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**Admiral Huntington Hardisty, USN Naval  
Postgraduate School Graduation Address  
Monterey California 16 June 1988**

Hardisty, Huntington

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ADMIRAL HUNTINGTON HARDISTY, USN  
NAVAL POSTGRADUATE SCHOOL  
GRADUATION ADDRESS  
MONTEREY, CALIFORNIA  
16 JUNE 1988

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~~MEMBERS~~, ADMIRAL AUSTIN, GENERAL DAVIDSON,  
DEAN MARSHALL, MAYOR ~~Albert~~, HONORED GUESTS, AND  
MOST IMPORTANTLY, THE MEN AND WOMEN OF THE HOUR,  
THOSE GRADUATING TODAY FROM THE NAVAL  
POSTGRADUATE SCHOOL.

I'M FULLY AWARE THAT MY TALK AND THE BALANCE OF  
THIS GRADUATION CEREMONY ARE THE LAST THING STAND-  
ING BETWEEN YOU AND YOUR GRADUATION. I SUSPECT A  
LARGE PERCENTAGE OF YOU ARE EAGERLY PLANNING TO  
"TAKE CHARGE AND MOVE OUT" ON COMPLETION OF THESE  
FESTIVITIES, ENROUTE TO YOUR NEW ASSIGNMENTS. SINCE  
MY POSITION IS, THEREFORE, ONLY SLIGHTLY LESS  
PRECARIOUS THAN THAT OF A NAVAL AVIATOR WALKING  
INTO AN AIR FORCE OFFICER'S CLUB WITH A TOP GUN  
BALLCAP ON, I'LL TRY TO GET RIGHT TO THE POINT.

THESE PROCEEDINGS FORMALLY MARK THE COMPLETION OF  
TREMENDOUS EFFORT ON YOUR PART AND YOU ARE TO BE

CONGRATULATED FOR NOT ONLY FULFILLING THE RIGOROUS REQUIREMENTS FOR YOUR DEGREES, BUT ALSO IN INCREASING THE TOTAL BODY OF KNOWLEDGE IN YOUR CHOSEN FIELDS, IN THIS FINE INSTITUTION, AND WITHIN THE PROFESSIONAL MILITARY COMMUNITY.

IT IS ESPECIALLY IMPRESSIVE TO LOOK OUT AND SEE THE WIDE SPAN OF EXPERIENCE IN YOUR GRADUATING CLASS. I AM TOLD THAT OF THE MORE THAN 225 GRADUATES WE HONOR TODAY, 81 ARE FROM OTHER SERVICES. THAT IS A CROSS-SECTION WHICH THE NAVY WILL CONTINUE TO NURTURE AS WE WORK AT GAINING INSIGHTS AT ALL LEVELS INTO THE THINKING AND OPERATIONS OF OUR SISTER SERVICES. AND I HOPE THAT ALL OF YOU LEAVE WITH A BETTER UNDERSTANDING OF THE NAVY AND ITS PEOPLE.

I WOULD LIKE TO MAKE SPECIAL NOTE THAT WE ARE HONORING NOT ONLY THE BEST AND BRIGHTEST OF THE UNITED STATES, BUT ALSO 21 OF THE BEST AND BRIGHTEST FROM FRIENDLY NATIONS AROUND THE WORLD. I AM DELIGHTED YOU HAVE BEEN ABLE TO ATTEND THE NAVAL POSTGRADUATE SCHOOL. I HOPE YOU HAVE ENJOYED YOUR TIME HERE AND HAVE LEARNED AS MUCH ABOUT OUR

COUNTRY AND OUR PEOPLE AS I AM SURE YOUR CLASSMATES HAVE LEARNED OF YOUR COUNTRIES FROM YOU.

FOR THOSE OF YOU FROM NON-ENGLISH SPEAKING COUNTRIES, I AM DOUBLY IMPRESSED IN YOUR ACHIEVING YOUR GRADUATE EDUCATION IN A SECOND LANGUAGE. ALTHOUGH I MUST SAY, AS A NATIVE OF GEORGIA WHO HAD SOME GRADUATE TRAINING IN THE NORTHEAST, I AM SURE YOU COULD FIND CLASSMATES OF MINE WHO THOUGHT I WAS GETTING MY GRADUATE EDUCATION IN A SECOND LANGUAGE.

YOU ARE ABOUT TO ENTER THE MAINSTREAM OF YOUR CHOSEN PROFESSION ONCE AGAIN, AND YOU DO SO SMARTER, WITH FAR MORE MATURITY AND SELF-DISCIPLINE, AND WITH A GREATER ABILITY TO CONTRIBUTE. YOU HAVE, AS A RESULT OF THE CHALLENGE OF THE CURRICULUM YOU'VE JUST COMPLETED, ESTABLISHED A LIFESTYLE OF ACCOMPLISHMENT WHICH CAN SERVE YOU WELL FOR THE BALANCE OF YOUR PROFESSIONAL LIFE. I OFFER THE HEARTIEST OF CONGRATULATIONS ON YOUR ACHIEVEMENT.

I'M TOLD THERE IS A PROFESSOR OF MATHEMATICS HERE AT MONTEREY WHO HAS BEEN KNOWN, FROM TIME TO TIME, TO LECTURE HIS STUDENTS THAT AS CANDIDATES FOR MASTER'S DEGREES, THEY WERE CHARGED TO "MASTER" THEIR STUDIES AND, THEREFORE, THEIR FIELD OF ENDEAVOR. I THINK PROFESSOR WEIR HAS HIT THE NAIL SQUARELY ON THE HEAD.

IT IS HERE, AT PLACES LIKE THE "PG" SCHOOL, WHERE YOU, OUR BEST AND BRIGHTEST MILITARY PROFESSIONALS, ARE AFFORDED THE OPPORTUNITY TO READ BOOKS, TO THINK INDEPENDENTLY, TO TEST VIEWS AGAINST OTHERS, AND TO PARTICIPATE IN DISCIPLINED INQUIRIES WHICH DEEPEN YOUR KNOWLEDGE AND "MASTERY" OF OUR ART. REMEMBERING AT EVERY TURN, I HOPE, THAT EDUCATION IS NOT, AS ONE PUNDIT DESCRIBED IT, THE DEVELOPMENT OF THE MEMORY AT THE EXPENSE OF THE IMAGINATION. IT IS, IN FACT, THAT IMAGINATION, THAT ABILITY TO LOOK OUTSIDE THE NORMALLY FIXED BOUNDARIES OF THOUGHT WHICH MAY LEAD YOU TO SOME TOTALLY UNFORSEEN BREAKTHROUGH IN YOUR FIELD.

THE IMPORTANCE OF YOUR GRADUATE EDUCATION TO YOUR NATION'S FUTURE CANNOT POSSIBLY BE OVERSTATED. IN

LOOKING TOWARDS THE TWENTY-FIRST CENTURY, IT IS CLEAR THAT ALL COUNTRIES WILL REQUIRE CAREER MILITARY OFFICERS WHO COMBINE THAT DELICATE MIXTURE OF OPERATIONAL EXPERIENCE AND SOLID INTELLECTUAL CAPACITY.

THAT IS WHY WE HAVE HAD A GOAL OF TRAINING 20 PERCENT OF OUR OFFICER CORPS WITH A SUBSPECIALTY SUPPORTED BY GRADUATE EDUCATION. WE STILL HAVE NOT REACHED OUR GOAL, BUT, AT 17 PERCENT WE ARE GETTING VERY CLOSE AND WILL NOT REST UNTIL WE HAVE REACHED IT.

IT DOESN'T TAKE A VISION TO CONCLUDE THAT MILITARY SERVICES WILL BE REQUIRED TO FUNCTION IN INCREASINGLY COMPLEX TECHNICAL, SOCIAL, ECONOMIC, AND POLITICAL ENVIRONMENTS. THE REQUIREMENT CAN BE SATISFIED BEST BY OFFICERS CAPABLE OF ORIGINAL THOUGHT AND WITH A CAPACITY TO SYNTHESIZE COMPLICATED, AND OFTEN CONFLICTING, DATA. YOUR GRADUATION TODAY IS AN IMPORTANT STEP TOWARDS SATISFYING THIS REALITY.

**BUT YOU MUST BE SURE THE LEARNING PROCESS DOES NOT STOP. YOU MAY HAVE FOLLOWED PROFESSOR WEIR'S GUIDANCE AND "MASTERED" YOUR FIELD TODAY, BUT WHAT OF TOMORROW? EDUCATION IS ENDLESS.**

**THE CHINESE HAVE A PROVERB WHICH SAYS LEARNING IS LIKE ROWING UPSTREAM, NOT TO ADVANCE IS TO DROP BACK. IF THAT IS TRUE, THEN DURING YOUR YEARS HERE YOU HAVE BEEN ROWING AT A FEVERISH CLIP, BUT NOW IT IS TIME TO SETTLE IN TO A LONG DISTANCE RHYTHM FOR A TRANS-OCEANIC ROW.**

**THE NAVAL POSTGRADUATE SCHOOL FILLS A UNIQUE NICHE IN THE EDUCATION OF MILITARY OFFICERS. ITS OFFICIAL MISSION IS:**

**"(QUOTE) TO CONDUCT AND DIRECT ADVANCED EDUCATION OF COMMISSIONED OFFICERS AND TO PROVIDE SUCH OTHER TECHNICAL AND PROFESSIONAL INSTRUCTION AS MAY BE PRESCRIBED TO MEET THE NEEDS OF THE NAVAL SERVICE, AND IN SUPPORT OF THE FOREGOING, TO FOSTER AND ENCOURAGE A PROGRAM OF RESEARCH IN ORDER TO SUSTAIN ACADEMIC EXCELLENCE. (UNQUOTE)"**

THAT IS A RATHER BROAD CHARTER, BUT TWO YEARS AGO,  
THE SECRETARY OF THE NAVY, IN ARTICULATING POLICIES  
REGARDING THE SCHOOL, PUT IT A BIT MORE SUCCINCTLY,  
WHEN HE SAID:

"(QUOTE) THE NAVAL POSTGRADUATE SCHOOL EXISTS FOR  
THE SOLE PURPOSE OF INCREASING THE COMBAT EFFECTIVE-  
NESS OF THE NAVY AND MARINE CORPS. (UNQUOTE)"

I THINK THAT GETS RIGHT TO THE HEART OF THE MATTER.  
WE HAVE AN ACTIVE GRADUATE EDUCATION PROGRAM WITH  
ACCESS TO SOME OF THE FINEST CIVILIAN EDUCATION IN-  
STITUTIONS IN THE COUNTRY. IF SO, THEN WHY DOES THE  
"PG" SCHOOL EXIST? IT EXISTS TO PROVIDE THAT SUBTLE,  
BUT CRUCIAL, INSIGHT INTO MILITARY OPERATIONS PROVIDED  
BY THE UNIQUE COMBINATION OF SUPERB FACULTY, FINE  
FACILITIES, AND AGGRESSIVE, OPERATIONALLY ORIENTED STU-  
DENTS RESIDENT HERE AT MONTEREY.

HENRY WARD BEECHER ONCE SAID:

"(QUOTE) MANY MEN ARE STORED FULL OF UNUSED  
KNOWLEDGE. LIKE LOADED GUNS THAT ARE NEVER FIRED



OFF, OR MILITARY MAGAZINES IN TIMES OF PEACE, THEY ARE STUFFED WITH USELESS AMMUNITION. (UNQUOTE)"

HERE AT THE NAVAL POSTGRADUATE SCHOOL, YOU NEED NOT WORRY THAT YOU ARE STUFFED WITH USELESS AMMUNITION. THE NAVY HAS BROUGHT YOU TO A PLACE WHERE YOU HAVE BUILT ON YOUR OPERATIONAL BACKGROUND AND DEVELOPED THOSE KEY CHARACTERISTICS IN YOUR PROFESSIONAL MAKEUP WHICH FILL IN THE GAPS LEFT BY SOLELY OPERATIONAL EXPERIENCE. YOUR PROFESSORS HAVE FILLED YOU WITH THE AMMUNITION OF KNOWLEDGE, AND YOU PROVIDED YOUR OWN TARGETS FROM THE EXPERIENCE YOU BROUGHT WITH YOU.

I WAS FORTUNATE ENOUGH EARLIER TODAY TO SEE REPRESENTATIVE PRESENTATIONS OF YOUR THESES WORK DONE BY FOUR OF YOUR CONTEMPORARIES, AND I CAME AWAY THOROUGHLY IMPRESSED. THEIR WORK TELLS ME WE HAVE SUCCEEDED REMARKABLY WELL IN BLENDING THE OPTIMUM MIX OF THEORY AND OPERATIONAL EXPERIENCE TO PROVIDE THE SORTS OF QUALITY INSIGHTS WE ARE LOOKING FOR IN OUR GRADUATE TRAINED OFFICERS.

IN OUR MODERN WORLD, IDEAS ARE EXPLOSIVE AND IDEAS ARE SURE TO COME FROM THE PROCESS YOU GO THROUGH HERE, WHICH MIXES THE OPERATIONAL REALITY OF OUR PROFESSION WITH THE INTELLECTUAL RIGOR OF A GREAT CENTER OF LEARNING.

AS YOU WATCH THE SURGE OF ADVANCING TECHNOLOGIES IN THIS CENTURY, CONSIDER THE IDEAS WHICH ACTED AS THE SEED CORN OF THAT TECHNOLOGY. IT IS THOSE FIRST GLIMMERS OF SOMETHING REALLY NEW WHICH ARE SO CRUCIAL IN SETTING THE COURSE OF THE TECHNOLOGY TO FOLLOW.

NOWHERE IS THIS MORE OBVIOUS THAN IN MODERN WARFARE. WE'VE SEEN THE TANK REVOLUTIONIZE LAND WARFARE; THE AIRCRAFT CARRIER REVOLUTIONIZE SEA WARFARE; FIRST THE AIRPLANE, AND NOW THE GUIDED MISSILE, REVOLUTIONIZE ALL WARFARE. AND THOUGH THE HARDWARE IS IMPORTANT, THE IDEAS SUPPORTING THE OPERATIONAL USE OF THAT NEW HARDWARE ARE REALLY THE KEY TO ITS SUCCESSFUL EMPLOYMENT.

WHEN WE TALK OF WARFARE, YOU OFTEN HEAR THE TERM "FORCE MULTIPLIER" APPLIED TO A SPECIFIC WEAPON OR SYS-

TEM. BUT PERHAPS THE GREATEST FORCE MULTIPLIERS OF ALL ARE THE IDEAS WHICH SUPPORT THOSE WEAPONS AND SYSTEMS, AND THE IDEAS WHICH GUIDE THEIR EMPLOYMENT.

THE SEARCH FOR THOSE IDEAS IS EXACTLY WHY THE CNO IS SUCH A STRONG PROPONENT OF GRADUATE EDUCATION OVER-ALL, AND THE NAVAL POSTGRADUATE SCHOOL IN PARTICULAR. LONG STANDING CNO POLICY UNDERSCORES THE REQUIREMENT THAT INVESTMENT IN GRADUATE EDUCATION MUST BE PURSUED AS A PRIORITY, EVEN IN THE FACE OF FISCAL AUSTERITY AND COMPETING DEMANDS FOR OUR JUNIOR OFFICERS.

ADDING EMPHASIS TO THAT PRIORITY IS CNO'S RECENT DECISION TO FENCE THE OFFICER BILLETS AT THE "PG" SCHOOL FROM ANY OF THE CUTS ASSOCIATED WITH CONGRESSIONALLY MANDATED END STRENGTH REDUCTIONS. NOW THAT MAY NOT SOUND VERY SIGNIFICANT TO YOU, AND THE NUMBER OF BILLETS INVOLVED MAY BE SMALL, BUT HAVING WATCHED THE DIFFICULTIES WITH WHICH SOME OF THOSE OFFICER BILLET CUTS WERE MADE AROUND THE NAVY, I ASSURE YOU HIS ACTION IN FENCING THE BILLETS AT MONTEREY IS HIGHLY SIGNIFICANT.

THE CNO IS ALSO A STRONG SUPPORTER OF THE MILITARY CONSTRUCTION REQUIRED HERE AT THE SCHOOL. IT'S AN AWFULLY TOUGH BATTLE WE WAGE OVER CONSTRUCTION FUNDS, BOTH WITHIN THE NAVY AND ON CAPITOL HILL, BUT YOU CAN REST ASSURED WE RECOGNIZE THE REQUIREMENTS HERE AND ARE DOING EVERYTHING WE CAN TO SUPPORT THEM.

ATTAINMENT OF GRADUATE EDUCATION HAS NOT ONLY BROADENED YOUR PERSPECTIVES AND PROVIDED BEDROCK FOR A MORE SATISFYING LIFE, IT HAS ENHANCED TREMENDOUSLY YOUR OPPORTUNITIES FOR UPWARD MOBILITY.

TO SEE THOSE OPPORTUNITIES, YOU NEED LOOK NO FURTHER THAN THE LAST SELECTION BOARD RESULTS WHERE OFFICERS WITH A MASTER'S DEGREE RANKED AS MUCH AS 11 PERCENTAGE POINTS HIGHER THAN THEIR CONTEMPORARIES IN PROMOTION OPPORTUNITY. THAT IS A DIRECT PAY-OFF TO YOU AT THE PERSONAL LEVEL FOR THE LONG HOURS YOU'VE BEEN PUTTING IN WHILE YOU WERE HERE.

TO THE WIVES AND FAMILIES OF THE GRADUATES WHO ARE JOINING US TODAY, I SINCERELY HOPE YOU HAVE ENJOYED

YOUR TIME HERE IN MONTEREY. THERE ARE CERTAINLY FEW, IF ANY,  
PRETTIER LOCALES AND I'M SURE, AS WITH ANY TOUR, THAT THE  
FRIENDSHIPS YOU HAVE MADE AND THE GROWTH YOU HAVE EXPERIENCED  
WHILE YOU WERE HERE WILL REMAIN WITH YOU.

I KNOW THE PACE HAS BEEN HECTIC, AND IN SOME CASES  
BREAKNECK. WE HAVE ASKED A LOT OF BOTH SPOUSES AND FAMILIES. I  
HOPE THAT TEN OR TWENTY YEARS FROM NOW, YOU ARE ALL ABLE TO LOOK  
BACK AT WHAT YOU HAVE ACCOMPLISHED BECAUSE OF YOUR TIME AT THE  
NAVAL POSTGRADUATE SCHOOL.

FOR THE GRADUATES, AS YOU PREPARE TO TRANSITION BACK TO THE  
WORLD OF YOUR PROFESSION: TO ASSUME SIGNIFICANT AND CONTINUING  
LEADERSHIP ROLES; I'D LIKE TO CLOSE WITH THE WORDS OF THE GREAT  
STATESMAN, TEDDY ROOSEVELT. HIS GREAT AFFECTION AND LONGSTANDING

TIES WITH THE UNITED STATES NAVY WERE WELL KNOWN. HE APTLY DESCRIBED THE TRAITS OF A LEADER, TRAITS WHICH HE POSSESSED IN AMPLE QUANTITY, AND TRAITS WE WOULD ALL DO WELL TO SEEK:

"(QUOTE) THE CREDIT BELONGS TO THE MAN WHO IS ACTUALLY IN THE ARENA -- WHOSE FACE IS MARRED BY DUST AND SWEAT AND BLOOD . . . A LEADER WHO KNOWS THE GREAT ENTHUSIASMS, THE GREAT DEVOTIONS, AND SPENDS HIMSELF IN A WORTHY CAUSE -- WHO, AT BEST IF HE WINS, KNOWS THE THRILLS OF HIGH ACHIEVEMENT -- AND IF HE FAILS, FAILS WHILE DARING GREATLY -- SO THAT HIS PLACE SHALL NEVER BE WITH THOSE COLD AND TIMED SOULS WHO KNOW NEITHER VICTORY NOR DEFEAT. (UNQUOTE)"

AS YOU JOIN THE ARENA AND I KNOW ALL OF YOU WILL, I BID YOU FAREWELL AND WISH YOU GODSPEED ON YOUR JOURNEY FROM MONTEREY,

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AGAIN CONGRATULATIONS ON YOUR MAGNIFICENT ACCOMPLISHMENT.

THANK YOU.

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