanders who send our best and brightest right here to Monterey – re-imagining the loop of a value proposition for education both now and for decades to come. We will always be thinking about how to keep our nation safe.

Refocusing. Reconnecting. Rethinking. These are the watchwords for our forward leaning leadership in Science and Technology in the Cognitive Age.

In short, through education and applied research, **Naval Postgraduate School must be the cradle of naval competitiveness.**

Our hopes for economic, political and military security in the long run rests in the bright minds we bring to bear to our solutions.

Finally, to all of you who are part of our NPS Team – through the application of our respective and individual talents, gifts, skills and responsibilities, we do indeed comprise a collective genius for our Navy/Marine Corps Team and nation. I commit to you all that I will leverage and optimize our impact, mindful that, in the end, we will do so with a covenant to each other that champions mutual respect, individual accountability and shared obligations for the success of our mission and our people.

We are in a good place. We have good work ahead of us. While our Speed of Advance will continue apace, we will also grow in velocity as we answer the Battle Cry.

With gratitude, I thank you.