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Today@NPS - August 2014

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U.S. Navy photo by MC2 Danica Sirmans

NPS Security Office Reaches Out to Campus Community

By NPS Public Affairs

Command Security Manager Andy Andersen is pictured at work in his office in the basement of Glasgow Hall, Aug. 27. Andersen is working with NPS students, faculty and staff to complete their federally-mandated security checks, and to ensure compliance with security clearance and foreign travel requirements.

"We are currently processing travel requests for some 100 travelers a month," said Andersen.

For many at NPS, a cursory background check is all that is required to be compliant with Navy and federal regulations.

"Every government employee is required to have some sort of security investigation," said Andersen. "By nature of their position, all faculty members are required to have an investigation."

NPS students, faculty and staff that deal with Secret and Top Secret material are required to take further steps to maintain the integrity of the important classified work that occurs at different areas throughout campus.

"We notify people each week to update their security clearances. They have 30 days upon notification to complete their paperwork and get it back to us," said Andersen.

Those who maintain a secret clearance are required to submit to an investigation every 10 years, while those that maintain top-secret clearances are required to have an investigation completed every five years. Andersen adds that a security clearance may also be a requirement for future assignments, and notes that he is willing and able to help NPS students, faculty and staff to remain in compliance.

"It's a little time consuming, but get in and get it done," said Andersen. "Your clearance is a critical part of your job, failure to complete your packet may prevent you from conducting research and block your access to information."

Marines Corps Working Group Pairs NPS Students to Research Needs

By MC3 Michael Ehrlich

U.S. Marine Corps Capt. Ronald Garrick, right, from the Marine Corps' Manpower and Reserve Affairs Office at Quantico, Virginia presents a thesis idea to an NPS student participating in the Thesis Research Working Group (TRWG) at the Dudley Knox Library, Aug. 25. Garrick is one of many sponsors offering students research ideas that could immediately benefit the fleet.

Lt. Col. Mark Raffetto, Deputy Senior Program Manager for the Naval Research Program at NPS believes that Marine Corps students have the potential to make a real difference.

"Marines that come here want to do a thesis topic that has value to where they are going and to where they came from. They have that innate desire to have an impact," said Raffetto.

NPS Alumnus Maj. Jacob Portaro is another of the program's sponsors. He feels that pairing students with research topics that are relevant to current DOD operations increases the value of an NPS education.

"My role was to bring topics of interest from my command to NPS students and faculty," said Portaro. "Connecting Marines that have come from the fleet with topics that are important to the Marine Corps definitely helps us leverage the work that is going on here and helps [students] to stay connected to the fleet," said Portaro.

"It went phenomenal," added Raffetto. "The sponsors said that their output was well received and great connections were made ... [Our] repeatable, defensible, traceable, and objective processes support the school's desire to conduct relevant research."



U.S. Navy photo by Javier Chagoya

Naval War College Monterey Celebrates One of Their Own for 30 Years of Service

By Javier Chagoya

Naval War College (NWC) Monterey Academic Coordinator Rose Drake is pictured with her 30-Years of Service Award outside





U.S. Navy photo by Javier Chagoya

Herrmann Hall, Aug. 22. NWC Distance Education Director James Hickey took time out of his visit to the NWC Monterey offices to recognize Drake for her career accomplishment.

"Her dedication to ensuring that students' needs are being met is unsurpassed," said Hickey.

Drake's federal career began in 1984 with the U.S. Army in Germany. She later came to California where she worked for the Directorate of Engineering and Housing at Fort Ord. Drake also worked at the Defense Language Institute before joining NPS in 1992. She joined the Naval War College's satellite office in Monterey in 2000.

"I feel nothing but pride and joy serving our students, making sure their JPME [Joint Professional Military Education] diplomas are posted to their records is as important to their career progress as is their master's degrees," said Drake.

Drake says she plans to continue working for a few more years before retiring to focus on her family and traveling.

Senior Indonesian Officer Honored With Distinguished Alumni Award

By MC2 Danica M. Sirmans

Republic of Indonesia Vice Adm. Dr. D. A. Mamahit, left, presents a gift to NPS President retired Vice Adm. Ronald A. Route during a brief ceremony in the La Novia Room, Aug. 25. Currently serving as President of the Indonesian Defence University, Mamahit was honored with NPS' Distinguished Alumni Award during his visit to campus.

"The reason we are here today is to recognize a great NPS graduate and to present an award to an extraordinary leader," said Route.

The Distinguished Alumni Award is presented to an NPS alumnus who demonstrates extraordinary leadership, has achieved an accomplished career in military service, and for continued support of graduate education. Mamahit graduated in 1998 with a Master of Science in Management.

"I would like to say thank you to NPS' President, Provost and leadership for gifting me with this award and such a beautiful picture of Herrmann Hall," said Mamahit. "I am very proud to be a graduate from this institution and I hope that the students here today will be just as proud."



U.S. Navy photo by MC2 Danica M. Sirmans



U.S. Navy photo by MC3 Michael Ehrlich

Becoming an Energy Marksman

By MC3 Michael Ehrlich

Retired Army Col. Paul Roege, a program manager with the Department of Energy's Idaho National Laboratory, speaks to NPS students, faculty and staff in the Mechanical and Aerospace Engineering Auditorium, Aug. 22. Roege described his multi-faceted approach to managing operational energy, and how it can be used to achieve victory on the battlefield.

"The operational question regarding energy is, 'How are we going to use energy to win,'" said Roege.

He noted that operators need to find a balance in their energy consumption needs in order to win on the energy front. He also discussed the role of emerging technology, specifically those that allow operators to convert energy from different sources, reducing reliance on a single source.

Roege stressed that NPS and its students can play a vital role in increasing military capacity in the areas of energy generation and management through their efforts to solve the Navy's energy challenges.

"We are at the cusp of how we think about energy and much of the discussion and research has been on technology," said Roege. "NPS educates in a variety of functional areas and disciplines ... and can help us to interject energy ideas by focusing on information as well as technology."

CNO Strategic Studies Group Selectees Announced

By MC3 Michael Ehrlich

Retired Vice Adm. James P. Wisecup, center, is pictured with the newly-selected Chief of Naval Operations Strategic Studies Group (CNO SSG) Director Fellows in Herrmann Hall, Aug. 21. Selected for this year's SSG, from left, are Lts. Michael Price, Sean W. Hanley, Anthony Calwell, Lt. j.g. Brian Crawford, Lt. Matt Struhs, Coast Guard Lt. Cmdr. Peter Morisseau, and Lts. Megan McCulloch and Leslie Ward.

"I believe the committee was looking for a few things in combination when looking at the applications ... overall academic

performance, naval experiences and performance," said Price.

The students will join fellow officers from the Naval War College (NWC) to form the annual CNO SSG group, based at NWC. There, they will be separated into smaller groups designed to encourage innovation in naval warfare concepts with fleet-wide implications.

"Once we pick teams, it's a whiteboard from there on in," said Wisecup. "Your team is going to have to decide how to tackle your problems, and break them down into bite-size pieces."

Students will interface directly with Chief of Naval Operations Adm. Jonathan Greenert several times during the program.

"I suspect the CNO SSG will give me exposure to strategic level problems," said Struhs. "I hope to develop my skills for framing a difficult problem into a manageable process in a team environment."



U.S. Navy photo by MC3 Michael Ehrlich



U.S. Navy photo by MC2 Danica M. Sirmans

Length of Service Award Presented to DKL's John Sanders

By MC2 Danica M. Sirmans

University Librarian Eleanor Uhlinger, right, presents Dudley Knox Library (DKL) Special Collections Manager John Sanders, left, with his 30-Year Length of Service Award during DKL's morning staff meeting, Aug. 21. Sanders celebrated three decades at NPS, serving in both the Public Affairs Office and the Dudley Knox Library.

"It is important for us to recognize John's contributions as part of the NPS 'legacy of wisdom,'" said Uhlinger, referencing former Chief of Naval Operations Adm. Arleigh Burke's 1959 NPS commencement address.

Uhlinger added that Sanders' "legacy of wisdom," and the historical context in which the university resides, has been realized through his work on the library's website and the new Welcome and Historical Center located in Herrmann Hall.

"Anyone who knows him will attest that John consistently weaves threads into whole cloth to tell the stories that connect past to present and demonstrate how the Navy's return on its investment in graduate education impacts the present-day warfighter and influences future outcomes," said Uhlinger.

Researchers Integrate Coast Guard, Police and Sealift Command Assets into Latest MIO Exercise

By Javier Chagoya

U.S. Coast Guard Maritime Enforcement Petty Officers 2nd Class Alex Benavides, left, and William Scotlyn, right, with the Coast Guard's San Francisco District use radioactive dosimeters and a special mobile pack device capable of detecting radioisotopes hidden within cargo ships during an NPS Maritime Interdiction Operations (MIO) exercise in the San Francisco Bay, August 14. The experiment also explored crew coordination, underwater network communications and hazardous materials handling.

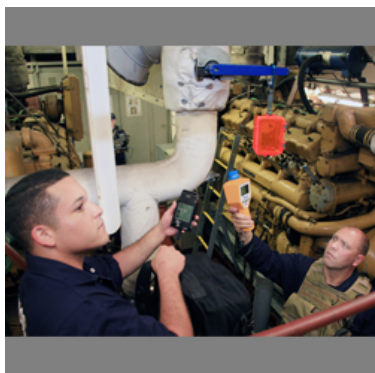
NPS Research Associate Eugene Bourakov noted that there were several notable successes of the experiment, which included the use of two Military Sealift Command roll-on, roll-off ships.

"This was a great proving ground to test configuration methods for our mesh networks to provide communications from above decks, all the way to four decks in the bowels of the ship's steering and engine rooms," said Bourakov.

The experiment also incorporated a diver and a remotely-operated vehicle with cameras. The diver was able to reach a depth of 13-feet and successfully receive text messages via Bluetooth transmission from a tablet to a wearable cell phone.

Bourakov notes that deceptively simple tasks like this are critical to reach back communications.

"The virtual extensions for communications we are testing are very important when you want to transmit vital radioactive source detection data to subject matter experts, who can then evaluate the possibility of exposure dangers," explained Bourakov.



U.S. Navy photo by Javier Chagoya



U.S. Navy Photo by MC3 Michael Ehrlich

Keeping NPS' Inventory in Check

By MC3 Michael Ehrlich

NPS Inventory Management Supervisor retired Senior Chief Storekeeper Ron Helmrick displays his Defense Property Accountability System (DPAS) scanner, the most important tool in his arsenal for maintaining the NPS inventory. Helmrick and Inventory Management Specialist Marcus Jeter recently completed a base-wide account of all NPS property.

"Five years ago there were 1,800 line items. Now there are more than 20,000. We began the base-wide inventory last June," said Jeter.

Jeter and Helmrick accounted for everything from computers, personal tablets and monitors, to spatial operating systems and a \$55 million telescope. According to Jeter, the biggest challenge was the need to work with all of NPS' 950 custodians.

"It's rewarding to get to an end, but I know that we are soon going to have to start it again," said Jeter. "We have a good system now for the next one."

Helmrick and Jeter are considering setting up temporary facilities in a centralized location to have more direct interaction with custodians for the next inventory. They also plan on systematically working with individual departments rather than the entirety of the base at once. For Helmrick, these processes are an important aspect of fiscal accountability.

"Being stewards of government equipment is being stewards of taxpayers' money," stressed Helmrick.

Staff Sailors Support University Research Into Marine Boundary Layers

By Javier Chagoya

NPS staff Sailors Fire Controlman 1st Class Justin Reeder, left, and Cryptologic Technical Technician 2nd Class Tyler Rouse, right, work with the university's Mobile Weather Radar-05XP at Hurricane Point in Big Sur, August 13. The radar system is supporting a cooperative project between NPS and the University of Miami's Rosenstiel School of Marine and Atmospheric Science in its fourth and final phase of collecting data for marine boundary layer atmospheric scans.

Reeder and Rouse are new to NPS' Radar Lab and will be assisting Supervisor and Radar/Electronic Warfare Lab Staff Director Paul Buczynski with equipment repairs, maintenance and classroom lab setups.

"I've never worked with this type of weather applied radar and have never worked in a research capacity, but being stationed at NPS is a once in a Navy career opportunity and it is something new and different," said Reeder, a Howell, Nebraska native who has been working with Navy radar systems for nine years.

For Rouse, it was a memorable initiation to his first day on the job.

"I just left the [USS Dwight D.] Eisenhower, where I worked with anti-ship missile defense systems and other missile jammers for four years. There I was used to working with electronic warfare equipment but I think this is going to be interesting working in the lab and in the classroom," said Rouse, from Sacramento, California.

The Mobile Weather Radar (MWR), operated by NPS' Center for Interdisciplinary Remotely-Piloted Aircraft Studies (CIRPAS), is being utilized to chart marine layer formation and drift patterns by deploying chaff from CIRPAS' own Twin Otter aircraft.

The aircraft flies above, below and into the marine layer, between 1,000 to 2,000 feet above the ocean and five miles off of Big Sur's coast. The MWR detects the hair thin chaff that drifts gradually through cloud particles to create a more precise visual image of the marine layer's movements, formation and turbulence.

The data collected from the ongoing project is being shared between University of Miami Professor Bruce Albrecht and NPS Department of Electrical and Computer Engineering Professor Phil Pace.



U.S. Navy photo by MC2 Shawn Stewart

Multiyear Meteorology Study Kicks Off at NPS

By Kenneth A. Stewart

NPS Department of Meteorology Associate Professor Qing Wang, front center, is pictured with the multidisciplinary group of scientists and researchers participating in the Coupled Air-Sea Process and EM Refraction (CASPER) program, August 5. The group traveled to NPS to kick off the Office of Naval Research (ONR) sponsored Multidisciplinary Research Initiative with a series of meetings and briefs.

Wang is NPS' lead Principle Investigator for the CASPER experimentation program. She is joined by fellow researchers from Ohio State, Notre Dame, the University of California Irvine, Oregon State and the University of Minnesota.

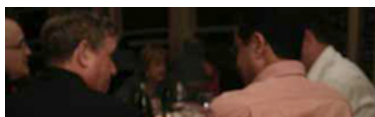
The multiyear CASPER experimentation program will combine modeling and experimentation efforts on both the East and West coasts in an attempt to answer a wide swathe of questions related to, amongst other things, the meteorological processes that occur between and within boundary layers.

"We can simulate everything, but is it real? That's what we will be exploring over the next several years," said Wang.

Senior Brazilian Officer Honored With Distinguished Alumni Award

By MC3 Michael Ehrlich

Military Advisor for the Minister of Defense Vice Admiral Almir Garnier Santos of the Federal Republic of Brazil Navy was presented with the Naval Postgraduate School's Distinguished Alumni Award during a brief ceremony, August 7. The award recognizes NPS graduates who demonstrate extraordinary leadership, have achieved an accomplished career in military service





U.S. Navy photo by MC2 Danica M. Sirmans

recognizes NPS graduates who demonstrate extraordinary leadership, have achieved an accomplished career in military service, and for continued support of graduate education and of NPS.

"We at operations research are proud to call him one of our distinguished graduates and are pleased that he has been recognized with this award," said Dell, who served as Garnier's thesis adviser during his time as a student.

Garnier graduated from the OR curriculum in 1993, authoring his thesis, titled "Using Multiple Searchers to Locate a Randomly Moving Target," on search optimization and target detection.

"Then Lt. Cmdr. Garnier stood out in his class because of his talent, and because he would often show up late for class," recalled Dell with a smile. "But his talent convinced me that I wanted to be his adviser despite his occasional tardiness. He was an exceptional thesis student ... and Vice Admiral Garnier has always spoken highly of the education he received at NPS and its impact on his career."



U.S. Navy Photo by MC2 Danica M. Sirmans

Naval War College Monterey Graduates Honored for Academic Achievement

By MC2 Danica Sirmans

The Naval War College (NWC) Monterey program held a brief ceremony, August 5, honoring the top students earning their NWC Command & Staff Diplomas during the third quarter of Academic Year 2014. Pictured from left to right, are Army Maj. Thomas Lainis, Navy Lt. Daniel Krause, Army Maj. Timothy Sikorski, Navy Lt. Christopher Morris, Army Maj. Matthew Quinn, Navy Lt. Stephen Emerson and Marine Corps Maj. Scott Jones.

Graduates completing the program in the top five percent of their class, earning "with Highest Distinction" honors, include Marine Corps Capt. Michael Eady, Navy Lt. Daniel Krause, Army Maj. Thomas Lainis, Army Maj. Brian Lampert, Navy Lt. Thomas Park and Marine Corps Capt. Michael Wright.

Graduates earning "With Distinction" honors by completing the program in the top 15 percent of their class include Marine Corps Capt. Charles Drennan, Navy Lts. Benjamin Elzner, Stephen Emerson, Kyle Fullerton and Brian Harrington, Marine Corps Capt. Clayton Jarolimek, Marine Corps Maj. Scott Jones, Navy Lt. Cmdr. Eric Kelso, Navy Lt. Christopher Morris, Marine Corps Capt. Matthew Morse, Army Maj. Matthew Quinn, Navy Lt. Barry Scott, Army Maj. Timothy Sikorski, Army Maj. Robert Snyder III, Navy Lt. Damien Wall, Navy Lt. Cmdr. Nicolas Willet and Navy Lt. Cmdr. Michael Witherill.



U.S. Navy photo by Javier Chagoya

SOCOM Leader Discusses Career, Thesis Opportunities

By MC3 Michael Ehrlich

Director of Force Management and Development (FMD), U.S. Special Operations Command (SOCOM) Maj. Gen. Christopher K. Haas speaks to NPS students in Ingersoll Hall, July 31. Haas discussed the value in marrying student theses topics with his community's operational needs.

"We sometimes aim for the 25-meter targets. We do research and then it stays here; it doesn't get translated into the institutional, operational SOCOM enterprise," said Haas. "I encourage you all to ... adopt, inculcate and inoculate some of the critical ideas you are writing your theses on back into our community."

One of Haas' responsibilities as Director of FMD is to sustain the integration and education of new officers into SOCOM, something Commanding Officer Adm. William H. McRaven discussed during a 2013 interview.

"I want [FMD] to help me find innovative ways to have the best educated force in the DOD. FMD was established to help me manage, train and educate our SOF professionals so that we are postured for the future.

"Overall, this implies finding opportunities for postgraduate education, placing our senior and emerging leaders in critical developmental billets, and most importantly, sustaining our ability to solve problems and think critically," McRaven added.

Haas later met with students to discuss specific thesis projects, but his overall message to students was to utilize the resources available at NPS and to take the initiative towards developing their own career paths.

"Even if you are not on a command track, there are other incredible opportunities for you to utilize your talents," said Haas. "You are your own best career manager and counselor."



GSBPP Professor Recognized by Prestigious Journal

By Javier Chagoya

Graduate School of Business and Public Policy Assistant Professor Michael Dixon, a two-time recipient of the Louis D. Liskin Award for Teaching Excellence, is pictured above with his Journal of Operations Management 2013 Jack Meredith Best Paper Award. Dixon was recognized for his work, "Sequence Effects in Service Bundles: Implications for Service Design and Scheduling" which was based on his doctoral dissertation at Cornell University.



U.S. Navy photo by Javier Chagoya

"The Journal of Operations Management is the highest rated journal in my field so it was an unexpected honor to be selected as a finalist for the award – the other finalist are all well-known, highly-respected researchers," said Dixon, who was announced as the award's winner at the Academy of Management Conference, August 3. "To be awarded the winner was a complete surprise and it feels great to be recognized in such a way and with such great company."

Dixon's dissertation sought to validate the value of event sequencing of a service experience on future customer behavior, providing guidance for service designers about how to maximize customer experiences.

"The research is unique because it blends ideas from psychology, behavioral science, and traditional operations research in order to provide managerial insight into the importance of how events that a customer experiences should be sequenced.

"We found that the popularity of the first and last events, as well as the trend of event utility over time helped better predict customer repurchases. The econometric methodology, the expansive dataset, and the context in which we performed the study were also all unique," explained Dixon.



U.S. Navy photo by MC2 Danica M. Sirmans

Showcase Spotlights the Efforts of NPS' Summer Interns

By MC2 Danica M. Sirmans

NPS Department of Operations Research Associate Professor Nita Shattuck, center, and her collection of summer interns are pictured during the STEM Research Showcase in the Glasgow Hall courtyard, August 7. The eight-week internships brought 84 high school and college students from around the country to explore networking and mentorship opportunities in the sciences, guided by university faculty.

Shattuck has been hosting summer interns for the last two years.

"I hosted interns last year and I realized how much I really enjoyed it," said Shattuck. "They've got a lot of energy and great ideas, and they really offer a unique perspective to the research that we are doing. I'm excited to be hosting more interns next year."

The showcase provides an opportunity for the interns to share their group research projects over the course of their eight weeks on campus. Projects focused on relevant areas in national security, including computer security, space systems, renewable energy, humanitarian assistance and disaster response (HADR), and the modeling of virtual environments.

Veterans Affairs Logisticians Leverage NPS to Improve Capacity Management

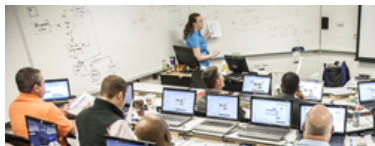
By Javier Chagoya

NPS Assistant Professor of Operations Management Dr. Susan Heath, left, demonstrates a forecasting model during the Operations Management for Healthcare Professionals course in the Graduate School of Business and Public Policy, August 7. The Veterans Affairs (VA) Supply Chain Management School sponsored the course at NPS for 20 of its logisticians.

"The Operations Management course is rigorous and fast-paced," said Lebanon, Pennsylvania VA Medical Center Logistics Officer Regina Stoltzfus.

Participants, like Stoltzfus, came from across the country to attend the weeklong course. They represent many of the different Veterans Integrated Service Networks and include chief logistics officers and supply officers as well as inventory and network material managers.

"We expect to teach two or three segments of this program in FY2015," notes lead faculty member, Dr. Geraldo Ferrer. "We focus on important issues such as process management, managing waiting times and process efficiencies; skills that are quite important for the VA."



U.S. Navy Photo by MC3 Michael Ehrlich

CHDS Celebrates Latest Cohort of Executive Leaders Program Grads

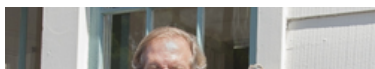
By MC3 Michael Ehrlich

The latest cohort of graduates through NPS' Center for Homeland Defense and Security (CHDS) Executive Leaders Program (ELP) stands for a class photo in front of Herrmann Hall, August 14. The ELP provides a non-degree, graduate-level education tailored to senior leaders from local, state, federal and tribal agencies to build capacity in identifying and resolving homeland security issues.

"It's been an amazing experience learning from all these disciplines ... each representing homeland security from a different perspective," said Sean Duggan, Chief of Police for the City of Chandler Police Department, a suburb of Phoenix. "This has been an opportunity for networking, growth and understanding of the capabilities of homeland security."

The four one-week seminars cover a spectrum of homeland security issues, which are then discussed through case studies to evaluate the jurisdictions and available resources for local, state, tribal and federal entities to address those issues. Some of the subjects discussed are intelligence, infrastructure, border control and immigration, threat recognition, crisis and risk communications, incident management and fear management.

"The purpose of the program is to help senior leaders in homeland security think critically, and learn in interdisciplinary arenas," said Dr. Glen Woodbury, Director of CHDS. "What's unique is the idea of bringing diversity in different disciplines to engage students in new ways to look at the world."



NPS Foundation Continues Legacy of Institutional Support

By Kenneth A. Stewart



U.S. Navy photo by Javier Chagoya

NPS Foundation Executive Director retired Navy Capt. David Silkey, center, and the Foundation staff are pictured outside the organization's offices, August 1, taking a brief recess from busy preparations for one of its largest events of the year, the America's Heroes Charity Golf Tournament, to be held on Tuesday, August 12.

While the tournament is a popular event that raises significant resources for notable charities, Silkey says the point of the NPS Foundation is to provide NPS with a 'margin of excellence.'

"Our vision is to work with NPS and support its strategic initiatives. We want to make a difference," said Silkey. "Our center of gravity is NPS' students, what they have accomplished in their careers past and what they will accomplish in their careers future."

Donations to the NPS Foundation support the institution by, amongst other things, purchasing computers and software, funding guest lectures, and providing research support. Around campus, the NPS Foundation also supports many things that those unfamiliar with its work may take for granted.

The foundation decorates the Quarterdeck during the holidays and organizes events like the Grand Winter Ball. Foundation donations also directly support student life and scholarly activities such as student athletic and activity clubs, and the presentation of student awards for academic and thesis excellence.

Currently, the NPS Foundation is reaching out to analogous foundations like those that support the Naval Academy and the Naval War College to leverage lessons-learned and to ensure both transparency and clear operational guidelines.

In the meantime, the NPS Foundation will continue to serve the university's students, faculty and staff by bringing people together and telling the NPS story to both supporters and the general public.

"We bridge the gap between students from different countries, services, communities, schools, curriculums and beyond.

"We encourage students to think beyond the limits of their own personal 'tribe.' Whether it be a military occupational specialty, or the bridging of computer science students with defense analysis students ... the synergy and habitual relationships for future collaboration between services and partner nations are boundless," stressed Silkey.

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