



# NPS IN THE NEWS

## Weekly Media Report – May 17-23, 2022

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*(American Security Today 19 May 22) ... Tammy Waitt*

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## [Can John Arquilla's Rules of New Age Warfare be Taken to Sea?](#)

(CIMSEC 18 May 22) ... Robert C. Rubel

Thomas Friedman's 13 April New York Times opinion piece recounts an interview with John Arquilla, a distinguished former grand strategy instructor at the **Naval Postgraduate School**. In explaining Ukraine's impressive military performance in the face of the Russian invasion, Arquilla cites three rules of new age warfare from his book *Bitskrieg: The New Challenge of Cyberwarfare*, and their application is quite fitting. If these rules concocted for cyberwarfare apply to ground warfare, might they also apply to warfare at sea? If so, what are the implications?

## [How India Can Square the Circle of Russia With the US and Other Quad Partners](#)

(SCMP 18 May 22) ... Sumit Ganguly and S. Paul Kapur

The next meeting of the Quadrilateral Security Dialogue, or Quad, is scheduled for May 24 in Tokyo. There, the like-minded democracies of Japan, Australia, India and the United States will rededicate themselves to keeping the Indo-Pacific free and open... S. Paul Kapur is a professor at the US **Naval Postgraduate School** and a visiting fellow at Stanford University's Hoover Institution. The opinions expressed here are solely those of the author.

## **ALUMNI:**

### [HT This Day: May 19, 1969 -- 'It's Fantastic, it's the Greatest'](#)

(HT 17 May 22) ... Author Name (Times New Roman/10pt)

The Apollo-10 astronauts rode a Saturn V rocket into orbit today, and prepared to break away from the earth and hurtle towards the moon, a quarter million miles away... A native of Chicago, Cernan graduated from Purdue University in 1956 with a Bachelor of Science degree in electrical engineering. He later earned a Master of Science degree in aeronautical engineering at the U.S. **Naval Postgraduate School** in Monterey, California. He and wife have a five-year-old daughter.

### [CONFIDENCE vs. EGOTISM](#)

(Florida Weekly 18 May 22) ... Barbara Bell

(Global Trade 20 May 22) ... Barbara Bell

When it comes to leadership, A fine line can exist between confidence and egotism. Certainly, everyone has an ego, and we would achieve little in life if there wasn't a part of us filled with the conviction that we can tackle the challenges before us. But unfortunately, sometimes things get out of hand. When a leader has an outsized ego, that can result in the entire team's morale slumping, with some people beating a hasty retreat and seeking better opportunities elsewhere... Barbara Bell, author of "Flight Lessons: Navigating Through Life's Turbulence and Learning to Fly High," was one of the first women to graduate from the U.S. Naval Academy and the U.S. Naval Test Pilot School. Now she works to empower the next generation of female leaders. In 1992, Ms. Bell and fellow aviators went to Capitol Hill to help successfully repeal the combat exclusions laws, opening up combat aircraft and ships to women in the military. Bell holds a B.S. in systems engineering from the United States Naval Academy, an M.S. in aeronautical engineering from the **Naval Postgraduate School**, an M.A. in theology from Marylhurst University, and a doctorate in education from Vanderbilt University. She is an adjunct professor of leadership at Vanderbilt.

### [Meet Robin Rowe, Candidate For Beverly Hills City Council](#)

(Patch 19 May 22) ... Emily Rahhal

Robin Rowe is vying for one of three open seats on the Beverly Hills City Council... Former computer science professor, **Naval Postgraduate School** and University of Washington.

### [Homosassa Native Takes Command of USS Florida](#)

(DVIDS 20 May 22) ... Chief Petty Officer Mass Communication Specialist Ashley Bereumen

The Ohio-class guided-missile submarine USS Florida (SSGN 728) (Gold) held a change of command ceremony onboard Naval Submarine Base Kings Bay, Georgia, May 20... Roussakies, from Homosassa, Florida, graduated from University of Florida with a bachelor's in mechanical engineering. He also holds a Master of Mechanical Engineering degree from the **Naval Post Graduate School**. He earned his commission through the Reserve Officers' Training Corps Program.

He previously served as the assistant chief of staff of operations at U.S. Seventh in Yokosuka, Japan.



## [Prepositioning Ships Squadron 3 Holds Change of Command in Guam](#)

*(DVIDS 16 May 22)* ... Leslie Hull-Ryde

After being at the helm of Maritime Prepositioning Ships Squadron 3 for two years, Capt. John Bub, wrapped up his command tour during a change-of-command ceremony aboard USNS 2nd Lt. John P. Bobo (T-AK 3008) while in port Guam, May 12...“It has been an honor to deploy numerous times, participate in countless exercises and lead many Sailors at sea,” said Bub who earned a Master of Business Administration in financial management from the **Naval Postgraduate School** in Monterey, California.

### **UPCOMING NEWS & EVENTS:**

**May 23-27:** [Joint Interagency Field Experimentation \(JIFX\)](#)

**May 24:** [Strategic Communication Workshop \(SCW\)](#)

**May 24–26:** [MOVES](#) Open House

**May 24–26:** [Mine Technology Symposium](#)

**May 30:** Memorial Day (Federal Holiday)



## COLLABORATION:

### **NPS and Microsoft Bringing Emerging Technologies to U.S. Navy Fleet**

*(American Security Today 19 May 22) ... Tammy Waitt*

The Naval Postgraduate School (NPS) is teaming up with Microsoft to explore how rapidly evolving commercial technologies can solve operational challenges faced by the U.S. Navy and U.S. Marine Corps.

This collaboration will bring together two of the nation's major centers for innovation and development in a cooperative research effort that aims to tackle several highly complex issues associated with rapidly integrating and adopting new technologies in support of warfighting and national security.

It also provides the potential to revolutionize how the services organize, train, equip, fight, and win by combining the best of industry, academia, and the government.

"Today, so much innovation and technological research and development is powered by America's robust corporate base," said Aaron Weis, the Department of the Navy's Chief Information Officer (DON CIO).

"The Department of the Navy has been trying to find ways where our organizations can emulate and evolve with the nimble agility of these organizations, and with success."

"This agreement between NPS and Microsoft takes that initiative to the next level, creating a defined cooperative research collaboration between a global tech giant and the capabilities it brings to bear, with the Navy's leading science and technological university, where operationalizing innovation is core to their mission."

Microsoft became the latest industry member to team with NPS following the signing of a Cooperative Research and Development Agreement (CRADA) between the two organizations.

CRADAs allow U.S. government research facilities to engage in collaborative efforts with non-government entities. These types of cooperative efforts benefit the Department of Defense (DOD) and industry leaders by providing opportunities to conduct joint research and learn from each other.

Under the CRADA, NPS will collaborate with Microsoft on select research efforts. The goal is to leverage the latest in commercial technologies and expertise to advance Navy and Marine Corps operations while sharing any insights gained with the broader public.

NPS will utilize the Microsoft Cloud services, including Azure, Office 365, and Teams, to accelerate their digital transformation journey and deploy advanced cloud capabilities to tackle critical mission priorities.

(What is the Naval Postgraduate School? We are a community of defense leaders, educators, and researchers developing warrior talent and solving problems for decisive advantage at sea. We are Responsive, Applied, Interdisciplinary, Innovative, Classified and Secure. Courtesy of Naval Postgraduate School and YouTube.)

The first areas of shared research under the newly established Cooperative Research Initiative (CRI) will include operational uses for cloud-enhanced networks and edge computing, methods for extending delivery of NPS coursework from the school's classrooms and labs throughout the fleet and force, and ways in which the Navy and Marine Corps can leverage gaming, exercising, modeling, and simulation (GEMS) to help operational commanders make faster and better decisions.

"For over four decades, we've worked with the U.S. Department of Defense on a longstanding and reliable basis in support of its mission to ensure our national security," said Jason Zander, executive vice president of Microsoft.

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## EDUCATION:

### John Sokolowski's Third Act: Retirement

(ODU 18 May 22) ... Sherry DiBari

John Sokolowski has already retired at least once.

In 2001, he retired from the Navy after serving 27 years as a submarine officer.

On June 1, he will officially retire again - this time from his position as associate professor of computational modeling and simulation engineering (CMSE) at Old Dominion University.

After his military service, Sokolowski became the first person in the world to earn a Ph.D. in computational modeling and simulation engineering - at ODU.

"At that time, there were three universities that had modeling and simulation Ph.D. degrees: ODU, the **Naval Postgraduate School** and the University of Central Florida," he explained. "I just happened to be the first person to get through the curriculum."

As an alumni and professor at ODU, he considers himself fortunate to have been on both sides of the curriculum. "I got a great education from ODU and have been able to apply that by giving back to the students that have come after me," he said.

Sokolowski spent 15 years as a researcher at the Virginia Modeling, Analysis and Simulation Center (VMASC) and served the last seven as executive director. He stepped down from that position in 2017 and almost retired then.

"I was going to retire fully but President Broderick sort of twisted my arm and said, 'You have a lot of knowledge to share with the students, why don't you stick around and teach?'" Sokolowski explained.

"Well, I think that's a reasonable request," he told Broderick. "And so that's what I did."

Sokolowski has watched the CMSE department grow over the years. "We started out as a very small program relative to the other programs that have been around for decades," he said. "We have seen it grow pretty significantly with the realization that it can be used as an important tool in multifaced areas like ecology, transportation and cybersecurity."

"Dr. John Sokolowski has made significant contributions in his academic career to VMASC, the CMSE department, the university and the modeling and simulation society," said Yuzhong Shen, professor and chair of the Department of Computational Modeling and Simulation Engineering. "He is a great researcher, colleague and friend."

Sokolowski plans to spend his free time on his hobbies which include woodworking and boating.

He will miss the students though. "They always provide a unique perspective on life. It's nice to see what they're interested in doing and what their dreams are."

[John Sokolowski's Third Act: Retirement « College News \(odu.edu\)](#)

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## STUDENTS:

### NPS Students "Hack The Port" at Maritime Cybersecurity Conference

(Navy.mil 19 May 22) ... Lt. Col. Michael Senft

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Five students from the Naval Postgraduate School (NPS) and their faculty advisor recently attended the inaugural Maritime and Control Systems Cybersecurity Conference, known as "Hack the Port 22," which took place in Fort Lauderdale, Fla. and online from March 21-25.

The students, representing NPS' Cyber Systems and Operations (CSO) program, were supported by the school's Center for Cyber Warfare (CCW) and the National Security Agency's National Centers of Academic Excellence program. During the conference, the NPS team participated in a Virtual Cyber Exercise Competition, testing the security of a fictional port.





NPS' contingent was led by U.S. Army Capt. Paul Baker, a cyber warfare officer in the CSO program, and included U.S. Navy Lts. Daniel Batista, Matthew Finley and Seth Kyler and Scholarship for Service student Paul Duhé. U.S. Army Lt. Col. Michael Senft, a military faculty lecturer in the Computer Science Department, served as the faculty advisor for the team.

The joint service team which participated in the event reflected the diverse, interdisciplinary expertise available through the unique graduate education environment provided by NPS. It also illustrated the teamwork needed to holistically approach problems as complex as port security.

Ports are a vital intersection between the land and maritime warfighting domains, which are further connected by the domain of cyberspace. The "Hack the Port 22" event, conducted by the Maryland Innovation and Security Institute and DreamPort, helped to highlight these facts by bringing together representatives from military, government, academia and industry to raise awareness of cybersecurity challenges facing the maritime sector.

The event featured speeches, lectures and panel discussions from government and industry leaders, as well as the cyber competition with more than 30 higher education academic institutions participating. Keynote speakers included Secretary of Homeland Security Alejandro Mayorkas; National Cyber Director Chris Inglis; Jen Easterly, director, Cybersecurity and Infrastructure Security Agency; and, Lt. Gen. Charles L. Moore, deputy commander of U.S. Cyber Command (USCYBERCOM).

"Attending the conference brought home the importance of what we're learning in our CSO program," said Kyler, an intelligence officer in the CSO program. "We can sometimes get lost in academic projects but interacting with professionals in the cyber community and learning about the challenges they face, helps to refocus one's attention on the overall picture, and the impact we can have by learning and honing technical cyber skills."

This sentiment was echoed by Baker.

"Overall, the conference provided us a broader framework for our cyber-related thesis research topics," he said.

Batista, a submarine officer in the CSO program who participated in the Virtual Cyber Exercise competition, highlighted the opportunity for hands-on training.

"Hack the Port 22 allowed our team to use open-source tools for scanning targets, finding vulnerabilities and gaining access and privileges on modern systems currently deployed within port facilities and ships," Batista said.

Finley, also a submarine officer, added, "The conference really demonstrated the importance of the intersection between the public and private entities and how industry and academia can work together to find new avenues of study in the cyber realm with respect to port infrastructure."

"Hack the Port 22 succeeded at bringing together current and future cyber security professionals with the goal of learning, sharing, and competing in cyber related events," said Duhé. "Teams from across the country had the opportunity to put their education and hard work in action working to exploit vulnerabilities in the virtual port."

NPS' participation in "Hack the Port 22" reinforces the defense-focused graduate education delivered to students through exposure to the vital role of critical infrastructure, including the Maritime Transportation System, in supporting Department of Defense (DOD) missions.

In addition to providing students hands-on experience with open source penetration testing tools, the Virtual Cyber Exercise Competition also gave students insight into the real-world impact of insecure systems. The NPS team complimented MISI and DreamPort on their efforts to bring together a group which worked to address the technical and non-technical challenges of maritime and control systems cybersecurity.

NPS and its cross-service educational programs build joint expertise and experience across multiple technological and operational domains. The difficulty and criticality of the cross-service and cross-domain challenges faced by ports across the United States are worthy problems for continued investment by NPS and the CCW.

[NPS Students "Hack The Port" at Maritime Cybersecurity Conference > United States Navy > News-Stories](#)

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## **Maxwell SNCO One of Two Enlisted Contracting Airmen Ever Accepted to Naval Postgraduate School**

*(Maxwell Airforce Base 17 May 22) ... Mark Gaston*

A senior noncommissioned officer with the 42nd Contracting Squadron is one of two Air Force enlisted contracting members ever to attend the Naval Postgraduate School, located in Monterey, Calif.

Master Sgt. Ryan Schnepf from the 42nd Contracting Squadron will be joined by Master Sgt. Kade Forrester from the 11th Contracting Squadron at Joint Base Andrews, Md., when school starts in July 2022. The pair of SNCOs are each pursuing a Master of Business Administration in Acquisition and Contracts Management degree.

Historically, the Air Force sends only competitively selected officers to the Naval Postgraduate School to pursue their MBA.

“I have mixed emotions about being selected for this once-in-a-year career opportunity. On one hand, I am beyond ecstatic and feel extremely privileged to represent the Air Force’s contracting enlisted corps in the pursuit of higher educational opportunities,” said Schnepf. “Equally, I am a bit nervous as both Master Sergeant Kade Forrester, and I will be the first two ‘trailblazers’ setting the standards for future enlisted members. I will give my 100 percent like I have done over my past 20 years in the service and let my grades and cross-sharing of information speak for themselves.”

The school’s 18-month in-resident program’s curriculum is an interdisciplinary program that integrates management theory, accounting, economics, finance, behavioral science, management theory, operations/systems analysis, and specific courses in acquisition and contracting.

Schnepf was selected as a “most-qualified member” based on criteria established by the contracting career field manager. To be selected, the member has to be a master sergeant or master sergeant-select and hold a bachelor’s degree with a minimum grade point average of 3.0. Additionally, candidates must possess an Acquisition Professional Development Plan Level 2 Certification and a Contracting Officer Warrant of \$5M or higher. Finally, the top candidates are personally interviewed by the career field manager.

Schnepf finds inspiration from Air Force Chief of Staff Gen. CQ Brown, Jr. and his Accelerate Change or Lose priority.

“We must candidly assess ourselves and address our own internal impediments to change,” said Schnepf. “In doing so, we must acknowledge the realities of the fiscal environment to ensure that the U.S. Air Force is gaining the most value and being good stewards of taxpayer dollars.”

Schnepf is looking forward to developing his critical thinking skills within the acquisition and contracting community and applying the skills to real-world situations to enhance the functional community’s impact on the Department of the Air Force’s global missions.

“I am interested in the depth and breadth of the curriculum from the Naval Postgraduate School professors and the collaboration with my fellow contracting students from all branches of the Department of Defense,” he said. “The cross-sharing of information and collaboration within the contracting community is invaluable in pursuing speed in our acquisitions and accelerating change within our Air Force.”

After graduation, he is looking forward to bringing the knowledge and experience back to others within the contracting community in support of the Air Force Contracting Flight Plan’s charge to optimize the Acquisition Enterprise to ensure the Air Force continues to “own the high ground.”

“We are so thrilled for Master Sergeant Schnepf on his competitive selection to the Naval Postgraduate School,” said Lt. Col. Miranda Lashinski, 42nd Contracting Squadron commander. “He’s absolutely invested in developing his contracting craft and in sharing that knowledge with others. I have no doubt that this educational experience, coupled with his passion for engaging with mission partners



and finding the best right ways to meet their procurement needs, will further hone his capability as an Air Force contracting change agent and mission-focused business leader.”

[Maxwell SNCO one of two enlisted contracting Airmen ever accepted to Naval Postgraduate School > Maxwell Air Force Base > Display \(af.mil\)](#)

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## FACULTY:

### **NPS Professor Takes a Deep Dive Into Elected Autocrats**

*(NPS.edu 17 May 22) ... Matthew Schehl*

*(Military Spot 17 May 22) ... Matthew Schehl*

Russia’s invasion of Ukraine left many Western analysts confounded. From a foreign policy perspective, it simply did not make any sense. Even if its “special military operation” proved fully successful, Russia still had more to lose than gain: NATO would draw closer to its borders, the West would impose crippling sanctions, and Ukraine itself would be irredeemably lost from Russian influence.

The key to understanding why Putin invaded Ukraine does not necessarily lie in its foreign policy, but rather in its domestic politics, according to Aleksandar Matovski, assistant professor in the Department of National Security Affairs at the Naval Postgraduate School (NPS) and Associate at the Davis Center for Russian and Eurasian Studies at Harvard University.

“Most importantly, the share of Russians who wanted Putin to leave office after the end of his current term was trending to surpass those that wanted him to stay,” he explained. “As Putin faced the 2024 election ... [And] because constitutional changes had effectively abolished term limits for him, the population was exhibiting very clear signs of ‘strongman fatigue.’”

“Against this backdrop, Putin had very few options to try and resurrect his appeal except by starting another conflict,” he added.

In his new book, “Popular Dictatorships: Crises, Mass Opinion, and the Rise of Electoral Authoritarianism” (Cambridge University Press, November 2021), Matovski critically examines the rise and dynamics of regimes like Putin’s Russia, electoral autocracies that adopt the veneer of democratic institutions only to subvert them to effectively rule as dictatorships.

Rising to power in times of deep socio-economic tension, autocrats promise strong, decisive leadership to provide the stability their country needs. Their mass appeal - not repression, brainwashing or bribery - accounts for their success at the ballot box.

“Quite simply, strongman rule is a very attractive remedy for societies gripped by turmoil,” Matovski said. “Majorities desperate for stability yearn for firm-hand leadership, which will overcome institutional paralysis, wipe out corrupt elites and special interests, and bring order and justice.”

Their growth since the end of the Cold War has been meteoric.

Fully one-third of the nations of the world today have been consistently run by electoral autocracies, including countries as geopolitically significant as Russia, Egypt, Venezuela, Turkey, Pakistan, Malaysia and Nigeria, Matovski noted.

“By mimicking democracy – allowing multiparty elections, oppositions and somewhat free markets and media – they quite literally kept authoritarianism alive in most places across the world, effectively extending the average life of dictatorships to over 20 years,” he said. “And they turned out to be the most effective way to subvert existing democracies.”

“The most ominous feature of electoral autocracy is that they allow authoritarian incumbents to demolish democracy from within: to ‘weaponize’ their popular support, hollow out institutions and divide societies far more effectively than through blunt repression.”

This threat to democracy also presents a clear and present danger to global peace and stability.

With their power dependent on fear of crises, “strongmen” begin to lose their mass appeal both if they fail and - paradoxically - if they succeed in stabilizing their countries.





“Why would people tolerate the restrictions and unwholesome nature of authoritarian rule if their countries were stable and there was no need for strongmen to protect them against danger and dysfunction?” Matovski said. “To survive, electoral autocracies must maintain - or manufacture - the cries and conflicts that legitimize their rule.”

Vladimir Putin, who came to power with the promise to “raise Russia from its knees” following the turbulence of the post-Soviet 1990s, faced his first serious challenge by popular revolt in 2011-12 when he insisted on staying in power despite having stabilized the country.

To remedy this, he orchestrated the annexation of Crimea and the conflict in the Donbass - framing both as part of an existential conflict with the West - to resuscitate his image as Russia’s indispensable strongman and to demobilize domestic opposition to his rule, Matovski said.

“Other electoral autocracies have mastered the use of brutal anti-insurgency, anti-terror, anti-crime and anti-immigration campaigns to sustain a sense of persistent threat that justifies their rule,” he continued. “Still others, like Venezuela’s Chávez and Turkey’s Erdoğan, have staged diplomatic spats and disputes – often aimed against more powerful countries – to bolster their strongman credentials.”

“The tactics differ, but the overall pattern is very clear: electoral autocracies sustain their appeal by generating conflict and discord at home and abroad,” Matovski said.

For Matovski, the drive to understand the threat of electoral autocracies is as personal as it is academic.

Growing up in the former Yugoslavia, he had a front-row seat to the emergence of key trend-setting electoral autocracies after the Cold War, including the rise and fall of the Serbia’s regime under Slobodan Milošević.

“What struck me the most throughout my entire trajectory of living and working in close proximity to electoral authoritarianism as a student, researcher, government official and scholar, is how poorly understood these regimes were,” Matovski said. “Western policymakers and commentators consistently misjudged and mispredicted the motives and behavior of electoral dictators, and there are huge gaps in the scholarship on these regimes.”

“The most underappreciated aspect of electoral authoritarianism – and the key inspiration for my book – was how much these autocracies depended on popular consent to their rule,” he continued. “Operating under the tacit assumption that ordinary people can only be brainwashed, repressed or bribed into supporting autocracy, we have collectively failed to realize that elected dictators are primarily sustained by their genuine strongman appeal, which allows them to attract mass support, and divide their opponents. In ‘Popular Dictatorships,’ I argue that sustaining this appeal is the main imperative of electoral autocracies, and the key driver of their behavior – particularly their aggressive behavior at home and abroad.”

Thus it is that in February 2022, with Russia’s swiftly approaching 2024 elections and a rapidly evaporating popularity, Putin decided to invade Ukraine, Matovski says.

However, the failure of his initial blitzkrieg and subsequent bloody quagmire with mounting casualties have put him in a desperate position, Matovski noted.

“We have a strongman ruler who controls the world’s largest nuclear arsenal and cannot safely retire fighting for his survival in Ukraine,” he said. “Though much weaker than the Soviet Union, electoral authoritarian Russia under Putin has, in many ways, become more dangerous.”

[NPS Professor Takes a Deep Dive Into Elected Autocrats - Naval Postgraduate School](#)  
[Navy Professor Takes a Deep Dive Into Elected Autocrats - MilitarySpot.com](#)

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## Can John Arquilla's Rules of New Age Warfare be Taken to Sea?

(CIMSEC 18 May 22) ... Robert C. Rubel

Thomas Friedman's 13 April New York Times opinion piece recounts an interview with John Arquilla, a distinguished former grand strategy instructor at the **Naval Postgraduate School**. In explaining Ukraine's impressive military performance in the face of the Russian invasion, Arquilla cites three rules of new age warfare from his book *Bitskrieg: The New Challenge of Cyberwarfare*, and their application is quite fitting. If these rules concocted for cyberwarfare apply to ground warfare, might they also apply to warfare at sea? If so, what are the implications?

### Arquilla's three rules are as follows:

- Many and small beats large and heavy
- Finding always beats flanking
- Swarming always beats surging

These rules are few and simply stated – generally a good thing when it comes to parsing a complex phenomenon like war. And they do have a true new age feel to them; terms like many, small, finding, and swarming convey the notion that information technology in the form of micro-miniaturization makes even small weapons more powerful. That said, there are words in the rules that raise alarms; categorical words like always convey a superficiality that experienced warfighters and analysts immediately suspect. But nonetheless, it is worth exploring how these rules could impact future naval warfare and fleet design.

### Rule 1: Many and Small Beats Large and Heavy

As missiles become faster, longer range, smarter, and even harder to defeat, they might very well challenge the traditional relationship between capability and tonnage. The introduction of potent hypersonic missiles adds saliency to the application of this rule to naval warfare, calling into question the vulnerability of large capital ships such as nuclear-powered aircraft carriers. The most powerful weapons of yore, namely major caliber guns and jet aircraft, required large hulls to support their operations and the remainder of fleet design followed from there. However, missiles tend to break the relationship between weapon power and ship displacement, just as they break the relationship between capability and cost; hundreds of thousands of Tomahawk missiles could have been bought for the same price as the F-35 program.

A missile-centric fleet design that took advantage of the new opportunities might consist of numerous smaller units of various types. The nascent U.S. Marine Corps concept of small detachments operating anti-ship missile launchers from dispersed locations reflects that logic as does – albeit incompletely – the U.S. Navy's concept of Distributed Maritime Operations. Operating a highly dispersed force would complicate enemy targeting.

Moving past the categorical nature of the rule, we must also acknowledge that operating dispersed forces in the maritime environment is not the same as small groups of soldiers toting Javelin anti-tank missiles. For starters, deploying and sustaining a dispersed force will be more difficult than current battle groups composed of large ships. Then there is the matter of command and control. Since the conceptual emergence of “network-centric warfare” in the late 1990s, the vision of a dispersed, heterogeneous force knitted together by a network has been at least the tacit basis for communications and data processing developments. The various challenges to realizing this vision have not yet been overcome, and so adopting highly dispersed operations before such a comprehensive and resilient battle force network is operational would require a new and more sophisticated approach to mission command. These are just a few concerns that make application of the rule at sea less than straightforward. Nonetheless, the inherent character of modern missiles does add credibility to the rule when it comes to naval warfare.



## **Rule 2: Finding Always Beats Flanking**

Putting aside the word always, the rule would not at first glance seem to apply at sea, where ships can maneuver “fluidly” as it were. There is perhaps some whiff of flanking in the concept of threat sector. If battle group defenses, say the positioning of escorts or combat air patrol stations is oriented on an expected threat sector, then an enemy that can succeed in approaching outside of that sector might be regarded as flanking. But this is speculative. However, if we think of flanking at sea as achieving an operational level ambush, we can see it exhibited in historic naval campaigns and battles. At Midway, the US task force took a position to the northeast of Midway Island and succeeded in ambushing the Japanese carrier force. In March of 1805 Admiral Horatio Nelson took a “secret position” between Sardinia and Mallorca hoping to ambush Admiral Villeneuve’s French fleet if it sailed toward Italy or Egypt.

Now, in the Midway case, the Japanese forces did not find the American task force until too late and suffered the loss of three aircraft carriers (Hiryu was sunk later, after the US task force had been located). In Nelson’s case the ambush would have worked because Villeneuve, even though his orders were to escape the Mediterranean via Gibraltar, had planned to sail east of Mallorca, which would have led him into Nelson’s trap. However, a merchant ship had seen Nelson’s force and reported it to Villeneuve, who altered his route to west of Mallorca. If the Japanese had located the American task force earlier, the results of Midway would likely have been much different. Both examples reveal the critical importance of finding first.

Anyone familiar with the writing of legendary Naval Postgraduate School Professor Wayne Hughes’ and his principle of “strike effectively first,” will immediately see the connection with this rule. Getting in an effective first strike requires finding effectively first, and no naval ambush can occur if this does not happen. This in turn requires enemy scouting efforts are ineffective and the enemy commander remains ignorant of the ambushing force. The act of finding and striking effectively first should not be viewed in momentary isolation or as singularly decisive, because command decision-making at all levels will be critical in maneuvering these finding and striking forces prior to successful engagements. So, while the term flanking does not translate well into naval warfare, its implied dependency on maneuver does carry over.

## **Rule 3: Swarming Always Beats Surging**

The third rule is a bit trickier to relate to naval warfare. Arquilla states in the interview that “You don’t need big numbers to swarm the opponent with a lot of small smart weapons.” The implication is that instead of achieving mass or concentration of force using symmetrical weapons, tanks versus tanks, for instance, forces can make asymmetric attacks by using smart weapons not tied to big platforms, i.e., many teams of Javelin shooters versus columns of Russian tanks. In that sense the third rule seems to be merely a restatement of the first. That said, swarming is a term that has taken on new meaning in an age of smart drones. The notion of a large number of small things “besetting” a target conveys Arquilla’s implicit meaning.

Picking this apart a bit more, let’s regard surging as the assembling of a force or capability that is greater than that of the enemy it is confronting – the traditional concentration of force, either at the operational or tactical level. Swarming, on the other hand, implies coming at a particular enemy target from everywhere, whether the besetting attack is centrally planned or whether it is based on the self-synchronization of the individual swarming entities. Surging implies a numerical relationship between the opposing forces, one presumably outnumbering the other. Swarming involves no such relationship – it is about having enough individual units to beset a target from all sides either simultaneously or in rapid sequence. Swarming seems generally to apply to the tactical, unit or even weapons level.

An instantiation of swarming in naval warfare would involve the use of deception drones or missiles meant to saturate an enemy ship’s defenses. The US Navy devised an elemental form of swarming tactics in its attempt, after the showdown with the Soviet Fleet in the Mediterranean in 1973, to generate some kind of anti-ship capability, which it had let lapse after World War II. The tactic involved a formation of five aircraft approaching the enemy ship at low level. Flying in close formation it would look like one blip on enemy radars. At a certain point the aircraft would starburst, fanning out in different directions and then turning back in based on careful timing such that they would arrive at their bomb release points



in rapid succession. The maneuver was meant to confuse the target ship's fire control systems and at the end saturate defenses such that at least one aircraft would be able to reach its release point.

Surging implies Lanchestrian calculations that reveal the superiority of numbers; swarming is about creating confusion, using relatively large numbers for sure, but not in the strict relative sense addressed by Lanchester's equations.<sup>1</sup> This point is widely appreciated: China is thought to have developed large numbers of deceptive drones and missile warheads that can deploy decoys to achieve confusion and saturation of US Navy ship defenses.

At the present state of the art, achieving swarming would still require either a large number of launching platforms or engagement from relatively close range. If the Navy did adopt the concept of a flotilla of smaller missile combatants there would have to be significant covering and deception efforts to get them into position to use their missiles and decoys. On the other hand, cover for a salvo of long range missiles might be provided by long range bombers that could launch decoys in addition to anti-ship missiles. However, the central point is that swarming – no matter how it is achieved – offers potential relief from the brute force logic of Lanchester's equations.

### **Taking the Rules to Sea**

If we combine Arquilla's three rules, what do we get in terms of a picture of future naval warfare? First, it would seem that we could articulate a rather more nuanced rule: the force that can find, evaluate and target first will have a significant advantage. However, if both sides forces are composed of smaller, dispersed missile-shooting units, be they surface, air or subsurface, both fleets would likely be more resilient if they had to absorb a first strike. A naval battle would then become a geographically dispersed, cat-and-mouse game of progressive attrition. The game board would include not only the ocean, including the air above, adjacent land features and the depths below, but space, cyberspace and the electromagnetic spectrum. If swarming attacks were fully developed and employed, the only defense would be to avoid detection through stand-off, stealth, or deception. The set piece naval battle would be replaced by an extended campaign of raids and quick strikes, followed by rapid retreat into sanctuaries or out of range. Knowledge of the tactical and operational situation would be intermittent and mostly fragmentary. The chances of putting together a large and coordinated missile salvo from dispersed units would be small, assuming the enemy is able to disrupt friendly networks in some way, so each unit must be armed with missiles that have the ability to create their own terminal swarms. This would allow for a form of swarming on a larger scale; dispersed units would operate on the basis of mission orders, and a swarming rule set, including a precise definition of calculated risk appropriate to the situation. The operation of German U-boat wolf packs in World War II constituted a nascent form of such a battle.

Neither the formalized collision of lines of dreadnoughts nor the long range groping of carrier battles are likely to characterize future naval warfare. Arquilla's three rules imply intermittent and dispersed missile-based campaigns of attrition that will extend over days, weeks or even months; the quick and decisive clash at sea could very well be a thing of the past. If this is so, fleet design must be rethought. Missiles, not tactical aircraft dropping bombs, will be the decisive weapons. The Fleet's offensive power must be distributed among a larger number of platforms, and its doctrine must include ground and long-range air elements. Logistics for such a force that would allow it to remain in contested areas for extended periods must be worked out. Sensing and processing as well as resilient communications will, in effect, become the new "capital ship" of the Navy, as these will allow the offensive missiles to be most effective in accordance with Arquilla's rules. There will be a continuing need for some residual legacy forces, as the Navy has a multi-faceted and global mission, but for high-end naval combat in littoral waters, a force designed around Arquilla's rules will be needed in order to fight at acceptable levels of strategic risk.

Does all this have implications for traditional naval concepts like command of the sea and sea control? Almost certainly. Command of the sea has heretofore meant that the weaker navy either could not or would not directly confront the stronger. This allowed the stronger navy to use the seas for its own purposes and deny such use to the weaker. But if sea power becomes atomized, composed of many missile shooting units, then the deterrent basis for command of the sea evaporates. We see a nascent form of this already with the Chinese land-based DF-21 and 26 anti-ship ballistic missiles. While this condition may initially be limited to specific littoral regions, the continued development of naval forces shaped by



Arquilla's rules would imply that command of the sea could be contested by weaker navies farther and farther out at sea, to the point that the concept loses meaning. Sea control, the function of protecting things like merchant traffic or geographic points, would become the paramount concept and demand the utmost in dispersion of forces – strategic, operational and tactical. Thus navies desiring to produce for their nations the traditional benefits of command of the sea would have to be composed of numerous and therefore cheaper units so that naval power would be available at any and all points needed, whenever that need arose.

Chaos theory shows how complex phenomena can emerge from simple rule sets. If we tease out their threads, Arquilla's three simple rules for new age warfare seem to be able to perform that trick with regards to naval warfare and the design of navies. We might look askance at the categorical tone he uses in those rules, but that should not cause us to dismiss them as new age fluff. Some basis for fleet design is needed beyond the narrow incorporation of the next better radar or aircraft, and these three rules seem to be worth considering in that endeavor.

Robert C. Rubel is a retired Navy captain and professor emeritus of the Naval War College. He served on active duty in the Navy as a light attack/strike fighter aviator. At the Naval War College he served in various positions, including planning and decision-making instructor, joint education adviser, chairman of the Wargaming Department, and dean of the Center for Naval Warfare Studies. He retired in 2014, but on occasion continues to serve as a special adviser to the Chief of Naval Operations. He has published over thirty journal articles and several book chapters.

[Can John Arquilla's Rules of New Age Warfare Be Taken to Sea? | Center for International Maritime Security \(cimsec.org\)](#)

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## **How India Can Square the Circle of Russia With the US and Other Quad Partners**

(SCMP 18 May 22) ... Sumit Ganguly and S. Paul Kapur

The next meeting of the Quadrilateral Security Dialogue, or Quad, is scheduled for May 24 in Tokyo. There, the like-minded democracies of Japan, Australia, India and the United States will rededicate themselves to keeping the Indo-Pacific free and open.

Achieving this goal will require respect for liberal principles, including deliberative dispute resolution, territorial integrity and sovereignty. These are all principles being violated on a massive scale in Russia's war against Ukraine.

Three of the Quad members have unequivocally condemned Russia, and are punishing it through measures ranging from economic sanctions to military support for Ukraine. The outlier is India, which has maintained a studious neutrality, abstaining on every United Nations resolution condemning Russia and refusing to criticise it in any way.

Close to 70 per cent of India's defence inventory is of Russian origin. New Delhi is thus hesitant to antagonise Russia, particularly given the ongoing Sino-Indian border confrontation.

India's silence has caused consternation within the Quad, with US President Joe Biden calling India "somewhat shaky" on Ukraine. Nonetheless, other Quad members have expressed understanding.

The Australians, for example, indicated that different states will approach the Ukraine problem based on their own situations and interests, according to Indian Foreign Secretary Harsh Vardhan Shringla. This has, so far, averted open disagreement between members of the grouping.

Even if this difference is papered over, however, it remains significant. The Quad countries' shared purpose of establishing a free and open regional order is explicitly liberal. If one state evinces indifference to major violations of liberal principles of international behaviour, even if that violation occurs far away, it undercuts the purpose of the grouping.

Also, if the principle is established in Europe that territorial disagreements can be settled by force, China could decide to realise its revisionist ambitions in Asia through similar means. This endangers all





members of the Quad and especially India with its long-standing border dispute with China, the latest flare-up of which happened in 2020.

The solution is for India to diversify its defence acquisitions. During much of the Cold War and even beyond, when India was at odds with the US, it made sense to rely on the Soviet Union and subsequently Russia. That is no longer true. Diversification now makes sense for three compelling reasons.

First, Russian equipment is often subpar. To be sure, some weapons, such as the S-400 air-defence system, are of high quality. But many others, such as Russian tactical aircraft and precision-guided munitions, are of lower quality than India could get elsewhere. Over the long term, diversification, a process that India has fitfully undertaken, will make its military more effective.

Second, relying on Russia gives it too much leverage over Indian foreign policy. In the Ukraine case, India has been forced into silence over an egregious violation of international norms. India can't speak up, even if it would like to. This is unacceptable for a country that seeks to play a major role on the world stage.

Third, buying more from the US and other partners would increase India's military integration with them, as well as other like-minded customer states. And greater interoperability would tighten political connections between these countries, which include members of the Quad.

Sceptics, no doubt, will say that Russian military equipment is more affordable and familiar to the Indian military than weaponry from the US and others. Furthermore, they are likely to argue that the US has been an unreliable defence partner. Both arguments are flawed. The affordability of Russian equipment comes with lower quality and coercive leverage. That's too high a price.

And the Indian military, famously respectful of civilian authority, will get used to new, non-Russian equipment if the political leadership mandates it. Finally, while it is true that the US has not been a wholly reliable military supplier, the vicissitudes that haunted the relationship are, for the most part, historical artefacts.

Over the past two decades, India and the US have carefully constructed a robust strategic partnership, which includes measures to facilitate technology transfer. The US-India defence trade, which stood at zero in 2005, exceeds US\$20 billion today.

India could use the Quad meeting to square the circle of distancing itself from Russia without being too critical. It could announce its intention to diversify its weapons acquisitions and buy more from the US and other partners, so as not to be too dependent on any one state.

This wouldn't denounce Russia directly, but the international community in general, and the Quad members in particular, would understand the implicit criticism.

Such a statement would be a significant step in the right direction – it would enable India to do the right thing normatively, acquire more high-quality military equipment, and strengthen its relationships within the Quad. Partner states should make equipment readily available, and ensure that technology-transfer barriers don't get in the way.

This approach might not make anybody entirely happy; some would want India to do more to distance itself from Russia, and some would argue it should do less. But this is a realistic way of starting to address the problem of India's approach to Ukraine, and its friendship with Russia. In doing so, it can elevate India's international standing, and strengthen the unity of the Quad.

Sumit Ganguly holds the Tagore Chair in Indian Cultures and Civilizations and is a distinguished professor of political science at Indiana University, Bloomington.

S. Paul Kapur is a professor at the US **Naval Postgraduate School** and a visiting fellow at Stanford University's Hoover Institution. The opinions expressed here are solely those of the author.

[How India can square the circle of Russia with the US and other Quad partners | South China Morning Post \(scmp.com\)](#)

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## ALUMNI:

### HT This Day: May 19, 1969 -- 'It's Fantastic, it's the Greatest'

(HT 17 May 22) ... Author Name (Times New Roman/10pt)

The Apollo-10 astronauts rode a Saturn V rocket into orbit today, and prepared to break away from the earth and hurtle towards the moon, a quarter million miles away.

Air Force Col. Thomas P. Stafford and Navy Cmdrs. John W. Young and Eugene A. Cernan, flying a risky dress rehearsal mission for the first moon landing, just nine weeks from now, were thrust into a 115 by 118-mile orbit, the first step of their eight-day challenge of the moon.

The launch from the Cape Kennedy, Florida space complex, came exactly on time: 12-49 p.m. (16-49 GMT).

"What a ride!" called Cernan to the ground as the 36-storey rocket flashed through the clouds. "We're right on the line."

"It is beautiful out there," Cernan said. "Fantastic, man, really fantastic, man. This is the greatest."

"You guys sound ecstatic," replied the ground controller. The Saturn V rocket, the world's mightiest, roared to life precisely on schedule. The 365-foot spacecraft stack-with its human cargo strapped inside a tiny cone on top-stood motionless for nine seconds while the rockets strained to a crescendo.

Then slowly the 3,000-ton spaceship rose from its nest, jolted into motion by a stream of fire twice its length.

It roared upward into a cloudy sky. Then turned toward the south-east and vanished from view. The first stage burned out and dropped away, followed, minutes later, by the second stage.

In less than 11 minutes after the first movement of the rocket, Apollo-10 was in orbit round the earth.

The crew rode in orbit aboard the command and service module at the head of a 115-foot bulletlike spacecraft. Beneath the crew's cramped cabin, the lunar module rode in its space garage, protected by petal-like aluminum panels. Below the lunar module was the third stage of the rocket booster, called the S4B.

Space Centre, Houston, May 18 (AP)-The men of Apollo-10 fired a powerful rocket engine at 0-53 (IST) to boost them out of earth orbit, and start their three day trip to orbit the moon.

The crew was to circle the earth for almost two orbits, checking the systems of their spacecraft.

At 2 hours, 39 minutes after launch, the flight plan called for them to light up the powerful S4B rocket engine, accelerating to more than 23,000 miles an hour and streaking toward the moon.

Half an-hour later, the astronauts were to separate their command module from the lunar module and the stack. The panels housing the lunar module were to spring away, revealing a docking collar.

With Young at the controls, the command module was to go out several feet and turn around. Young was to then jockey the nose of the cone-shaped command module into the docking collar of the lunar module. The crafts were to lock together and Young was to back away, pulling the spider-like moon machine away from the S4B.

Apollo 10 will match all phases of a lunar landing mission except the actual moon touchdown.

After launching from the earth orbit toward the moon, Apollo 10 becomes the prize in a gravitational game of tug-of-war between the earth and the moon.

The gravitational pull of the earth will try vainly for two and half days to pull the spacecraft back into its grasp. The speed of the spacecraft slowly declines as it flashes outward.

Then, the space machine will pass the equi-gravisphere, where the gravity of the moon and the earth are equal, and Apollo-10 begins to speed up as the moon gains control.

As the spacecraft passes behind the moon for the first time and out of contact with the earth, the crew fires the powerful service propulsion system rocket engine to slow slightly and drop into the gravitational grasp of the moon. Stafford and his mates will ride in a 60 by 170 mile orbit of the moon for five hours.

Stafford and Young will drop the descent stage of the lunar module. They will fire the ascent stage engine to lower their orbit and flash again behind the moon. There, they will fire the rocket engine again to line them up for rejoining Young in the command module.



Stafford and Cernan will crawl back into the command module and the lunar module will separate, ignite its engine on signal and rocket out of sight into a solar orbit.

The Apollo-10 crew will spend another day in orbit about the moon, performing photography experiments and gaining vital data about navigation around the moon.

After some 60 hours of circling the moon, the Apollo-10 crew will start the longest trip home anyone has ever taken. The moon is farther from the earth now than it was during the December moon flight of Apollo-8.

They will fire the service propulsion engine to break the gravitational lock of the moon and flash towards the earth, 423,000 kilometers away.

It will take 54 hours to return to the earth. The spacecraft will come scorching back into the earth's atmosphere at more than 37,000 km an hour for a landing in the South Pacific not far from American Samoa.

Moscow: Tass reported the successful launching of Apollo-10 and named the three astronauts aboard within minutes of the blast-off.

The three astronauts aboard Apollo-10 cannot claim moon flight experience yet. But they do have, what can be called. "the next best things."

The Commander of Apollo-10 Thomas P. Stafford, 38, has already spent 98 hours a space. The command module pilot, John W. Young, 38, has spent 75 and the lunar module pilot, Eugene A. Cernan has spent 72 hours.

A native of Weatherford, a town of fewer than 5,000 persons in Oklahoma, Stafford earned a Bachelor of Science degree from the U.S. Naval Academy in 1952 and graduated from the Air Force experimental flight test school in 1959. He is married and has two daughters, aged 11 and 14.

John Young, like Stafford, was an aviation pioneer before he set space records.

Young was born in San Francisco, California, and received a Bachelor of Science Degree in aeronautical engineering from Georgia Institute of Technology in 1952. He and his wife have two children, a son, 10 and daughter, 11.

For Eugene Cernan, the youngest and relatively least experienced of the trio, the Apollo-10 mission is his second with Stafford as his commander. He was pilot of Gemini-9 in June, 1966, which was also commanded by Stafford.

A native of Chicago, Cernan graduated from Purdue University in 1956 with a Bachelor of Science degree in electrical engineering. He later earned a Master of Science degree in aeronautical engineering at the U.S. **Naval Postgraduate School** in Monterey, California. He and wife have a five-year-old daughter.

[HT This Day: May 19, 1969 -- 'It's fantastic, it's the greatest' | Latest News India - Hindustan Times](#)

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## **CONFIDENCE vs. EGOTISM**

*(Florida Weekly 18 May 22) ... Barbara Bell*

*(Global Trade 20 May 22) ... Barbara Bell*

When it comes to leadership, A fine line can exist between confidence and egotism. Certainly, everyone has an ego, and we would achieve little in life if there wasn't a part of us filled with the conviction that we can tackle the challenges before us. But unfortunately, sometimes things get out of hand. When a leader has an outsized ego, that can result in the entire team's morale slumping, with some people beating a hasty retreat and seeking better opportunities elsewhere.

There are other negative impacts on the organization as well. One study revealed that not only are narcissistic leaders less collaborative and less ethical, but the cultures of the organizations they lead also are less collaborative and ethical.

In other words, the bad example those egotistical leaders set permeates everything within the culture.



So, it's important for everyone involved that leaders keep their egos in check even as they exude the confidence that's needed to inspire those around them. With that in mind, here are a few things leaders need to know about out-of-control egos — and how to correct those problems:

Ego can make you think of your needs over others. Leaders with big egos are caught up in their own importance, and that can make them blind to the team's importance. If you see your team's needs as inconsequential, it's time to re-evaluate both them and yourself. As a veteran, I can tell you that the military tries to instill in people right from the start the importance of the team because lives depend on how well you work together. Lives may not be on the line at your business or organization, but how the team functions is on the line. And if your ego prevents you from conveying to team members how important they are, and that you care about their needs, the entire enterprise can suffer.

Ego can cause you to devalue those around you — at a cost. Sometimes people with big egos build themselves up by tearing others down. If members of your team are made to feel that they can do no right, that they aren't valued, then their self-esteem will wane. (I can remember seeing women in the military struggle when they were made to feel that they didn't belong or that they weren't qualified.) It's hard for people to perform at their best when their self-esteem is low. Certainly, if team members aren't performing up to the job's specifications they need to be corrected and told how to improve. But view this as an opportunity to build them up rather than tear them down.

Ego can keep you from admitting you don't know everything. When you see yourself as always right and everyone else always wrong, then you aren't likely to demonstrate to your team that you value their input. And people want to feel that they are being heard. Let go of the notion that you must be the smartest person in the room and that you need to know everything to be a great leader. As your leadership responsibilities grow and become increasingly more complex, become comfortable being more of a generalist. Rely on those who work for you as the specialists and lead them in the direction you want them to go.

Maintaining the right amount of ego can be a balancing act. After all, a certain degree of ego is a good thing because it gives you the confidence to soar and to make the tough decisions your job requires. Just be careful that it's not allowed to balloon out of control.

### **About Barbara Bell**

Barbara Bell, author of "Flight Lessons: Navigating Through Life's Turbulence and Learning to Fly High," was one of the first women to graduate from the U.S. Naval Academy and the U.S. Naval Test Pilot School. Now she works to empower the next generation of female leaders. In 1992, Ms. Bell and fellow aviators went to Capitol Hill to help successfully repeal the combat exclusions laws, opening up combat aircraft and ships to women in the military. Bell holds a B.S. in systems engineering from the United States Naval Academy, an M.S. in astronautical engineering from the **Naval Postgraduate School**, an M.A. in theology from Marylhurst University, and a doctorate in education from Vanderbilt University. She is an adjunct professor of leadership at Vanderbilt.

[CONFIDENCE vs. EGOTISM - Fort Myers Florida Weekly](#)

[How To Keep Ego From Derailing Your Efforts To Become A Great Leader - Global Trade Magazine](#)

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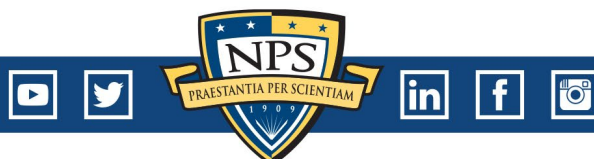
### **Meet Robin Rowe, Candidate For Beverly Hills City Council**

*(Patch 19 May 22)* ... Emily Rahhal

Robin Rowe is vying for one of three open seats on the Beverly Hills City Council.

Come June 7, voters will decide between 11 candidates including three incumbents: Bob Wunderlich, Lester Friedman and John Mirich.

Candidates have faced off at multiple forums since their campaigns officially kicked off.



## Learn more about Rowe's goals for Beverly Hills:

**Age** (as of Election Day)

Find out what's happening in Beverly Hills with free, real-time updates from Patch.

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**Party Affiliation**

PDA, Progressive Democrats of America

**Family**

Wife Gabrielle Pantera-Rowe is running for Beverly Hills City Treasurer.

**Does anyone in your family work in politics or government?**

No

**Education**

Former computer science professor, **Naval Postgraduate School** and University of Washington.

## Occupation

Innovation Manager since 1996

Previous or Current Elected or Appointed Office

Mayor-appointed member of the City of Beverly Hills Technology Committee, since 2016.

Campaign website

robinsrowe.com

## Why are you seeking elective office?

If elected I will oppose tax increases and cut Beverly Hills City spending waste.

Beverly Hills has the highest paid police force in America, and twice or three times as many police officers as nearby cities of the same size. Yet Beverly Hills crime rate is 71% higher than the national average. The Beverly Hills City Council knows how to spend more, not how to reduce crime. Using my experience implementing national security for the Department of Defense, I will prevent crime through smarter utilization of police and technology.

After the preventable Nessah synagogue break-in and vandalism in 2019, I briefed the Beverly Hills chief of police on the City Council's public safety blunder. A city crew was in front of Nessah the next day installing cameras. The City Council had installed thousands of CCTV security cameras expecting that would increase safety, yet none of them pointed at our city's many synagogues.

To decrease traffic and increase quality of life, I will build a public transportation skyway linking City Hall, the police station, the Hilton, businesses on Robertson and La Cienega Boulevard, and the two new Beverly Hills Metro subway stops about to open.

To save lives, I will clean up Beverly Hills air pollution. The Beverly Hills City Council says it has no idea what to do about air pollution, a chronic problem killing approximately five Beverly Hills residents a year through respiratory illnesses.

I will implement better fire safety. Climate change, unusually high winds and human error caused the California cities of Paradise, Ojai and Campfire to each burn down. A 2020 Beverly Hills Fire Department study warned the City Council that the same could happen here, and outlined the steps to prevent such a tragedy. The City Council instead developed a self-help preparedness guide that tells residents to shelter in place or to flee. The city is still in great danger.

For housing, I will build affordable housing for city workers. For the unhoused, I will find housing solutions that end the cruel practice of Beverly Hills confronting confused people who have nowhere safe to go, and deporting them to neighboring cities to end up camping on their sidewalks. The millions Beverly Hills spends on a private security force to drive unwanted people out of town can be better spent on actual solutions. And, we must address the issue that states lacking a healthcare system give substance abusers a one-way ticket here, expecting Beverly Hills to provide treatment. Beverly Hills is rich, but can't support everyone in America who needs help.

What are the critical differences between you and the other candidates seeking this post?

Other candidates say that they are qualified to lead the city because they are a deeply concerned parent, a psychologist who really likes to listen, the child of holocaust survivors, or a MAGA organizer





with insurrectionist friends. However, none of that prepares anyone for knowing what to do to solve the complex interlocking issues the city faces. These are not qualifications we should accept when choosing leaders to entrust with our lives as residents and who will oversee a \$1 billion City budget (\$250M operating, \$750M investments).

Clueless officials can cover up their lack of knowledge by having the City hire expensive consultants to study issues for them and write reports. However, when eventually that report is presented, the City Council has lost interest, is onto the next crisis. Useless politicians keep repeating over and over again how concerned they are and making a show of effort, hoping for our sympathy vote.

When asked why crime is going up in Beverly Hills, the City Council says it's not their fault, that they recently increased the police budget by 14% on top of their previous increase of 40%. Their approach to managing the city is the same as for buying a designer handbag, just spend more.

If you are a challenger, in what way has the current board or officeholder failed the community (or district or constituency)

Solving the complex infrastructure issues the City faces is far beyond the capabilities of the incumbents. City Council officeholders have been making silly blunders for the decade they've been in power. Watching the Beverly Hills City Council in action is like viewing a train wreck episode of CBS Undercover Boss, where the CEO of a business changes his name to get an ordinary job at his own company, and is so incapable of actually doing anything that his own employees judge him to be useless.

City Council officeholders say they're deeply concerned by the decline of quality of life in Beverly Hills. A decline that happened during their time in office. They say they sincerely mean well. Other challengers say they mean well too, and that being a concerned citizen they would do it better. With no experience solving infrastructure problems. Such candidates are ribbon-cutters seeking office for an ego boost and photo-op. Elect them at your peril.

Describe the other issues that define your campaign platform.

Nearby cities of the same population size as Beverly Hills have much less police and much less crime.

Beverly Hills pays the highest police officer salary rate of any city in America. The City Council increased the police budget another 14% during this election cycle, acknowledging that their previous 40% police pay increase didn't do the trick.

City Council officeholders say public safety was the reason they passed a \$5 million dollar police budget increase during this election cycle. They say the police force loves them, that otherwise police organizations wouldn't be endorsing them for reelection. However, 10% of the police force has sued the City Council and received millions of dollars in settlements. Desperate to get themselves reelected, the incumbents use taxpayer dollars to increase police pay, buying the endorsements of the police union and fraternal organizations.

The incumbents, along with all of the other City Council candidates, are promising that by adding more police they will make us all feel safe. However, there is a point at which adding more police feels very unsafe. The public can resent the bullying intimidation that an overreaching police presence triggers. Nobody likes being confronted by police, maybe even having a gun pointed at them, simply for walking down their street. That can happen when government officeholders direct police to be aggressive, to presume anyone encountered is a dangerous criminal.

I'm for justice, science, compassion and personal sovereignty.

Because activists on the Left accuse me of being conservative, while those on the Right accuse me of being liberal, in some sense I'm a political moderate. However, I'm not a moderate in the middle-of-the-road corporate Democrat sense. What parties stand for has changed over time. If Abraham Lincoln was president today, I'd be with the Republicans and not the Democrats.

I believe in science and that people should have access to vaccines, but not in forcing people to take them. A person's health decisions should be her or his own. At the same time, I can support mask mandates when circumstances demand, because in a hundred years of surgeons wearing them, none seem harmed. Who would want to be operated upon by a surgeon not wearing a mask? Personal Protective Equipment (PPE) isn't like vaccines or medicines, that no matter how beneficial generally, do present a



health risk of side effects for some people. And those health risks are different for each individual, depending upon allergies or other conditions. I believe in personalized medicine, not one size fits all.

The politics of the incumbents and other candidates for City Council ranges from proud Zionist on the Left to loud MAGA rally organizer on the Right. They have such opposing political views that they sometimes shout and call each other names at forums. And yet, all the candidates except for me say they want more police and the police to be more aggressive. Except for me, all of the candidates are authoritarians.

What accomplishments in your past would you cite as evidence you can handle this job?

I understand how to implement public safety from my experience creating a Department of Defense AI crisis detection system installed at NORAD and other U.S. command centers to automatically alert leaders to danger in real time.

I understand healthcare and disaster management from being a UN World Health Organization group manager who designed a system to train doctors worldwide to save lives.

I understand finance. As chairman of the CFO Alliance cyber risks subcommittee, I defined best practices to keep America's banks and manufacturers safe. While auditing a metropolitan hospital budget, I uncovered a million dollars in missing funds.

I understand people. I founded ScreenPlayLab, an industry association of 5,000 Hollywood producers and artists. For years I hosted weekly forums at on the lot at a film studio lot with Hollywood VIPs describing to an eager audience how they get ahead in the business. Using laptops donated by ScreenPlayLab members, I launched a Free Laptops Initiative to give free laptops to unhoused workers in Los Angeles so they can get jobs and also to the deaf in New York City.

Post COVID-19, ScreenPlayLab is no longer active. I still personally give laptops, no strings attached, to workers in need. There's no non-profit organization. No application process. I don't have the time to vet anyone asking me for a free laptop. What happens is someone who knows me calls to tell me they happen to know someone unhoused or impaired who can get back on her or his own feet if given a laptop.

One free laptop recipient gave the laptop back a month or so later. She had already made enough money to buy herself a laptop. Said thank you and to reuse the laptop she'd had, to give it to someone else in need. I've given dozens of free laptops to workers in need I'd never met before.

### **Political Action Committees**

- Progressive Democrats of America member 2022
- Bend the Arc Immigration Justice Committee member (Jewish action organization)
- DSA (Democratic Socialists of America) North Star Caucus member 2022
- Elected DSA national convention delegate 2021
- DSA National Tech Committee member 2021
- Joined DSA, left Green Party after being advised to stop upsetting Party leaders by not agreeing with them all the time
- Green Party national elector 2020
- Elected Green Party SGA (Standing General Assembly) delegate 2020
- Elected Green Party Los Angeles County delegate 2020
- Elected Green Party EcoAction environmental committee 2020

The best advice ever shared with me was:

Nothing succeeds like success.

### **What else would you like voters to know about yourself and your positions?**

My parents were environmental activist leaders in the organic foods movement starting in the 1950s. I grew up on my family's organic farm and horse ranch in central Illinois, in the "Land of Lincoln". I'm a vegetarian. I enjoy hiking and dancing. You may see me on my mountain bike cycling through Beverly Hills.



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## **Homosassa Native Takes Command of USS Florida**

*(DVIDS 20 May 22)* ... Chief Petty Officer Ashley Bereumen

The Ohio-class guided-missile submarine USS Florida (SSGN 728) (Gold) held a change of command ceremony onboard Naval Submarine Base Kings Bay, Georgia, May 20.

Capt. John Roussakies relieved Capt. Theron Davis as the Gold Crew's commanding officer in a ceremony held at the World War II memorial pavilion on the base.

Capt. Todd Nethercott, commodore, Commander, Submarine Squadron 16, was the guest speaker and praised Davis' ability to train and prepare his crew to take Florida back to sea after nearly two years of maintenance and various challenges.

"Those who have achieved the success that Theron has achieved in command know that it is a team effort," said Nethercott. "He achieved success because he allowed his officers, his chief petty officers, and the Sailors under his command to do their jobs. And so, Theron, your legacy sits before you. As you leave command today, the crew of Florida Gold will go on and they will quickly adapt to their new captain, but you should take great pride in what you were able to accomplish during your great time with them."

During the ceremony, Commander, Submarine Group Ten Rear Adm. John Spencer awarded Davis with the Legion of Merit for his service as commanding officer.

Davis, from Minerva, Ohio, enlisted as an electronics technician and was later selected for the Nuclear Enlisted Commissioning Program. He graduated from Auburn University with a bachelor's degree in electrical engineering. He holds a master's degree in engineering management from Old Dominion University.

"The crew, who started out very junior and lacked experience, accomplished each and every event, fought through several unforeseen issues, and stand before you today to take on the next challenge of forward deployed operations. You are ready!" said Davis.

Davis took command of Florida's Gold Crew in June 2020. Under his command, the crew completed a 19-month Major Maintenance Period, 38 Sailors re-enlisted, and the crew earned the 2020 and 2021 Retention Excellence awards.

His first tour as commanding officer at sea was USS Hampton (SSN 767) in San Diego, California. His other sea tours include: USS Alexander Hamilton (SSBN 617) (Blue), USS Wyoming (SSBN 742) (Blue), and USS Seawolf (SSN 21). He previously served as the executive officer aboard USS Florida (SSGN 728) (Blue). Davis' awards include the Legion of Merit, Meritorious Service Medal (three awards), Navy and Marine Corps Commendation Medal (five awards), Navy and Marine Corps Achievement Medal (three awards), Good Conduct Medal (three awards), and various unit awards.

"John, they are ready to serve you and Florida as you prepare to deploy," said Davis speaking to Roussakies. "Push them and they will impress, but take care of them, as they are my family and they will soon be yours."

For his next assignment, Davis will serve on the staff of Commander, Submarine Group Two.

Roussakies, from Homosassa, Florida, graduated from University of Florida with a bachelor's in mechanical engineering. He also holds a Master of Mechanical Engineering degree from the **Naval Post Graduate School**. He earned his commission through the Reserve Officers' Training Corps Program. He previously served as the assistant chief of staff of operations at U.S. Seventh in Yokosuka, Japan.

Roussakies praised Davis for his accomplishments and leadership during his command tour.

"Rest assured, I will lead this team with the same passion and dedication as you and all of the previous Florida commanding officers," said Roussakies to Davis. "I am honored and humbled to join this elite group of individuals as a commanding officer of a United States guided-missile submarine."



Roussakies discussed his ties to the state of Florida and the ship's deep connection to its namesake and to submarine history.

“From growing up in Florida, to attending the University of Florida, I will take great pride in serving alongside you to represent this great state,” said Roussakies in a speech to the crew. “As submariners on Florida, we are surrounded by a rich heritage handed down by many—from the Seminole warriors to the heroes who conducted unrestricted submarine warfare during World War II. Their courage and commitment should never be forgotten.”

His awards include the Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal (three awards), Navy-Marine Corps Commendation Medal (three awards), Navy-Marine Corps Achievement Medal and various unit, service and campaign awards he shares with his shipmates.

Ohio-class guided-missile submarines provide the Navy with unprecedented strike and special operation mission capabilities from a stealth, clandestine platform. Florida is one of two SSGNs stationed at Naval Submarine Base Kings Bay. The base is home to all east coast Ohio-class submarines.

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## **Positioning Ships Squadron 3 Holds Change of Command in Guam**

*(DVIDS 16 May 22) ... Leslie Hull-Ryde*

After being at the helm of Maritime Positioning Ships Squadron 3 for two years, Capt. John Bub, wrapped up his command tour during a change-of-command ceremony aboard USNS 2nd Lt. John P. Bobo (T-AK 3008) while in port Guam, May 12.

“I am grateful for the opportunity to have been part of the repositioning force, providing essential support to every branch of the armed forces,” Bub said.

“This amazing staff and the incredible civil service and contracted mariner crews are critical to the success of our warfighters throughout this region.”

Maritime Positioning Ships Squadron 3 strategically places material and equipment throughout the Indo-Pacific Region for all U.S. Armed Services. This capability ensures critical supplies are delivered where and when needed and enables U.S. forces to rapidly respond to humanitarian assistance and disaster relief efforts.

“For the past year, I’ve had the pleasure of working with John, getting a chance to understand his mission here with MPSRON 3 and how vital this support is for the fleet,” said Rear Adm. Benjamin Nicholson, commander Joint Region Marianas, who was the guest speaker for the change-of-command ceremony.

“The mission simply cannot be accomplished without the support, not only from repositioning ships of MPSRON 3, but from the leadership that’s behind them. During Capt. Bub’s tour here, the team completed some impressive feats and made incredible strides.”

Under Bub’s leadership, MPSRON 3 orchestrated operations in support of nine major joint and multilateral exercises throughout the Indo-Pacific Area of Operations. During his tenure, Bub is credited with implementing innovative processes that save the Navy more than \$12 million.

“His visionary leadership boosted the engagement and operational focus of the squadron and staff in the face of a dynamic and challenging COVID-19 global pandemic and aligned staff watches and efforts to theater operational plans and Military Sealift Command requirements,” said Rear Adm. Michael A. Wettlaufer, commander of Military Sealift Command.

“His sound judgment, decisive leadership and skill as a mariner were hallmarks in keeping ships assigned to him safe. In addition, his personal interest in the well-being and professional development of each Sailor and mariner under his charge inspired exceptional team performance.”

Bub enlisted in the Navy in 1986 and served as an electronics technician aboard USS Curtts (FFG 38). Through the Enlisted Commissioning Program, the Giles County, Tennessee, native attended the



University of Mississippi, graduating with a degree in business administration and a commission as a naval surface warfare officer.

Sea tours include USS Russell (DDG 59), USS Arleigh Burke (DDG 51), USS Robin (MHC 54), and USS Nitze (DDG 94). Prior to MPSRON 3, his most recent sea tour assignment was as chief of staff and senior inspector at the Board of Inspection and Survey.

“It has been an honor to deploy numerous times, participate in countless exercises and lead many Sailors at sea,” said Bub who earned a Master of Business Administration in financial management from the **Naval Postgraduate School** in Monterey, California.

In addition to several afloat assignments, Bub served at commands ashore. Stateside, he has been assigned to U.S. Fleet Forces Command, U.S. 2nd Fleet and at the Tactical Training Group Atlantic in Norfolk, Virginia. Bub’s Pentagon assignments included both the Secretary of the Navy and Chief of Naval Operations’ staffs. In addition to his MPSRON 3 assignment, Bub served overseas with U.S. European Command in Stuttgart, Germany. From MPSRON 3, he will head to the Naval Safety Command in Norfolk, Virginia.

Capt. Steven Wasson, of Oklahoma City, Oklahoma, relieved Bub, as the commodore in charge of MPSRON 3.

“I am thrilled to be part of this important team in this strategic location,” he said.

“Commodore Bub has set a solid foundation for our path going forward. Together, we will continue to support warfighters throughout the Indo-Pacific Region.”

Wasson who earned his commission from Officer Candidate School in 1999, graduated from the University of South Dakota and earned a Master of Science in management and information systems from Troy University.

He served aboard USS Shreveport (LPD-12), USS Nashville (LPD-13), USS Robert G. Bradley (FFG-49), and USS Essex (LHD-2). He took command of USS Ashland (LSD-48) after serving as the ship’s executive officer.

Ashore, Wasson was assigned to Afloat Training Group Atlantic, Amphibious Force U.S. 7th Fleet, on the Chief of Naval Operations staff and as an instructor at the Surface Warfare Officer School. Before assuming command of MPSRON 3, Wasson was assigned to U.S. 5th Fleet.

“There will be many memories to be made here, and I’m sure you will find Guam, [the Commonwealth of the Northern Mariana Islands], Palau, [the Federated States of Micronesia] and the region full of good-hearted people who share the same principles and values, have love for their families, and take care of their community,” Nicholson said when welcoming Wasson to his new position.

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