Sailors from Naval Postgraduate School (NPS), the Defense Language Institute Foreign Language Center (DLIFLC), and Naval Support Activity Monterey, joined by friends and family, listen to the keynote speech from the Chief of Naval Personnel Vice. Adm. Robert Burke during the annual ball celebrating the Navy’s 242nd birthday in NPS’ Barbara McNitt Ballroom, Oct. 14.

“Celebrating our birthday gives us an important opportunity to reflect on our history and how much has changed in the past 242 years,” said Burke. “Our fleet has changed in size and composition and operational demands have increased dramatically, but our Sailors today are the best they have ever been by any measure.”

Throughout his remarks Burke reflected on the Navy’s long history, citing stories from groundbreaking events of the past including the building of the Navy’s first six frigates to the courage and determination of Sailors serving in the Pacific theatre in World War II.

“Those who came before us, whose lives have given us this great Navy, they stand relieved,” said Burke. “We have the watch now, and it is up to us to ensure the future of our Navy for our reliefs when that day comes.”

The ball kicked off with cocktails and socialization before attendees made their way to their seats in the ballroom. Once there, the guests dined on a three-course meal while partaking in a ceremony that included DLIFLC’s honor guard parading the colors before remarks delivered by Burke. The dinner was concluded with a cake-cutting ceremony which saw Burke joined by the youngest Sailor in the audience, Seaman Apprentice Savanna DiDomenico, to cut the cake, further emphasizing the importance of the Navy’s future.

“I will never forget that I just cut the cake with the Chief of Naval Personnel,” said DiDomenico, who is currently attending A-School at DLIFLC. “The whole experience made me realize how much history and experience there is around me and how much there still is to come.”

In 1972, then Chief of Naval Operations (CNO) Adm. Elmo R. Zumwalt authorized recognition of Oct. 13 as the Navy’s birthday. Since then, each CNO has encouraged a Navy-wide celebration of the occasion to enhance a greater appreciation of our Navy heritage, and to provide a positive influence toward pride and professionalism in the naval service.
Chief of Naval Personnel Addresses Students, Explores Programs During Campus Visit

By MC1 Lewis Hunsaker

Chief of Naval Personnel Vice Adm. Robert Burke spoke to NPS students during an all-hands call in King Auditorium, Oct. 12. Burke also concurrently serves as the Deputy Chief of Naval Operations for Manpower, Personnel, Training, and Education.

Although Sailor 2025 is focused on updating policies, procedures, and operating systems, and providing the right training at the right time, the ultimate goal is to empower Sailors.

“I appreciate the opportunity to be here today and to talk about what we are up to,” said Burke. “We frankly have many things going on, maybe too many, in the personnel world, I hope we are not causing confusion in the fleet.”

Before getting into his presentation Burke reflected on the tragedies of USS Fitzgerald (DDG 62) and John S. McCain (DDG 56).

“The Navy will look into these incidents at each level from the watch level to the institutional level to see what we did right or wrong and we will get better because of it,” said Burke. “I also think that we have a lot to be very proud of in the United States Navy and you should continue to hold your heads up high.”

Burke then asked those in attendance to think about where the Navy was operating, noting many places to include the Arabian Gulf, Red Sea, Mediterranean, Black Sea, and many more around the world.

“Due to our adversaries, we have to operate differently than in the past,” stressed Burke. “This applies to everything that we do from acquisition, how we do business, development of tactics, how we operate our ships, how we train our units and as individuals, from the top to the bottom. We have to re-think it all and be better and faster.”

The program ‘Sailor 2025’ will help the Navy improve and modernize personnel management and training systems to effectively recruit, develop, manage and retain the force of tomorrow.

Although Sailor 2025 is focused on updating policies, procedures, and operating systems, and providing the right training at the right time, the ultimate goal is to empower Sailors.

“This program centers on three objectives: more choices, more flexibility, and increased transparency in our process, giving Sailors more control and ownership over their careers,” added Burke.

Even though the program hasn’t been around that long Burke believes that the Navy has already made a lot of headway. “In 2018, you are going to see some very significant changes in the customer service aspect of the personnel world in the Navy,” Burke added.

Some changes are already being initiated with the expansion of the Meritorious Advancement Program, the new detailing process, and looking into how Sailors are trained and ready.

“In the past, we used to think we had endless numbers of people that were willing and able to come into the military. We could train them up quickly and get them out to the fleet, then chew them up, spit them out and get new ones,” said Burke. “This might have been true in 1947 or even 1973, but not anymore. It costs on average more than $100,000 to train the average Sailor today. So, we have to change the way we do things and stop doing things the old way.”

Additionally, Burke took the time to meet with members from NPS’ Graduate School of Business and Public Policy (GSBPP) to explore potential changes in the areas of policy, officer promotions, and bonuses in various areas.

“The biggest thing was understanding Vice Adm. Burke’s views ...That way we can put together research proposals and get students working on theses that reflect his changes,” said GSBPP Dean Bill Gates.

Also, during his time on campus Burke held a staff all-hands call which included staff from NPS, Defense Language Institute Foreign Language Center (DLIFLC), and Fleet Numerical Meteorology and Oceanography Center (FNMOC) to inform them of changes and to
U.S. Marine Corps Capt. Julian D’Orsaneo graduated from the Naval Postgraduate School (NPS) with high praise, earning the Armed Forces Communications and Electronics Association’s (AFCEA) John McReynolds Wozencraft Electrical & Computer Engineering (ECE) Academic Honor Award, among other notable achievements. The award recognizes an ECE student who shows great promise through their thesis work, contributing strongly to advancements in their field of study.

What makes the award even more notable, however, is the impression D’Orsaneo’s research left on Dr. Vinton Cerf, Chief Internet Evangelist at Google, and co-inventor of the protocol that makes the Internet possible, a feat which has earned Cerf the title of ‘Father of the Internet.’

“Design thinking is an approach to problem solving that’s different than what we normally use in organizations,” said Liedtka. “It’s a problem solving approach that’s really optimized for uncertainty.”

Thresher, one of two wave gliders NPS employs, is now collecting data offshore of Point Mugu, Calif. The Sensor Hosting Autonomous Remote Craft (SHARC) is equipped with a near-surface turbulence sensor and three-levels of temperature and humidity sensors designed to support the study of atmospheric ducting effects on radar and communication signals. The SHARC sensor development is sponsored by the Consortium for Robotics and Unmanned Systems Education and Research (CRUSER) project at NPS.

SHARC’s propulsion design relies on ocean water flow across a series of louvers for forward motion and a rudder controls direction. The craft generates its own electrical power through an array of photovoltaic panels on its topside.

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’ Sleep Study Research Leads to Fleetwide Policy

By MC2 Michael Ehrlich

NPS Professor of Operations Research (OR) Dr. Nita Shattuck has spent more than a decade working tirelessly to enhance crew performance by developing watchbills that match a human's natural circadian rhythm, and demonstrating the advantages of them. And her hard work has finally paid off, with Commander, Naval Surface Forces Vice Adm. Thomas Rowden announcing comprehensive use of her optimized watchbill program to be implemented fleetwide.

Shattuck, along with fellow OR faculty members Dr. Larry Shattuck and Dr. Panagiotis Matsangas, will tell you the program is all about the science surrounding how humans interact with machines, known as Human Systems Integration or HSI, a discipline NPS has been teaching for more than 10 years.

“When you look at a human, and understand that it is a key part of a system, we can design that system to take advantage of a human being’s strengths, and mitigate a human’s weaknesses,” explains Nita Shattuck. “We started a program at NPS in 2004 to teach students HSI, to look for ways that we can improve a system.

“Early in my tenure teaching here, I had the good fortune of having students in the classroom that were Surface Warfare Officers, and they told me about this problem,” Shattuck continued. “They got very little sleep under the watchbills and schedules they were working. They told me stories that I thought were great exaggerations about how little sleep they got, but in fact I learned it was true,” she continued.

Naval Surface Forces (SURFOR) Chair at NPS, Navy Capt. Charles Good, was sent to the university by Rowden to help connect NPS education and research programs directly to current issues in the fleet. He says Shattuck’s innovation in watchbills is exactly what he’s looking to achieve.

“It is extremely significant that the Navy is going to implement this circadian rhythm fleetwide. It’s a case study as to how NPS and academia can help solve, or contribute to solving, fleet problems,” said Good. “Things are constantly evolving in the fleet, and it is good to have someone here who is a fleet representative and can bring current practices, priorities and problems to campus to let faculty know what the current state of affairs is in the operating fleet.”

Shattuck’s research into human-optimized watchbills and associated shipboard routine has demonstrated its effectiveness on operating ships as far back as 2011, when Shattuck and Matsangas began to bring their circadian watchbills on board several ships to gain data from deployed sailors. In 2013, with positive results from multiple platforms, SURFOR sent out a message encouraging ships to experiment with the circadian watchbill principles and directed them to NPS to get materials and provide feedback.

The transition will begin with a series of seminars in key Navy centers of gravity – San Diego, California and Norfolk, Virginia, as well as with the forward-deployed naval forces in Yokosuka and Sasebo, Japan. These seminars will help commanding officers, executive officers and command master chiefs learn the science behind circadian rhythms, and gain insight into implementing the new shipboard routines.

NPS Observes National Cybersecurity Awareness Month

By MC2 Michael Ehrlich

In accordance with the Department of Homeland Security, October is National Cyber Security Awareness Month, which is designed to educate public and private sector partners through events and initiatives about the importance of cybersecurity, provide them with tools and resources needed to stay safe online, and increase the resiliency of the nation in the event of a cyber incident.

“We had a booth set up to spread awareness especially on a new project we have been working on the Virtual Private Network (VPN)," said NPS Cyber Security Analyst Pauline Monroy. “It’s called global protect and it’s from the Palo Alto Network. It uses duo security two-factor authentication. It’s like using your CAC but from your phone. This is to gain access to the intranet, or mapping your network when you are off campus, and it gives you an encrypted tunnel to NPS.”

Also, supporting the effort was Cyber Security Specialist Ricardo Estrada, providing his personal cybersafety practices to keep himself and others safe.

“When you are on the NPS home network we have a lot of things in place to protect you in case you make a mistake and you get compromised,” said Estrada. “But once you leave our network and you are at home and are doing these potentially bad habits on the internet, it could open you up to having your identity or security at home compromised.”
DOD’s Personnel and Readiness Chief Offers Latest SGL
By MC2 Patrick Dionne

Retired Rear Adm. Tony Kurta, performing the duties of Under Secretary of Personnel and Readiness, addressed NPS students, faculty and staff on the unique benefits and challenges of maintaining an all-volunteer force during the latest Secretary of the Navy Guest Lecture (SGL) in King Auditorium, Oct. 10.

“Now more than ever, we need you to return to the fleet and return to the field ready and competent to lead,” said Kurta. “We don’t have jobs in the military, we are a profession; in addition to your academic skills that you learn while you are here, you have time to grow in your profession.

“Our all-volunteer force is one of the major strategic advantages that our military has,” Kurta added. “To make that all-volunteer force work requires trust. Those who recommend service to young Americans must trust us, and our young Service members must have trust in each and every one of you as well.”

As a member of the Senior Executive Service, Kurta is responsible for the recruiting, retention, compensation and human resource management required for the active duty, reserve, guard and civilian members of the U.S. Armed Forces.

“One of the biggest challenges facing our all-volunteer force is demographics,” said Kurta. “As we stand today, 71 percent of young Americans are ineligible for military service, and of the 29 percent that are eligible many do not want to serve. Yet, we have to come up with 250,000 people a year to serve in our active guard and reserve components, and though this may be a challenge, it is a challenge we are meeting today.”

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.

Renovation Solidifies Hotel Del Monte’s Status as NGIS Flagship Property
By Melinda Larson

The snip of a ribbon officially opened 77 new guest rooms at the Navy Gateway Inns and Suites (NGIS), Oct. 4, marking the end of a $30 million construction project.

“We made something special here and it’s the flagship property of Navy Gateway Inns and Suites,” said Matthew Jordan, Navy Region Southwest Housing Program Manager. “The construction team knew the importance of this project and the results are astounding, and every room is different.”

“I am extremely proud of the results of the renovation and know our future guests will be excited with what we were able to achieve,” added NGIS Monterey Manager David Wolf. “I moved to the Monterey Peninsula in 1954, and as an Army brat, my family visited the facilities here often. In fact, I learned to swim in the swimming pool that was converted to what is now the reflecting pool.”

The extensive project that began in 2016 included complete removal and rebuilding of guest room walls and ceilings and enlarged bathrooms with period-sympathetic tile. The entire infrastructure of this part of the hotel, including ventilation, heating, electrical, plumbing, fire protection and communication systems was replaced with state of the art equipment.

Naval Postgraduate School (NPS) Center for Homeland Defense and Security (CHDS) Director Glen Woodbury was honored with the 2017 Lacy E. Suiter Distinguished Service Award. The National Emergency Management Association presented Woodbury with the award at the organization’s annual Leadership and Policy Forum on, Oct. 1.

The honor comes on the heels of Woodbury earning the NPS Foundation’s Lt. Commander David L. Williams Faculty Award in September.

Woodbury’s peers know how deep his dedication is to the emergency management profession, NEMA Executive Director Trina Sheets said.

“There are few people who have impacted, promoted and advanced the fields of emergency management and homeland security more than Glen Woodbury,” Sheets added. “Lacy Suiter would be very proud.”

Suiter’s widow, Norma Jean Suiter agreed. She recalled Lacy’s three maxims that Woodbury often repeats: Don’t attend a meeting you don’t chair; never shy away from taking an opposing position to test conventional thinking; and, don’t take anything at face value but absorb, debate, argue and then form an opinion.

“He saw you as a young man with great potential. And he would have appreciated the leadership you demonstrate today with everything you do,” Norma Jean Suiter noted.

An alumnus of the inaugural master’s degree cohort at CHDS, Woodbury has served as director since 2007. He came to the emergency management profession by way of the U.S. Army, in which he served from 1985 to 1992.

Send your faculty news and notes to update@nps.edu.
USAMRMC Cohort the Latest to Complete GSBPP’s Advanced Acquisition Program

By NPS and USAMRMC Public Affairs

A cohort of 29 academic certificate students from the U.S. Army Medical Research and Materiel Command (USAMRMC) at Fort Detrick, Maryland celebrated the completion of their 12-month distance learning program in defense acquisition, the latest group through the Graduate School of Business and Public Policy’s (GSBPP) long-standing Advanced Acquisition Program (AAP).

The cohort included a wide range of acquisition professionals from several Army commands located at USAMRMC, all focused on critical areas of force health protection via medical device programs, pharmacological solutions, injury and disease prevention, and wound care and rehabilitation – including traumatic brain injury and post-traumatic stress disorder.

“The Army’s foremost responsibility is to deliver ready, trained and equipped forces to meet the operational demands put before it,” said Dawn Rosarius, civilian deputy, Principal Assistant for Acquisition and U.S. Army Medical Command Acquisition Career Management advocate. “To achieve this goal, we need well-educated leaders with the necessary skills and abilities to meet future acquisition challenges. It’s an honor to recognize these dedicated employees today for successfully completing all requirements of this program.”

“Getting needed medical technologies to the field means not only advancing the state-of-the-art, but with the added challenges of the DOD acquisition process and FDA approval,” added John T. Dillard, Academic Associate for the program, and a GSBPP senior lecturer. “Completion of this non-degree distance-learning program provided graduate education along with workforce training certifications to enhance their decision-making ability, critical thinking, and expand their professional networks.”

The cohort was comprised of 11 Ph.D.s, two Doctors of Medicine and Pharmacy, 13 product/program managers or deputies, eight Army lieutenant colonels, an Army colonel, and a Navy captain. In addition to its in-depth acquisition and program management education, the AAP Phase II, III program also allows members to meet 10 current acquisition education and training requirements.

Focus On … Ombudsman

A Monthly Look at Names and Faces on Campus

The Naval Postgraduate School officially appointed its newest ombudsman, Sasha Stevenson, to serve the university community early this month. And although NPS may be a unique environment for the traditional responsibilities of the Navy Family Ombudsman, Stevenson says she is looking forward to providing an invaluable resource to NPS families.

“Ombudsmen are the connecting link between the command and the service members’ spouses and families,” said Stevenson. “We are also a source of information, and a friendly, trusting hand.”

In 1970, then Chief of Naval Operations Adm. E. R. Zumwalt created the Navy Family Ombudsman program, a volunteer appointed by the commanding officer (CO) to improve communication between commands and the families of the Sailors that served in them. Today, there are more than 4,000 Navy Ombudsmen serving throughout the world, sharing information and alleviating concerns while loved ones are away from home, or on deployment.

“We are volunteers appointed by the CO to be trained to disseminate information, such as official Navy and command information, command climate issues, and local community opportunities,” said Stevenson. “We also provide resource referrals and are instrumental in resolving family issues before they rise to require the command’s attention.”

Stevenson says her experience in the local hospitality industry has provided her with a lot of knowledge about the local area, and is catching up quickly on Navy life and its benefits. For more information about the Ombudsman program or to reach Stevenson, e-mail ombudsman@nps.edu.
Any Day at NPS ...

NPS student Lt. Cdr. Brian Hays has found an extreme way to take a break from his studies, competing in a regional endurance race early this month. His latest event was the Tahoe 200 Endurance Run in Lake Tahoe, Calif. Of the 184 participants, 123 completed the run, with Hays finishing in 89th place. (Courtesy Photo)

Lt. Cmdr. Harry Cheng and family visit Hotel Del Monte’s Welcome Center, Oct. 5. The center provides hotel guests with a historical snapshot of both the old hotel and the Navy’s annexation and eventual purchase of the property. Guests also have access to the internet and a printer. (U.S. Navy photo by Javier Chagoya)

Several university staff and faculty were recognized for their careers in federal service during NPS President’s Council, Oct. 24. Honored were Mary Anne Egan, 30 years; Jose Frilles, 25 years; Dr. Francis Giraldo, 20 years; Dr. Joshua Gordin, 25 years; Dr. Tri Ha, 30 years; Charles “Davy” Jones, 30 years; Upumoo Leao, 30 years; Charles Taylor, 30 years; and, not pictured, Dr. Doug Moses, 35 years. (U.S. Navy photo by MC2 Michael Ehrlich)

Naval War College (NWC) Monterey students earning academic honors during the fourth quarter of Academic Year 2017 are pictured following a brief ceremony in their honor, Oct. 24. Through the NPS-NWC partnership, a total of 4,750 officers have earned their Joint Professional Military Education (JPME) Phase I certification since the program’s inception in September 1999. (U.S. Navy photo by MC2 Michael Ehrlich)

Head of the NPS Comptroller’s Office accounting department, Krista L. Painter is embraced by her daughter Nicole, who traveled to Monterey to surprise her mother during her retirement ceremony, Oct. 11. Painter boasts a combined 39 years of federal service, working for the U.S. Air Force, the Department. (U.S. Navy photo by MC2 Michael Ehrlich)

Some 400-plus guests lounged on the grass in front of Hotel Del Monte to hear the diverse sounds of the “Monterey County Pops” and “The Money Band” as Concerts on the Lawn returned to Naval Support Activity (NSA) Monterey, Oct. 22. Organizers of the music fest worked for months to bring back the event previously conducted on Memorial Day. (U.S. Navy photo by NSAM Public Affairs Melinda Larson)

STUDENT voice

Marine Corps Capt. Dan Salazar, Chairman of the President’s Student Council

As the quarter moves on, the President’s Student Council is busy taking your comments to university leaders. In a series of meetings, the PSC is presenting the results of the recent Student Experience Survey to the Head Librarian, Gym Director, Dean of Students, Base CO, Provost, and University President.

So far, each of these leaders has been very receptive to your feedback. They show a gratitude for the honesty and perspective you provided. Some changes will be evident in a matter of days and weeks (i.e. muster page simplification, review of dress code), while others will take longer to incorporate (review of base housing office, academic workload, facilities maintenance). Thank you again for those that participated in the survey. Your concerns, ideas, and suggestions are being delivered by the PSC and received with enthusiasm by university leadership.

The PSC is also welcoming new members. If you would like to know more about being part of this unique team, please email any current member (info below). Also, all students are always welcome to our monthly meetings held the first Wednesday of each month at 1200 in the library room Kn-263A.

The PSC is here to serve you and be your advocates. Thank you for your hard work and good luck with your studies.

Chair: Capt. Dan Salazar
Vice-Chair: Capt. Margarita Balish
SIGS Lead: Lt. Dan Justice
SIGS Rep: Lt j.g. Tanya Herfi
GSOIS Lead: Maj. Jake Jacobs
GSOIS Rep: Maj. Paul Webber
GSBPP Lead: Capt. Beau Pillot
GSEAS Lead: vacant

Have a story to share? Public Affairs is constantly seeking interesting news and stories for Update NPS. Send your tips to pao@nps.edu.
A recent gift to Dudley Knox Library from the estate of W.D. Duthie, former Chair of the Department of Aerology and later the Department of Meteorology and Oceanography, included his dissertation and a number of circa 1950s aerology publications and “notes” that he prepared for NPS students learning how to analyze weather maps and charts.

But it was the special Atomic Bomb Test Extra issue of ALL HANDS: the Bureau of Naval Personnel Information Bulletin that caught our eye. Dated 1 July 1946 to coincide with Operation Crossroads – atomic testing at Bikini Atoll beginning on that date – the issue is devoted to bringing the topic of “nucleonics” to the Navy. In the largest U.S. atomic field tests to date, 75 vessels and 42,000 personnel sought to learn how the atomic threat “might prove changes necessary in any phase of material design or naval operations.” This special issue was also a call to action, inviting sailors to “LEARN SCIENCE” because “this ‘Buck Rogers’ era demands men [sic] with technical training.”

Historical Highlights are provided by the Dudley Knox Library.