



(U.S. Navy photo by Javier Chagoya)

Former Secretary of Defense Dr. Robert M. Gates Offers First SGL of the Year

By MC1 Lewis Hunsaker

The Naval Postgraduate School welcomed former Secretary of Defense Dr. Robert M. Gates to the university for a candid discussion of his perspective on global issues, Jan. 5, kicking off the 2017 NPS Secretary of the Navy Guest Lecture series. Dr. John Arquilla, chair of the NPS Department of Defense Analysis, moderated the discussion before a packed house of students, faculty and distinguished guests in King Auditorium.

Gates joined the Central Intelligence Agency (CIA) in 1966 and rose from an entry-level employee to the director over his nearly 27 years in the CIA. He served as U.S. Secretary of Defense from December 2006 to July 2011 under both Presidents George W. Bush and Barack Obama.

Throughout the moderated conversation, Gates offered trenchant observations about the U.S.' current relationships with Russia, China and North Korea. He also discussed his views on effective deterrence, defense acquisitions, cyber warfare and terrorism.

"You always have to adapt, nothing works forever. You have to be on the lookout and develop alternative ways to address these problems," said Gates. "I think we need to have a better historical understanding of what is going on, which allows us to frame a strategy that is commensurate with the actual threat."

"You cannot declare war on a tactic," Gates explained, concluding that terrorism will unfortunately always be with us. "People forget that an act of terror triggered World War I. Also, a terrorist assassinated President William McKinley," he noted.

Gates characterized terrorism as a tactic of the weak against the strong, and it will likely always be an issue that must be dealt with. "The question is, can you contain it to a level that does not disrupt daily life or distort the values and priorities of the country?" he added.

Gates stressed the importance of adaptation, and of looking toward our allies and partners for inspiration, pointing to Great Britain and Israel as examples of nations that have spent decades dealing with a persistent threat.

"You always have to adapt, nothing works forever. You have to be on the lookout and develop alternative ways to address these problems," said Gates. "I think we need to have a better historical understanding of what is going on, which allows us to frame a strategy that is commensurate with the actual threat."

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BLACK HISTORY MONTH

February 2017

NPS STEM Internship Program Begins Candidate Selection

By MC2 Michael Ehrlich



NPS Provost and Academic Dean Dr. Steven R. Lerman welcomes potential interns and their parents or guardians for the NPS Science, Technology, Engineering and Math (STEM) internship meet and greet in Reed Hall, Jan. 10. Over the past five years, NPS STEM internship programs have provided regional high school students with unique opportunities to research real-world issues alongside NPS faculty and students. (U.S. Navy photo by MC2 Michael Ehrlich)

More than 140 high school students from all corners of California met in Reed Hall for an opportunity to earn a summer internship in the NPS Science, Technology, Engineering and Math (STEM) Internship Program, Jan. 10.

NPS Provost Dr. Steven R. Lerman welcomed the students, and encouraged them to keep an open mind toward the vast opportunities in the STEM field.

“These sorts of internships are transformational experiences,” said Lerman. “Make the most of this opportunity, it will be a great experience to spend your summer at this institution. It’s a place with great lab facilities, fascinating experiments going on, people doing all sorts of great work, and when internships go well you become part of a larger team.”

Eleventh grade student Samuel Moser of Vallejo High School is looking forward to the hands-on application of engineering in NPS labs, which will help him define the career path he is most interested in within the STEM fields.

“I’m excited to be able to work on a real-world project rather than a theoretical one that might be applied some day,” said Moser. “I hope to meet the mentors ... and to find direction toward a major while making contacts for when I get out of college.”

Over the past five years, NPS STEM internship programs have provided regional high school students with unique opportunities to research real-world issues alongside NPS faculty and students. Leading the charge over the years has been STEM Internship Coordinator Alison Kerr, a project manager with NPS’ Cebrowski Institute, who says she has high hopes and expectations for this year’s candidates.

“For those that get selected for a summer internship, my biggest expectation is that they apply themselves fully to the experiential learning process, and take advantage of the experience and guidance of their mentors,” said Kerr. “Being on campus is exciting, and I hope they would participate fully in the breadth of opportunities that NPS is fortunate to have.”

High school junior Carolyn Duan of Monte Vista High School in Cupertino, Calif., is excited for the education and challenges the internship offers.

“It’s an exciting opportunity to do research in ways I haven’t before,” said Duan, “I’m interested in the practical application of computer science, and how we can use it in other fields to solve real-world problems. Probably the biggest challenge to an internship at NPS will be adapting to new content quickly. I think I’m going to get thrown in the deep end, but I’m up for the challenge.”

“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.

Former Ambassador to Afghanistan Offers Unique Perspective on China

By MC2 Michael Ehrlich

Retired U.S. Army Lt. Gen. Karl Eikenberry spoke to NPS students, faculty and staff in King Auditorium on the complexity of China, and the history that has led to the Far East nation's current strategic goals, during a Secretary of the Navy Guest Lecture, Jan. 18.

"There are several historical factors that play very important roles in shaping China's world views, their strategic culture, and its thinking about the United States," said Eikenberry. "Although I have it framed as historical narrative, you can think in three different contexts – one is culture itself, second is nationalism, and the third is ideology."

Eikenberry continued to describe the spectrum of culture that exists in China through a series of questions.

"Are we talking about the China that is projected in 2020 to have the nominal GDP that will surpass the United States and become the world's largest economy? Are we talking about the China that is the largest emitter of pollutants and carbons into the atmosphere?

smuggling, which cooperates with a U.S. led task force and European Union led task force? Or is it this China who has been on an island building campaign in the South China Sea area, building seven islands creating 3,200 acres of new real estate, on which they have built long airstrips capable of landing any fighter or bomber or transport aircraft?

"The answer to this is all of the above. This is all of China, and this is the complexity that is understanding the country, and more specifically when you come to defense and military planning, this is part of the complex mosaic you will be looking at," added Eikenberry.

The esteemed diplomat continued on to describe several historical events that have shaped the Chinese culture, government and ideology. From opium wars in the mid 1800s to the First Sino-Japanese War to the Boxer Rebellion, Eikenberry describes a China steeped in nationalism, and prosperity for its people.

"By 1912, a nationalist China with these mottos is established – n a t i o n a l i s t , d e m o c r a c y , l i v e l i h o o d a n d p e o p l e . Wherever you are, these are three things that if you are going to have a persuasive ideology and action program, whether you are communist or any other party, these are what will resonate with the people," Eikenberry said.

Eikenberry shared an analogy for how he understands the current actions

China is taking with regards to the Korean Peninsula based on their history in the region. Understanding China's military and government today requires an understanding of their history and their efforts toward security, he explained, providing economic welfare for their people, and for their aspirations toward autonomy.



Retired U.S. Army Lt. Gen. Karl Eikenberry speaks to NPS students, faculty and staff in King Auditorium on the complexity of China and the history that has developed China's current strategic goals, during the latest Secretary of the Navy Guest Lecture series, Jan. 18. (U.S. Navy photo by MC2 Michael Ehrlich)

"Is it the China with a space program that has goals to put a space station up with continuous manning, and a continually crewed lunar mission and an unmanned mission to mars? Or is it the China where 45 percent of the population lives in rural agricultural areas? "Is it this China who's Navy has kept a small flotilla on patrol combating pirating and

FACULTY news & notes

NPS Department of Applied Mathematics Research Professor Arthur Krener has been presented with the Institute of Electrical and Electronics Engineers (IEEE) Control Systems Award for 2016, recognizing his career of outstanding contributions in control systems engineering, science and technology.

Naval War College (NWC) Professor Gary J. Ohls said farewell to the strategy and war class he taught in NPS' Halligan Hall for the past several years.

Ohls retires from the NWC Monterey program this month, completing a distinguished career spanning nearly 50 years in the Marine Corps and in federal service.

NPS Professor of Electrical and Computer Engineering Phillip Pace has been elevated to Fellow of the Institute of Electrical and Electronics Engineers (IEEE) for 2017.

Annually, no more than one tenth of one percent of IEEE voting members can be elevated to this prestigious distinction. With a membership of more than 400,000, IEEE is the world's largest technical professional society.

A member of the IEEE Aerospace and Electronic Systems Society, Pace is one of only 300 selected throughout the various IEEE umbrella societies.

Pace's innovations and leadership in radar signal processing, receiver design, and direction finding architectures are regarded as monumental achievements.

"Of all my accomplishments, probably the most significant was the invention of the symmetrical number systems. The symmetrical number system has a direct 'one-to-one' relationship with the discrete Fourier transform," said Pace.

Salinas Valley Native Returns to Command NSA Monterey

By Melinda Larson, NSAM Public Affairs

Capt. Richard “Coyote” Wiley assumed command of Naval Support Activity Monterey, Dec. 9.

Wiley, a native of Greenfield, Calif., is a 1987 graduate of the University of California at Berkeley. He attended Aviation Officer Candidate School at Naval Air Station (NAS) Pensacola, Florida and was commissioned an Ensign in November of 1990. In June 1992, he earned his wings as a Naval Flight Officer and received orders to the Golden Intruders of VA-128 at NAS Whidbey Island for training in the A-6E.

During his career, Wiley served in many capacities including numerous aircraft carriers with many Carrier Air Wings where he accumulated more than 3,400 flight hours and nearly 800 carrier arrestments in the A-6E, T-45A, E-2C, C-2A and F/A-18E/F aircraft. He has deployed to the Mediterranean Sea, Eastern Atlantic, Western Pacific, North Arabian Sea and Arabian Gulf. He was selected to attend the United States Naval War College at Newport, Rhode Island, where he graduated in November 2006 with a Master of Arts Degree in National Security and Strategic Studies.

With a 27-year Navy career behind him, the Salinas Valley native

is very excited to be returning “home” after all these years of being away.

“I am thrilled to be in Monterey and never thought when I joined the Navy that I’d have the opportunity to return in this capacity,” Wiley said. “I look forward to catching up with my former classmates and friends from the Salinas Valley, south Monterey County, and Monterey Bay area.”



Capt. Richard Wiley is pictured outside Herrmann Hall. Wiley recently assumed command of Naval Support Activity Monterey (U.S. Navy photo by Melinda Larson)

In his capacity as commanding officer of the installation, Wiley oversees support functions for the Naval Postgraduate School, Navy Research Lab, the Navy’s Fleet Numerical Meteorology and Oceanography Center, and about a dozen other tenant commands.

“My command oversees the safety and security of the base for everyone who lives and works here. My staff also oversees building, road and grounds maintenance,” Wiley said. “This is one of

the Navy’s flagship bases and my goal is to improve it every day.”

Wiley reports from Naval Air Weapons Station China Lake where he served as the commanding officer since February 2014. He assumed command from Capt. Kevin L. Bertelsen, who will retire from the U.S. Navy and Navy Reserves with 30 years of service.

HRO Conference Room Renamed in Honor of Deborah A. Baity

By MC1 Lewis Hunsaker

Robert Baity offered an emotional thank you to attendees of the ceremony honoring the renaming of the Human Resources Office conference room in honor of his late wife, longtime NPS Deputy Equal Employment Opportunity (EEO) officer, Debbie Baity.

“My wife had great love. Great love for the family. Great love for the sorority. And great love for her co-workers as well at the Naval Postgraduate School,” said Baity. “I want to thank my wife for her hard work which allowed her to earn this recognition and to all in attendance for recognizing her for this hard work and her great love.”

Debbie Baity began her federal career in 1979, serving in various capacities for nearly 37 years. Most of her years in service came in the NPS Human Resources Office (HRO) where she established a stellar

reputation as an EEO officer.

“Many of you in attendance at Debbie’s funeral service may remember when Vice Admiral Route announced that we would be renaming the Human Resources Conference room in her honor. That day is finally here,” said NPS HRO Director, Ermelinda Rodriguez-Heffner. “The dedication of the conference room is a fitting tribute to a kind, thoughtful, and admirable individual, who dedicated nearly 34-years of her life to the Naval Postgraduate School and to the United States Navy.”

At the conclusion of the ceremony, Rodriguez-Heffner and NPS President retired Vice Adm. Ronald A. Route unveiled a plaque and the Superior Civilian Service Award citation that will now hang in the Deborah A. Baity Conference Room in her honor.

NPS Community Honors the Legacy of Dr. Martin Luther King Jr.

By MC2 Victoria Ochoa

The NPS Heritage Committee honored Dr. Martin Luther King Jr. during a MLK Day celebration in Herrmann Hall, Jan. 12.

Dr. Martin Luther King, Jr. Day honors the life and legacy of a man who devoted his life to equality, social justice, economic advancement, and opportunity for all.

“Dr. Martin Luther King Jr. spent his entire life fighting for not only the rights of African Americans, but for all people,” said Master of Ceremonies and Information Systems Technician Second Class Dante McCarthy. “For me, Martin Luther King Jr. Day makes me feel proud to be an African American, because others have gone through so much, as a people, and we have come so far in so few years.”



Members of the NPS Heritage Committee and other volunteers in recite the iconic “I Have a Dream” speech during the university’s celebration of Dr. Martin Luther King, Jr. in Herrmann Hall, Jan. 12. (U.S. Navy photo by MC2 Brian H. Abel)

The ceremony included a reading of King’s iconic speech by members of the NPS Heritage Committee, and from volunteers across the campus and beyond.

“This is a day of motivation, as well as a day to remember where we came from, and to keep working towards all the things that our predecessors accomplished,” said Yeoman 2nd Class Ana Ingram. “I want to be successful, or even more successful than he was, and to live up to the efforts that those who came before me fought for, to give me the life that I can live now.”

The event was organized by the NPS Heritage Committee, charged with helping the university community observe the varied cultures and backgrounds represented in today’s military.

Student’s Effort Leads to Back-to-Back SNA Chapter of the Year Awards

By MC2 Victoria Ochoa

NPS National Security Affairs student Lt. Kelli Guffey, president of the Monterey Bay Chapter of the Surface Navy Association (SNA), was officially presented the SNA Chapter of Excellence Award for 2016 during the National SNA Symposium, Jan. 12.

It’s the second year in a row that the Monterey chapter has been presented with this award.

“I feel a lot of pride with the chapter that we were able to put together our second SNA chapter of excellence,” said Guffey.

Guffey credited the chapter’s success to the previous SNA Monterey Bay Chapter president, Lt. Zack Martens, who helped re-energize the chapter and become more involved in the NPS student body, turning over a thriving organization into Guffey’s hands.

“We’re the only chapter that is student led, meaning there is a lieutenant, an O-3 running

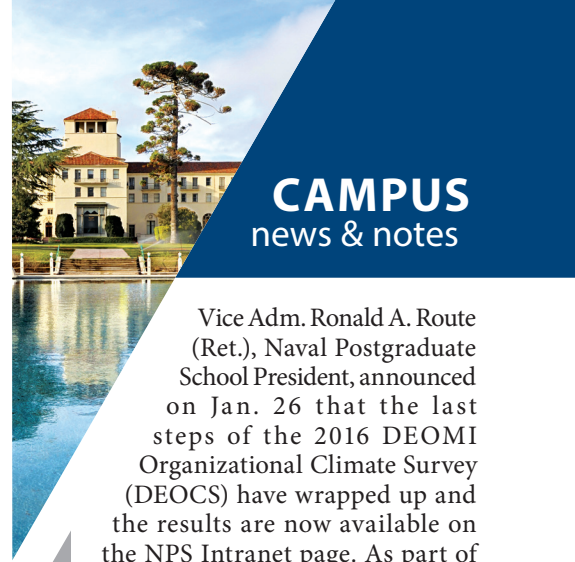
this chapter, and you don’t find that in the rest of the chapters around the world,” said Guffey.

“You also get a lot of senior officers who want to continue to invest the time to come out here to NPS and talk to our students,” said Guffey. “I think that’s a big part of what makes this chapter so successful.”

The Monterey Bay SNA chapter is administered and organized primarily from a diverse group of junior officers, primarily at NPS, dedicated to the surface warfare community. The SNA hosts multiple events throughout the year open to current NPS students.

“The point of doing all the events is to build a sense of camaraderie, professional growth and to get the surface warfare community together with our leaders to discuss, not only things in the surface warfare community, but also what will affect our junior officers as they go forward in their careers,” said Guffey.

CAMPUS news & notes



Vice Adm. Ronald A. Route (Ret.), Naval Postgraduate School President, announced on Jan. 26 that the last steps of the 2016 DEOMI Organizational Climate Survey (DEOCS) have wrapped up and the results are now available on the NPS Intranet page. As part of closing out the survey, Route talked to the VCNO, Adm Bill Moran, in Washington and he is supportive of our ongoing work to make NPS’ work environment the best it can possibly be. Thank you to everyone who participated in the survey - I know it came out at the same time as the IG survey many of you also completed, and I appreciate you taking the time to give your feedback.

The real purpose of the trip to D.C. was the Navy Analytic Agenda Review Panel, which has the goal of developing strategic analysis priorities that the CNO can put his stamp on. This is a great opportunity for us to provide strategic input in the POM process in Washington, and it is a great forum for presenting the research and ideas you have directly to the decision makers back east. You’ve already done the hard work of researching many of the questions our Navy leaders are asking - now it’s a matter of cataloguing our results in a meaningful way and taking credit for what we’ve done. More to follow on this!

As a reminder to those of you who travel for non-DoD conferences, the Director of Navy Staff (DNS) has mandated submission for conferences under \$100,000 to be submitted at least 30 calendar days before the start of the conference. That lead time jumps to 120 days for conferences in excess of \$100,000, and we need 15 days for internal processing for all conferences.

Have a story to share?
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Congressman Panetta Takes Pulse of NPS Leadership

By Javier Chagoya

The Honorable James V. “Jimmy” Panetta, recently-elected representative for California’s 20th congressional district, and his Chief of Staff Kathleen Lee held an office call with NPS President retired Vice Adm. Ronald A. Route and Provost Dr. Steven Lerman, during a campus visit, Jan. 18.

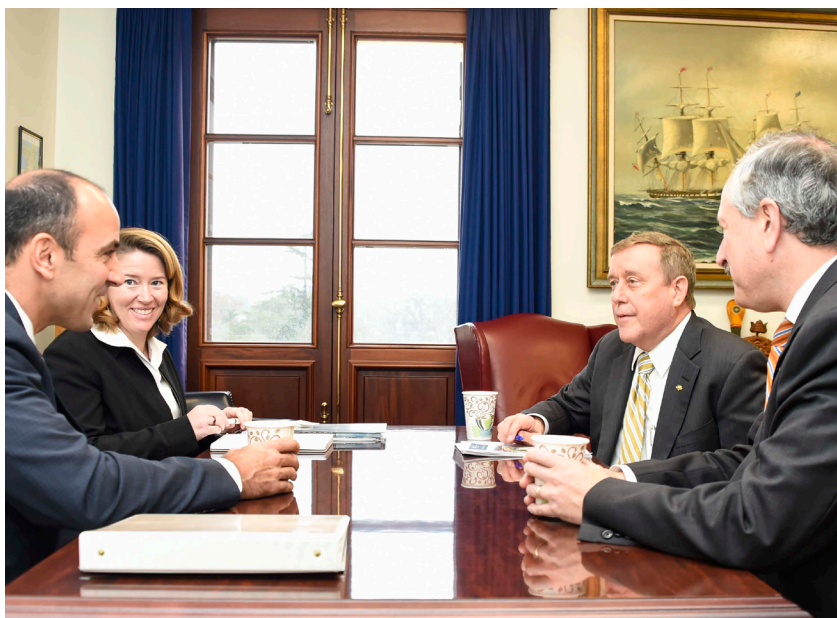
The visit provided Panetta with an opportunity to hear first-hand about NPS’ strengths and challenges as he prepares for his new responsibilities in our nation’s capital.

“I want to know more about NPS and what it is that I can help with in communicating your role as an institution of higher education back in Washington,” Panetta said.

During the brief, NPS leadership, academic deans and department chairs offered introductions to their respective areas, but all rallied their voices to a single point ... NPS provides the DOD and the warfighter with one-of-a-kind educational programs and leading-edge research.

Dr. Mohammed Hafez, chair of the NPS Department of National Security Affairs, stressed that one of the university’s key strengths is its high-caliber faculty. “DOD sends NPS about a \$100 million to operate, and the faculty give

them back a \$300 million institution,” said Hafez. “The faculty leverage their expertise to earn external grants and funding to carry out cutting-edge research and generate innovations that benefit the Navy and DOD more generally.”



The Honorable James V. “Jimmy” Panetta, left, recently-elected representative for California’s 20th congressional district, participates in a detailed discussion on the current state of NPS during a campus visit, Jan. 18. (U.S. Navy photo by Javier Chagoya)

As a native son of the Central Coast with several connections to the campus, Panetta told leaders about his two uncles who worked as busboys in the waning days of the Hotel Del Monte and as an annexed facility during World War II.

“I remember my family members telling me stories about the wonderful hotel grounds and the people they worked with in the old days. And my own memory of just a few years ago as a Lieutenant when I was presented the Bronze Star in this very room,” said Panetta.

Panetta assumed his new role as congressman, Jan. 3. House Democrats selected Panetta to be a regional

whip for Northern California, the Central Coast, Hawaii and the U.S. Pacific Islands.

“You’ll be seeing a lot of me around here,” Panetta avowed as the meeting adjourned.

Focus On ... Master’s Thesis

A Monthly Look at Names and Faces on Campus

Lt. Jordan Klein began his third quarter at NPS, a student in the mechanical engineering program.

Since arriving at NPS last year, Klein has laterally transferred into the Engineering Duty Officer community, and is ready to embark on the research supporting his master’s thesis

“I’m dedicated to serving the Navy and I enjoy the area of mechanical engineering,”

said Klein. “I am really looking forward to working on my thesis ... to study with one of the engines that the school uses for testing, and getting to dive into the things I’ll be doing later in my career. I get to get my hands dirty doing what I’m learning about.”

Klein is preparing himself for the time obligations of his thesis while also looking further to adjustments he will have to make when he returns to the fleet.

“My only concern is the time commitments and getting used to that, then transitioning back to the fleet to an operational setting and a heavier workload,” said Klein. “I think that they are getting me well prepared here. The school does a lot to support the students to pursue whatever track or community they are in.”

Klein knows that the demands of being an NPS student comes with lifelong benefits, both in and out of the classroom.



Lt. Jordan Klein

Any Day at NPS ...



NPS' Human Resources Center of Excellence (HRCOE) Director Capt. Theresa Lewis explain to a class of 35 Active and Reserve Naval officers who are relatively new to the HR community, how to navigate through the center's HR introductory one-week course in NPS' Quadrangle Auditorium, Jan. 9. (U.S. Navy photo by Javier Chagoya)



NPS graduate Lt. Grant Cassingham recieved a Navy and Marine Corps Achievement Medal for his work on compling information associated with China's dredging operations in the South China Sea. (U.S. Navy photo by Javier Chagoya)



Dr. David Chu, President of the Institute for Defense Analyses, speaks to NPS students, faculty, and staff on The Future Force, during a Secretary of the Navy Guest Lecture in King Auditorium, Jan. 18. (U.S. Navy photo by MC1 Lewis Hunsaker)



A select group of Fall Quarter graduates from NPS' Graduate School of Business and Public Policy (GSBPP) went the extra mile during their time on campus, taking the necessary steps to earn professional certifications in the respective disciplines prior to graduation. By completing these requirements, the students - U.S. Army Maj. Mathis Wright, and U.S. Air Force Capts. Jacob Sabin, Carrie Moore and Mark Zakner, pictured from third left - demonstrated a level of knowledge above and beyond what is required for their NPS degrees. (Courtesy Photo)



An exercise in team coordination gets a roar of laughter from its NPS participants as they watch their project made of spaghetti and a single marshmallow collapse during a Coaching and Team Building Skills seminar, Jan. 25. Contracting and Logistics Management directorate staff, from left, Cynthia Vida, Candice Dixon, Brooke Robison, Juliet Christian and Kasie Samanigo, were one of several teams participating in the Staff Development Council program. (U.S. Navy photo by Javier Chagoya)



Deputy Chief of Naval Operations for Information Warfare and Director of Naval Intelligence Vice Adm. Jan E. Tighe fields a student's question during an all hands call with the Information Warfare (IW) community, Jan. 26. (U.S. Navy photo by MC2 Victoria Ochoa)

STUDENT voice

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

Over the last few weeks we've learned from Secretary Gates, Lt. Gen. Eikenberry, and Dr. Chu; in the next month, we will have even more opportunities to learn from our senior leaders.

If you want to have a say about who comes to speak with us, please let Paul and me know. Just because a speaker doesn't fit well into an SGL topic doesn't mean that we can't work to invite them to speak at a VIP lecture.

Not only do we have an incredible ability to hear from our nation's political, military and economic leaders while we are at NPS, but we also have the opportunity to give back to the local community. Volunteer opportunities like Breakfast For Your Brain, MOTO, Coaching a local youth team or helping with the Monterey Public Library's Annual Chocolate and Wine Benefit, you can find the information on the muster page.

Do you have a volunteer opportunity that you would like to share with the rest of NPS? Great! Let Paul and me know what it is and we will spread the word.

Our next meeting will be Thursday, Feb. 9 in Room 263A of the library. 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 easier it is to make sure NPS is exactly what we need it to be.

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

On Campus this Month

BLACK HISTORY MONTH

February 8

Naval Research Program Brown Bag
12:00 p.m. in Reed Hall, room 102

February 10

Defense Energy Seminar with Mr. Krishnan Gowri
1:00 p.m. in ME Lecture Hall

February 14

Secretary of the Navy Guest Lecture
with Ret. Vice Adm. Patricia Tracey
3:00 p.m. in King Auditorium



February 14

Valentine's Day



February 20

Presidents' Day



February 21

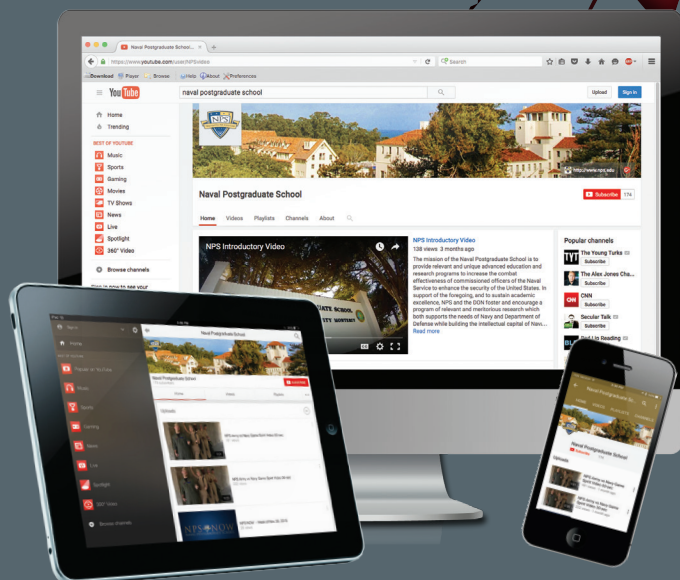
Quarterly Training
3:00 p.m. in King Auditorium



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Historical Highlights

What's behind the names on La Mesa's street signs?

You may be surprised to learn that they honor not only military leaders, but also a young golfer, a Monterey High graduate and a Marine who acted as a secret agent, crossing the continent in 1846 to carry messages from Monterey to the nation's president.



Thanks to an NPS researcher who tracked down their stories in 1969, we recognize the achievements of Lt. Archibald H. Gillespie (Gillespie Lane) in early California history and Monterey High's Lt. j.g. Theodore "Ted" Leidig (Leidig Circle), who trained hundreds of Navy flyers before a 1943 crash.

But for the record, Ricketts Road has nothing to do with Cannery Row. Claude V. Ricketts was a four-star Admiral who served as Vice Chief of Naval Operations from 1961 to 1964, with more than La Mesa to his credit: the Naval Academy has its Ricketts Hall, and the destroyer USS Biddle was renamed for him.

As for Naval Reservist Lt. Raymond "Bud" Brownell (Brownell Circle), a popular young golfer who lost his life at sea near Guam in 1943, artist Jo Mora crafted the Bud Brownell Memorial Trophy for the Monterey Open Championship, in his honor.

Historical Highlights are provided by the Dudley Knox Library.