



NPS IN THE NEWS

Weekly Media Report – June 22-29, 2020

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1. [NPS President, Student Leaders Hold Open Dialogue About Racial Diversity](#)

(Navy.mil 22 June 20) ... Mass Communication Specialist 2nd Class Tom Tonthat

At the Naval Postgraduate School (NPS), a U.S. Navy command and an institution of higher learning, campus leaders in the faculty, staff and student body are not only looking for ways to improve the environment on the university campus, but also seek a broader role ... One where the institution can leverage its education mission to be a catalyst for change in the naval services and for the country.

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2. [Devout Christian Seeks Accommodation from the Navy to Go to Indoor Church Services](#)

(The Washington Times 29 June 20) ... Mike Glenn

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One of the most lauded military leaders in modern history, retired Navy Adm. William H. McRaven shared his own, personal lessons on leadership during the Naval Postgraduate School's (NPS) latest Virtual Secretary of the Navy Guest Lecture (SGL), held online Tuesday, June 23.

4. [NWC-at-NPS Awards Academic Honors for Spring Quarter Class](#)

(NPS.edu 26 June 20) ... NWC Monterey

The Naval War College (NWC) Monterey program for Joint Professional Military Education (JPME) recognized 19 graduates from its latest class earning academic honors for the 2020 Spring Quarter. Even though the usual ceremony was not possible given the distance learning environment this quarter, NWC at NPS Chair Fred Drake says the students' collective performance is worthy of recognition.

5. [US Navy's Chief Learning Officer Announces Departure as Pentagon Exodus Continues](#)

(Defense News 26 June 20) ... David B. Larter

WASHINGTON — The flood of departing defense officials continues as the U.S. Navy's chief learning officer — a newly created position championed by former Navy Secretary Richard Spencer and acting Navy Secretary Thomas Modly — announced he is leaving his post this summer to take positions at a think tank and a venture capital firm...What remains unclear is what the change will mean for reforms the service put in place in its 2018 Education for Seapower initiative, which sought to align several educational institutions around developing more strategic-



minded sailors and Marines. Included in the initiative were the United States Naval Academy, Naval Postgraduate School, the Naval War College and Marine Corps University.

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6. [Revealed: The Pentagon's Pacific Plans for the B-21 Stealth Bomber](#)

(The National Interest 25 June 20) ... Kris Osborn

The Pentagon plans to deploy its emerging B-21 stealth bomber in the Pacific as part of a decided effort to ensure technical superiority, sustain deterrence, and, if needed, hold potential adversaries at risk... On the topic of RCS, an interesting essay called "Radar and Laser Cross-Section Engineering," from the Aerospace Research Central, cites the emergence of new coating technologies, including "radar-absorbing materials and artificial metamaterials." (Text written by David Jenn, an author from the Naval Postgraduate School).

7. [The U.S. Navy is Making Plans to Replace the F-35 Stealth Fighter](#)

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The Navy is currently analyzing airframes, targeting systems, artificial-intelligence-enabled sensors, new weapons and engine technologies to engineer a new sixth-generation carrier-launched fighter jet to fly alongside the F-35 fighter jet and ultimately replace the F/A-18 aircraft... This challenge, explored by a Naval Postgraduate School essay called "The 6th-Generation Quandry," poses the question as to whether it might be equally if not more effective to postpone formal sixth-generation development until truly breakthrough advances emerge, while pursuing advanced variants of current, yet upgradable platforms in the interim.

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8. [Thinking Effectively First](#)

(Center for International Maritime Security 24 June 20) ... Sean F.X. Barrett & Mie Augier, Naval Postgraduate School GSDM Professor

Captain Wayne Hughes, USN, who would have turned 90-years-old this spring, left us a huge legacy on which to build and from which to learn regarding the intellectual content of naval research, our approaches to instruction, and how we organize our naval PME institutions.

9. [American Soldiers Have a Moral Obligation to Disobey an Unlawful Order to Occupy of America](#)

(Milwaukee Independent 24 June 20) ... Marcus Hedahl & Bradley Jay Strawser, Associate Professor of Philosophy, Naval Postgraduate School

President Donald Trump has announced he was considering sending the federal military into the streets of numerous American cities – above and beyond those sent to Washington DC – in an effort to control the protests and violence that have emerged in the wake of the May 25 killing of George Floyd. He has since ordered the military to be withdrawn from the capital but has not ruled out the possibility of using troops in similar situations in the future.

10. [NPS Professor Receives Mills Medal for Optimizing Surface Ship Drydock Schedules](#)

(Navy.mil 29 June 20) ... Rebecca Hoag

The Mills Medal, awarded by the Naval Postgraduate School (NPS) Alumni Association and Foundation, recognizes research that has had a clear impact on the Navy's operational efficiency. This year, the award was presented to NPS operations research professor Kyle Lin who developed an algorithmic tool, the Surface Ship Drydock Schedule Planner (SSDSP), to optimize naval drydocks and help simplify scheduling.

ALUMNI:

11. [Best Bosses in Fed IT](#)

(FEDSCOOP 22 June 20) ... FEDSCOOP

Navy Vice Admiral Nancy Norton, Director, Defense Information Systems Agency and NPS alumna, was named one of FedScoop's Best Bosses in Federal IT for 2020.



12. [Mitchell Returns to the Midwest to Take Command of ASC](#)

(DVIDS 24 June 20) ... Paul Levesque

Rock Island Arsenal. Ill. – He was born in Waterloo, Iowa, raised in rural central Illinois, and describes himself as a “proud Midwesterner.” Now, Maj. Gen. Daniel G. Mitchell, an NPS alumnus, has returned to the area to lead an organization with a global impact on military logistics.

UPCOMING NEWS & EVENTS:

June 30: [COVID-19 Updates and Plans for Summer Quarter Virtual Hall](#)

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DIVERSITY:

NPS President, Student Leaders Hold Open Dialogue About Racial Diversity

(Navy.mil 22 June 20) ... Mass Communication Specialist 2nd Class Tom Tonthat

As the nation struggles with combating inequality and bias, opportunities for engaged dialogue that delves into these challenging topics have become a high priority for leaders at all levels.

At the Naval Postgraduate School (NPS), a U.S. Navy command and an institution of higher learning, campus leaders in the faculty, staff and student body are not only looking for ways to improve the environment on the university campus, but also seek a broader role ... One where the institution can leverage its education mission to be a catalyst for change in the naval services and for the country.

With this notion in mind, university President retired Vice Adm. Ann E. Rondeau invited a group of students to participate in a candid conversation to hear their concerns and encourage similar conversations about race, and the importance of inclusion and diversity. The interview – the third in a forthcoming webcast series titled “Listen, Learn, Lead” – has been released ahead of schedule as a podcast to support and expand the dialogue desired across the NPS campus and in our communities.

“I brought together four of our outstanding students to talk about this historically difficult topic with greater urgency and determination, one that must be a topic for all leaders ... inclusion, diversity and the issue of race that has been at the center of our nation's pain and anger,” said Rondeau. “I wanted to listen and explore with them how we in the military, and how we as leaders, can do more to understand concerns they have and discuss ideas together to make real change.”

The student team included Navy Lts. J.D. Thomas and Brandon Carter, Air Force 1st Lt. Byron Wilson and Marine Corps Maj. Matthew Bowman, who also led reactivation of the Monterey chapter of the National Naval Officers Association (NNOA) last year.

During the discussion Bowman said, “[NNOA] is an opportunity for the sea services—the Navy, Marine Corps and Coast Guard—to engage with each other as peers, engage with leaders, and engage with their local community. We've been able to talk to each other about what's going on as well as issues and concerns that students are having.”

After a brief explanation of the NNOA's accomplishments and community contributions, Rondeau asked the four officers what they want people to hear, to understand and remember amid the racial tension dominating our national narrative.

“What I would like to see the most is just the continued dialogue,” said Wilson. “People to treat each other with dignity and respect. It's knowing that I can enter the room as the sole black officer and feel comfortable because I know that my brothers and sisters-in-arms respect me as an individual and as a black officer.”

“I truly believe that all people, based on their experiences, carry their own bag of rocks,” Wilson continued. “It doesn't matter what color, creed or sexual orientation that you have. Everyone has a bag of rocks based on personal experiences, and I think it's time right now to start sharing those experiences so that we can start respecting each other as individuals, as brothers and sisters.”

Drawing a parallel to recently confirmed Air Force Chief of Staff U.S. Gen. Charles Brown Jr., Rondeau transitioned the conversation to address unconscious bias.

“How we see unconscious bias is that everyone, because of those bags of rocks that they carry, comes into a conversation with their own kind of preconceived notions from their own beliefs, backgrounds and experiences,” said Thomas. “If you look at a person for the color of their skin as opposed to say, their uniform, that unconscious bias can lead you to believe or make decisions that you really don't pay attention to. That could negatively affect someone or cause them to consciously exclude someone from an activity.”

Rondeau then asked how these leaders can engage each other to address this and change behaviors about it – whether within a command, an entire community, or beyond.

“I think the military has an opportunity to have this dialogue and have it show what right looks like for the rest of the nation,” said Bowman. “We have the opportunity to sit down and lead our Marines,



Sailors, Airmen and Soldiers and have these very open conversations to ask, 'What does this mean to you?'

“We are courageous. We are type A by nature, and we have opinions and we want to make sure that we can go change the world,” he continued. “If we have that mentality ... Then maybe we'll have the cognitive agility to think, 'Maybe I've been wrong. Maybe I haven't been looking at this from the right perspective. Maybe I do have these unconscious biases and have a change to have the moral courage to look inside myself to have some introspective and change if necessary.’”

“I believe the biggest hurdle to equality is unexamined behavior,” added Wilson. “If we don't check ourselves and don't recognize that we are treating someone or a group of people differently, then there is no change. I challenge everyone to check themselves and think about how they are treating and responding to others in every situation.”

In closing, Rondeau thanked the students for participating in the discussion. Moving forward will take a collective and inclusive team approach, she said, but leaders are essential and she thanked each of the four students for stepping forward.

“Here's my commitment to you ... I will always ask why, but I will always also add how, because asking 'why' will get you to understand, but asking 'how' gets you to moving ahead,” Rondeau said. “I will also try to make the difficult conversations more normal. You have my commitment in making sure that NPS is a place that solves problems.”

https://www.navy.mil/submit/display.asp?story_id=113342

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COVID-19 REGULATIONS:

Devout Christian Seeks Accommodations from the Navy to Go to Indoor Church Services

(The Washington Times 29 June 20) ... Mike Glenn

An Air Force officer wants the Navy to grant him permission to attend indoor religious services.

Through his attorneys, Maj. Daniel Schultz said the Navy last week issued COVID-19 regulations that bar personnel from attending activities including “indoor religious services.” According to First Liberty, a Texas-based law firm that specializes in religious cases, Maj. Schultz currently falls under Navy regulations because he is attending the Naval Postgraduate School in Monterrey, California.

“Major Schultz is a devout Christian and his sincerely held religious beliefs compel him to participate in religious services at his church, in person,” First Liberty said in a letter sent to officials at the Navy-run school. “Because it bans him from attending church and participating on the worship team, the Navy order substantially burdens Major Schultz’s sincerely-held religious beliefs.”

The Navy regulations permit personnel to take part in other public activities, such as using mass transit, hosting social gatherings and participating in protests while religious worship activities are singled out, First Liberty said.

“The Navy order violates the First Amendment and the (Religious Freedom Restoration Act) and it should be rescinded,” First Liberty said.

Through his lawyers, Maj. Schultz said he is seeking a religious accommodation from the Navy so he can attend in-person religious services at his church.

“If the Navy truly believes it has a compelling interest in banning church attendance, then the least restrictive means of furthering that interest is to grant Major Schultz a religious accommodation,” First Liberty said in its letter.

<https://www.washingtontimes.com/news/2020/jun/29/devout-christian-seeks-accommodation-navy-go-indoo/>

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EDUCATION:

Lessons in Leadership from Admiral Bill McRaven

(The Lemoore Navy News 25 June 20)

(Navy.mil 25 June 20) ... Rebecca Hoag

One of the most lauded military leaders in modern history, retired Navy Adm. William H. McRaven shared his own, personal lessons on leadership during the Naval Postgraduate School's (NPS) latest Virtual Secretary of the Navy Guest Lecture (SGL), held online Tuesday, June 23.

McRaven is well known in and beyond the Special Forces community, leading a number of high-profile operations including the capture of Saddam Hussein and the rescue of Richard Philips, captain of the Maersk Alabama. He developed and oversaw Operation Neptune Spear, leading to the death of Osama bin Laden in 2011, and was runner up for "TIME" magazine's annual "Person of the Year."

In a manner he seems to have perfected, McRaven shared lessons in leadership gleaned through his decades of experience through straightforward anecdotes ... Moments in life where the world around him presented an opportunity to learn, and he took it.

McRaven has always been an avid supporter of education and demonstrated it throughout his career. During his time at NPS, he recognized a critical gap in the education offered to his Special Forces community, and designed a curriculum to close that gap, nurturing its approval through the academic structure. He succeeded and became the first graduate of that program back in 1993, now NPS' Defense Analysis program. More than 1,600 students have since graduated from the legacy McRaven left on the university.

His passion for education continued after his active duty career, electing to serve as the Chancellor of the University of Texas system until 2018. And his advocacy for education continues, connecting the nation's K-12 educational system directly to our future security and prosperity.

McRaven's leadership lessons seemed straightforward, because he delivered them that way. He emphasized the role of critical thinking in being a member of the military, and in a leader. He stressed the importance of communication, and how much more important consistent communication becomes in times of crisis.

McRaven applauded the importance of teamwork, noting that no one "paddles the boat" by themselves. He stresses the criticality of physical and mental strength, to be prepared for hard work, toughness and intelligence.

He discussed listening ... Noting how leaders must be able to hear what their people are saying, to reflect and be thoughtful. And he stressed knowing exactly where to get the pulse of your people. A great leader "draws on surrounding expertise," he said. When decisions need to be made, and need to be made quickly. "Know who the experts are," and trust them, he said.

And he stressed, perhaps above all else, the role of character. As human beings, we will make mistakes, but if we strive to be "moral, legal and ethical" as leaders, he said, we will be in the best position to do the right thing.

McRaven shared anecdotes that seemed commonplace in experience, easily relatable no matter what service you hail from. He offered his time on the Benjamin Franklin class ballistic missile submarine, USS Simon Bolivar, as one such anecdote. He was a new NROTC recruit, and immediately took to the CO of the boat, Cmdr. John Weldon Koenig, a University of Texas alumnus just like McRaven.

What stayed with him, though, was how the CO carried himself on the sub, and the behavior and pride that translated to his crew of young Sailors.

"The commanding officer had a certain swagger about him, a certain ability to connect with the Sailors on the submarine," McRaven recalled. "He had a great sense of humor. He could harass [the crew] and they'd harass him.... There was this mutual back and forth, and that showed me what a great leader looked like."

Leaders have to be close enough to know what life is like for the men and women they lead, yet must understand that personal relationships cannot cloud judgement. Great leaders, he said, exist at a



“professional distance.” As a young officer, he would consistently think about how the decisions he made, or saw being made in the wardroom, would impact the men and women in the field.

He then answered several questions from a group of NPS students from the Defense Analysis program he created years prior covering a wide-range of topics, from his views on how technological advancement impacts combat to why communication matters.

In closing his remarks to an audience largely of NPS students, McRaven also stressed how he realized the importance of the education he received from NPS when he returned to the battlefield.

“One of the things you might find when you leave the Postgraduate School – or wherever you might be going to school at this time – you will be amazed at how much smarter you are,” he said. “You may not appreciate it right now, I know I didn’t when I graduated from the Naval Postgraduate School.

“But when I got back to the fleet, I realized I could see things that my contemporaries couldn’t because they hadn’t been taught how to think,” he added. “They hadn’t been giving the critical thinking skills they needed, and that really makes a difference in your career and as a leader.”

NPS President retired Vice Adm. Ann Rondeau expressed her gratitude for his time, thanking him for this ‘virtual visit; with university students.

“McRaven’s career and indeed how he lives his life truly define the words ‘patriot,’ ‘warrior,’ ‘scholar’ and ‘intellect,’” Rondeau said.

Watch the complete [Virtual SGL with Adm. William H. McRaven](https://hanfordsentinel.com/community/lemoorenavynews/lessons-in-leadership-from-admiral-bill-mcraven/article_044cd873-5782-5a6c-9f62-520d36639ff8.html) on the NPS YouTube channel.
https://hanfordsentinel.com/community/lemoorenavynews/lessons-in-leadership-from-admiral-bill-mcraven/article_044cd873-5782-5a6c-9f62-520d36639ff8.html
https://www.navy.mil/submit/display.asp?story_id=113368

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NWC-at-NPS Awards Academic Honors for Spring Quarter Class

(NPS.edu 26 June 20) ... NWC Monterey

The Naval War College (NWC) Monterey program for Joint Professional Military Education (JPME) recognized 19 graduates from its latest class earning academic honors for the 2020 Spring Quarter. Even though the usual ceremony was not possible given the distance learning environment this quarter, NWC at NPS Chair Fred Drake says the students’ collective performance is worthy of recognition.

“Each graduate worked through multiple challenges while learning in the restrictive Pandemic response environment and yet competition was still keen,” he said. “Each graduate’s exceptional performance in the virtual classroom and working with their peers significantly improved the educational experience for the entire class.”

Graduates earning “with Highest Distinction” honors by completing the JPME program in the top five percent of their class are Army Maj. Garth T. McDermott, Daniel Meegan, Daniel R. Midgett, and Thomas S. Schlesinger; Marine Corps Maj. Ryan S. Tice.

Graduates earning “with Distinction” honors by completing the JPME program in the top 15 percent of their class are Army Maj. Christopher W. Amsley, Joshua L. Boyle, Jason R. Fabijanowicz, and Michael Tikkanen; Army Capt. Julio Torres III; Navy Lt. Cmdrs. Evan M. Bower, and Joseph F. Sullivan; Navy Lts. Andrew P. Melton, and Benjamin E. Sandridge, and Joshua D. Vitali; Marine Corps Maj. Kevin C. Druffel-Rodriguez, and Billy Hayes; and, Marine Corps Capt. Jeffrey C. Simonton, and Jesse P. Walker.

Through the NPS-NWC partnership, a total of 5,717 officers have earned their Joint Professional Military Education Phase I certification since the program’s inception in September 1999.

<https://nps.edu/-/nwc-at-nps-awards-academic-honors-for-spring-quarter-class>

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US Navy's Chief Learning Officer Announces Departure as Pentagon Exodus Continues

(Defense News 26 June 20) ... David B. Larter

WASHINGTON — The flood of departing defense officials continues as the U.S. Navy's chief learning officer — a newly created position championed by former Navy Secretary Richard Spencer and acting Navy Secretary Thomas Modly — announced he is leaving his post this summer to take positions at a think tank and a venture capital firm.

John Kroger took to LinkedIn this week to announce his departure, eight months after taking the job in September.

"I will be leaving the Department of the Navy and my civil service position as the Chief Learning Officer later this summer," Kroger wrote. "It has been a great honor to serve as the first joint Navy-Marine Corps CLO and wish all of my colleagues the very best."

A Navy statement provided to Defense News said the service planned to replace the CLO.

"The Department will make an announcement about the appointment of a new CLO in the near future," the statement read. "Educating the force remains a Department priority, and we will continue to look at innovative ways to provide Sailors and Marines a career roadmap filled with world-class training and education."

What remains unclear is what the change will mean for reforms the service put in place in its 2018 Education for Seapower initiative, which sought to align several educational institutions around developing more strategic-minded sailors and Marines. Included in the initiative were the United States Naval Academy, Naval Postgraduate School, the Naval War College and Marine Corps University.

Kroger is still in the CLO position and it's unclear when he'll be leaving, a Navy spokesman said.

Kroger's departure is one of several recent exits by senior civilians at the Pentagon. However, this trend is often seen near the end of a president's term — even if the president is up for reelection.

The Pentagon's top two technology experts, Mike Griffin and Lisa Porter, resigned. They plan to leave their jobs July 10.

On June 16, Elaine McCusker, the Defense Department's acting comptroller, submitted her resignation, followed two days later by Kathryn Wheelbarger, the acting assistant defense secretary for international security affairs.

It's also the latest in a string of leadership shakeups in the Navy that has seen both the secretary of the Navy, the acting secretary of the Navy, a confirmed chief of naval operations and now Kroger all leaving their positions.

<https://www.defensenews.com/naval/2020/06/26/us-navys-chief-learning-officer-announces-departure-as-pentagon-exodus-continues/>

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RESEARCH:

Revealed: The Pentagon's Pacific Plans for the B-21 Stealth Bomber

(The National Interest 25 June 20) ... Kris Osborn

The Pentagon plans to deploy its emerging B-21 stealth bomber in the Pacific as part of a decided effort to ensure technical superiority, sustain deterrence, and, if needed, hold potential adversaries at risk.

The plan, articulated by Acting Assistant Secretary of Defense for Indo-Pacific Security Affairs David Helvey, incorporates the integration of surveillance assets, submarines and what the Pentagon envisions as a new generation of stealth technology contained in the B-21.

"We're making investments to ensure that we maintain operational readiness and strengthen the conventional capabilities that we have that are our enduring advantage such as submarines, the new B-21 Stealth bomber, the P-8 aircraft," Helvey told reporters June 18, according to a Pentagon transcript.



Helvey discussed the anticipated operation of the B-21 in the context of increased U.S.-allied training operations, coordinated strategic policies and a specific focus upon the “deterrence of any actors that would look to undermine or threaten our shared interests,” as he put it.

Operating a B-21 in the Pacific, conducting patrols such as those now increasingly being performed by B-2s, B-52s and B1-bs in the Pacific theater, would present a new series of interwoven complexities for potential adversaries.

Given that the B-21 is largely a “black” program, very few details are known about its technical characteristics, however, developers have emphasized that it incorporates a new generation of stealth technology, bringing an ability to hold “any target, anywhere in the world . . . at risk.”

Slated to be operational in just the next few years, the B-21 could not come at a better time, given the rapid advances known to be occurring with Chinese surface-to-air defenses. While Russian S-400s and emerging S-500s have long been believed to be among the most advanced and concerning, there is now growing consensus that China’s technological progress in this area is also quickly gaining ground.

The most cutting-edge air defenses increasingly draw upon faster computer processing, digital networking between otherwise separate “nodes,” and multi-frequency radar technologies. A 2017 assessment in Deagle.com of the HQ-9 specifically cites that the Chinese air defenses are in part based upon the U.S. Patriot and Russian S-300 Systems. The newer HQ-9B is cited to be able to hit ranges out to three hundred kilometers.

“The HQ-9 has a track-via-missile terminal guidance system and proximity fuze taken from the Patriot and ‘cold-launch’ and aerodynamics from tube-launched S-300 missiles,” the Deagle.com report states.

Despite the technological progress of air defenses, retired Lt. Gen. David Deptula, Dean of the Mitchell Institute for Aerospace Studies, maintains an “imperative for stealth,” explaining that the most advanced stealth bombers will remain very difficult to hit.

“Even if a radar can detect, it now has to track, and when it transfers that data to engage it will have to shoot a missile using much smaller radar than that used for detection. Also, fusing of the interceptor weapon can be affected by low observability technology,” Deptula previously told the National Interest. “Bi-static radar can help detect low observable aircraft. However, to intercept a stealth aircraft requires the transfer of detection from a large acquisition radar to a much smaller interceptor radar either on an aircraft or a missile that can track—or maintain continuous “lock-on” of the low observable aircraft

The B-21 image released by the USAF depicts a design that does not use vertical flight control surfaces like tails. Without vertical surfaces to reflect radar from side aspects, the new bomber will have an RCS (Radar Cross Section) that reduces returns not only from the front and rear but also from the sides, making detection from any angle a challenge, the Mitchell Institute writes.

On the topic of RCS, an interesting essay called “Radar and Laser Cross-Section Engineering,” from the Aerospace Research Central, cites the emergence of new coating technologies, including “radar-absorbing materials and artificial metamaterials.” (Text written by David Jenn, an author from the Naval Postgraduate School).

Newer methods of infrared or thermal signature reduction are connected to engine and exhaust placement. Internally configured engines, coupled with exhaust pipes on the top of an aircraft can massively lower the heat emissions from an aircraft, such as the structure of the current B-2.

All of these emerging technical factors continue to inform a growing consensus regarding future war threats—that the B-21 may quite possibly be the only platform that will be able to penetrate certain enemy weapons and advanced air defenses for decades to come.

<https://nationalinterest.org/blog/buzz/revealed-pentagon%E2%80%99s-pacific-plans-b-21-stealth-bomber-163437>

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The U.S. Navy Is Making Plans to Replace the F-35 Stealth Fighter

(The National Interest 27 June 20) ... Kris Osborn

The Navy is currently analyzing airframes, targeting systems, artificial-intelligence-enabled sensors, new weapons and engine technologies to engineer a new sixth-generation carrier-launched fighter jet to fly alongside the F-35 fighter jet and ultimately replace the F/A-18 aircraft.

The Navy program, known as the Next-Generation Air Dominance (NGAD), has moved beyond a purely conceptual phase and begun exploration of prototype systems and airframes as it pursues a new fighter to emerge in 2030 and beyond.

Navy officials say that several current areas of consideration include “developmental air-vehicle designs, advanced engines, propulsion, weapons, mission systems and electronic warfare.”

Ongoing work has been weighing the advantages of leveraging nearer-term existing technologies such as new variants or upgrades to cutting edge weapons, sensors and stealth configurations—or allowing more time for leap-ahead developmental systems to emerge.

Within the last several years, the Navy has been building upon analysis written in a now completed Initial Capabilities Document. Interestingly, a February report from USNI news says the Navy’s 2021 budget seeks to cut back F/A-18 production in order to free up funds for its NGAD program. The Super Hornet cut, the story says, may re-route as much as \$4 billion to the sixth-generation carrier-launched platform.

Anticipated decisions about a sixth-generation fighter jet balance themselves upon the as-of-yet unknown maturity of various promising new weapons and technologies nearing a threshold of operational possibility. For instance, some now-in-development next-generation stealth technologies, including new radar-evading configurations, coating materials and advanced thermal-signature reduction are fast-approaching levels of combat readiness. Yet, absent a clear timeframe when, for example, new stealth or artificial-intelligence-enabled sensors can ensure overmatch for decades to come, Navy developers are thinking it may make sense to push the current “art-of-the-possible” to the maximum extent.

This challenge, explored by a Naval Postgraduate School essay called “The 6th-Generation Quandry,” poses the question as to whether it might be equally if not more effective to postpone formal sixth-generation development until truly breakthrough advances emerge, while pursuing advanced variants of current, yet upgradable platforms in the interim.

The 2016 paper, from the Naval Postgraduate School Acquisition Research Program, cites a handful of current systems showing significant long-term promise. The paper cites “new models of the F-35 optimized for air combat,” the emerging B-21, drone-launching C-130 “mother ships” and “weapons truck arsenal planes” are positioned to optimize current technological progress.

These systems, including a B-52-like arsenal plane, unmanned fighter jets, artificial-intelligence-empowered sensors, and new weapons with unprecedented range are designed to accommodate new iterations of artificial intelligence, processing speeds, software upgrades, and other incremental improvements.

According to this logic, there simply might not be enough of a margin of difference in performance between the best-upgraded platforms of today—and something entirely new which could be built in the next ten years or so.

Could these upgradable systems, fortified by new-iterations of stealth technology now being woven into the B-21, themselves be sufficient to propel naval aviation superiority for decades? This would alleviate the risk and expense of pursuing something truly “breakthrough” in the near term, potentially freeing up funding and resources to explore paradigm-changing air-fighter technologies for the long-term.

Furthermore, current sensors, avionics and weapons systems are increasingly artificial-intelligence-reliant, a circumstance which makes it easier to greatly improve performance by integrating new algorithms, analytics, or processing speed. In effect, all of this raises the question as to whether an entirely new airframe is truly needed to achieve overmatch in the coming decades? By 2030?

Deliberations are ongoing.

<https://nationalinterest.org/blog/buzz/us-navy-making-plans-replace-f-35-stealth-fighter-163620>

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FACULTY:

Thinking Effectively First

(Center for International Maritime Security 24 June 20) ... Sean F.X. Barrett & Mie Augier, Naval Postgraduate School GSDM Professor

Introduction

Captain Wayne Hughes, USN, who would have turned 90-years-old this spring, left us a huge legacy on which to build and from which to learn regarding the intellectual content of naval research, our approaches to instruction, and how we organize our naval PME institutions. Hughes is widely recognized and respected for his work on naval tactics and operations research (OR) and his “fire effectively first” aphorism, which continues to inform the thinking behind many strategic documents.

If we take a more expansive look at Hughes’ contributions, however, we also find writings on naval maneuver warfare, the influence of organizations on naval tactics, the limitations of analytical models and their ability to reduce risk but not eliminate uncertainty, education and mentorship, his favorite admirals, maritime innovation and shipbuilding adaptation, the need for innovative leaders and the role of PME in educating them, and the importance of people, among other topics. Concerning the range of his own intellectual interests, he noted, “I like everything, but that means I can’t be very deep at anything.” Though he did obviously go deep into key topics, he maintained his broad interest, which also manifested itself in the variety of books he reviewed and his touching upon some unexpected topics, such as rituals and religion, in the context of naval warfare. His intellectual, theoretical, disciplinary, and methodological range exemplified that of an integrative mind.

In addition to his research and writing, he advised countless students at the Naval Postgraduate School and often eagerly visited classrooms, even in his last years, to discuss some of his favorite topics, as well as what interested the students. He favored active learning approaches (e.g., cases, discussions, gaming, and simulations as opposed to lecturing) since they facilitated more interaction, mutual learning, and a continuing integration of conceptual frameworks, instructor and student interests, and naval issues. Hughes’ approach to active learning is quite consistent with General David H. Berger’s plea in his Commandant’s Planning Guidance to move beyond our industrial age model for training and education. C. S. Lewis once said, “The task of the modern educator is not to cut down jungles but to irrigate deserts.” In other words, cultivating lifelong learning requires patience, mutual learning, and open minds – a topic that remains central to military professionals today.

We wanted to write a brief note in Hughes’ honor and memory that complements and expands upon his “fire effectively first” lens by incorporating the importance of the “think effectively first” truism it implies. We use some of Hughes’ reflections to identify the traits, attitudes, and values he admired in others and thought we should strive to inculcate in our naval leaders. Just as integration is key to instruction and active learning approaches, intellectual integration and synthesis helps develop the good thinking and judgment that enables our warfighters to develop the intellectual adaptiveness central to “thinking effectively first.”

The Skills and Traits of Hughes’ Favorite Admirals

During the spring of 2017, Thomas Ricks posted a series of four articles to his *Best Defense* blog that Hughes— “an old salt”—had written about his four favorite admirals: Spruance, Burke, Fiske, and Nimitz. They illustrate both Hughes’ implicit (and sometimes explicit) recognition of the attitudes and skills central to “thinking effectively first,” and his own integrative way of thinking.

As a youthful teacher of naval history, Hughes first gained an early appreciation for Raymond Spruance while reading about his meeting with Admiral Nimitz before the Battle of Midway. Hughes identified Spruance’s background in electrical engineering and his operational and command tours as a few of the foundations for Spruance’s greatness since they provided him a broad range of experiences and



insights upon which to draw and enhanced his ability to integrate and synthesize information. This helped him identify what was truly relevant and deepened his understanding of situations. In an earlier article on Spruance, Hughes noted, “As operational commander of hundreds of ships and aircraft, Admiral Raymond A. Spruance had the capacity to distill what he observed – and sometimes felt – into its essence and to focus on the important details by mental synthesis.” According to Hughes, “Spruance had to an extraordinary degree the *mental equivalent of peripheral vision*.” Importantly, Spruance objected to efforts intended to reduce decision-making to a recipe or checklist. As Spruance might have attested, developing the “cognitive flexibility” to transfer knowledge between domains and apply knowledge to new situations necessitates education focused more on broad concepts than on specific information or processes. Additionally, given the complexity of and unpredictability in today’s operating environment, it is increasingly important to nurture well-rounded naval leaders like Spruance who are able to identify connections across disciplines so they can effectively determine the deep structure of a given problem, understand the larger forces shaping situations, and thus anticipate possible outcomes and actions.

Like Spruance, Admiral Arleigh Burke also had an impressive technical background that led to his serving more tours as an engineer than he might have liked. Burke was an excellent strategic leader who created an effective organization by understanding how organizations work and how to get things done in (and with) them. According to Hughes, “He was the last CNO to actually *command* the Navy’s operations.” In other words, Burke did not become mired in administrivia as an escape or diversion as the Navy confronted a strategic inflection point. Instead, he identified new opportunities and ways of operating and deployed resources to see them through. This is particularly relevant for the U.S. military, which has been described as “too busy to think” and operating in “a vacuum, one of strategy-free actions,” as it confronts interstate strategic competition following two decades of counterinsurgency and counterterrorism operations.

Hughes dubbed Bradley A. Fiske a true “Renaissance Man.” A reformer, prolific author, and inventor, and an innovative strategist and tactician, Fiske helped lead the Navy through the transition from sail to steam. Early in his career, Fiske identified the need for electricity in the ships of the new Navy, so he requested a leave of absence to study its potential for warships. At the time there were not any postgraduate schools for science and technology, so he ended up at the GE plant in Schenectady, New York. Later, he became an aviation enthusiast and advocated using it in an anti-amphibious role in support of early versions of War Plan Orange. In his many roles, Fiske maintained a practical appreciation for technology as opposed to a narrow focus on analytical models or technical expertise, and based on his deep understanding of what was driving the strategic environment, he had an uncanny ability to identify emerging technologies and embrace them. In class, Hughes occasionally brought up Kodak as a counterexample. While Kodak had early technical expertise in digital technology, they failed to see how it would influence the strategic environment and, ultimately, erode their competitive advantages.

Lastly, like the others, Chester Nimitz also had a deep understanding of technology and its relation to tactics, a theme consistent with all of Hughes’ “greats.” Nimitz became an expert in diesel propulsion, remained current with both submarines and surface ships, and even wrote a Naval War College term paper on underway replenishment. He was not only an admired strategist, but also a superb tactician, which was on display at the Battle of Midway, and a brilliant leader. Hughes credits his morale-building after taking over as Commander-in-Chief, Pacific Fleet following the Pearl Harbor attacks with our later success in the Pacific. And yet we might draw an important lesson from his time commanding a destroyer as an ensign when he ran the ship aground. The mistake did not end his career as it might today. As Hughes used to say, the only way to never make a mistake is to never make a decision, thus recognizing the danger of the no-default mentality on individual and organizational adaptability and thinking

Having briefly discussed Hughes’ reasons for choosing his favorite admirals, we note his appreciation of their knowledge of technology. However, this was not the only factor (and probably not even the most important one) when one looks at their accomplishments more broadly. Hughes valued judgment and thinking, the development of insight, broad understanding and the ability to synthesize, and organizational leadership skills. These are themes that resonate well with modern strategic documents, such as the Education for Seapower report and General David H. Berger’s Commandant’s Planning Guidance.



It also worth remembering that these qualities were valued much earlier in the history of naval education and during periods of vast technological change similar to our own. For example, *The Record of the United States Naval Institute* (later, *Proceedings*) established an annual prize essay competition in 1879, and the first topic concerned naval education. In the third-prize essay, then Commander A. T. Mahan cautioned, over a decade before the publication of his famous treatise, *The Influence of Sea Power Upon History: 1660-1783*, against focusing too narrowly on mechanical processes and mathematical reasoning “under the delusive cry of science.” Despite the increasing technical complexity associated with the ships of the new Navy and the onset of steam, Mahan observed, “The necessarily materialistic character of mechanical science tends rather to narrowness and low ideals.” He believed that a narrow scientific focus ultimately undermined the practical discharge of the line officer’s duties, and while Mahan acknowledged a small class of specialists should be devoted to this type of knowledge, he also argued the line officer required a broader educational approach in order to discharge all of his many and varied duties.

Following World War I, the Knox-Pye-King Board conducted the first (and until E4S, only) comprehensive analysis of U.S. naval education. At the time, a salt-horse culture prevailed in the Navy, and seagoing experience established naval officers’ reputations for higher commands. The curriculum at the U.S. Naval Academy trained future naval officers to adopt mathematical approaches to solving even the most abstract problems, memorize accepted solutions, and adhere to hierarchical authority at the expense of open inquiry and debate. However, as Admirals Henry T. Mayo and William S. Sims provided bureaucratic top cover, Captains Dudley W. Knox and Ernest J. King, with Commander William S. Pye contributing, leveraged the board’s report to proffer their assessment that naval officers stood ill-equipped to meet the broad spectrum of challenges they faced and to establish higher professional education standards. While the officers acknowledged the need for a certain degree of specialization, it had to be balanced with a more generalist mindset. The board observed that, at present, the naval officer was “‘educated’ only in preparation for the lowest commissioned grade” and lacked sufficient understanding of higher operational elements of warfare or broader strategic considerations. The board outlined an education continuum for an officers’ career, which progressively evolved away from more technical matters and toward strategy, management, international relations, and economic, political, and social sciences.

Given the increasing complexity and prevalence of technologies and their rapid rate of advancement, calls for increasing the number of specialists in the DoD and national security establishment are certainly understandable. However, as we observe in Hughes’ reflections and in the thoughts of some of our other great naval officers, we must not view this as a sufficient condition. We must also cultivate the other skills and attitudes Hughes valued to develop leaders who are intellectually adaptive and capable of identifying strategic trends, understanding and solving complex problems in an interdisciplinary manner, and thinking effectively first.

How to Cultivate the “Think Effectively First” Mentality

“I think art comes before science, and science is merely a representation of the dynamic structure and institutionalization of what the practical wisdom of people over the course of history develops.”

While Hughes’ reflections are useful in helping us see the importance of “thinking effectively first,” it is also important to understand *how* Hughes was thinking (not just *what* he was thinking) and his way of integrating. In doing so, we might identify a few more useful implications that can help us better think about how we think, educate, learn, and analyze.

Integrate education, research, and Navy problems—always with an eye for issues relevant to the warfighter. As with other great integrative minds, Hughes was a strong advocate for integrating research and education, always with a focus on what was relevant to Navy problems and warfighter issues. This problem-oriented focus helps integrate the different disciplines that are relevant to understanding such complex problems, as they rarely, if ever, fit any one or two disciplines very neatly. This may sound straightforward, but it is not easy. Nobel laureate Herbert Simon (1967) noted that for professional education, mixing the disciplinary perspectives of the scientists with practical problems of the



professionals is like mixing oil and water. The task is never finished since it requires constant stirring. Additionally, integration across disciplines does not come from one discipline talking occasionally to his favorite intellectual neighbor who holds a (mostly) similar worldview, but rather through genuine intellectual appreciation for other perspectives and what they can bring to improving our understanding of warfighter issues. Fortunately, our PME institutions can help with this by facilitating and encouraging (perhaps even insisting) more mixing and integration of different disciplines in their application to explicit warfighter problems.

Focusing on integration helps us understand the promises and the limitations of models and analysis. In understanding Hughes' way of thinking and (re)reading his analytic work, we also gain a better appreciation for the promises and pitfalls of analysis. Hughes acknowledges that analysis can help us prepare for war and has previously helped us win wars and reduce their cost more than is appreciated. Models, however, cannot capture certain imponderables (e.g., willpower, genius, surprise) that can unpredictably swing the course of events and thus require prudence in their application. They can never replace military judgment. Hughes cautioned us:

“Personally, I think that analysts—the good ones—next only to historians, understand best the imponderables of the next war. But in the heat of our petty contentions to sell our service, or some hardware, or an idea, or a strategy, we play down and eventually forget our doubts and misgivings. When the analysis is elegant, when the arguments are compelling, when the model is elaborate, that is the time to remember a statement by our host VADM Jim Stockdale: ‘if there was anything that helped us get through those eight years (as POWs), it was plebe year, and if there was anything that screwed up that (Vietnam) war, it was computers.’”

Finally, educating for integrative minds and thinking effectively first requires cultivating the right mental habits, including some of the following:

- Prioritize problem framing (and reframing) and actively seek alternative and opposing views to prove our own hypotheses incorrect.
- Think critically, constructively, and strategically, and about the process of thinking itself to improve our intellectual adaptability and be learners that are always eager to extend our knowledge, whether through reading, experimentation, debates, or otherwise.
- Encourage active open-mindedness and intuition, and inspire imagination and curiosity to inform judgment and integrate analytical, intuitive, and synthesizing ways of understanding Navy and warfighter problems.

Conclusion

We hope we have illustrated how the broader foundations and aspects of Hughes' contributions are important for recognizing how the core of his approach was not a narrow focus on specific disciplines and models, but rather a larger appreciation of both the art and science of naval warfare. Additionally, his work on analysis and tactics – the key to “fighting effectively first” – might be usefully supplemented with an emphasis on “thinking effectively first.” The Joint Chiefs of Staff reminds us, “There is more to sustaining a competitive advantage than acquiring hardware; we must gain and sustain an intellectual overmatch as well.” While effective fighting requires mental rigor and stamina and a sound assessment of the enemy, the operating environment, and ourselves, we must cultivate effective thinking and judgement above all. Let us embrace this challenge in the spirit of Captain Wayne Hughes' legacy.

<http://cimsec.org/thinking-effectively-first/44322>

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American Soldiers Have a Moral Obligation to Disobey an Unlawful Order to Occupy of America

(Milwaukee Independent 24 June 20) ... Marcus Hedahl & Bradley Jay Strawser, Associate Professor of Philosophy, Naval Postgraduate School

President Donald Trump has announced he was considering sending the federal military into the streets of numerous American cities – above and beyond those sent to Washington DC – in an effort to control the protests and violence that have emerged in the wake of the May 25 killing of George Floyd. He has since ordered the military to be withdrawn from the capital, but has not ruled out the possibility of using troops in similar situations in the future.

Those actions have led to widespread objections – including an apology from the country’s top military official for taking part in Trump’s walk across Lafayette Square on June 1. Trump’s own former defense secretary, retired Marine General James Mattis, went farther, urging Americans to “reject and hold accountable those in office who would make a mockery of our Constitution.”

For most Americans, that kind of response could take a variety of forms, including protesting, voting and contacting elected representatives. But members of the U.S. armed forces have an additional option: They could refuse to follow the orders of their commander-in-chief if they believed those orders were contrary to their oath to the Constitution.

Legal power and moral obligations

As former officers ourselves, and as current professors of military ethics, we do not take this possibility lightly. We often discuss with our classes the fact that military members are not duty-bound to follow illegal orders. In fact, they are expected, and sometimes legally required, to refuse to obey them.

In this case, many have argued that the Insurrection Act of 1807 gives the president the legal authority to deploy the military within the United States to restore civil order. And because of the city’s unique constitutional status as a federal district, the president has already put federal troops on the streets of the District of Columbia without invoking that act.

Military members are not, however, absolved of moral responsibility simply because orders are within the limits of the law, for they also take an oath to “support and defend” and to “bear true faith and allegiance” to the Constitution.

On June 2, the chairman of the Joint Chiefs of Staff – the highest-ranking uniformed officer in the U.S. military – went so far as to issue a service-wide memo reminding troops of that oath, one that may well be at odds with what the president may order them to do if he were to send them back into U.S. cities.

Civilian control and the reasons for principles

Of course, the mere fact that a military member worries about the constitutionality of an order cannot be a decisive reason to disobey. It is usually the role of those higher up the chain of command – often civilian leadership – to determine whether an order is constitutional. That kind of concern may well have been on display in recent days when senior civilian and military officials reportedly resisted Trump’s desire for active-duty troops to get even more involved.

The U.S. military has long been dedicated to the principle of civilian control. The country’s founders wrote the Constitution requiring that the president, a civilian, would be the commander-in-chief of the military. In the wake of World War II, Congress went even further, restructuring the military and requiring that the secretary of defense ought to be a civilian as well.

Yet the underlying moral reasons that generally speak in favor of deferring to civilian leadership may not be so straightforward when it comes to federal troops on U.S. streets. Consider, for example, the fact that John Adams and Thomas Jefferson worried about a military that would be loyal to a particular leader



rather than to a form of government. Madison was concerned soldiers might be used by those in power as instruments of oppression against the citizenry.

We see the founders' fears realized when President Trump refers to the military as "my generals." We see it again when a largely peaceful demonstration was violently ended by authorities to create a moment of political theater, rather than out of public safety concerns.

By refusing to follow orders to deploy to U.S. cities, members of the armed forces could actually be respecting, rather than undermining, the very reasons that ultimately ground the principle of civilian control in the first place. After all, the framers always intended it to be the people's military rather than the president's.

The risks for the military

The reasons for disobedience in this kind of case, however, would have to be even stronger, for there is also a long and important tradition of the U.S. military remaining separate from politics. Political action by the military reduces public confidence in the military's truthfulness, competence and trustworthiness. Disobeying orders certainly brings with it that risk, because many of the president's supporters would likely decry any soldier's refusal to obey as a partisan stain on a nonpartisan institution.

Yet it is not clear that there is any way to avoid that stain if members of the U.S. armed forces were ordered back into U.S. cities. Not after National Guardsmen wearing camouflage and carrying loaded automatic weapons have drawn those weapons on obviously peaceful citizens. Not after a photo of soldiers guarding the Lincoln Memorial has raised questions about what or whom they are protecting. Not after citizens primarily engaged in peaceful protest have been subject to gas canisters and grenades containing rubber pellets.

So, if military members find themselves in a tragic situation in which some level of partisanship is unavoidable, they would then have to consider which course of action would tarnish the military and our nation more. Some people will likely view any refusal to follow presidential orders as hyper-partisan. After recent events, however, others would surely perceive the military's presence not only as partisan, but as a declaration that the very people they've taken an oath to defend are to be regarded not as fellow citizens, but as enemies of the state.

Other risks, too

Unlike their civilian leaders, members of the military can't just resign because they disagree with an order. If they disobey legal orders, troops risk demotion and jail time.

But there is nonetheless a long line of military heroes who take on a different kind of risk – having the moral courage not to follow immoral orders. While the effect of that disobedience would be greatest if it were to come from those at the top – say, generals – it could be powerful at any level of the chain of command.

After all, it was a junior officer who first exposed the widespread use of torture in the war on terror, and an even lower-ranking warrant officer who prevented even more innocent lives from being lost in the My Lai village massacre in Vietnam.

It is for that reason we often ask our students to imagine themselves in numerous different ethical situations, both real and imagined. In the world in which we find ourselves, however, one set of ethical questions may quickly become much more concrete for those already serving: Would you obey an order from a president – this president – to deploy to a U.S. city? What might it mean for the nation if you did? And what might it mean for American democracy if, in some circumstances, you were brave enough not to?

<http://www.milwaukeeindependent.com/syndicated/american-soldiers-have-a-moral-obligation-to-disobey-an-unlawful-order-to-occupy-of-america/>

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NPS Professor Receives Mills Medal for Optimizing Surface Ship Drydock Schedules

(Navy.mil 29 June 20) ... Rebecca Hoag

The Mills Medal, awarded by the Naval Postgraduate School (NPS) Alumni Association and Foundation, recognizes research that has had a clear impact on the Navy's operational efficiency. This year, the award was presented to NPS operations research professor Kyle Lin who developed an algorithmic tool, the Surface Ship Drydock Schedule Planner (SSDSP), to optimize naval drydocks and help simplify scheduling.

Lin was connected with the research sponsor Robert Sparks of the Naval Sea Systems Command through the Naval Research Program, Sparks recently presented the SSDSP at a conference, and it was a hit.

Playing a key role in the planner's development, Lin says, is NPS student Lt. Cmdr. Adam Hilliard.

"I was very fortunate to have him. His thesis was on forming the mathematical model and he wrote a lot of codes to implement the model," Lin says.

He and Hilliard developed the intuitively designed SSDSP tool, which takes the information of each incoming vessel and determines the best place for it to go. The algorithm will take in factors such as the type of ship coming in, how much space it will need, when it must dock and for how long, where the home port is, drydock availability, government quality control (via the Naval Supervisory Authority) requirements and the maintenance that is needed. The Optimized Fleet Response Plan is like a complex game of Tetris.

"You move the pieces into places and try to minimize the holes," Lin says.

Through streamlining this process, Lin especially wanted to better implement double docking when needed. Double docking allows two ships with similar schedules to berth at the same drydock. This method maximizes space available at each location but will only work if schedules are maintained. Schedule delays are a common reality that the SSDSP hopes to limit.

Besides scheduling when ships should go where, the tool allows operators to test out different hypothetical situations and better understand how different scenarios would impact schedules. For example, when asked what a pandemic could do to drydock scheduling, Lin says it would most likely slow all the processes down due to lack of workforce.

"You can go to the model and say, 'We originally anticipate another 50 days to finish, and when the pandemic slows everything down by double the time, 50 days becomes 100.' You can then run the model to see the trickle-down effect," Lin explains.

"Professor Lin's research, for which he was awarded the Mills Medal, represents all the things that make NPS such an exciting place to be for students, faculty and staff and such value-added to the Navy, Marine Corps and the nation," says Marine Corps Col. Randy Pugh, NPS Associate Dean of Research and chair of the Mills Medal selection committee.

"Lin's extensive expertise in operations analysis, complemented by his student partners' professional experience, applied to real-world naval problems and fully supported by Navy leadership resulted in recommendations that will save millions of dollars while simultaneously increasing warfighter readiness. It was a tremendously skillful application of the science of war."

https://www.navy.mil/submit/display.asp?story_id=113410

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ALUMNI:

Best Bosses in Fed IT

(FEDSCOOP 22 June 20) ... FEDSCOOP

Navy Vice Admiral Nancy Norton, Director, Defense Information Systems Agency and NPS alumna, was named one of FedScoop's Best Bosses in Federal IT for 2020.



At the helm of the most successful IT organizations across government are leaders who demonstrate vision and inspiration, rallying their teams to deliver innovative technology solutions to serve American citizens.

FedScoop's Best Bosses in Federal IT awards list was created to celebrate these champions of federal technology.

The list of winners comprises CIOs, CISOs and other tireless federal IT decision-makers striving to deliver on their agency's mission and serve the American public through technology. The list also includes leaders from industry who play an instrumental role in working with federal agencies to provide the mission-critical commercial technologies they use.

Nominees were sourced from community nominations and the winners chosen through open voting over the last several months.

FedScoop interviewed the winners about the importance of federal IT leadership, the advice they have for the next generation of leaders and some of the best lessons they've learned to get to this point in their careers.

<https://www.fedscoop.com/special/best-bosses-in-federal-it-2020/>

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Mitchell Returns to the Midwest to Take Command of ASC

(DVIDS 24 June 20) ... Paul Levesque

Rock Island Arsenal, Ill. – He was born in Waterloo, Iowa, raised in rural central Illinois, and describes himself as a “proud Midwesterner.” Now, Maj. Gen. Daniel G. Mitchell, an NPS alumnus, has returned to the area to lead an organization with a global impact on military logistics.

In a change of command ceremony held here June 24, Mitchell took command of the U.S. Army Sustainment Command. He replaced Maj. Gen. Steven A. Shapiro, who had served as ASC's commanding general since August 2019.

Shapiro is retiring from the Army following a 35-year career and was honored at a retirement ceremony held after the change of command ceremony. Though it was a warm and sunny day outside, both ceremonies were held indoors at RIA's Lock and Dam Lounge; attendance was limited, social distancing was practiced, and the ceremonies were streamed live via Facebook.

Mitchell was previously assigned to ASC Headquarters from July 2013 to June 2014. During that time, he was promoted to brigadier general and served as ASC's deputy commanding general.

As commanding general of ASC, Mitchell will lead an organization responsible for providing responsive logistical support worldwide, through a global network with a presence in more than 20 nations and 32 states. Mitchell will also serve as senior mission commander of Rock Island Arsenal, which hosts ASC Headquarters.

Gen. Gus Perna, commanding general of the U.S. Army Materiel Command – ASC's higher headquarters – presided at the ceremonies via a live video link. Perna began his remarks by welcoming the dignitaries who were viewing the ceremony, and then offered praise to the ASC workforce.

“I am so impressed by how you've taken care of yourself and your families over the past few months, and taken steps to prevent the spread of the coronavirus,” Perna said. “You've executed missions every single day and, in some cases, exceeded expectations.

“It's really remarkable,” he added, “and it says a lot about (the people of ASC) personally, professionally, and collectively. I'm incredibly proud of what you've done; because of your efforts, our Army is stronger every day.”

Perna then praised the leadership of both Shapiro and Mitchell, who he said were willing to work night and day and to take the “hard knocks” that sometimes come with command.

“Both Steve Shapiro and Dan Mitchell have always been outstanding commanders,” Perna said. “This transition will build on the foundation of excellence built by Steve, and Dan Mitchell will take it to the next level.”



Perna singled out Shapiro for managing ASC's support to the Defender 2020 exercise in Europe, to ongoing operations in Iraq, and to the drawdown in Afghanistan.

"More than \$280 million in savings will be realized over the next two years because of Steve's leadership," Perna said, "and because of ASC's ability to rebalance budgets and priorities through reform and execution."

Perna cited Shapiro's contributions to the expansion of ASC's Army Prepositioned Stocks mission; to identifying and eliminating gaps in logistics support; to enabling power projection; to making quality of life improvements for Soldiers; and to improving the shipment of household goods for relocating military families.

"Steve knows how to assess courses of action, understands risk, and will make bold decisions when required," he said. "Steve, thank you for a job well done.

"Dan Mitchell knows ASC's mission, and he knows the great men and women of this command," Perna said. "He is the right person at the right time to lead ASC.

"I ask him to stay focused on readiness," Perna concluded, "to always challenge the status quo, and to put people first."

In his remarks, Shapiro said that he and his wife, Mary, had contemplated retirement during their previous assignment in Germany, before agreeing to take the assignment as ASC commanding general.

"I'm glad we came to Rock Island," Shapiro said, "because we have loved our time here.

"The workforce at ASC is second to none," he said. "Every day, I'd have a meeting where I'd walk away absolutely impressed by the knowledge, expertise and character of the people of this command."

A native of New York City, Shapiro was also positively impressed by the Quad Cities area, where Rock Island Arsenal is located.

"The Quad Cities is absolutely phenomenal," Shapiro said. "We're headed back east, but I wish we could pick up the Quad Cities and take it with us.

"Thank you for all you do every day," Shapiro said. "We're going to miss you very much."

Mitchell began his remarks by noting that coming to Rock Island was a homecoming of sorts for him and his family, and that he had been assigned here once before. "It's great to be back," he said.

"General Perna, thank you for the trust you've shown in me and for giving me this opportunity," he said.

"This command has a sterling reputation," Mitchell said. "The people of ASC have a no-fail mission, one that is absolutely critical to the readiness of the Army and the joint force. It is truly my privilege to join this team of highly skilled, highly dedicated professionals."

Mitchell said that he was looking forward to working with community leaders in the Quad Cities.

"When I was here before, I was impressed by how well this community supported the arsenal and our active and retired military," Mitchell said. "I believe that what's good for the community is good for the arsenal, and vice versa."

Before coming to ASC, Mitchell served as commanding general of the U.S. Army Tank-automotive and Armaments Command in Warren, Mich. His career has included overseas assignments in Iraq, Kuwait, Germany, and the Balkans region. Past leadership assignments include serving as commander of Red River Army Depot in Texarkana, Texas.

Mitchell has also served as deputy commanding general for support for the U.S. Army Materiel Command; director of G-3/5/7 for the U.S. Army Installation Management Command; and deputy commanding general of the 1st Theater Sustainment Command.

Along with the bachelor's degree in mechanical engineering which he earned at West Point, Mitchell holds master's degrees from the U.S. Army War College and the Naval Postgraduate School. His awards and decorations include two Army Distinguished Service Medals, five Legions of Merit, two Bronze Star Medals, four Army Meritorious Service Medals, three Army Commendation Medals, two Army Achievement Medals, the Parachutist Badge and the Army Staff Identification Badge.

Mitchell and his wife, Lori, are the parents of four children.

<https://www.dvidshub.net/news/372769/mitchell-returns-midwest-take-command-asc>

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