Lauded Military Historian Congratulates
Winter Quarter Graduates

By MC2 Victoria Ochoa

Internationally-renowned military historian Sir Hew Strachan offered the commencement address during the Naval Postgraduate School’s (NPS) Winter Quarter Commencement Ceremony in King Auditorium, March 31. The university said farewell to 278 graduates, including 11 international students from nine nations, earning 282 advanced degrees during the ceremony.

Strachan's reputation and respect as both a historian and a strategist is far-reaching. In a recent column for "Foreign Policy," author Tom Ricks coined Strachan Secretary of Defense James Mattis' “favorite strategist.”

Strachan re-iterated that a week from today, the United States would be commemorating the centennial of its entry into the first World War. Strachan pointed out that everyone alive during that time was affected by the war in some shape or form.

“My theme today, however, is commemoration rather than celebration ... The crucial question is, will the United States notice, and why anyone should notice?” asked Strachan.

NPS Professor and Chair of the Department of Defense Analysis, Dr. John Arquilla introduced the well-known historian who set the stage for the purpose of his address right up front.

“[Sir Hew Strachan] is one of the most eminent historians of our time,” said Arquilla. “He is currently a Professor of International Relations at the University of St. Andrews, and he is a councilmember of the Royal Company of Archers, also known as the Queen's Bodyguard of Scotland. He has many other honors, and to name them all would take a while.”

In concluding his remarks, Strachan reminded the students of a very important fact regarding war.

“The first world war, more than the second world war, reminds us that the decision to go to war for democracy is likely to be contentious and painful, rather than clear cut and self-evident,” explained Strachan. “It also reminds us that it is easier to get into a war than it is to get out of a war ... We should commemorate the centennial because it leaves us with enduring insight.”
PACOM Chief Offers Indo-Asia-Pacific Update During Latest SGL

By MC1 Lewis Hunsaker

For the first time since 2014, the Naval Postgraduate School (NPS) welcomed Adm. Harry B. Harris Jr., now Commander, U.S. Pacific Command, to discuss his views and perspectives with NPS students, faculty and staff during a Secretary of the Navy Guest Lecture (SGL) in King Auditorium, March 2. During his 75-minute presentation, Harris focused on the importance of the Indo-Asia-Pacific region, which he said is “inextricably linked to America’s future prosperity and security.”

“You could have the best military in the world, which we have. We could have the best resolve on the planet to defend ourselves, our people and our allies, which we do. But if we don’t have the right signal or message and that part is zero, then we don’t have deterrence,” he continued.

He also made a point to highlight how many of the world’s most pressing challenges remain the same over time. Harris polled the audience for the 10 most significant global challenges of the day and he received such issues as economy and budget, climate change, nuclear proliferation, resource management and others. He then displayed a similar top ten list from a 1976 briefing which listed many of the exact same issues.

“Back in 1976, the deputy director of the [Defense Intelligence Agency] DIA presented a list to the President which represented his top 10. As you can see there are many similarities with the challenges you just provided,” Harris said. “I submit to you today in 2017, based on what you told me, that the challenges remain … But, the threats have expanded which makes it a very challenging security environment,” said Harris.

Before taking questions from the student audience, Harris offered a few possible avenues for maximizing the opportunity within each component of his equation, and noted that those in the audience are an important part of the solution.

“A lot of the work that you are doing here at NPS is helping America maintain our credible combat power,” said Harris.

Harris graduated from the U.S. Naval Academy in 1978 and was designated as a Naval Flight Officer (NFO) shortly after. He is the Navy’s current “Gray Owl,” holding the NFO designation for the longest period of time, and the service’s “Old Goat,” the longest serving Naval Academy graduate still on active duty.

NPS’ Secretary of the Navy Guest Lecture program provides a series of professional lectures by senior leaders throughout defense, government, industry and academia designed to help the university’s students and faculty link their studies, teaching and research efforts to the defense needs of the nation.

“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.
NPS Professor Wayne Hughes Leads Discussion on Legendary Naval Strategists

By MC2 Victoria Ochoa

NPS Department of Operations Research Professor of Practice retired Navy Capt. Wayne Hughes engaged university students, faculty and staff in a discussion on influential naval strategists in Ingersoll Hall, March 15.

Hughes discussed how the historic figures shaped modern Navy strategy, and offered his own insights into the well-known tacticians.

“You are going to hear liberal mention of James Hornfischer’s new book, ‘The Fleet at Flood Tide,’ which is really the inception of this talk,” said Hughes.

He then launched into the discussion by delving into the history behind his four favorite Navy strategists and their achievements.

The first admiral he brought up was Adm. Raymond Spruance, well known for his victories during one of the most important dates in Navy history.

“Spruance should forever be remembered as the greatest operational naval commander of World War II,” said Hughes. “I think Spruance’s greatness first struck me when I was a lieutenant teaching naval history.”

Hughes went on to describe feats of courage and leadership that Spruance demonstrated during the Battle of Midway, one of the most iconic naval battles in history.

He then transitioned the discussion to Adm. Arleigh Burke.

“There are two reasons for my admiration for Adm. Burke,” said Hughes. “First is his brilliance as a tactician and youthful battle leader, and second, for his achievements as Chief of Naval Operations.”

Hughes recounted back to a time when he was teaching at the Naval Academy as a lieutenant. He met Burke around 1979, and had the opportunity to attend a panel discussion with him, along with his fellow professors.

“After the question and answer panel, I gained much admiration for Burke,” said Hughes.

Hughes then transitioned his discussion to Rear Admiral Bradley Fiske. “I can talk endlessly about Fiske, he was the closest Navy officer I know that I can say was a Renaissance man,” he said.

Hughes called Fiske an innovator who saw the need for a new, mechanized Navy.

At the age of 28, he applied for a leave of absence to study the potential of technology at General Electric (GE).

“The Navy never got a better payback by sending him to study,” said Hughes. “During his year at GE, Fiske published his first technical document, sold his first patent, and was well on his way to publishing his first textbook on electricity.”

During his long career, Fiske invented many electrical and mechanical devices, with both Navy and civilian uses, and wrote extensively on technical and professional issues.

Hughes closed the discussion with Adm. Chester Nimitz. “Nimitz could be number one in many minds for his brilliant leadership, and then after the war as Chief of Naval Operations,” said Hughes. “A close look at the Pacific war would show that Nimitz was as close to, and involved in, all of the operations a theater commander should be.”

Dr. Natalie J. Webb was presented with the Office of the Secretary of Defense Award for Outstanding Achievement for her exemplary performance as the Chair and Executive Director of the Defense Resources Management Institute at the Naval Postgraduate School during the period of December 2015 through January 2017.

Dr. David Alderson, an Associate Professor in the NPS Department of Operations Research and founding director of the university’s Center for Infrastructure Defense, has been named recipient of the 2017 Richard W. Hamming Annual Faculty Award for Interdisciplinary Achievement.

“The Associate Professor Alderson and his research embody the core spirit of the Hamming Award … His interdisciplinary research provides a significant impact on DOD and government activities,” said NPS Provost and Academic Dean, Dr. Steven R. Lerman.

The award, named after NPS professor emeritus Dr. Richard W. Hamming, highlights one faculty member annually that demonstrates a commitment to interdisciplinary scholarship and exceptional teaching skills.

Have a story to share? Public Affairs is constantly seeking interesting news and stories for Update NPS. Send your tips to pao@nps.edu.
**NPS Student Aides Kayaker Following Confrontation with Great White**

By Javier Chagoya

On the evening of March 18, NPS meteorology doctoral student Lt. Cmdr. Kyle Franklin was at the right place, at the right time, when he came to the rescue of local kayaker and Pacific Grove resident Brian Correiar who had been tossed out of his craft by a suspected great white shark.

“A loud bang came from beneath my kayak and I flew into the air and found myself outside of my boat,” wrote Correiar on a local scuba diving website.

Franklin was out with his family for a leisurely, Saturday afternoon sail on the picturesque Monterey Bay with his wife and young daughter out for her first sail, when they saw something in the water. As they closed in, it became obvious it was a man frantically swimming away from a kayak, who then began waving at them with great alarm.

Franklin fired up the small, three horsepower outboard motor on his rented boat. As they approached Correiar, he and his wife saw that the kayak was being pushed and pulled by something … then they saw dorsal fins swirling in the water around the kayak. Just then, the dorsal fins disappeared into the water, and Franklin told his wife to use their cell phone to call 911 and the Coast Guard Station, although Correiar had already radioed using his marine rescue radio minutes before the family arrived.

Franklin tried to pull Correiar into their sailboat, but the kayaker says his adrenaline was fading, and feet were numb from the bitterly cold water. Minutes later, a 29-foot Coast Guard Response boat, stationed in Monterey Harbor, arrived ready to assist in getting Correiar onto their vessel.

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“I received a mayday call over the station’s radio at around 1700 on March 18, 2017. The call was from the immediate area, I was on our 29-ft Response Boat at that time,” recalled U.S. Coast Guardsman Boatswain’s Mate 2nd Class Petty Officer Anthony Longo. “I could look out from the breakwater, where our boats are slipped, and I made a visual contact of an overturned kayak and a lone swimmer. I calculated the distance to be not more than 300-yards from the breakwater and we launched right away.

“When we arrived, a family in a sailboat had already been trying to pull the kayaker out of the water but he had trouble because he said his feet had turned numb,” continued Longo. “I heaved a line to the kayaker, still clinging to the sailboat, and we pulled him into our vessel.”

In the end, Franklin says he simply went over to help what appeared to be an individual who had fallen out of his kayak. He says he is no hero, but was very happy to be in the area when the incident occurred.

“After this, I was absolutely exhausted,” said Franklin. “I was very happy and grateful that I was in the area to be able to help.”

“Let’s not forget that this was a really lucky situation,” said Longo. “I think everyone’s adrenaline helped to keep the situation as short as possible.”

While Franklin may not consider himself a hero, Correiar disagrees. “I am certain that I would not have survived the attack if they had not responded to my waving of my arm as I swam away from the shark,” he said. “I want to give them my deepest thanks for coming to my rescue.”

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**NPS IDARM Helps Students Advance Their Trade**

By Javier Chagoya

International Defense Acquisition Resource Management (IDARM) adjunct faculty Trevor Taylor presents to the latest student cohort of IDARM’s Principles of Defense Acquisition Management program, March 7. The two-week course provides participants with an understanding of important concepts and challenges associated with defense acquisitions and logistics.

“We have participants from 10 countries that have varied technical experience in acquisition. Poland has a lot of knowledge in acquiring major pieces of equipment, while other countries on the continent of Africa, for instance, are returning to the international system after 25 years of absence, and are regaining a foothold in their country’s revitalization,” said Taylor.

Participants will spend the next two weeks examining the defense acquisition cycle from capabilities-based planning through the contract formation stage. “We use exercises and case studies to test how well they are learning these principals, and to also get them to figure out matters between themselves as we put them in working groups. We try to cover the whole scope of defense acquisition,” said Taylor.

“A big take-away is that acquisition is a team sport and to get people with different functions in government to work towards a common purpose. It’s a joint activity,” he stressed. “You must also recognize the capability of what it is you want to do, rather than to jump into the solutions.”
Vice Adm. Mulloy Offers Latest Menneken Lecture for USW Students

By MC1 Lewis Hunsaker

Vice Adm. Joseph P. Mulloy, Deputy Chief of Naval Operations for Integration of Capabilities and Resources, presents the latest Menneken Lecture to NPS undersea warfare (USW) students and faculty in the Mechanical and Aerospace Engineering Auditorium, March 9. Mulloy discussed the importance of USW and how it fits into an ever-changing world.

“Undersea warfare is an area where we definitely have an edge. But any edge you have in life can be eroded very quickly … from the theft of ideas, copying of ideas, or simply stealing technology,” said Mulloy.

Maintaining that edge requires resources, Mulloy noted, and the Navy has had to balance several priorities under the constant pressure of austere budgets. While he has high hopes there may be some relief in future budgeting cycles, Mulloy cautioned that whatever relief is provided will still need to be balanced across every domain the Navy operates in.

“My concern as the N8 is across the entire Navy. I may be focused on USW today because I just happen to be briefing undersea warfare students,” he said.

Mulloy concluded his discussion by reminding the students in attendance that they represent one of the service’s most important resources.

“Students here at NPS are part of the next Navy, and they need to use their experience, ideas and technology to advance the service,” Mulloy said. “Everything in the Navy should be a node that provides accurate data back to fleet commanders for decisions.”

“It’s a joy visiting NPS,” he continued. “It’s refreshing to get out of the Pentagon, see these bright young people, fabulous instructors, and a great school where we can think about the future of the Navy.”

PACFLT Commander Introduced to Student Research During Campus Visit

By MC2 Brian H. Abel

NPS student Australian Army Capt. Adam Hepworth introduced Adm. Scott Swift, Commander, U.S. Pacific Fleet, to his research during a brief in the Elster Conference Room, March 17. Swift visited the university for an introduction to current student, faculty research efforts with applicability to the Pacific Fleet’s area of responsibility.

Hepworth, along with fellow student U.S. Marine Corps Capt. Ellie Ekman, offered a brief on their research effort assessing multi-domain denial in the South China Sea.

“This afternoon I was fortunate to brief Adm. Swift on behalf of a campaign analysis project team from the operations research program,” said Hepworth. “The ability to brief and converse with the senior leadership of one of our most important allies was a fantastic opportunity.”

“His engagement and passion for the research really demonstrated to me the meaningfulness of the work we are doing here, as well as its impact within the wider U.S. military,” he continued.

“I know similar conversations are happening in Australia on this topic and I plan to engage in these with the valuable input gained here at NPS, and specifically from Adm. Swift,” Hepworth added. “Understanding his intent and vision for this analysis will be valuable for further Australian and U.S. dialogue in the future.”

The students noted how quickly Swift found his way to the core relevance of their efforts, and offered valuable feedback for further research.

“He used his vast experience and knowledge to add important context to everyone’s research, whilst providing a way forward with which to move with the research in order to provide a greater benefit to the military,” Hepworth said.

Network science has emerged as an area critical to the success of the mission of the Navy and the Department of Defense. Complex networks have received increasing attention in recent years from those seeking to understand emerging phenomena in technology and society. Examples of complex networks include online social networks, the Internet, power grids, biological networks, and transportation networks.

The Academic Certificate program in Network Science provides up-to-date education in the emerging field of network science by using mathematical methods for the analysis, understanding, and exploitation of the aforementioned complex networks. The current graduating class has learned to analyze such networks using tools such as degree distributions, centralities, shortest paths, clustering, robustness, and community detection, as well as models used to create similar synthetic networks.

A mathematics certificate is a reward for late night studies, passionate code- and paper-writing, and personal sacrifices. Take a minute and congratulate the students of this cohort for their accomplishments and aspirations!

Send your campus news and notes to pao@nps.edu.
Boeing Executive Offers Industry’s Perspective on Leadership During SGL

By MC2 Victoria Ochoa

The Naval Postgraduate School (NPS) welcomed Leanne Caret, Executive Vice President of The Boeing Company and President/CEO of its Defense, Space & Security (BDS) division for a Secretary of the Navy Guest Lecture (SGL), March 7, in King Auditorium.

Caret shared her insights on inspired leadership with university students, faculty and staff, and her views on what makes an effective leader.

“I am very fortunate to lead a team of 50,000 people, and we are working very hard to deliver products and services that we put into your capable hands, and those of your fellow servicemen and women that protect and defend this great nation and our allies,” said Caret. “It’s a great time to be in this industry, but while it’s exciting what we do, the inspiration is who we do it for, and that’s all of you.”

Speaking of inspiration, Caret remarked about the innovative research she was introduced to during a brief tour of the NPS campus.

“Earlier this day, I had the chance to look at projects and different labs here on campus,” said Caret. “The depth of the research that you are doing here is truly inspirational.”

Caret focused the bulk of her discussion on effective leadership, and the parallels that can be drawn between the military and civilian sectors, many of which apply to NPS’ own diverse student body.

“It is always inspiring to see great minds lean into a problem until it is solved, and it is no less impressive when I see leadership in action,” said Caret. “I know that the student body here includes civilians as well as military. And that’s perfect, because I think that there are some universal concepts of leadership that can resonate with anyone with a job to do … whether you wear a business suit or a uniform.”

Before concluding her remarks to the student body, Caret shared some of what inspires her as a second-generation Boeing employee, and as an American citizen.

“As you may be able to tell, we have made many accomplishments over the past 100 years,” she noted. Referring to the broader efforts of pioneering American engineers, she continued, “Just think about what we did … from the Wright brothers to actually going to the moon,” she said.

“I now think about what we do in space on a regular basis, and I can’t help but think about how many ideas are waiting to be discovered, how many mysteries are just waiting to be unlocked,” she concluded.

Focus On … Service

A Monthly Look at Names and Faces on Campus

NPS’ Australian Navy Liaison Capt. Mike Smith was presented the Meritorious Service Medal from NPS President retired Vice Adm. Ronald A. Route in Ingersol Hall, March 10. Smith received the honor for his outstanding service as the Royal Australian Navy (RAN) Liaison for the Graduate School of Business and Public Policy (GSBPP) from June 2013 to Dec. 2016.

During his time at NPS, Smith was, “instrumental in his role as co-director of the GSBPP’s Center for Defense Management Research,” said Route. “He expertly leveraged these networks to significantly improve sponsor and researcher coordination.”

Smith described the major accomplishment of his two naval careers and the time served here at NPS.

“I’ve been here since 2013. It’s a terrific institution, the people are great to work with, my colleagues are now great friends on campus and the president of NPS is an inspiration with his leadership,” said Smith.

“I find this a very humbling experience. We are all so motivated to do our best by NPS and by the nation. It almost makes me speechless to think that my contribution, that I almost take for granted as a professional, is being recognized in this way,” he continued.
Any Day at NPS ...

The 70th graduating class of the Naval War College Monterey partnership with NPS for Joint Professional Military Education (JPME) is pictured, March 23. Since the program’s inception in 1999, 4,613 officers have earned the JPME certification. (U.S. Navy photo by MC2 Brian H. Abel)


Officer Sofia Azumah, San Diego Harbor Police Department, shares her views in NPS’ Center for Homeland Defense and Security (CHDS), March 8. CHDS recently launched a new program, Emergence, supporting the advancement of young professionals in the early stages of their careers in homeland security. (U.S. Navy photo by Javier Chagoya)

Dr. Steven R. Lerman, NPS Provost and Academic Dean, greets the Spring Quarter’s graduating international students during the quarterly International Student Luncheon in Herrmann Hall, March 16. The luncheon recognized 24 students from 14 countries in total, earning 12 degrees and 12 short course certificates. (U.S. Navy photo by MC2 Michael Ehrlich)

Director of Plans and Policy for U.S. Pacific Fleet (PACFLT), William Wesley discusses PACFLT plans, contingencies, engagements and policies with reservists during the latest Regional Security Education Program (RSEP) in Glasgow Hall, Feb. 25. (U.S. Navy photo by MC2 Michael Ehrlich)

STUDENT voice

U.S. Marine Corps Maj. Tom Kulisz, Chairman of the President’s Student Council

With April comes a new month and a new academic quarter. For some, this will be our last at NPS, while others are just starting their academic journey.

Wherever you are in your studies, don’t forget to take the time to pull your head out of your books and seek out those people around campus that are going to be more than just one-time professors or classmates.

NPS provides us a unique opportunity to meet both like and differently minded people to not only help us grow as leaders but to help us grow as critical thinkers and, even more so, producers and consumers of relevant and timely information.

Whether it’s stopping by for office hours to discuss a topic, meeting in the Trident Room on a Thursday afternoon, or something else, reach out to those people that are making an impact and grow your networks.

Our next meeting will be Tuesday, April 4, in Room 263A of the library. If you can’t make it then reach out to your school reps and join us on Thursday, May 4, for our May meeting.

As always, if you’re interested in helping and want to represent your schools or departments, contact us and we will tie you in to the PSC. The more feedback we provide to the leadership, the better we can make our collective experience at NPS.

Have a story to share? Public Affairs is constantly seeking interesting news and stories for Update NPS. Send your tips to pao@nps.edu.
Historical Highlights

Admired, enjoyed, sometimes taken for granted and recently restored as a valuable habitat, NPS’ very own Del Monte Lake has stood up surprisingly well to the changes around it in the last 138 years. How did NPS get its own lake? Dredged from barren, marshy ground as a part of the Hotel Del Monte’s planned waterworks in 1880, it began life as “Lake Como,” then a name to evoke the Italian Riviera, but the fanciful name didn’t stick. “Laguna de los Sueños” may have suited romantic Victorian tourists, but it was “Laguna del Rey” on the picture postcard views sent around the world. Exotic flowering plants and trees graced its walk. Visitors fed its tame swans and crossed a long wooden walkway to reach its “fairy island.” Its familiar fountain was capable of “creating rainbows” 60 feet high, and on moonlit nights, the Hotel’s orchestra played outdoors on the boat landing, just about at the location of today’s Centennial Park.

The lake continues to thrive today as “Del Monte Lake,” providing NPS with the very best respite from study, work and everyday stress. Take a break and find your favorite place along its banks. Happy Spring!

Historical Highlights are provided by the Dudley Knox Library.