
# Weekly Media Report – May 25-31, 2021



## FY-22 BUDGET:

**1. Navy aims to reduce end strength, cut higher education funding in new budget request**

*(Navy Times 29 May 21)* … Diana Stancy Correll

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## LOCAL NEWS:

**2. Monterey's Naval Postgraduate School highlights tomorrow's technology**

*(Monterey Herald 28 May 21)* … Dennis L. Taylor

Some of the most cutting-edge warfighting technologies were on display this week as the Naval Postgraduate School played host to a number of young companies looking to better understand how to tap into the huge federal government marketplace.

## CHIEF OF NAVAL RESEARCH:

**3. Chief of Naval Research Talks about Quantum Tech, Lasers, Basic Research, and STEM Education**

*(USNI May 21)*

This week, Proceedings interviewed Rear Admiral Lorin Selby, Chief of Naval Research, as part of our ongoing partnership with the **Naval Postgraduate School** and its Secretary of the Navy Guest Lecture Program.

## RESEARCH:

**4. 18th Acquisition Research Symposium Explores Synergy, Technology in Acquisition Strategies**

*(Navy.mil 26 May 21)* … Mass Communication Specialist 2nd Class Tom Tonthat
*(NPS.edu 26 May 21)* … Mass Communication Specialist 2nd Class Tom Tonthat

Under the theme of "Creating Synergy for Informed Change," the Naval Postgraduate School's (NPS) Acquisition Research Program (ARP) held the 18th Annual Acquisition Research Symposium May 11-13 focusing on exchanging the latest in acquisition-based research and to collaboratively discuss solutions that furthers both warfighter capability and the development of future acquisition leaders.

**5. Shaping a Way Ahead for North Atlantic Defense: The Perspective of VADM Lewis**

*(SLDInfo.com 26 May 21)* … Robbin Laird and Ed Timperlake

With the strategic shift from the land wars, and meeting the evolving Russian challenges, Admiral Richardson, then the Chief of Naval Operations (CNO), directed the re-establishment of the U.S. 2nd Fleet in 2018. He put

VADM Lewis in charge of the command, but it was a new departure not simply a re-establishment of the 2nd Fleet…"My team put together an offsite with the **Naval Postgraduate School** to think about the way ahead, to take time to define the problem we were established to solve, and determine how best to organize ourselves to solve those challenges. We used the Einstein approach: we spent 55 minutes of the hour defining the problem and five minutes in solving it. Similarly, we spent the first two and a half months of our three-month pre-launch period working to develop our mission statement along with the functions and tasks associated with those missions."

# FACULTY:

## 6. NPS Professor Advancing Quantum Technology for Navy Applications

*(Navy.mil 24 May 21)* … Rebecca Hoag
*(NPS.edu 24 May 21)* … Rebecca Hoag
*(Fiorreports.com 24 May 21)* … Rebecca Hoag

Quantum mechanics, the study of nature at an atomic and subatomic level, is a quickly emerging field of research and technology. This new way to look at the world can improve how we navigate, communicate, compute and calculate, and Naval Postgraduate School (NPS) Physics Professor Frank Narducci is at the forefront of the technology, especially in researching quantum technology with Navy applications.

## 7. Sedat Peker's case: Videos grip Turkey, rattle government

*(Aljazeera 31 May 21)* … Patrick Keddie and Umut Uras

Millions of Turks have tuned in this month to the YouTube channel of convicted Turkish mob boss Sedat Peker with his videos gripping the nation and rattling the government… Ryan Gingeras, a professor at the **Naval Postgraduate School** and the author of a book on organised crime in Turkey, told Al Jazeera that the allegations are resonating after years of declining trust in Turkish institutions – including the overwhelmingly pro-government media, which has largely ignored the scandal until recent days.

# ALUMNI:

## 8. The race to be Idaho's next secretary of state gets competitive, with still a year to go

*(IdahoStatesman 25 May 21)* … Scott Mcintosh

Candidates running for Idaho Secretary of State, from left, are Chief Deputy Secretary of State Chad Houck, Ada County Clerk Phil McGrane and state Sen. Mary Souza, R-Coeur d'Alene…The race to be Idaho's next secretary of state just got more interesting… Houck has been with the Idaho Secretary of State's Office since 2016 and was named chief deputy in 2019. He is scheduled to earn a master's degree in homeland security from the **Naval Postgraduate School** this year, and he holds a bachelor's degree in business administration from the University of Montana.

## 9. Chief deputy Chad Houck says he'll run for Idaho Secretary of State

*(BigCountryNews 25 May 21)* … Betsy Z. Russell

Current Chief Deputy Secretary of State Chad Houck is planning to run for Secretary of State next year, joining a race that already includes two other candidates, Ada County Clerk Phil McGrane and state Sen. Mary Souza, R-Coeur d'Alene… Houck is a former IT consultant who holds a bachelor's degree in business administration from the University of Montana and is currently pursuing a master's degree in homeland security from the **Naval Postgraduate School**, which he said expects to receive in September.

## 10. Moving Toward a Holistic, Rigorous, Analytical Readiness Framework

*(CIMSEC 24 May 21)* … Connor S. McLemore, Shaun Doheney, Philip Fahringer, and Dr. Sam Savage

On April 24th, 1980, eight American helicopters heavily laden with special forces and their equipment launched from the aircraft carrier USS Nimitz operating in the Arabian Sea. They flew northeast into the Iranian desert to rendezvous with refueling aircraft in order to attempt a rescue of 52 hostages taken in 1979 from the American Embassy in Teheran. The operation, Eagle Claw, ended in disaster: a dust cloud kicked up by aircraft propellers and helicopter rotor blades caused one of the helicopters to collide with a refueling aircraft and explode, killing eight U.S. personnel and wounding several others. Yet the mission had already been aborted prior to the collision. During the flight to the refueling site, three helicopters suffered equipment failures, leaving just five able to continue the mission. Mission go/no-go criteria required at least six helicopters to continue, and the order from the president to abort the mission was passed. The tragic collision occurred when aircraft were attempting to transfer fuel in order to

depart Iran after the mission was already cancelled… Mr. Connor McLemore is a principal operations research analyst for CANA Advisors and the Chair of National Security Applications at ProbabilityManagement.org. He holds Masters' degrees from the **Naval Postgraduate School** in Monterey, California, and the Naval War College in Newport, Rhode Island, and is a former naval officer and graduate of the United States Navy Fighter Weapons School (TOPGUN) with numerous operational deployments during 20 years of service.

### 11. Falling in love with leadership: Maj. Gen. Mitchell looks back on his career

*(DVIDS 26 May 21)* … Sgt. 1st Class Corinna Baltos

"I fell in love with leadership." These are the words that Maj. Gen. Daniel Mitchell, commanding general, U.S. Army Sustainment Command, repeated over and over as he looked back at his nearly 40 year career in the Army… Then the Army gave him the carrot he wanted: a chance to get a master's degree at the **Naval Postgraduate School** at Monterey, California.

### 12. USS Rhode Island (SSBN 740) (Gold) Welcomes New Commanding Officer

*(DVIDS 27 May 21)* … Petty Officer 1st Class Ashley Berumen

The Ohio-class ballistic-missile submarine USS Rhode Island (SSBN 740) (Gold) conducted a change of command onboard Naval Submarine Base Kings Bay, Georgia, May 27… Burke, the incoming commanding officer, graduated from the U.S. Naval Academy with a Bachelor of Science in computer science in 2003. In 2016, he completed an Executive Master of Business Administration degree through the **Naval Postgraduate School**.

### 13. Contracting battalion welcomes new leader

*(Fort Carson Mountaineer 31 May 21)* … Scott Prater

Lt. Col. Amy A. Saal assumed command of the 918th Contracting Battalion during a ceremony at Manhart Field May 21, 2021… Saal arrives at Fort Carson after serving at Army Contracting Command — Redstone. She is a graduate of the United States Military Academy at West Point, where she was a four-year letter winner and captain of the Army's Women's Basketball Team. She holds a Master of Business Administration degree from the **Naval Postgraduate School**, has served in a variety of career fields including acquisition, logistics and distribution and performed a variety of roles including a leadership position at Army Materiel Command.

### 14. Navy's highest ranking Black female officer celebrates strides in diversity and inclusion

*(wtopNews 31 May 21)* … Stephanie Gaines-Bryant

Memorial Day is a time to mourn soldiers who've died in the line of duty, but it's also a time to reflect on how this moment in history is currently impacting military personnel. One local officer is working to bring more diversity and inclusion into the U.S. Navy… She received her Master's degree in Information Technology Management from the **Naval Postgraduate School** in Monterey, California and a Master's in Military Operational Arts and Science/Studies from Marine Corps University in Quantico, Virginia.

## PUBLISHED BOOKS:

### Historical Dictionary of Afghanistan

By: Thomas H. Johnson

Afghanistan is an extremely complex and nuanced country that has been one of the centers of imperial conflict at least for 150 years. From the Czarist Russia's march south in the 19th Century threatening British India, three Anglo-Afghan Wars, the Soviet Invasion and occupation of Afghanistan starting in December 1979 and the resulting anti-Soviet Jihad by the Afghan Mujahideen to Kabul's and their allies' (U.S. and NATO) conflict with the Taliban, Afghanistan has been one of the centers of important international and regional conflicts and events.

Historical Dictionary of Afghanistan, Fifth Edition contains a chronology, an introduction, and an extensive bibliography. The dictionary section has more than 1,000 cross-referenced entries on important personalities as well as aspects of the country's politics, economy, foreign relations, religion, and culture. This book is an excellent resource for students, researchers, and anyone wanting to know more about Afghanistan.

## UPCOMING NEWS & EVENTS:

**June 18**: Spring Quarter Graduation Ceremony
**June 20**: Reporting Date (International Students)
**June 28**: Reporting Date (U.S. Students)
**July 4**: Independence Day (Observed July 5)

# FY-22 BUDGET:

## Navy aims to reduce end strength, cut higher education funding in new budget request

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The Navy is aiming to downsize its end strength and cut its higher education funding, while bolstering funds for mental health and sexual assault prevention, according to the fiscal 2022 budget request released Friday.

"Our focus remains to recruit, develop and retain the optimal mix of personnel with the right skills and experience to man the fleet," according to the budget document.

The Navy said it is requesting funds to support an active duty end strength of 346,200 personnel in FY22 — 56,020 officers, 285,830 enlisted personnel and 4,350 midshipmen. The request is a decrease of 1,600 active duty personnel in comparison to FY21.

"This end strength level aligns with force structure requirements and maintains a force that can fight and win," the budget request reads. "We continue to retain the very best with special and incentive pays, as well as upwardly mobile career tracks."

According to the Navy, the smaller end strength request reflects force structure changes like the decommissioning of 15 ships, including the recent decommissioning of the amphibious assault ship Bonhomme Richard, which was destroyed in a massive fire in July 2020.

"These reductions are partially offset by new construction crews on various platforms including Virginia class submarines and Arleigh Burke class destroyers," the budget request document said.

The Navy is also requesting to cut 200 personnel to the reserve force, which primarily come from helicopter mine countermeasures, helicopter maritime strike and helicopter sea combat squadrons, the Navy said.

Higher education funding is also taking a hit in the proposed budget.

Altogether, the Department of the Navy is requesting $498 million in higher education funding — a drop from the $615 million that was enacted in FY21.

That's because the Navy's Education for Seapower strategy has come under internal scrutiny and an expansion in funds for the campaign in the last budget was taken out of the FY22 request, the Navy said. Then-Secretary of the Navy Secretary Richard Spencer unveiled the Education for Seapower campaign in 2019 as part of an effort to enhance the service's intellectual advancement.

At the time, Spencer hoped the program would combine the education efforts for enlisted and officer personnel under a single Department of the Navy university accredited to grant diplomas, from associate degrees up to advanced post-graduate work.

"Resources were balanced to ensure FY 2022 educational requirements are met," the budget request document said. "Programs that decrease include the United States Naval Academy, **Naval Postgraduate School**, and Naval War College."

Other educational funding efforts are growing. For example, the Navy wants to increase funding for the Reserve Officers Training Corps and the Naval Community College in comparison to the enacted budget in FY21. This year, the budget includes $164 million for ROTC programs, and under the proposed budget that would grow to $167 million in fiscal 2022.

Additionally, $13 million in funding is requested for the Naval Community College in FY22, up from the $9 million approved for this year. The Naval Community College kicked off its pilot program in January for nearly 600 students from the Navy, Marine Corps and Coast Guard, and is slated to conduct another round of the pilot program in 2022.

"In FY22, the effort will expand to include up to 5,000 students," Navy Rear Adm. John Gumbleton, deputy assistant secretary of the Navy for budget, told reporters Friday.

The budget request also includes a boost in funding for sexual assault prevention and response programs, as well as mental health programs.

The request includes $131 million for sexual assault prevention and response funding — a 56 percent increase over the $84 million in this year's budget — to go toward items including victims' legal counsel, SAPR officers and headquarters' staff.

Furthermore, the budget also seeks $44 million for mental health funding, more than double the $21 million included in the FY21 budget. The funds would go toward virtual mental health initiatives, expanded drug and alcohol counselor training, additional mental health staffing across the Department of the Navy, and information technology modernization and upgrades, among other things.

Of all the services, the Department of the Navy has the largest proposed budget, amounting to $211.7 billion — an overall increase of $3.8 billion, or 1.8 percent, in comparison to this year.

That includes a request for eight ships — two Virginia-class attack submarines, one Arleigh Burke-class destroyer and one Constellation-class frigate — along with four other support ships.

Navy aims to reduce end strength, cut higher education funding in new budget request (navytimes.com)

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## LOCAL NEWS:

### Monterey's Naval Postgraduate School highlights tomorrow's technology

*(Monterey Herald 28 May 21)* … Dennis L. Taylor

Some of the most cutting-edge warfighting technologies were on display this week as the Naval Postgraduate School played host to a number of young companies looking to better understand how to tap into the huge federal government marketplace.

The demonstrations were part of NPS's Joint Interagency Field Experimentation, or JIFX, that was conducted at the university's Sea Land Air Military Research facility in Monterey and at Camp Roberts California National Guard base in South Monterey County.

On Thursday, Ray Buettner, who heads up the JIFX demonstrations for NPS, stood next to the Navy's Aquatic Environment Laboratory across the street from the main campus and explained how the program serves both private sector and military needs.

With China becoming a top military and intelligence competitor to the United States, the secretary of the Navy challenged NPS to partner its research with that of emerging private-sector technologies, particularly in the arena of high-performance computing, artificial intelligence, robotics and unmanned autonomous systems like drones.

"Through these exercises, private industry learns what the government is interested in and the government learns what emerging technologies are out there," Buettner said. "NPS is the conduit for the rest of the government."

Often present at Joint Interagency Field Experimentation demonstrations are representatives from different federal agencies, including NASA and the Department of Homeland Security, that are taking a first look at the new products.

One of the emerging technologies is a high-performance computing system that sheds the need for large structures and cooling systems. High-performance computing pushes microchips hard and produces enormous amounts of heat, requiring sophisticated cooling. These systems can eat up 40% of the power consumed for cooling alone, Buettner said.

"Energy-wise it doesn't make sense," he said.

That fact has two disadvantages for the military. First is the size of the structures needed to house the servers and cooling systems; they are easily seen by satellite imaging. The second problem is that they lack mobility.

High-performance computing is used for solving advanced mathematical calculations and performing data processing through the use of computer modeling, simulation and analysis — all key applications for the military.

One company on hand Thursday has a solution that can solve the size and mobility problems. Texas-based TMGcore developed a high-performance computing system with a proprietary cooling ability that shrinks the hardware down to a size smaller than a typical refrigerator.

On Thursday, Seamus Egan, the vice president of original equipment manufacturing for server solutions at TMGcore, stepped into a vehicle the size of an RV and into an eerily blue environment with a computer system right out of a science fiction movie. It was entirely encased in a liquid medium with vapor bubbling to the surface that resembled the view looking down into a home fish aquarium, if the aquarium had a high-performance computer attached.

The proprietary liquid solution removes the heat energy by turning it into vapor that bubbles to the surface and is then recycled. The liquid — think of it as high-tech antifreeze — has no conductive ability that allows it to bathe heated chips.

The system can be contained in a ground vehicle as small as a Humvee or aboard a naval vessel. Ships are notoriously afflicted with vibrations that can wreak havoc on computer hardware and are presently dampened mechanically. But a computer submerged in liquid is buffered and prevents much of the impact from vibrations.

The concept excited NPS Ph.D student and Navy Lt. Nabil Tahan with the U.S. Navy Bureau of Medicine and Surgery. Tahan served in Afghanistan in 2017 and said a high-performance computing ability nearer downrange in combat zones could save lives.

He explained that medical facilities are rated 1 through 5, with the No. 1 tier being a corpsman in the field and 5 being a sophisticated trauma hospital like the Landstuhl Regional Medical Center in Germany, where many of the seriously injured troops have been flown since the beginning of the war.

Trauma care can create large amounts of information that requires more sophisticated tools that are currently available in the field — computing tools that provide the speed of analysis that can save lives, Tahan said. A small high-performance computer could collect medical data from a trauma victim and provide immediate treatment information. That information can then be sent to medical facilities like Landstuhl ahead of the patient.

Over in the experimentation pools on Thursday, Mike Flanigan, chief executive of San Diego-based Seasat, and his team were testing and demonstrating their technology that looks much like a flat, rectangular surfboard.

Topside is covered with a solar array that can power the tiny boat thousands of miles and right itself in all manner of rough seas. Flanigan said Seasat can provide naval operations with forward reconnaissance both in the air and undersea by collecting data that can provide vessels with information not only of what Seasat can see visually, but unseen factors such as ocean currents that can make vessel navigation safer and more effective, he said.

At the end of the day the private sector technology companies and military and government representatives achieved what they came for — a good look at each other.

Monterey's Naval Postgraduate School highlights tomorrow's technology – Monterey Herald

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## CHIEF OF NAVAL RESEARCH:

### Chief of Naval Research Talks about Quantum Tech, Lasers, Basic Research, and STEM Education

*(USNI May 21)*

This week, Proceedings interviewed Rear Admiral Lorin Selby, Chief of Naval Research, as part of our ongoing partnership with the **Naval Postgraduate School** and its Secretary of the Navy Guest Lecture Program.

**Proceedings:** Can you describe the Navy's efforts in quantum computing and the potential implications for this technology?

**Selby:** We are in a new era of change and capabilities that rivals some of humanity's greatest epoch moments—equivalent to the advent of agriculture, or the Industrial Revolution—moments where new technologies revolutionized everything. The arrival of quantum technologies in the near future is among those groundbreaking capabilities emerging today (along with artificial intelligence (AI), autonomy, synthetic biology and more). Quantum capabilities bring enormous promise for naval applications, from improved timekeeping and navigation for GPS-denied platforms, to potential increases in computational speed in solving complex logistics problems. The application space for quantum sensing and quantum information science and technology is broad.

Quantum computing is an emerging technology that derives its power from the properties of large-scale entangled quantum systems. In the future, this technology could provide unique advantages over its classical counterparts in certain applications of importance to DoD—including the discovery of new materials and chemical compounds with unique properties and finding solutions of complex optimization problems such as algorithm development from large data lakes.

Historically, the Office of Naval Research (ONR) has invested in quantum science, partnering with the academic community, since the organization's inception. At least seven Nobel prizes have been awarded to quantum researchers supported by ONR basic science funding—for work ranging from the invention of the laser to atomic spectroscopy to laser cooling and trapping.

ONR is at the forefront of moving quantum technologies to higher readiness levels for fleet deployment. Future quantum sensors and clocks, for instance, have the potential to revolutionize the way positioning, navigation, and timing (PNT) is performed on DoD platforms. Today, we largely rely on signals from GPS satellites for position and time. A future vision for quantum-enabled PNT includes advanced clocks, gyros, and accelerometers working together to provide a set-and-forget capability where we can initialize the system with accurate data and maintain quality PNT throughout the mission. Our researchers are taking early prototype quantum-enabled systems into relevant environments today to push the envelope and expose the hurdles that still remain.

**Proceedings:** The Navy and Marine Corps have talked a lot about the possibility of additive manufacturing to shore up problems such as lack of spare parts and emergent repairs underway. How close is ONR to handing off a way forward for the fleet?

**Selby:** Additive manufacturing is a long-standing priority for the Navy and Marine Corps—and ONR is working to advance groundbreaking capabilities in 3D printing, from manufacturing difficult-to-find replacement parts for weapons or vehicles, to creating shelters for Marines in theater.

Additive manufacturing allows us to open up design and redefine what's possible for industrial manufacturing. It is the foundation on which we can build a whole new vision and, like quantum, when we get it where it needs to be, it will be revolutionary for our fleet and force. Picture a scenario where a maintenance depot on a military base needs a certain part to finish a repair job. Unfortunately, the part is obsolete and no longer available from suppliers. No problem. The technician on duty simply loads a digital file containing specs about the original part into a specialized 3-D printer, which then lays down ultra-thin layers of metal atop each other until a new part is produced on the spot. This process could dramatically reduce the cost, time, and materials needed to manufacture new parts.

Traditionally, many additive-manufactured parts have been largely made from plastics. These parts were useful for a variety of civilian applications but lacked the required material properties for many demanding military needs. In recent years, however, high-precision metal has become a more attractive option. Think titanium, aluminum, and stainless-steel alloys. During this process, electron beams or lasers are used to melt layers of metallic powder or wire into a desired shape. One potential benefit is that manufacturers can tailor a part in ways not possible with traditional metal casting. For example, a turbine blade could be optimized on one end for strength and on the other for heat resistance.

Ultimately, we would like to design 3D printers not only for shore-based facilities, but also for use on board ships and submarines operating in tough sea conditions. Think of how valuable that would be in saving time alone. Instead of waiting days or weeks for a new part, a maintenance team could

manufacture one in hours. These kinds of capabilities will be increasingly important as we work to support emerging Navy and Marine Corps operational concepts.

**Proceedings:** Basic research as a practice is becoming rarer in the civilian world. How are those changes in the civilian world affecting how ONR considers where to invest research dollars?

**Selby:** Decisive technology is the foundation of superior naval power. And basic research is the foundation of breakthrough technologies. This is why ONR is committed to facilitating basic research funding. Basic research is foundational to ensuring our Sailors and Marines are never in a fair fight—they must have the dominant edge to deter and prevent conflict, and, if necessary, fight, win, and come home safe.

We are in the midst of great power competition. Our adversaries are gaining on us by making rapid technological advancements. The character of war is changing, and there are lower barriers to entry. Just look at the breathtaking pace of innovation in areas like AI, autonomy, robotics, and big data, to name just a few. These breakthroughs would not have happened were it not for basic research.

To maintain our strategic and technological edge, it is crucial that we continue to invest heavily in basic research—not just for the immediate problems of today but also for the future capabilities of the Navy and Marine Corps of tomorrow. Sometimes, the payoff from basic research does not come right away. Look at GPS, cell phone technology, and the Internet. These technologies took years to develop and bear fruit. In fact, many of the awesome systems used by the Navy and Marine Corps now took decades to become reality. The trick is to balance short-term needs with long-term vision.

That is why we must ensure our scientific partners have the tools they need to carry out cutting-edge basic research that secures our nation's technological advantage. We are committed to being responsible stewards of taxpayer dollars, and to cultivating the most diverse and effective S&T investment portfolio possible. But we must remember that basic research is a crucial step in the discovery of new knowledge—knowledge that can result in innovative applied research and advanced technology developments. Not all basic research turns into a widget, but all basic research contributes to our continued dominance.

**Proceedings:** Lasers are a big topic with several significant naval applications. When does the Navy foresee a shipboard laser capable of destroying incoming antiship missiles or enemy aircraft? Will they require new ship classes, or can the integrated power systems on current ships handle them? How is free-space optical communication (laser-based comms) progressing? Blue-green lasers have shown promise for 40 years in submarine tracking and underwater communication—how close are we?

**Selby:** These are excellent questions and we have answers to them that are encouraging, and undoubtedly sobering for our potential adversaries. However, there are also levels of detail that I'm not able to address in a publication, even one as prestigious as Proceedings! What I can tell you is that our longstanding efforts in lasers—starting back when ONR sponsored Charles Townes and the early Microwave Amplification by Stimulated Emission of Radiation (MASER) work in the 1950s—are reaching high levels of fidelity.

Today, the U.S. Navy is expanding its operational experience with the next generation of directed-energy weapon (DEW) systems, including high-energy laser programs like the Solid-State Laser–Technology Maturation (SSL-TM) Laser Weapon System Demonstrator (LWSD) on the USS Portland (LPD-27). The work of some truly brilliant minds within the Naval Research Enterprise and the hard work of the Portland crew resulted in the successful integration and testing of this weapon system—including the test that downed an unmanned aerial vehicle (UAV). In the mid-to-long term, the Navy is working to mature the DEW system to take on more advanced threats for integrated air and missile defense (IAMD), but the initial tactical capabilities are here and operationally relevant today. The Portland tests have shown, among other things, that we do not need entirely new ship classes to power, control, and cool DEW systems. Finally, to your question on optical communications: As with LWSD, there is much good news, and still more work to be done. We are working hard to support the CNO's vision to develop these capabilities, and I think we are on the right path.

**Proceedings:** What is ONR's role in developing and perfecting unmanned/autonomous air/surface/subsurface vehicles? What do you see as the next big milestone?

**Selby:** ONR, and indeed the Naval Research Enterprise as a whole (ONR, the Naval Research Lab, ONR Global and PMR-51), is working hard on this question across the board. Our work encompasses everything from cutting-edge sensors, to developing new materials, to enabling new swarming capabilities, to advancing manned-unmanned teaming and building confidence in the tools. We just did some advanced tests of multiple UxS in the Unmanned Integrated Battle Problem (IBP-21) exercise that was led by the U.S. Pacific Fleet, featuring multiple ONR-developed capabilities. We got stuff into actual operational use, got platforms wet and dirty, and allowed the operators to see them and use them in real time. That was huge. The important thing to remember is that it is not really about the platform. The platforms are a means to an end. In some cases, they might be viewed as attritable or expendable—we can use them and, if need be, lose them without losing any sleep because we got the intelligence we needed, or we accomplished the mission in any number of other ways, without endangering sailors and Marines. Now, when you get to the levels and sizes of medium-endurance unmanned surface vessels, such as Sea Hunter and Sea Hawk, for instance, or even bigger platforms, of course we are not viewing those as "throw-away after use." But if necessary, we could. I do not view progress in terms of a next big milestone. Rather, we need to keep focused across the board—testing, learning, getting systems wet or dirty, and developing operator confidence in new capabilities. There isn't a finish-line, per se, but an ongoing process to keep getting better.

**Proceedings:** Does the Department of the Navy need an overarching educational strategy to manage the intellectual talent needed to build and maintain a qualitative technology edge? Is the Department attracting, advancing, and retaining enough STEM talent—both military and civilian?

**Selby:** I think we are getting there. I am encouraged by the progress we have made in the last year, but frankly, there is still a way to go. As Chief of Naval Research, this is one of my top priorities. I have been knocking on doors and turning over rocks looking for new ways to find, develop, and maintain the workforce of tomorrow, making sure our warfighters have the best workforce in the world behind them. And what is encouraging is that wherever I go, I am met with open arms and a shared sense that we have to act, now.

In the past, some folks viewed STEM as a small, nice-to-have naval effort, almost a nod but not much more. Today, no one who is serious about the future thinks like that. STEM is a national security issue. So we are upping our education outreach, from elementary schools to professional development, because intellectual stagnation is not an option. We need to find the best minds in the country, and that means doing better to expand our reach into regions and demographics that have not been properly represented in STEM fields. That means reinvigorating our partnerships with historically black colleges and universities/minority institutions, which we are actively doing. That means trying new STEM efforts, which I, as the Naval STEM Executive, view as one of my most urgent priorities.

To that end, as just one example, I hired a senior executive service professional to lead the Naval STEM program, because we needed that level of visible commitment. And we have increased the resources allocated to Naval STEM, which is vital. While there are lots of efforts the STEM folks are doing, one in particular I have to mention: We have launched a cool new program called Naval Horizons, which is having great impact. Students watch a video of a subject-matter expert describing their job and area of expertise—be that lasers, oceanography, or whatever else. The student then writes a very short paper on the subject, imagining where that capability could impact the future, and they get a small stipend for their work. We did the first round with college students and have just launched one for high school students—and the results have been very promising.

Finally, and importantly, education is a loop. Like research itself, there is no end point, and it is not a solo effort. To get it right involves ongoing and close partnership with naval educators, including the Naval Academy, the Naval War College, and the Naval Postgraduate School. Research and

experimentation are vital for the future force and fleet, but so too will be having the right leaders, trained to think outside the box, who will be able to use the capabilities we are producing. We must have fleet leaders and tacticians who have gone through rigorous academic work and are capable of thinking about how to employ new technologies and capabilities. So, our partnerships with academic institutions are extremely important.

Chief of Naval Research Talks about Quantum Tech, Lasers, Basic Research, and STEM Education | Proceedings - May 2021 Vol. 147/5/1,419 (usni.org)

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## RESEARCH:

### 18th Acquisition Research Symposium Explores Synergy, Technology in Acquisition Strategies

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Under the theme of "Creating Synergy for Informed Change," the Naval Postgraduate School's (NPS) Acquisition Research Program (ARP) held the 18th Annual Acquisition Research Symposium May 11-13 focusing on exchanging the latest in acquisition-based research and to collaboratively discuss solutions that furthers both warfighter capability and the development of future acquisition leaders.

ARP was established in 2003 to provide a platform for innovation and problem solving in the ever-evolving world of Department of Defense (DOD) acquisition strategies. It provides the current information and analytical effectiveness needed to deliver capabilities to America's warfighters.

"Defense acquisition is a critical enabler in getting capabilities across the finish line to the warfighter, and this Symposium is a key part of improving that process," said retired Vice Adm. David Lewis, NPS' Chair of Acquisition. "It brings academia, practitioners, and operational personnel who are innovative thought leaders, and who have practical experience to think through the hard problems we face, and collaboratively discuss solutions that furthers both acquisition research and the development of future acquisition leaders."

During her keynote address, Acting Undersecretary of Defense for Acquisition and Sustainment (A&S) Stacey Cummings emphasized the priorities of the President and the Secretary of Defense as renewing America's advantages that include defending the nation, taking care of its people, and succeeding through teamwork—which she said aligns with what A&S and acquisition research does.

"Embedded in these priorities, are calls for innovation and modernization, as well as enhancing and maintaining force readiness," said Cummings. "Keeping pace with advanced and persistent threats in today's dynamic environment depends on taking a hard look at our acquisition portfolios and ensuring we have the right balance of capabilities for the future. Simply stated, our ability to achieve these priorities depends on getting acquisition and sustainment right."

To help achieve those priorities, the Symposium hosted than 800 acquisition professionals consisting of senior leaders, warfighters, policymakers and researchers from across government, industry and academia, many of which presented research and findings aimed at getting acquisition right.

"We had approximately 18 different research panels each highlighting a specific area of acquisition sciences, from program management to contracting," said Professor of Practice Dr. Robert Mortlock, who serves as the principal investigator of the ARP. "We had an amazing group of panel chairs and distinguished leaders discuss how to navigate emerging technologies through the complex transition into our warfighting system—often referred to as the valley of death. Esteemed faculty and student researchers presented impassioned research done in acquisition sciences that can bridge the valley of death to bring AI, additive manufacturing, 5G, and all of that emerging technology into the hands of our warfighter at the speed of relevance.

"The symposium helps us forge a connection between applied research and education," continued Mortlock. "The panels and research filter into the NPS classroom and into updated curriculums, which in the long term produces leaders who are well educated in critical thinking and problem solving to get through complex issues."

Current acquisition research experts had the chance to observe future innovators of acquisition research as NPS students presented their research projects that could shape the future of defense acquisition. This included earned value management analyst Symantha Loflin from the Defense Contract Management Agency (DCMA), who analyzed the impact on contractor business system approval and disapproval due to a Defense Federal Acquisition Regulation Supplement (DFARS) clause as she studied Risk and Opportunity Management at NPS via distant learning. She used this research to improve the efficiency and output of glove production for essential workers during the COVID-19 pandemic.

"I'm using my education from NPS to build up the industrial base, bringing back manufacturing to the United States by Americans for Americans," said Loflin. "I was able to not just use my earned value management experience, but also my production quality and manufacturing experience to provide for the government team."

Some panels talked about improving the speed of the acquisition process through awarding contracts more efficiently. Other panels explored the benefits of acquisition technology not only to bring the latest cutting-edge technology to the warfighter, but also to expedite making acquisition decisions based off AI, IT or modeling data.

"As someone who has spent over three decades in Navy acquisition and an even longer period fascinated by data and data analytics, what [the Symposium's] presentations, their analyses and findings may lead to are exciting," said Jill Boward, Executive Director, Program Executive Office for Integrated Warfare Systems (PEO IWS), while hosting a panel about better decision-making through technology.

"These are exciting times to use data and technology to make better decisions, and we're going to need all of these decision tools and advanced analytics today and in the future to outpace our adversaries," she added.

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## Shaping a Way Ahead for North Atlantic Defense: The Perspective of VADM Lewis

*(SLDInfo.com 26 May 21)* … Robbin Laird and Ed Timperlake

With the strategic shift from the land wars, and meeting the evolving Russian challenges, Admiral Richardson, then the Chief of Naval Operations (CNO), directed the re-establishment of the U.S. 2nd Fleet in 2018. He put VADM Lewis in charge of the command, but it was a new departure not simply a re-establishment of the 2nd Fleet.

Vice Admiral John Mustin, now head of Naval Reserves but former Deputy Commander of the newly established 2nd Fleet, commented: "As the 2nd Fleet Commander, VADM Lewis clearly understands that we need to shape a new approach. When I was in High School in the 80's, my father was the 2nd Fleet Commander, so I can legitimately say that "The new 2nd Fleet is not your father's 2nd Fleet."

We had the chance to meet with the three commands under his leadership, C2F and NATO's Joint Force Command Norfolk (JFCNF) and the Combined Joint Operations from the Sea Centre of Excellence (CJOS COE), which has been folded into C2F. That Centre has played an important role in working the kind of allied integration which Lewis has sought and is working to employ.

VADM Lewis provided insights throughout the span of our conversations and meeting with his commands, and we sat down at the end of those engagements to discuss with him in his office on May 10, 2021 how he saw the way ahead.

We started by discussing the original standup of the command in 2018. The CNO had a clear desire to re-establish a command that could address North Atlantic defense, and notably the growing importance of coalition operations in the high north. C2F is not a large command, certainly when compared with other numbered fleets. And VADM Lewis worked the first three months with less than 10 staff members, during which time he worked the foundation of how the fleet should be established and how best to work its concepts of operations.

**Question**: How did you do the initial launch process?

**VADM Lewis:** "We had a charter to re-establish the fleet. Using the newly published national defense strategy and national security strategy as the prevailing guidance; we spent a good amount of time defining the problem.

"My team put together an offsite with the **Naval Postgraduate School** to think about the way ahead, to take time to define the problem we were established to solve, and determine how best to organize ourselves to solve those challenges. We used the Einstein approach: we spent 55 minutes of the hour defining the problem and five minutes in solving it. Similarly, we spent the first two and a half months of our three-month pre-launch period working to develop our mission statement along with the functions and tasks associated with those missions."

"From the beginning our focus was in developing an all-domain and all-function command. To date, we clearly have focused on the high-end warfighting, but in a way that we can encompass all aspects of warfare from seabed to space as well."

**Question**: We are very impressed with the template you and your team have put together in shaping a way ahead. It is clearly an integrated distributed approach encompassing the allies as well. As you mentioned, resources are tight, and clearly effectively organizing U.S. with allied resources in the region provides significantly greater capability than simply focusing on the U.S Navy alone. How would characterize the shift which you and your team are shaping?

**VADM Lewis:** "Our Allies and partners across the Atlantic and into the Nordic region are also rethinking collective defense. These are both NATO and non-NATO nations that are clearly engaged in enhancing their national and collaborative capabilities.

"With regard to new strategies and policies, they are not simply checklists. It is reworking the art of warfare, innovating, overcoming things that do not work, and leveraging tools and processes that do work in reshaping force capability. We are clearly focused with our Allies on reshaping what we can do now with the forces we have now, in order to ensure a solid foundation for adding new capabilities in the future.

"I think that the challenge with overarching guidance from above is when it is too prescriptive. It is a question of working at the operational force level on new ways of doing things effectively. For example, there is an emphasis on shifting to distributed maritime operations. At C2F we are focused on concrete ways to operate from distributed maritime operations centers as a way to exercise agility at the fleet level.

"Although it is conceptual, our focus is on how to develop the Maritime Operations Center – or MOC – as an effective weapon system. We're talking about a distributed operation center across the battle space that is able to command and control forces from various locations. This allows for ease of communication or the ability to command more effectively and provide command functions in order to receive timely feedback from the tactical forces.

"I think to do this you have to have some imagination and flexibility in order to put the pieces together. We have exercised this concept through several distributed operations centers to various locations – the USS Mount Whitney for BALTOPS 2019, Iceland, Tampa, Camp Lejeune, New York (with the Comfort), and again on the Mount Whitney this month for Steadfast Defender 2021."

**Question**: The template which you and your team have put in place, shaping an integrated distributed force, is well positioned to encompass a number of the new technologies, such as maritime autonomous systems. How do you see the relationship between reworking concepts of operations and technologies?

**VADM Lewis:** "I've become somewhat jaded with technology because technology is just a means to an end. Said another way, it's just a tool. You have to ask what are we trying to get out of it? What's the objective? And then, how are we going to use that technology? The key point is that our processes need to be agile enough to absorb new technology without missing a beat. That's where I think we need to focus our efforts."

Later in the conversation, VADM Lewis brought together in a very clear way the importance of getting the C2 piece right and leveraging technologies approach to that effort to do so.

According to VADM Lewis: "An operational headquarters or a high-end tactical headquarters is a weapons systems. Normally, when warfighters discuss weapon systems, they refer to their platforms. But the operational or tactical headquarters should be looked at as being a key weapons system, the glue that pulls a multitude of different weapons systems together in a coherent manner – both kinetic and non-kinetic. They can mass fires, mass effects, and maneuver in a coordinated fashion at the fleet level. That's what operational and tactical headquarters do.

"But we need to get better at being able to craft, shape and leverage operational or tactical headquarters as a weapon system. We have to get a lot better at doing so, and new technologies can be helpful here, which is one of my objectives for working with the Mid-Atlantic Tech Bridge."

**Question**: There are other command challenges, such as the division between Second and Sixth fleets in the Atlantic or how C2F will work going forward with II MEF, for example. How do you see the way ahead?

**VADM Lewis:** "We are working hard on this challenge. My main effort as the Commander of two NATO commands and a U.S. Fleet command is to ensure there are no seams in the Atlantic – seams that our adversaries can exploit. By communicating and working closely with our counterparts on the other side of the Atlantic, we can ensure we are working to close any perceived gaps. As an example, we recently conducted staff talks with Second Fleet, Sixth Fleet and II MEF. We are making progress thanks to the relationships we have spent time developing.

"In terms of C2, we can always be better about how we talk about and exercise command and control. My focus has been on the principles of mission command in which you emphasize trust with your commanders to lead distributed forces. You have to first understand the environment, and then you have to give clear intent. Once you have given this guidance, you let the distributed forces operate in a way that allows them to self-organize in order to meet the mission. This doesn't involve a whole lot of detailed control from various headquarters, rather it only provides enabling guidance that allows them to take initiative at the right level and to manage risk at the right level."

"I believe my role with regard to my subordinate commands it to mentor the commanders below me. My goal is to give them the right guidance and then let them command.

"I have two discussions each week with the operational strike group commanders that work for me – the first is focused on man, train and equip issues, and the second is focused on mission command and operational issues. It's an opportunity for me to hear about various issues and spend time listening. At other times, we'll bring in a guest speaker and discuss operational dilemmas others have faced to use as case studies for the group. It is truly time well spent with the strike group commanders who make up our waterfront leadership."

**Question**: How do you view the way ahead with integration with the USMC?

**VADM Lewis:** "We have a fantastic relationship with our USMC counterparts, and because of that relationship we have made great progress with integration. We have a few Marine staff officers working

at 2nd Fleet, but I think we would also benefit from an exchange of sorts at the Flag level. I think we could make additional progress if we integrate a Marine as the deputy commander of C2F, and vice versa, a Navy commander as the deputy commander at II MEF. I have such an approach with my NATO JFCNF command, and it works well as we shape very concrete ways ahead to build more effective fleet operations with our NATO counterparts.

Shaping a Way Ahead for North Atlantic Defense: The Perspective of VADM Lewis - Second Line of Defense (sldinfo.com)

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# FACULTY:

## NPS Professor Advancing Quantum Technology for Navy Applications

*(Navy.mil 24 May 21)* … Rebecca Hoag
*(NPS.edu 24 May 21)* … Rebecca Hoag
*(Fiorreports.com 24 May 21)* … Rebecca Hoag

Quantum mechanics, the study of nature at an atomic and subatomic level, is a quickly emerging field of research and technology. This new way to look at the world can improve how we navigate, communicate, compute and calculate, and Naval Postgraduate School (NPS) Physics Professor Frank Narducci is at the forefront of the technology, especially in researching quantum technology with Navy applications.

Narducci and his team of graduate and post-doctoral students currently focus their efforts on quantum sensors that could detect and track platform motion in the absence of GPS capabilities, such as underwater or in space.

Traditionally, submarines use onboard inertial sensors to determine their rotation and acceleration underwater. Often the submarine must come up to check where its classical sensor says it is with where the GPS pinpoints it. Often, the location where the submarine thinks it is, and where the GPS says it is, are not exactly the same. This error is due to a drift in the reading of the sensors, and the inertial sensor can be off by upwards of a mile or more, depending on how long it's been since the last GPS accuracy check.

"If we have sensors that have low error and low drift, [the submarines] won't have to come up as often," Narducci explains.

This would be beneficial for fuel, time and covert purposes. Quantum sensors use atoms instead of photons, and atoms are more sensitive to changes due to their higher mass.

There are two main quantum sensing research projects Narducci is mentoring along. The first is about improving the overall accuracy of the sensor, which National Research Council (NRC) post-doctoral researcher Jefferey Lee is looking into. Generally, measurements over longer periods of time make for more precise measurements, so Lee wants to know how exactly the relationship between time and precision scales and how to change it in an advantageous way. Then he can find a way to maintain higher precision with less buffering time.

The other project, taking place in Narducci's lab, is the effort of actually building a quantum sensor. The sensor requires two parallel atomic beam atom interferometers to differentiate between rotation and linear motion. A previous Ph.D. student created one laser, and now Royal Canadian Navy Lt. Cmdr. Darryl Gervis is building the other.

Many of the baseline tools used in Narducci's lab are based on research done by Dr. William Phillips, who works at the Joint Quantum Institute of the National Institute of Standards and Technology (NIST)'s, and who lectured at NPS on Quantum reformulation of the Metric system during a recent SECNAV Guest Lecture (SGL). Narducci and his students use those tools, and then modify the tools as they need.

A key player in quantum research, Phillips won a Nobel Prize in 1997 "for development of methods to cool and trap atoms with laser light." Phillips is excited to see where Narducci and his students are taking quantum technology.

"[In the beginning of quantum research,] we weren't really interested in making the best use of these things because we were at the stage where no one had ever done this before, so we just wanted to show it was possible," Phillips explains. "Frank's taken [quantum technology] to the next step of refining these things, making them more sophisticated than the really crude things that we were doing in the early days."

The "things" to which Phillips is referring to are the quantum sensors Gervis is working to improve, but also structures like atomic fountains, which throws up atoms so that when they're falling, they're slow enough to use for measuring things like time, gravity and gravity gradients. Narducci is overseeing a project to build one of the largest atomic fountains in the world in a retired NPS elevator shaft. It'll be 30 meters high, allowing for scientists to measure freefalling atoms for a longer period of time.

Slowly, Narducci is advancing NPS' role in quantum research. Quantum sensing is one of several quantum topics, others being quantum computing, encryption and communication. Quantum sensing and quantum computing are the main focus on campus so far, with Narducci performing a lot of his research on sensing and NPS Computer Science Professor Theodore Huffmire focused a bit on research in quantum computing. Narducci's lab has started to look into quantum communication as well.

Overall, the larger goal of all of this effort is to see an interest in quantum, and research capabilities, grow on campus.

"What I'm hoping, in kind of the longer term, is [for NPS] to be the Navy go-to for quantum technology in general," Narducci says.

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NPS professor for the advancement of quantum technology for marine applications - DVIDS - Fior Reports

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## Sedat Peker's case: Videos grip Turkey, rattle government

*(Aljazeera 31 May 21)* … Patrick Keddie and Umut Uras

Millions of Turks have tuned in this month to the YouTube channel of convicted Turkish mob boss Sedat Peker with his videos gripping the nation and rattling the government.

In a series of videos, apparently made in exile, Peker made a series of wild and unsubstantiated allegations against several prominent individuals – including leading figures in Turkey's ruling Justice and Development Party (AK Party) – ranging from murder to rape, drug smuggling, corruption, and the role of organised crime in political machinations and violence.

All the allegations have been vehemently denied by those accused.

The eight videos have had more than 60 million views and Peker's allegations have reached ever closer to the heart of government.

They have also raised fresh questions about alleged ties between the state and organised crime, which many had believed were largely consigned to some of the darkest periods in Turkey's history.

Peker's allegations

Peker, 49, rose to prominence in the 1990s as a gangster notorious for extortion and violence, who, like many leading Turkish mafia figures, has espoused far-right Turkish nationalist views.

He was in jail from 2005 to 2014 for a range of charges, including forming and leading a criminal organisation.

After his release, Peker became a fervent supporter of President Recep Tayyip Erdogan.

He organised rallies for Erdogan's AK Party at a time when the president was increasingly embracing Turkish nationalism and the worldview of the far-right Nationalist Movement Party (MHP), whose support the AK Party now relies upon for its parliamentary majority.

Peker also threatened critics of the government and said he would "shower" in the blood of academics who had signed a petition in 2016 calling for an end to fighting between the security forces and the Kurdistan Workers Party (PKK) in southeast Turkish cities.

Yet, he went on to win major business and philanthropy awards.

Peker said he left Turkey in 2020 to avoid prosecution and, after reportedly spending time in Eastern Europe, now claims to be living in the UAE.

The chief public prosecutor's office in Ankara issued a new arrest warrant for Peker on Wednesday.

He accused the Turkish police of mistreating his wife and daughters in a raid on the family home last month and began posting the videos on May 2.

Peker has broadcast from what is purportedly a hotel in Dubai. Often wearing an open-necked shirt displaying a medallion, Peker is garrulous, eager to drop references to philosophers and writers, and quick to laughter and menacing turns.

He boasted in one video that his enemies "will be defeated by a tripod and a phone camera".

While he sometimes consulted notes as he spoke, he has not produced documentary evidence to back up any of his claims so far.

Among the most serious allegations is that Mehmet Agar, a former interior minister, was, in the 1990s, behind a series of political killings – including of two renowned journalists – as well as more recent drug trafficking and the illegal acquiring of a marina in an upmarket Aegean resort.

Peker also accused the former minister's son Tolga Agar, a current AK Party parliamentarian, of involvement in the rape and suspicious death of a Kazakh journalist.

Mehmet termed the allegations "all lies" and welcomed an investigation.

"Neither I nor my son has anything to do with anything illegal or immoral," he said.

Tolga, rejecting the "slander", said he did not know the journalist in question, that the death had been investigated and the case closed.

Peker also claimed that Erkan Yilidirm, son of former prime minister Binali Yildirim, went to Venezuela to set up a drug-smuggling route.

Binali said the allegations are "absolutely slander, we strongly reject them" and that his son went to Venezuela to provide COVID test kits and masks.

Peker claimed to have had had close ties to Soylu, who allegedly provided him with police protection and tipped him off about an investigation into his activities. Peker also claimed that Soylu sought his help to further his early political career and in a power struggle against a rival AK Party clique led by Erdogan's son-in-law, the former finance minister Berat Albayrak.

Soylu called the allegations "disgusting lies" and said he was being targeted because of his fight against organised crime and "terror".

Peker has not levelled any accusations against Erdogan, whom he has referred to in respectful terms.

The Turkish president commented on the allegations for the first time on Wednesday, saying Peker's claims were a plot against Turkey.

"No one should doubt that we will disrupt this devious operation," Erdogan said in an address to AK Party members. "We pursue members of criminal gangs wherever in the world they flee to."

While the government may have hoped the furore around Peker's claims would quickly die down, his videos have gained greater audiences.

Galip Dalay, a fellow with the German Institute for International and Security Affairs and at Brookings Doha Center, told Al Jazeera that, as well as the nature of the claims, the videos have had such a strong impact because Peker has shown a talent for drama and he has implicated himself in some of the allegations – including a claim that he arranged a 2015 attack on the offices of Hurriyet newspaper at the behest of an unnamed AK Party politician.

"Peker does not claim to be clean in the series of purported crimes he talks about … this increases his credibility in the public eye," Dalay said.

Ryan Gingeras, a professor at the **Naval Postgraduate School** and the author of a book on organised crime in Turkey, told Al Jazeera that the allegations are resonating after years of declining trust in Turkish institutions – including the overwhelmingly pro-government media, which has largely ignored the scandal until recent days.

"I think it kind of exemplifies the crisis of confidence in the country, in the sense that here you have this guy who is spilling 'truth' in a medium that people typically trust over other media," he said.

But Merve Sebnem Oruc, a columnist at Daily Sabah newspaper, said that interest in the story may have surged initially because people were craving some excitement while stuck at home during the pandemic, and also because opposition politicians and opposition media have shared Peker's allegations uncritically.

"People were encouraged to believe what he said without questioning it," Oruc told Al Jazeera. "But the background of this shady man shows he cannot be trusted."

Peker's claims have also drawn comparisons to the Susurluk scandal of the 1990s in which a police chief and a wanted mafia hitman were killed and a Turkish lawmaker injured in a car accident.

A subsequent parliamentary inquiry in 1998 detailed "deep state" connections between organised crime, heroin smuggling, and political assassinations carried out in collaboration with the Turkish security forces from the 1970s to the 1990s.

The scandal later led to prosecutions – including of Mehmet in 2011, who served one year of a five-year sentence for establishing a criminal organisation.

Soner Cagaptay, director of the Turkish research programme at the Washington Institute for Near East Policy, told Al Jazeera that part of the AK Party's appeal when it was first elected in 2002 was down to its clean image and the promise of an end to Turkey's corrupt and murky politics.

He said that many now believe "that kind of corruption has not really disappeared, it is still there, it was just swept under the carpet" and that the scandal might expose AK Party rule as "one that is kind of like Susurluk – all this self-enrichment and ties to the underworld hidden behind a façade of ideology".

On Wednesday, the AK Party and the MHP voted down an opposition parliamentary motion calling for a probe, and Turkish prosecutors have yet to investigate Peker's claims.

Gingeras said that the allegations may only resonate with people who already oppose the government.

"I draw similar lessons from previous internet-driven scandals, where people who latched on to it were already cynical about Erdogan, and it just sort of confirmed that bias," he said.

Peker has, meanwhile, promised to discuss the president in detail in his next video.

Sedat Peker's case: Videos grip Turkey, rattle government | Recep Tayyip Erdogan News | Al Jazeera

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## ALUMNI:

### The race to be Idaho's next secretary of state gets competitive, with still a year to go

*(IdahoStatesman 25 May 21)* … Scott Mcintosh

Candidates running for Idaho Secretary of State, from left, are Chief Deputy Secretary of State Chad Houck, Ada County Clerk Phil McGrane and state Sen. Mary Souza, R-Coeur d'Alene.

The race to be Idaho's next secretary of state just got more interesting.

Chief Deputy Secretary of State Chad Houck told me Monday that he filed his paperwork for a campaign treasurer over the weekend.

"I didn't want to be caught joining the game in the fourth inning," he said. "I at least wanted to get the conversation going."

Even though the Republican primary is a year away, candidates have been making announcements on runs for office. Lt. Gov. Janice McGeachin announced last week she's running for governor, and Rep. Priscilla Giddings, R-White Bird, announced she's running for lieutenant governor.

The secretary of state, one of seven constitutional officers, is the state's chief elections officer and also is responsible for registering business and other government services, such as licensing notaries and registering trademarks.

Ada County Clerk Phil McGrane announced back in March that he's running for the office. State Sen. Mary Souza, R-Coeur d'Alene, also has filed paperwork indicating a run for secretary of state. And now Houck has entered the fray.

McGrane ran for Idaho secretary of state in 2014, losing to eventual winner Lawerence Denney, coming in second with 28% of the vote in a four-way Republican primary.

Denney, 73, who is now in his second four-year term, hasn't announced whether he's running for a third term, and when I called his office Monday, he said through an assistant that he hasn't announced anything yet.

That leaves a mystery, then. Or does it?

I suspect that Houck's campaign treasurer might provide us a clue as to whether Denney will seek reelection or not.

Keep in mind that the "paperwork" that everyone is filing right now is not as a candidate. It's to name a campaign treasurer and it allows candidates to raise money and spend money. The official filing period as a candidate doesn't begin until Feb. 28, 2022.

Houck's campaign treasurer is Lawerence Denney's wife, Donna Denney. It would be odd, indeed, not only for Houck to run against his boss, but also to run against his boss when his campaign treasurer is his boss's wife.

So I think the safe money is on Denney not seeking a third term.

Houck has been with the Idaho Secretary of State's Office since 2016 and was named chief deputy in 2019. He is scheduled to earn a master's degree in homeland security from the **Naval Postgraduate School** this year, and he holds a bachelor's degree in business administration from the University of Montana.

McGrane was elected Ada County clerk in 2018. Before that, he was the deputy county clerk, and he's worked in the clerk's office since 2005. He has a master's in public administration from Boise State University, a law degree from the University of Denver and a bachelor's degree in philosophy from the University of Washington.

McGrane's campaign treasurer is Maxine Bell, a Republican legend who spent a total of 30 years in the Idaho House of Representatives, from 1988-2018.

Souza is in her fourth term as a state senator. She has a bachelor's degree in nursing from Pacific Lutheran University and a master's in health education from Whitworth University. She is a former critical care nurse, a former clinical nursing instructor at Spokane Community College and has co-owned a business for 32 years. Her campaign treasurer is Jeff Siddoway, who was in the Idaho Senate for 12 years.

The primary may be a full year away, but it's already become competitive.

Three big names in the race for Idaho Secretary of State | Idaho Statesman

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## Chief deputy Chad Houck says he'll run for Idaho Secretary of State

*(BigCountryNews 25 May 21)* … Betsy Z. Russell

Current Chief Deputy Secretary of State Chad Houck is planning to run for Secretary of State next year, joining a race that already includes two other candidates, Ada County Clerk Phil McGrane and state Sen. Mary Souza, R-Coeur d'Alene.

All three are Republicans, as is current second-term Secretary of State Lawerence Denney. Denney, 73, told the Idaho Press in March that he's "probably not going to run again."

Houck, who has been chief deputy for the past two years and has been with the office for six, listed as his campaign treasurer Donna Denney, Lawerence Denney's wife. But Lawerence Denney said that doesn't mean he's endorsing in the race.

"I do not intend to endorse in the primary," Denney told the Idaho Press on Tuesday. "I've got lots of friends in this race already."

The primary election isn't until May 2022, and Houck said he'd planned to wait before going public about his run. "But with the number of candidates in all the offices starting to step in, I felt, if I was going to be a candidate, it was important that my name get included into the conversation now rather than later," he said.

Houck said he feels his No. 1 qualification for the post is "I'm the one that's actually been doing the work in the office. I'm the one that's familiar with the internal workings of the office, whether that's from a Land Board perspective, or the corporate division perspective. I helped develop the team that is and continues to move the Secretary of State's office forward from a technology standpoint, and from a processes standpoint, in our corporate division and across the board."

Houck said if elected, he wouldn't propose big changes in the office. "I'd just like to see us continue the momentum that we already have," he said. "I think Idaho has one of the best election systems in the country. … There are places where we can continue to shore it up, but it clearly doesn't need wholesale change."

Houck is a former IT consultant who holds a bachelor's degree in business administration from the University of Montana and is currently pursuing a master's degree in homeland security from the **Naval Postgraduate School**, which he said expects to receive in September.

Houck first joined the Idaho Secretary of State's office as a contractor, becoming a deputy Secretary of State in 2016.

Denney said he hasn't yet announced that he won't seek re-election, and had intended to wait to announce his plans until the fall. "But I think there are enough people getting in now that I probably should address that," he said Tuesday, adding that he'll likely send out a press release within the next couple of weeks.

Chief deputy Chad Houck says he'll run for Idaho Secretary of State | Idaho | bigcountrynewsconnection.com

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## Moving Toward a Holistic, Rigorous, Analytical Readiness Framework

*(CIMSEC 24 May 21)* … Connor S. McLemore, Shaun Doheney, Philip Fahringer, and Dr. Sam Savage

On April 24th, 1980, eight American helicopters heavily laden with special forces and their equipment launched from the aircraft carrier USS Nimitz operating in the Arabian Sea. They flew northeast into the Iranian desert to rendezvous with refueling aircraft in order to attempt a rescue of 52 hostages taken in 1979 from the American Embassy in Teheran. The operation, Eagle Claw, ended in disaster: a dust cloud kicked up by aircraft propellers and helicopter rotor blades caused one of the helicopters to collide with a refueling aircraft and explode, killing eight U.S. personnel and wounding several others. Yet the mission had already been aborted prior to the collision. During the flight to the refueling site, three helicopters suffered equipment failures, leaving just five able to continue the mission. Mission go/no-go criteria required at least six helicopters to continue, and the order from the president to abort the mission was passed. The tragic collision occurred when aircraft were attempting to transfer fuel in order to depart Iran after the mission was already cancelled.

Helicopter capability to support Eagle Claw was quantifiable based on historical helicopter failure data, and yet prior to the mission, it was not quantified. The Holloway Report, which detailed the results of the investigation into the mission's failure, laid bare how the number of helicopters sent was a major contributing factor to the early mission abort, and recommended that more helicopters should have been sent. Using basic probability theory and known helicopter failure rates, the mission had an

estimated probability of 32 percent that there would not be six helicopters ready at the refueling site. Former President Jimmy Carter said in 2015, when asked if he wished he had done anything differently as president, "I wish I'd sent one more helicopter to get the hostages, and we would have rescued them, and I would have been re-elected." Yet over 40 years later, the same underlying military readiness shortfalls that prioritized availability over capability for those helicopters remain largely unfixed.

The urgent need for changes to the military's existing readiness framework has been called for by General Charles Brown, the chief of staff of the Air Force, and General David Berger, the commandant of the U.S. Marine Corps. In their recent War on the Rocks article, they describe the necessity of a better analytical framework for the joint force to better assess balancing operational costs of existing forces with investment costs to modernize and replace those forces. The two service chiefs point out, "Our current readiness model strongly biases spending on legacy capabilities for yesterday's missions, at the expense of building readiness in the arena of great-power competition and investing in modern capabilities for the missions of both today and tomorrow." In order to address that problem, they call for "a framework for readiness" and "a more precise understanding of risk — to what, for how long, and probability." Our team at Probability Management, a 501(c)(3) nonprofit dedicated to improving communication of uncertainty and risk, wholeheartedly agrees.

Achieving the service chiefs' vision of a better analytical framework will require changes to both the qualitative and quantitative underpinnings of the existing readiness system. To improve the quantitative parts, we recommend the implementation of a supporting data framework that is capable of informing probability-based capabilities assessments by making the Defense Department's readiness data more flexible, visible, sharable, and usable.

**Diagnosing the Problem**

The readiness system contributes to unquantified capabilities of combinations of military assets, zero-risk mindsets in combatant commanders, and requirements that are excessive. These problems must be addressed in any future readiness system. It is unreasonable to expect service chiefs to push back on requirements from combatant commanders if discussions around the capabilities of combinations of military assets are purely subjective. We make no claim as to what acceptable capability thresholds should be; however, we must point out that even if the service chiefs and combatant commanders were in complete agreement on a threshold, without a way to quantify the probability of achieving it, requirements will probably remain excessive. Requirements supported with too many or not enough forces leads to imbalanced risks and costs. Why pay to achieve a 99.9 percent chance of success when a 90 percent chance of success is adequate? Conversely, why risk a 10 percent chance of failure when a 99.9 percent chance of success is required? The existing readiness system does not support thinking in these terms.

Fixing the limitations of the existing readiness system is not purely a data challenge. However, too many problems with the existing military readiness system are a direct result of the ways in which Defense Department data is being collected, stored, and communicated. We do not advocate for the military readiness system to remove subjectivity from all readiness calculations – the readiness system should always endeavor to support the service chiefs in assessing what is meaningful, not just against what is measurable. However, subjectivity supported by systematic estimates of probability is likely to outrun subjectivity alone. The existing readiness system is simply not capable of providing military leaders with timely, fully-informed systemic probabilistic estimates of mission capabilities.

A principal problem with the existing system is that metrics associated with readiness requirements are routinely measured as "ready or not." Once a unit meets a defined level of performance, the unit is declared "ready." However, even when units are "ready," it is often vague as to what they are ready for and when. Additionally, the percentages used in current readiness metrics cannot easily be aggregated by mathematically defensible means. For example, a notional requirement could be that at least 80 percent of unit systems must be ready. If a unit with 90 percent of its systems ready reports as "ready," and pairs with a dissimilar unit at 70 percent and reporting "unready", the combined capability of the two units to support a given mission at an uncertain future time is unclear. Fundamentally, the existing military

readiness system cannot be used to quantitatively predict probabilities of mission success at uncertain future times for portfolios of dissimilar assets.

When joining readiness levels of dissimilar units, the lack of a mathematically defensible readiness framework results in important issues being distorted or lost, leaving little coherence for understanding the capabilities of the joint force at the operational or even strategic levels. Because joint force capabilities required by combatant commanders are not being credibly quantified, and because the service chiefs, who are tasked with providing ready and capable military forces to combatant commanders pay to support those requirements, the combatant commanders have little incentive to ask for fewer forces than are needed. Additionally, combatant commanders are responsible for requesting capabilities that cover their missions now, not several years in the future. Why would they risk failure by not requesting enough forces, especially considering they aren't paying for the forces they receive? Combatant commanders are simply doing their jobs when they prioritize getting more forces in their theater now over future capabilities. Yet this is clearly a problem because marginal improvements to fulfil near-term requirements may be coming at enormous cost to important future capabilities.

DoD is not being hindered by a lack of enough data. Rather, it is hindered by an inability to see and make use of the data it collects in its many vast, opaque, stovepiped databases. Today, most military readiness data arrives in the form of historical records and subject matter expert opinions. An ideal future military readiness data framework should be able to better use that existing data while also enabling the continuous and increasingly automated collection and sharing of additional data sources that are authoritative, timely, clean, and contain useful information. Yet it is simplistic to think it will be possible to efficiently apply advanced data science techniques such as simulations, regression, machine learning, and artificial intelligence on data that is not easily visible, sharable, and usable. The lack of the appropriate data framework prevents a readiness framework from being informed by timely, visible, usable data. Fundamentally, there is no format today that allows for the efficient sharing of datasets in DoD, and much time is being wasted figuring out what data is available, if it contains useful information, and then transforming it manually so that it can be used for analysis.

**A New Framework**

A real gap lies in the ability of DoD to quantitatively measure what makes military units combat effective (vice combat available) and the associated costs of those capabilities. We propose the military adopts a uniform data framework that could be used within and across military services and systems to better quantify readiness predictions both now and in the future, such as providing timely estimates of the probability that helicopters will not be capable for a given mission, and to better communicate risks, such as the probability of an important mission failing because not enough helicopters are being sent. Such a data framework would allow for better sharing and employment of existing data, resulting in better quantitative metrics, leading to better cost and risk tradeoff discussions among decision-makers. This could be used to allow decision-makers to see forward in time as well with capability outcomes generated continuously through the use of large military datasets. This will allow data sources and models to evolve over time, resulting in improving probability-based capability predictions that would go a long way toward supporting the outcomes Generals Brown and Berger propose. A new approach can allow planners, commanders, and decision-makers to speak the same language to communicate, "How ready are units for what?"

Probability Management has long advocated for improvements to the quantitative underpinnings of the military readiness framework, and detailed technical explanations and example use cases for the data framework we recommend can be found in our published technical articles. In our work, we describe the underlying problems of the existing framework, and describe necessary steps if the joint force is to adopt a "holistic, rigorous, analytical framework to assess readiness properly," as the service chiefs rightly demand.

In straightforward terms, the data framework is best explained as the standardized representation of the readiness of military assets in the form of columns of data with statistical dependence between columns preserved. Unlike data in the existing framework, these columns of data can then be straightforwardly rolled up to probabilistically estimate the capabilities of groups of dissimilar assets

operating in uncertain environments. This data framework can be used to improve military readiness reporting systems broadly by conveying the probability of achieving specified levels of availability and capability for specified missions now and at uncertain future times. We believe the limits of the existing system do not result from the limitations of math, but rather from the limits of the data structures employed in readiness calculations. In contrast, our framework supports simple and straightforward arithmetic, while transparently carrying along probabilistic information that may be extracted when required.

The basic approach, democratized and standardized by Probability Management, does not forecast the future with a single number, for example, "on average a helicopter is operable 75 percent of the time," but instead models many possible futures for each helicopter using cross-platform data standards. In terms of Operation Eagle Claw, consider eight columns of data with 1,000 rows each, with each column of data representing one helicopter. Every row represents a different possible future, with a one in a row if the aircraft is up and a zero if it is down. Each row will have on average 750 ones and 250 zeros. The total number of operable aircraft out of the eight is represented in a ninth column summing each of the original eight columns row by row. When the original Eagle Claw assumptions are entered into this framework, of the thousand elements in the ninth column, about 320 (32 percent) would have fewer than the six required for the mission, indicating a 32 percent chance of failure. These sorts of row-by-row calculations, known as vector operations, are trivial in virtually any software platform today, so the open standard framework could be used to enable chance-informed decisions across any other existing or future readiness software platforms.

When the readiness of an asset is represented as a column of thousands of "ready or nots," then units can be combined in a row-by-row sum to provide a column of assets available in each of 1,000 futures. This approach, long used in stove-piped simulations, becomes a framework by simply storing simulated results in a database and making them sharable.

For example, suppose the DoD is choosing between two aircraft systems, A and B. They are both operational 75 percent of the time, but A is 5 percent cheaper than B. We might pick A to save money. But suppose that system A goes down at random 25 percent of the time, and system B is guaranteed to be operational for 7.5 flight hours and then require 2.5 hours of maintenance. Traditional readiness metrics based on averages can't detect the difference between A and B, except on cost. But for missions requiring less than 7.5 flight hours, system B is vastly superior, because you can arrange to have 100 percent of the fleet in action. The added predictability may be well worth the 5 percent cost premium. For missions over 7.5 hours, system B is worthless, as no aircraft will be ready. With System A, however, a few planes will survive the long mission. So again, we should be asking "how ready for what," where "how ready" may be interpreted as "what are the chances?" Chance-informed capability decisions would allow the Defense Department to quantify cost today versus the chance of adverse events tomorrow.

**Conclusion**

The adoption of this new data framework for military readiness would go a long way toward achieving the quantitative underpinnings necessary to support the service chiefs' vision and it can be used to fix the fundamental problem they call out: the "gold-plating" of existing force requirements at the expense of future capability. Additionally, the framework we propose is merely a data standard, not requiring any particular software implementation, is not proprietary, is available at no cost to the government, and does not require the wholesale elimination of the existing military readiness system; it can expand upon the existing system and be implemented incrementally. It is not designed to eliminate subjectivity from a commander's readiness calculations, nor should it. A more structured readiness approach that explicitly acknowledges uncertainty is complementary to subjective estimates. Commanders will still need to make decisions subjectively based on myriad factors, including their own risk tolerance.

Combining the predicted risks of a portfolio of dissimilar assets occurs commonly in the commercial sector. Our approach has long been widely used in applications in financial engineering, insurance, and many other industries. It has been applied to portfolios of oil exploration projects at a global energy firm and portfolios of risk mitigations at a large utility. We are confident that our approach is both

straightforward to understand and simple to use without specialized software or mathematical training. For example, using the same data framework we propose the military adopts for its readiness system, Probability Management taught modern portfolio theory, a complicated subject that involves evaluating the predicted returns of financial portfolios, to West Oakland Middle School eighth graders in 2017. The students quickly understood the framework and employed it effectively, and we are confident that military personnel will be able to easily employ it in the area of military readiness.

Our proposed data framework is already adopted by commercial organizations in sectors as diverse as healthcare, energy, and defense to quantitatively support decisions and mitigate risks. Lockheed Martin, Pacific Gas & Electric, and Kaiser Permanente are incorporating the framework to better assess the likelihood of critical outcomes in terms of probabilities of success and failure based on historical performance and future predictions.

The data framework we propose is generic and is easily tailored to new-use cases and industries, including to an improved military readiness framework. The expectation is that if our approach were applied in a military readiness context, it would support a better analytical framework for the joint force and allow better assessments. This would help better balance operational costs of existing forces with investment costs to modernize and replace those forces. Through this framework, military leaders would have a more practical understanding of the tradeoffs within military readiness and better manage the challenges of today and tomorrow.

Mr. Connor McLemore is a principal operations research analyst for CANA Advisors and the Chair of National Security Applications at ProbabilityManagement.org. He has over 12 years of experience in scoping, performing, and implementing analytic solutions. He holds Masters' degrees from the **Naval Postgraduate School** in Monterey, California, and the Naval War College in Newport, Rhode Island, and is a former naval officer and graduate of the United States Navy Fighter Weapons School (TOPGUN) with numerous operational deployments during 20 years of service.

Shaun Doheney is a Senior Data and Analytics Strategy Consultant for a large global company with experience as a Chief Analytics Officer for an Inc. 5000 company. He is a retired Marine Corps Lieutenant Colonel who has conducted, participated in, or led a whole host of analyses and evaluations across major Department of Defense decision support processes. He is the Chair for the Military Operations Research Society's Readiness Working Group and the Chair of Resources and Readiness Applications at ProbabilityManagement.org.

Mr. Philip Fahringer is a Fellow and Strategic Modeling Engineer for Lockheed Martin Aeronautics with 35 years of combined military and defense applied research in analytics and decision support. He holds a Master's degree Operations Analysis from the **Naval Postgraduate School** in Monterey, California, and in Strategic Studies from the Army War College in Carlisle, Pennsylvania, and he is a former naval officer with numerous operational deployments and strategic planning assignments during 20 years of service.

Redefining Readiness Week | Center for International Maritime Security (cimsec.org)

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## Falling in love with leadership: Maj. Gen. Mitchell looks back on his career

*(DVIDS 26 May 21)* … Sgt. 1st Class Corinna Baltos

"I fell in love with leadership." These are the words that Maj. Gen. Daniel Mitchell, commanding general, U.S. Army Sustainment Command, repeated over and over as he looked back at his nearly 40 year career in the Army.

Mitchell, who grew up north of Peoria, Illinois in the small town of Princeville, dreamed of going to Iowa State University to study engineering.

However, his plans changed when he found out that the degree could be a five-year program, so he applied to another well-known engineering school – the U.S. Military Academy at West Point.

“I had nothing against the Army,” said Mitchell. “My Dad had served as a veterinarian in the Korean War. I thought West Point was a good engineering school so I had no problem doing my five years, getting out, and being an engineer.”

Little did he know on that hot July day in 1981when he reported for “beast barracks” that 40 years later he would be retiring from the Army as a general officer.

Mitchell graduated from West Point on May 22, 1985, with a Bachelor of Science in mechanical engineering. Unlike many of his classmates, he branched into the Ordnance Corps.

“I went into ordnance because I thought ‘you are an engineer what is the closest thing to using your degree if you do decide to stay in?’”, said Mitchell.

At the time, the Ordnance Corps produced weapons systems.

Mitchell’s decision to forgo combat arms was not well received by his regimental tactical officer.

“I did have to stand in my regimental tactical officer’s office for two hours while he yelled at me for going ordnance,” said Mitchell. “I kept telling him, ‘I want to be an engineer. I want to use my degree.’”

As he neared his five-year mark in the Army, he was offered the chance to serve on recruiting duty, as a Reserve Officer Training Corps instructor, or to transfer into the Army Reserve. Mitchell said no thank you; he was getting out.

“At every point in my career I assessed the situation and tried to make the best decision for me and my family,” said Mitchell. At that point Mitchell decided that the best decision was to return to Illinois and work as an engineer.

Then the Army gave him the carrot he wanted: a chance to get a master’s degree at the **Naval Postgraduate School** at Monterey, California.

“I wanted a master’s degree so I said, ‘OK’”.

After graduating with a Master of Science in logistics management, his follow on assignment was at the XVIII Airborne Corps at Fort Bragg, North Carolina.

However, it wasn’t just the ability to get an advanced degree that kept Mitchell in the Army, it was because he, “fell in love with leadership.”

“I had been a platoon leader and a company commander and I was fascinated with how if you took care of Soldiers they gave you back 10-fold,” he said.

While Mitchell learned a lot about leadership from his Soldiers, he also learned from the officers he served under. Two that stood out to him were Lt. Gen. Russell Honore and Gen. Ray Odierno.

Mitchell met Honore when he was a major at 1st Cavalry Division, and Honore was the division commander for support at the division.

“He set high standards for us,” said Mitchell. “He drove us to be very good at our trade. If anyone had an error on their equipment readiness report he knew about it and would hold you accountable.”

It was also while assigned to 1st Cavalry Division that Mitchell took part in Operation Joint Forge in Bosnia-Herzegovina.

Operation Joint Forge was part of a NATO led stabilization force in the region to help maintain the military force in Bosnia.

After leaving the 1st Cavalry Division in May 2000, Mitchell headed to the Pentagon office of the Deputy Chief of Staff for Operations and Plans.

It was there, he met Odierno, and would serve as his executive officer.

“He was a great leader,” said Mitchell. “I learned a lot, it was a tough job, but when you have a great leader it makes coming to work more enjoyable.”

However, while Mitchell enjoyed working at the Pentagon there was one day that was not enjoyable – Sept. 11, 2001.

“I worked in A ring, which was the inner most ring of the building,” said Mitchell. “The plane punched through E ring, D ring and C ring. If it had gone through the all five rings, I would have had a bad day.”

While the plane didn’t directly destroy his office, the ensuing fire and smoke ravaged it. So after spending a few weeks working from home, Mitchell and his team began working from Crystal City as the Army geared up for into Afghanistan.

After leaving the Pentagon, in August 2002, Mitchell went to Europe to serve as the commander of the 201st Forward Support Battalion, 1st Infantry Division.

During his three years in The Big Red One, Mitchell took part in Operations Joint Guardian in Kosovo and Operation Iraqi Freedom I and II.

In March 2003, Mitchell and his battalion took part in the invasion of Iraq by supporting the 173rd Airborne as they jumped into Bashur and then secured Kirkuk, Iraq.

The following year, his battalion would be back in Iraq, this time in Baqubah for 13 months in support of OIF II.

After returning home from Iraq in July, 2005 Mitchell spent a year as a student at the Army War College in Carlisle Barracks, Pennsylvania where he earned a Master of Arts in National Security and Strategic Studies.

Upon graduation, he was initially passed over for brigade command. However, he was on his second look given command of Red River Army Depot in Texarkana, Texas.

"It was one of the best job I ever had," said Mitchell. "I learned a lot about lean manufacturing and working with unions and running a billion dollar business. It was a rewarding job. I learned a lot."

After serving as brigade commander, Mitchell was sent to U.S. Army Materiel Command, at Redstone Arsenal, Huntsville, Alabama, where he served as the deputy chief of staff and executive officer to the deputy-commanding general. It was here he originally planned to retire, but the Army had other plans for him.

"I never planned on being a general officer," said Mitchell. "I didn't think I was qualified. I was putting in my retirement papers when they told me that I was on the (general officer) list. I went home and told my wife and she despaired because we had built a house in Huntsville."

Mitchell said it took him about three years to learn to become an effective general.

Mitchell's first assignment as a general officer was as the deputy-commanding general for Army Sustainment Command, before moving to Fort Bragg to be the DCG for the 1st Theater Sustainment Command.

After serving as the DCG for the 1st TSC, Mitchell served as the DCG for support at the Installation Management Command at Joint Base San Antonio and as the deputy chief of staff for logistics and operations at U.S. Army Material Command.

One of Mitchell's responsibilities while working at AMC was serving as the liaison with Korean and U.S. senior executives to provide millions of dollars' worth of all classes of supplies to the Korean peninsula as part of the Army's pre-positioned stock program which was initiated by then AMC commander, Gen. Gustave Perna.

In 2018 he was appointed commanding general of the U.S. Army Tank Automotive & Armaments Command at Detroit Arsenal, Michigan.

Mitchell said he found the command to be rewarding because it allowed him to better manage the supply chain and focus on increasing by 10 percent, the Army's ground equipment supply chain by using demand planning with reliable supply partners and by targeting safety stocks.

Last June, Mitchell returned to Rock Island Arsenal to take over command of ASC.

Mitchell said he felt that the command gave him the opportunity to put to use all of his previous experience in the Army.

As his Army career ends, his plans are similar to many other retired service members – spend time with his family, his hobbies, and finding a job.

"I'll probably work for about five years and then get out and serve my church and my community," he said.

DVIDS - News - Falling in love with leadership: Maj. Gen. Mitchell looks back on his career (dvidshub.net)

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**USS Rhode Island (SSBN 740) (Gold) Welcomes New Commanding Office**

*(DVIDS 27 May 21)* … Petty Officer 1st Class Ashley Berumen

The Ohio-class ballistic-missile submarine USS Rhode Island (SSBN 740) (Gold) conducted a change of command onboard Naval Submarine Base Kings Bay, Georgia, May 27.

Cmdr. David Burke relieved Cmdr. Jason Anderson as commanding officer of the ship's Gold crew during a ceremony held at the base chapel.

Guest speaker Rear Adm. John Spencer, commander, Submarine Group Ten, praised Anderson for his accomplishments as commanding officer.

"Having taken command shortly after the USS Rhode Island's mid-life Engineered Refueling Overhaul in Norfolk, Jason and his crew succeeded in returning to strategic service," said Spencer. "It is no small feat to identify and correct all of the operational weaknesses that inevitably come around when a crew and boat go through such an extensive maintenance period."

Under Anderson's command, the Gold crew completed a Demonstration and Shake Down Operation and three strategic deterrent patrols.

"Jason's leadership is reflected in the continuing commitment of Rhode Island Gold, earning them the 2019 and 2020 Enlisted Retention awards," said Spencer. "And professionally, the Rhode Island Gold crew has excelled, earning the 2020 Squadron Twenty Battle "E", 2020 Engineering Red "E", and 2019 White Strategic "S." They also had the highest possible result for their most recent Operational Reactor Safeguards Exam, showing their skill and dedication to excellence."

Anderson thanked the crew for their hard work both deployed and in port.

"Being in command of the USS Rhode Island Gold, in my 'unbiased' opinion the best crew on the waterfront, is the best job in the world," said Anderson. "There is no greater professional satisfaction than leading a brilliant team of professionals to conduct the honorable mission of strategic deterrence."

Anderson praised the crew for their work ethic and dedication to the mission.

"Hard work spotlights the character of people: some turn up their sleeves, some turn up their noses, and some don't turn up at all," said Anderson. "My Rhode Island Sailors most certainly turn up their sleeves. Thank you, crew. Without you, I most certainly wouldn't be standing here today."

Anderson is from Riverdale, Georgia, and enlisted in the Nuclear Power training program in 1995. He graduated from Auburn University with a Bachelor of Science in mechanical engineering in 2000.

Burke, the incoming commanding officer, graduated from the U.S. Naval Academy with a Bachelor of Science in computer science in 2003. In 2016, he completed an Executive Master of Business Administration degree through the **Naval Postgraduate School**.

Burke reports to Rhode Island after serving as flag secretary to the commander of Navy Region Southeast.

"In my time observing and meeting with the Rhode Island Gold team, it is readily apparent that you understand your role in the security of our nation, and you execute the strategic mission with exceptional dedication," said Burke. "We cannot let up, and I will challenge you to continue to be the strategic asset that is routinely called upon to keep our country safe."

Anderson will now serve as the deputy commodore for training at Submarine Squadron Twenty.

USS Rhode Island was commissioned July 9, 1994, and is homeported at Naval Submarine Base Kings Bay, Georgia, the home to all East Coast Ohio-class submarines.

DVIDS - News - USS Rhode Island (SSBN 740) (Gold) Welcomes New Commanding Officer (dvidshub.net)

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## Contracting battalion welcomes new leader

*(Fort Carson Mountaineer 31 May 21)* … Scott Prater

Lt. Col. Amy A. Saal assumed command of the 918th Contracting Battalion during a ceremony at Manhart Field May 21, 2021.

Col. Joel M. Greer, commander, 418th Contracting Support Brigade, Fort Hood, Texas, presided over the ceremony where Lt. Col. James "JB" Burkes relinquished command of the battalion to Saal.

"It's always bittersweet to say goodbye to a great leader," Greer said following the traditional passing of the unit colors. "It's been a pleasure to watch JB serve as the commander here at the 918th. His focus has been on enhancing operational readiness and providing operational support to the 4th Infantry Division and Fort Carson. Col. Burkes and his team have been a magnificent part of that enhanced readiness, and we appreciate his great leadership. He forged the 918th into the great unit seen here today."

While leading the 918th CBN, Burkes commanded a unit that executed over 1,300 contract actions valued at over $300 million in support of base operations.

"He also deployed as the commander at the RCCA (Regional Contracting Center-Afghanistan) in Afghanistan," said Greer. "We appreciate everything he has done, and I have no doubt that we put a great lieutenant colonel in command of the 918th as we watched him be selected for colonel."

Saal arrives at Fort Carson after serving at Army Contracting Command — Redstone. She is a graduate of the United States Military Academy at West Point, where she was a four-year letter winner and captain of the Army's Women's Basketball Team. She holds a Master of Business Administration degree from the **Naval Postgraduate School**, has served in a variety of career fields including acquisition, logistics and distribution and performed a variety of roles including a leadership position at Army Materiel Command.

A veteran deployer, Saal has earned the Bronze Star Medal and Afghanistan Campaign and Iraq Campaign Medals among several other individual medals, awards and citations.

"Amy (Saal), welcome back to mission and installation contracting command," Greer said. "I believe you are a great leader for the 918th, and I have no doubt the 918th is in good hands with you at the helm. All one has to do is follow the news to know that today's Army is facing tighter budget challenges along with increasing threats every year."

Following his command at Fort Carson, Burkes will head to Washington, D.C. to attend Senior Service College.

"Lt. Col. Saal, I'm confident in your ability to take this organization further than I ever could," Burkes said during his farewell speech. "You are the right person at the right time for this job, and I look forward to hearing of your great feats in the future."

During her words to attendees, Saal thanked the Soldiers and civilians of the 918th CBN and said it is an honor to be leading a successful team of dedicated professionals.

"Lt. Col. Burkes has built an outstanding organization," she said. "What the team has accomplished is phenomenal. I'm proud to share this field with you today. I look forward to facing the challenges ahead as we continue to build capable and deployable contracting detachments to support our nation's warfighters."

https://www.fortcarsonmountaineer.com/2021/05/contracting-battalion-welcomes-new-leader/

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## Navy's highest ranking Black female officer celebrates strides in diversity and inclusion

*(wtopNews 31 May 21)* … Stephanie Gaines-Bryant

Memorial Day is a time to mourn soldiers who've died in the line of duty, but it's also a time to reflect on how this moment in history is currently impacting military personnel. One local officer is working to bring more diversity and inclusion into the U.S. Navy.

Captain Timika (Timi) Lindsay is currently the highest ranking African American woman in the Navy. She is the Chief Diversity Officer and the Director of Diversity, Equity and Inclusion at the U.S. Naval Academy.

As the 1992 Naval Academy graduate wraps up her military career ahead of her retirement on July 1, she said she's very proud of some of the initiatives that came out of the murder of George Floyd; one is the Midshipman Diversity Team.

“They were looking at ways to have their voices heard when they looked into the curriculum to see what they could do to have more diversity in what’s being taught, specifically in the humanities and social sciences and also in our leadership courses,” Lindsay said.

Then, she said she was pleased when the faculty got involved in talking to students about how more diversity could be brought into the STEM courses.

They also developed a diversity peer educator program, a peer led program that is a walking safe space among the 30 companies and 33 athletic teams on campus.

Lindsay said the goal of the initiative is to be that voice if someone is concerned about an incident or wants to share ideas.

Also after the death of Floyd, Lindsay was hand-picked last year by service leaders to be on Task Force One Navy.

“The group looked into policies and procedures that intentionally or unintentionally disparage a race or gender,” Lindsay said, and came up with 60 recommendations to improve diversity and inclusion in the Navy.

Even though she’s seen this before in her 30 years of service, “For some reason, this one feels different.”

The recommendations from the 142 page report are being reviewed by the Culture of Excellence board and decisions will be make on how to implement the recommendations.

The Paulsboro, New Jersey, native is a mother of two.

Lindsay and her daughter, Elise, are the first Black mother and daughter to attend the Naval Academy. Her daughter is entering her third year and her son, Eric, will be entering his plebe year this summer.

She received her Master’s degree in Information Technology Management from the **Naval Postgraduate School** in Monterey, California and a Master’s in Military Operational Arts and Science/Studies from Marine Corps University in Quantico, Virginia.

https://wtop.com/local/2021/05/navys-highest-ranking-black-female-officer-celebrates-strides-in-diversity-inclusion/

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