



(U.S. Navy photo by MC2 Michael Ehrlich)



NAVAL POSTGRADUATE SCHOOL

UPDATE  
NPS

## NPS Honors Graduates, Welcomes CNO

by Kenneth A. Stewart

NPS said farewell to 343 graduates including 48 international students from 23 nations earning 346 advanced degrees during its Spring Quarter Commencement Ceremony at King Auditorium, June 17. NPS President retired Vice Adm. Ronald A. Route welcomed the assembled students and their families.

“Your NPS education will provide you with the foundation upon which the rest of your careers and lifelong learning are built,” said Route. “Our nation will count on you graduates as strategic ‘influencers,’ problem solvers, and leaders wherever your careers take you.”

On hand to congratulate the graduating class was Chief of Naval Operations (CNO) Adm. John M. Richardson who served as guest speaker.

“My preparations for this speech began last weekend ... I started by sitting down and reading through your theses,” said Richardson. “The sense that comes through them is loud and clear ... This class represents a tremendous addition to the strategic arsenal of our nation.”

Richardson was quick to note the value that NPS, and its unique student body, brings to the Navy.

*“The Naval Postgraduate School is a bright star in the constellation of our Navy’s educational institutions. And while there are many graduate schools in the nation, and in the world, the Naval Postgraduate School is our graduate school.” — Chief of Naval Operations Adm. John M. Richardson*

Richardson also expressed his gratitude to NPS’ “world-class” faculty, pointing to initiatives like the Robodojo, the upcoming Navy “#HacktheSky” Hackathon, the university’s world record for autonomous drone flight, and Professor Nita Shattuck’s work on shipboard watch bills.

“This faculty has invested deeply in you. When you travel throughout the world, you will carry a piece of them with you,” Richardson said. “Today you are all leaving as weapons in our strategic arsenal.”

Richardson assumed the role of Chief of Naval Operations, Sept. 18, 2015. His distinguished career includes, among other assignments, commanding the nuclear attack submarine USS Honolulu (SSN 718). He also served as the Director, Naval Nuclear Propulsion Program and received the prestigious Vice Adm. James B. Stockdale Award for inspirational leadership, among a long list of awards.

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July 2016

# NPS Contributes to International Diplomacy Efforts

By Kenneth A. Stewart

Unbeknownst to the general public, academics and subject matter experts from universities and think tanks quietly contribute to international diplomacy through what are known as track II talks - informal discussions with foreign states. NPS has played a central role in these talks with China, India and Pakistan.

NPS Professor Christopher Twomey, with the university's Department of National Security Affairs, has been a part of NPS' track II talks with China since their inception.

"The meetings are officially unofficial. They provide a means for some back-channel communication that can be walked away from if somebody says something out of turn," said Twomey. "Nevertheless, they are a useful way of gaining some understanding of the other side and a means to indicate your priorities."

NPS Professor Paul Kapur has led track II talks with the Indian government. He is a South Asia expert whose expertise in the areas of nuclear proliferation and deterrence is showcased in his book, "Dangerous Deterrent: Nuclear Weapons Proliferation and Conflict in South Asia," as well as his co-authored "India, Pakistan and the Bomb: Debating Nuclear Stability in South Asia."

"The opportunity to participate came along and I jumped in. It's an interesting intersection between academia and policy," said Kapur. "It's very gratifying to be a part of it."

That opportunity has become increasingly relevant as India and its neighbor Pakistan have engaged in a South Asian arms race that often leads to tension between the two nuclear states and the region.

"We try to create an environment where experts from both sides can exchange ideas in a frank open discussion that can be shared with policy makers," said Kapur. "The talks are indirect, but we try to inform the policy side as much as we can."

NPS Lecturer retired Pakistani Army Brig. Gen. Feroz Khan, now an American citizen and author of "Eating Grass: The Making of the Pakistani Bomb," leads NPS' track II efforts with his native Pakistan. He has taken a different approach to NPS track II efforts.

"When you hold dialogues and seminars, you get a lot of discussion on major security issues but end up with one or two important points after talking all day.

"For the past couple of years, I have tried a different track. Rather than holding dialogues and seminars, I chose to change the methodology by conducting crisis- simulation exercises involving regional players. This method brings in some outside-the-box practical answers to complex regional security issues," said Khan.

By conducting crisis-simulation games through Khan's South Asian Stability Workshops, he has found that it is possible to take a much deeper look into how participating nations conduct diplomacy, implement policy, deploy their militaries and make economic decisions.



NPS Professors Christopher Twomey, left, and Paul Kapur, center, with NPS Lecturer retired Pakistani Army Brig. Gen. Feroz Khan, right, are pictured in front of the flags of the various nations with whom they have led a series of unofficial, track II, diplomatic efforts. (U.S. Navy photo by Javier Chagoya)

"The simulation exercise was designed to reinforce our theoretical understanding of India-Pakistani strategic stability with conceptual clarity. Although track II dialogues and academic conferences have been useful for developing a robust theoretical understanding of strategic stability, the South Asian Stability Workshop provides a laboratory in which theoretical hypotheses can be explored and stress-tested," explained Khan.

But Khan left the sterile confines of the laboratory long ago. He is deliberately pushing the envelope with his Pakistani and Indian

participants in an effort to observe how, or if, participants are able to de-escalate potential crises.

"We try to simulate the interplay of conventional, unconventional and nuclear warfare," said Khan. "We create a perfect-storm situation."

Track II talks through NPS bring many years of academic experience to the unofficial diplomatic arena. Their research contributes to myriad U.S. diplomatic efforts, but their work has ramifications beyond either the diplomatic table or the academic black board.

Track II talks drive the graduate education of naval officers and DOD employees that may one day participate in official diplomatic endeavors of their own upon the high seas and in foreign theaters around the world.

**"Update NPS" is a monthly publication for students, faculty and staff of the Naval Postgraduate School produced by the Public Affairs Office. For additional copies, comments, or to suggest story ideas, contact the editorial staff at [pao@nps.edu](mailto:pao@nps.edu).**



# New Ops Research Professor Explores Military Suicides

By Kenneth A. Stewart

NPS Department of Operations Research Assistant Professor Andrew Anglemeyer recently published an article in the *Annals of Internal Medicine* titled, "Suicide Rates in Active Duty Personnel, 2005-2011." His article provides a detailed data analysis of suicides of all types among male service members.

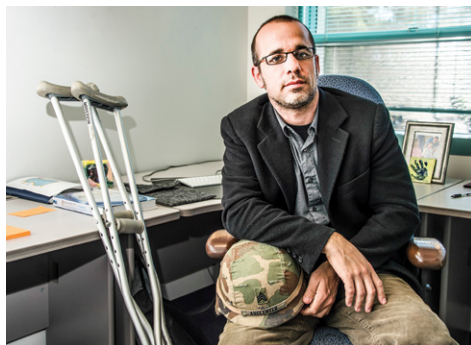
"Suicide rates have increased by 60 percent worldwide during the past 47 years, and suicide is a leading cause of death among 15-44 year-olds," said Anglemeyer. "In 2010, suicide was the 10th leading cause of death in the U.S. The overall suicide rate in the U.S. military has increased, almost doubling from 2001 to 2011.

"Clearly a need exists to identify military personnel at risk for suicide and to provide them with necessary care. Identifying the service members most at risk is challenging for various reasons, including a resistance to seeking care because of the fear of stigmatization or of jeopardizing one's career," explained Anglemeyer.

Anglemeyer's paper began as a student thesis by Lt. Cmdr. Matthew Miller who looked at rates of suicide over time among various enlisted subgroups.

"I went a step further to determine who chooses a violent method of suicide over a non-violent method, which may lead to prevention efforts," explained Anglemeyer.

As an epidemiologist, Anglemeyer has devoted much of his time to researching infectious disease. His past work focused on, among other things, AIDS research and disease dynamics in human populations.



NPS Department of Operations Research Assistant Professor Andrew Anglemeyer recently published an article in the *Annals of Internal Medicine* titled, "Suicide Rates in Active Duty Personnel, 2005-2011." (U.S. Navy photo by Javier Chagoya)

"I became interested in violence because it acts like an infectious disease, a contagion, and it spreads quickly," said Anglemeyer. "Violence can be plotted on a map and where the next violent outcome will occur can be predicted. I think suicide is similar, and we are getting very close to determining what can be the next trigger for a suicide."

Anglemeyer drew upon data from the Defense Manpower Data Center (DMDC) which uses data from both the Centers for Disease Control and Prevention (CDC) and the Military Mortality Database to create a Suicide Data Repository (SDR), which has collected information on all suicides within the continental U.S. among U.S. service members from 2005-2011.

In the future, Anglemeyer hopes to expand upon his current findings by examining suicides that have occurred overseas, including the suicide rates of service members who took their own lives while deployed to Iraq and Afghanistan.

"We restricted our studies to males, because 96 percent of all suicides in the military are committed by men," said Anglemeyer.

Key to Anglemeyer's approach, and what he hopes will lead to suicide prevention measures, is his assumption that "anyone that serves in the military is at high risk" for suicide.

"Although the risk dynamics of deployment history, job classification, and branch are not fully understood, assuming all personnel are at risk and assessing them appropriately by using a validated screening tool may be an effective means of reducing suicide attempts," said Anglemeyer.

Of those questions, Anglemeyer notes the importance of understanding the effects of alcohol and access to firearms, both of which have been shown to be significant factors in successful suicide attempts.

"Clinicians should recognize the unique risks that firearms pose in this population - not only do veterans have four times more firearms than non-veterans, but veterans are more likely than non-veterans to use them to commit suicide," said Anglemeyer. "Suicide is often an impulsive decision. Something happens and a person makes an impulsive decision with deadly consequences."

## FACULTY news & notes

NPS Operations Research Professor Daniel A. Nussbaum and Senior Lecturer Gregory K. Mislick were recently honored with the International Cost Estimating and Analysis Association (ICEAA) 2016 Educator of the Year Award. The two earned the distinction as a team, nominated for their collective contributions for 2015, and were recognized during the recent 2016 ICEAA Professional Development Workshop held in Atlanta, Ga., June 7-10.

Under Secretary of the Navy the Honorable Janine Davidson recently toured several NPS labs and met with faculty for a roundtable discussion on current education and research programs at NPS.

"It was an honor to have the Under Secretary at NPS and, in particular, the Center for Autonomous Vehicle Research," said Department of Mechanical and Aerospace Engineering Research Associate Professor Douglas Horner. "The emphasis of the visit was on the future role of unmanned systems in the Navy. It was great seeing her enthusiasm, commitment and knowledge in this important area."

Attendees at the 12th Annual International Mine Warfare Technology Symposium recently toured labs throughout the NPS campus.

NPS' Consortium for Robotics and Unmanned Systems Education and Research (CRUSER) sponsored the tours.

"[The event] was designed to showcase NPS' research in robotics and autonomy for government and industry professionals, and is an example of our ever-expanding collaborative forums," said Faculty Associate Lyla Englehorn.

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seeking interesting news and  
stories for Update NPS. Send  
your tips to [pao@nps.edu](mailto:pao@nps.edu).**

# NPS Faculty Deploy with USS Eisenhower

By MC2 Michael Ehrlich

When the USS Eisenhower arrived recently in the Mediterranean Sea, a cadre of faculty from NPS and other universities across the nation were part of the crew.

Dr. Heather Gregg, an Associate Professor in NPS' Department of Defense Analysis, and Adjunct Faculty member Dr. Michael Rubin were on board to support the Regional Security Education Program (RSEP), providing key members of the crew with in-depth briefings on current issues and the evolving culture for the specific regions they are deploying to.

"I will be instructing on my specialty, which is causes and preventions of religiously-motivated violence," said Gregg during an interview before her deployment. "I will also be looking at social movements with a focus on the Arab Spring, the Palestinian-Israeli conflict as a failed social movement, and the potential for a social movement in Iran."

This was Gregg's fourth RSEP team, having deployed with two other aircraft carriers and a Marine Expeditionary Unit on an amphib. Her experiences have taken her through Qatar, Israel, Palestine and neighboring regions.

Rubin is a veteran of the RSEP program, making his 16th deployment, all of which focused on his research into the Middle East, Turkey, Iran and diplomacy.

"RSEP was created as a program within NPS, and so it has sought out NPS instructors from the very beginning," said Rubin. "The goal is to enhance situational, political and cultural awareness guiding events in the region beyond the day-to-day tactical issues upon which Sailors and Marines focus."



*Dr. Heather Gregg, an Associate Professor in NPS' Department of Defense Analysis, lectures on board the USS Eisenhower (CVN-69) as part of the Regional Security Education Program (RSEP) team. Through the program, faculty from NPS and leading universities across the nation join deploying forces to provide key members of the crew with custom briefings on current issues and the evolving culture within the regions they are deploying to. (Courtesy Photo)*

The goals of RSEP continue to develop as conditions and threats in the region change. In the current security environment of the Middle East, certainly at the top of the threat list is the Islamic State, or ISIS.

"One of the big concerns we have right now as a nation is ISIS and how to combat them," said Gregg. "We will be looking at the differences of people who join ISIS, the leadership of ISIS, and we will be looking at this idea that ISIS may actually be trying to hasten an end of times."

Both Rubin and Gregg agree that the education they present to the crew is as valuable as the education they receive and bring back to the classrooms at NPS.

"Not only do subject matter experts get to go into detail in their fields of their expertise, but being onboard a deployed ship and seeing how the Navy works is an education for any civilian instructor or professor who might teach at NPS but never have served in the Navy," said Rubin. "To come off each RSEP trip is to gain a far greater understanding about how the U.S. Navy works, and makes us far more effective instructors."

## "Feds Feed Families" Food Drive Goal Announced

By Melinda Larson, NSAM Public Affairs

Religious Program Specialist 2nd Class John Koback wants to gain 1,000 pounds by the end of August in honor of this year's "Feds Feed Families" (FFF) food drive. Whether or not he will succeed will be determined by donor generosity.

"My goal is to collect 1,000 pounds of non-perishable food items by the end of August," clarified Koback, this year's coordinator.

Department of Defense support through donations of non-perishable food items for distribution to local food banks nationwide is a direct response to the "United We Serve Act" signed by President Barack Obama in April 2009. Koback is confident the commands can beat last year's total donation.

"We have many drop boxes set up throughout the installation. I can also pick-up donations," Koback added. "We should at least beat last year's collection and make it to 1,000 pounds."

That shouldn't be too hard a task to accomplish. In a significant demonstration of generosity, personnel from NPS, NSA Monterey and its tenant commands donated over 900 pounds of food to the greater Monterey community during last year's drive.

Drop-off locations include the Chapel, Navy Exchange, and the front lobby area of the NSA Monterey command headquarters at building 271. Call Koback at the Chapel for more information or to get a collection box in your work area, (831) 656-2241.



# NPS Mourns Beloved EEO Officer

By Kenneth A. Stewart

The NPS community said goodbye to long-time Deputy Equal Employment Opportunity (EEO) Officer Deborah “Debbie” Baity at a memorial service in her honor, June 18.

“Debbie’s warm and easy demeanor made everyone that came into contact with her feel welcomed and special. She will truly be missed. Please keep the Baity family, and her



*Long-time Deputy Equal Employment Opportunity Officer Deborah “Debbie” Baity, is pictured in her office, June 9. Baity served at NPS for over 26 years. (U.S. Navy photo by MC2 Danica M. Sirmans)*

colleagues in the Human Resources Office, and across campus, in your thoughts and prayers during this difficult time,” said NPS President retired Vice Adm. Ronald A. Route.

“In her approximately 34 years of service at NPS, Debbie worked tirelessly in pursuit of establishing NPS as a model EEO program. She dedicated her life to championing diversity, equality, and mutual respect for each other,” said Human Resources Director Ermelinda Rodriguez-Heffner.

Former Human Resource Specialist Dawn Diaz met Baity just one year after Baity started working at NPS.

“She always had time for whomever stopped by her office and always had a kind word for them. She would stop whatever she was doing, and let whomever get whatever it was that was bothering them off their chest,” said Diaz.

Baity began her federal career in 1979 and served in various capacities for almost 37 years. She joined NPS in 1982 as a clerk-typist but began her distinguished career in the Human Resource Office in 1983.

# NPS Welcomes Tom Friedman

By Kenneth A. Stewart

Three-time Pulitzer Prize winning journalist and author Thomas Friedman spoke to a packed auditorium in Ingersoll Hall, June 24. Friedman discussed the various forces shaping the world today and shared insights from his latest book, “Thank You for Being Late: An Optimist’s Guide for How to Thrive in the Age of Accelerations.”

“I believe we are in the middle of an incredible transition. It is really a time to pause, reflect and to rethink,” said Friedman.

Central to Friedman’s book are a series of accelerations that he argues are rapidly changing the world we live in – a world divided on the lines of “control and chaos, order and disorder,” which is being influenced by markets, Mother Nature and Moore’s Law.

“We are actually in the middle of three non-linear accelerations of the three largest forces on the planet, and the three of them are interacting with each other,” said Friedman.

Friedman also noted that the integration of sensors, processors, data storage, networks

and software into what is now the cloud, with its ability to disguise complexity, have created a pivotal moment in human history.

“This ain’t no cloud. This is a super nova. I believe the melding of those five technologies into a world with one touch, is the greatest release of energy, in my opinion, since electricity, and I think in time we will understand, since fire,” said Friedman.



*Three-time Pulitzer Prize winning journalist and author Thomas Friedman speaks to a packed auditorium in Ingersoll Hall, June 24. (U.S. Navy photo by MC2 Michael Ehrlich)*

## CAMPUS news & notes

Federal Managers Association (FMA) Del Monte Chapter 308 President Jim Hall and Chair Bill Shewchuk were presented Outstanding Leadership and Recruitment Awards during the 78th FMA National Convention in Alexandria, Virginia.

Hall is Budget Department Head in NPS’ Comptroller’s Office, while Shewchuk is an Associate Dean with the School of International Graduate Studies. Shewchuk journeyed to the convention to represent local membership where he discussed pertinent FMA issues with national and state leadership.

Orbital ATK’s newest Cygnus cargo spacecraft has been named in honor of former NPS Dean of Students and NASA Astronaut Capt. Alan “Dex” Poindexter.

The S.S. Alan G. Poindexter will carry approximately 2,400 kg of supplies and science experiments to the International Space Station. It will be launched into orbit using Orbital ATK’s upgraded Antares 230 launch system from NASA’s Wallops Island Flight Facility.

Former NFL player and coach Herm Edwards Jr. visited the NPS campus to meet with Science, Technology, Engineering, and Mathematics (STEM) interns about becoming better leaders during a special presentation in Reed Hall, June 21.

Edwards was raised in nearby Seaside, California, and spent 30 years in the National Football League.

“There are two ways you can look at life. You can be a follower, or you can be a leader,” said Edwards. “When you follow, you see the same thing all the time, someone’s backside. If you want to be a leader, that’s a whole different concept.”

**Send your campus news and notes to [update@nps.edu](mailto:update@nps.edu).**

# Navy, DOD Dare Coders to #HacktheSky

By MC2 Victoria Ochoa

Last year NPS set a world record by flying a swarm of 50 autonomous drones all controlled by a single operator. Now, NPS and the Department of the Navy Office of Strategy and Innovation have challenged some of the best developers, hackers and designers in Silicon Valley to hack the control system.

The Navy's "#HacktheSky" hackathon and future of autonomy workshop being held June 24-26 at the innovation hub Galvanize in San Francisco, California, is bringing together an array of hackers, cyber experts, Silicon Valley tech representatives, and data scientists to find vulnerabilities in the drones' code. Ultimately, the purpose of the hackathon is to improve software, innovate upon technology created at NPS for unmanned systems, and foster stronger relationships between government, industry and bay area technical leaders.

"Right now, the commercial drone sector is six generations ahead of what the Department of the Navy is currently testing, because our cumbersome processes and requirements were designed for an era of manned aircraft and big expensive acquisitions," said Dr. Maura Sullivan, Chief of Strategy and Innovation for the U.S. Navy. "We are still attempting to apply the rules for physical systems to a digital world, but the event today is one of the ways we are looking to break down that paradigm."

"A leading software company like Facebook pushes revenue critical production code every day," added Navy Cmdr. Zachary Staples, Director of NPS' Center for Cyber Warfare. "But the Navy is developing

software within an acquisition system that delivers code no faster than annually. We are at strategic risk of being outcompeted by adversaries that adopt code development speed as an organizing principle."

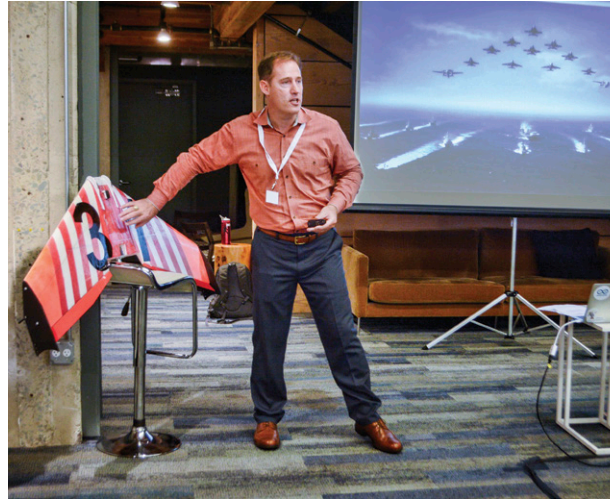
With technology advancing every day, becoming more sophisticated, user friendly and available to the masses, an outdated system is not conducive to a rapidly evolving strategic landscape.

"One of the meta purposes of #HacktheSky, aside from drone specifics, is that we will have working prototypes of advanced capability developed in a single weekend to demonstrate for our leadership," said Staples. "We don't want to tell leadership speed is possible, we want to SHOW them. I am hopeful we can walk out at the end of this event, whether you're military or civilian, believing the Navy can innovate at world-class speed."

There are limitations to what can be accomplished in a weekend, but experience shows that innovation can be nurtured by getting the right people together in one room.

"Spend the next two days moving beyond the apparent soundness of conventional wisdom, and working together to build toward the future that is already here," said Sullivan.

Teams have two full days to crack into the drones' code based on multiple scenarios, with prizes awarded to the teams with the most success. But beyond a few accolades and awards, the Navy will walk away with some critical feedback from the hacker community, and invaluable newfound knowledge about its swarming capabilities.



NPS Associate Chair for Operations Cmdr. Zachary Staples discusses attack methods during the 2016 Navy "#HacktheSky" Hackathon in San Francisco, California, June 25. (U.S. Navy photo by MC2 Victoria Ochoa)

## Focus On ... Travel

A Monthly Look at Names and Faces on Campus

Travel Assistant Julia Wanda is the newest member of the NPS Travel Office. She is no stranger to travel.

The daughter of an FBI agent, she spent more time on the road by the 2nd grade than most children experience before graduation.

"I was in my fourth school by 1st grade, having moved around during the J. Edgar Hoover days ... [Dad] got transferred a lot," said Wanda.

Wanda considers the Monterey Peninsula a second home.

She initially moved here for her father's career and later returned to attend the Monterey Institute of International Studies, where she earned her degree in French Language and Literature.

Later, Wanda spent 25-years working for the now defunct Trans World Airlines moving between Chicago, Phoenix and San Jose, California.

"I started working in the directorate of continuing education on the Department of Defense side of the Presidio of Monterey in 2006 after TWA was acquired by American," said Wanda. "I was the administrative support tech to the provost. Then became the secretary to the provost at the Presidio."

Students and staff can turn to Wanda for their TDYs, authorizations, to check in and out, file travel vouchers, and to make



Julia Wanda, NPS Travel Office

inquiries about their government travel cards.



# Any Day at NPS ...



Naval War College Monterey Professor Dr. Jonathan Czarnecki shares his tenets of leadership during this year's Battle of Midway dinner in the Barbara McNitt Ballroom, June 4. (U.S. Navy photo by MC2 Michael Ehrlich)



Congressmen Sam Farr, right, speaks to NSA Monterey Commander Capt. Kevin Bertelsen during a meeting of Team Monterey, June 2. Team Monterey gathered to say farewell to Farr who is retiring from the U.S. Congress after 23 years. (U.S. Navy photo by Javier Chagoya)



Norlito "Lito" Guiang enjoys a surprise party thrown in his honor in the Naval Support Activity Monterey Del Monte Room, June 2. Guiang will retire after 11 years as a well-known and popular cashier in the El Prado Room. (U.S. Navy photo by MC2 Victoria Ochoa)



The 67th graduating class of the Naval War College (NWC) Monterey partnership with NPS for Joint Professional Military Education (JPME) stands for a group portrait on the steps of Herrmann Hall, June 9. (U.S. Navy photo by MC3 Brian Abel)



NPS Information Warfare Systems Engineering student U.S. Marine Corps Maj. Michael Kansteiner is pictured with his Monterey Council Navy League award for Highest Academic Achievement, on the Quarterdeck, June 7. (U.S. Navy photo by MC1 Lewis Hunsaker)



NPS President retired Vice Adm. Ronald A. Route speaks to student leaders during a panel on leadership in education at the Panetta Institute at nearby California State University Monterey Bay, June 15. (U.S. Navy photo by MC2 Michael Ehrlich)

## STUDENT voice

**U.S. Marine Corps Capt. Samuel Hong, Chairman of the President's Student Council**

My name is Capt. Sam Hong and I'm the incoming Chairman of the President's Student Council (PSC).

One of the best bits of advice that I received when I came here was to maximize my experiences and opportunities. I'm not referring to just the education. I'm talking about the many unique opportunities that are offered here on the Monterey Peninsula and throughout the Bay Area that are not offered at any other duty station within the DOD.

The purpose of the PSC is to help improve student life and facilitate communication to and from the students.

During the next six months, I plan on focusing on communicating more unique opportunities. For example, NPS Acquisition Symposium takes place in Monterey every year. This year, NPS hosted the annual Cyber Endeavour Conference where they discuss cyber strategy for the DOD. These are all high-level events you can attend without having to travel elsewhere.

Best of all, Silicon Valley is right in our backyard. NPS actually has a Student Internship Program that pairs students with companies in Silicon Valley. The Defense Entrepreneurs Forum is also coming to Silicon Valley in November. All opportunities you can participate in.

If you're interested in helping communicate these types of opportunities and want to represent your schools or departments, contact us and we will tie you into the PSC.

**Have a story to share? Public Affairs is constantly seeking interesting news and stories for Update NPS. Send your tips to [pao@nps.edu](mailto:pao@nps.edu).**

# On Campus this Month

HAPPY INDEPENDENCE DAY

## July 4

Independence Day  
No Classes



## July 5

**Tickets & Travel Leisure Fair**

11:00 a.m. - 1:00 p.m. at the Dudley Knox Library Courtyard

## July 6

**Patent Basics Brown Bag**

11:00 a.m. at the RSPO conference room,  
Halligan Hall, Room HA-204

## July 7

**Welcome Back BBQ**

4:00 p.m. - 7:00 p.m. in the Trident  
Room and Rose Garden



## July 14

**Guest Speaker: Islamic Republic of Pakistan Army Brig.  
Gen. Chaudhar Sarfaz Ali**

12:00 p.m. - 1:30 p.m. at Glasgow Hall 319 or 109

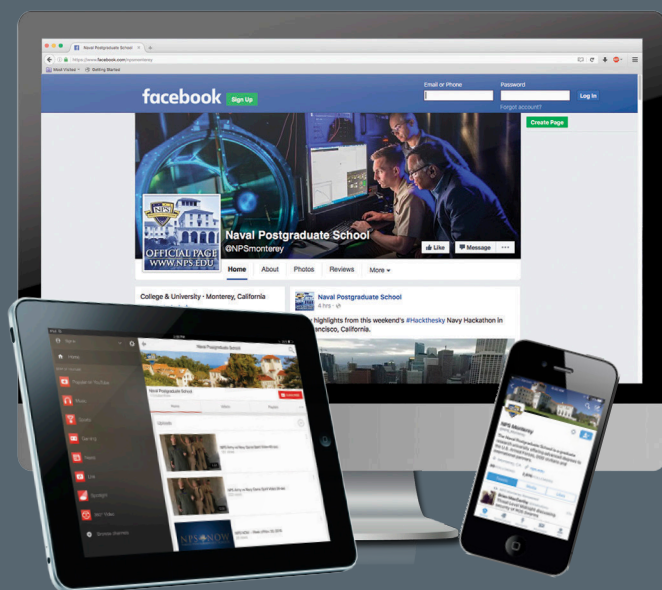
## July 22

**Defense Energy Seminar**

1:00 p.m. at MAE Auditorium

## BREAKING NEWS HAPPENS

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## Historical Highlights

Just over 100 years ago Secretary of the Navy J.H. Daniels charged Harvard Professor G.F. Swain, and a committee from the Society for the Promotion of Engineering Education (SPEE) to visit and make recommendations about the work of the Post Graduate School [sic] at Annapolis.



In April 1916, Daniels and Lt. Cmdr. J. Halligan, Jr. received the "Swain Report." The visiting committee made several important recommendations such as enlarging the school's focus, increasing enrollment, and expanding both its infrastructure and funding. Noting in their report that instructors and students were overburdened and overworked, the committee also recommended hiring additional faculty and providing them with "adequate time for recreation and relaxation" and for "independent research and study of their own." As for the students, the committee commented that the arrangement of studies and the number of hours per week should allow students "time to really think" and "not blindly accept the statements or methods in the book, or merely follow the thought of the instructor" so that students could "develop mental initiative and [original] power."

*Historical Highlights are provided by the Dudley Knox Library.*