Today@NPS showcases some of the speakers, conferences, experiments, lectures, and other events that take place at the Naval Postgraduate School on a daily basis. If you would like more information about any of the highlighted activities please contact the public affairs office at pao@nps.edu. To view more stories visit the Today at NPS archive. NPS' photo galleries and graduation pictures can be found on the Photo Gallery - Collections page.

NPS Celebrates Centennial Anniversary of ANZAC Day
By MC1 Lewis Hunsaker

Turkish Air Force 1st Lt. Salih Ilaslan addresses the audience during an early morning ANZAC Day commemoration, April 25, in honor of the Centennial Anniversary of the Australian and New Zealand Army Corps (ANZAC) landing at Gallipoli, Turkey during World War I.

"Today is an extraordinary day, as it marks the centennial of the event," said Master of Ceremonies, Dr. David Marlow. "Therefore, today marks probably the most solemn commemorative event in Australia's history and we join millions of others around the world and troops serving overseas in remembering those who have fought and died to preserve the freedoms and ideals that we have today."

The Gallipoli campaign of 1915 set out to capture the Gallipoli peninsula to open the Dardanelles to the allied navies. The battle lasted eight months with both sides suffering heavy casualties.

"ANZAC Day is the Australian and New Zealand equivalent of Memorial Day in the U.S.," said Marlow. "It's a day we remember those who have fought and died in wars, from World War I, World War II, Korea, Malaya, Vietnam, the Gulf Wars and Afghanistan."

The service included a number of prayers, a traditional poem and a trumpeter who player reveille while the Australian and New Zealand flags were brought to half-mast. Also, retired Vice Adm. Ronald A. Route, NPS President, and Australian Maj. Matthew Scott placed two wreaths near the flagpole.

"First I would like to salute all the souls that died in the Gallipoli War," said Ilaslan. "A hundred years ago today many lives were lost during this war, however this war helped shape the modern day country of Turkey and is one of the reasons we enjoy peace and freedom today."

Every year, Turkey welcomes the families of those lost to visit their ancestors to commemorate their memory.

Posted April 30, 2015

NPS LOC Conducts 2nd Annual Wargame Planning Conference
By MC1 Lewis Hunsaker

Operations research Senior Lecturer and retired U.S. Army Col. Jeff Appleget conducts a Wargaming and Research in Littoral Scenarios session during the Littoral Operations Center (LOC) 2nd Annual Wargame Planning Session in Ingersoll Hall, April 23-24.

"This discussion is timely, as the U.S. Navy surface fleet is at a crossroads," said Deputy Commander, Naval Surface Force, U.S. Pacific Fleet, Rear Adm. Chris Paul, who also presented at the conference. "At the beginning of this century, the Navy planned a new approach to surface warfare supported by a family of new ships: missile defense cruiser, land attack destroyer and Littoral Combat Ship (LCS)."

Littoral warfare refers to naval campaigns that take place in shallow coastal areas characterized by heavy traffic, varying depth and nearby population centers. The littorals have been a longtime focal point of 21st century naval strategy, culminating with the development of a new class of ship, the LCS, designed for these unique environments.

"The LOC at NPS is designed to enhance the U.S. Navy's integration of land, air, sea and undersea operations along the world's coastlines, through interdisciplinary research and development involving all the departments and schools at NPS," said LOC Director, NPS Department of Defense Analysis Senior Lecturer Dr. Kalev Sepp.

"I have been very impressed by the great work from the NPS staff and the LOC," said Paul. "It's refreshing to see the LOC staff bring in people from various areas in the Navy, industry, officers, enlisted and foreign allies."

By 2019, there will be an estimated 24 LCS' in naval service.

Posted April 29, 2015

International Day Welcomes the Community to Campus
By MC3 Michael Ehrlich

U.S. Navy photo by MC1 Lewis Hunsaker

U.S. Navy photo by MC3 Michael Ehrlich

http://www.nps.edu/About/Publications/todayatnps_april2015.html
An estimated 4,000-plus guests attended the Naval Postgraduate School's International Day, April 25. Organized by the university's International Executive Committee (IEC), NPS opens its doors to the local community to showcase the more than 40 countries that are represented within its student body.

"International Day provides the countries represented at NPS the ability to showcase their pride for their homeland, and the cultural diversity in terms of food, music, art, history and experience that each student brings to the NPS community," said U.S. co-chair for the IEC Navy Lt. David Andre.

"In addition, it brings together the local civilian communities, all branches of the military services, and the international community to mingle and develop personal relationships that will last a lifetime," he added.

National Security Affairs student German Army Lt. Col. Michael Hanisch feels there is much to learn at NPS outside of the classroom.

"Studying at NPS has so many benefits," said Hanisch. "Workwise, it gives me the unique opportunity to work at a prestigious educational institution on topics and issues that move and influence current thinking and politics.

"Above that, I am convinced one of the biggest benefits of studying at NPS is to connect with students not only from the United States, but also from many other different states, all around the globe. This helps to better understand each other and to link our nations and armies," Hanisch added.

According to Kim Andersen from the International Graduate Programs Office, this year's event was an unprecedented success, with ticket sales exceeding $25,000. Proceeds from International Day fund several events for visiting officers and their families throughout the year.

Naval War College Monterey Graduates Honored for Academic Achievement
By MC3 Michael Ehrlich

Naval War College (NWC) Monterey students earning academic honors during the second quarter of Academic Year 2015 are pictured following a brief ceremony in their honor near the NWC program offices in Halligan Hall, April 21.

The graduates who earned the "with Highest Distinction" honors by completing the program in the top five percent of their class include Lt. Cmdr. Vincent Dova, Army Maj. Thomas Everett, Lt. Bruce Hill, Lt. Jamie Jordan and Marine Corps Maj. Patrick Lavoie.


NSAM, NPS Communities Support International Earth Day
By Melinda Larson, NSA Monterey Public Affairs

Naval Support Activity Monterey fought the "war on trash" April 23 to observe international Earth Day.

"This effort is a way to renew our commitment to the environment by taking pride and ownership around our spaces," said Victoria Taber, a natural resources specialist assigned to the installation's Environmental Program Office.

Armed with garbage bags, gloves and two-pronged trash grabbers, teams set out to clear the installation of paper, plastic and other debris.

"Teamwork is a Navy tradition and that's why we're working together to clean up our environment," said Culinary Specialist 3rd Class Garrett Davis, a member of NPS' Protocol Office staff, as he worked alongside two fellow petty officers.

Key to a healthy environment is the installation's Del Monte Lake, a storm water catchment lake at the lowest end of an 1,100-acre watershed. Keeping the lake clean is a weekly crusade for Taber.

"My goal is to keep plastic out of the lake because when plastic breaks down, organisms and birds eat it. Plastic doesn't have nutritional value so they can starve," said Taber who routinely picks up trash along the lakeshore.

The Navy's 2015 theme for Earth Day, "A Sustainable Future Begins with You," underscores the ripple effect of each individual's actions that benefit the environment and helps ensure a viable planet for generations to come.

Navy's Chief Historian Offers Insight Into Maritime Terrorism
By Javier Chagoya

Director of the Naval History and Heritage Command, and Curator of the U.S. Navy, retired Rear Adm. Samuel J. Cox reaches for
a copy of one of his favorite books from the shelves of the Dudley Knox Library’s intelligence collection during a tour of the facility, April 22. A career intelligence officer during his 37 years of active duty, Cox was on campus as a guest lecturer for the Center for Civil-Military Relations (CCMR).

As the lead investigator on the 2010 sinking of the South Korean Pohang Class ROKS Cheonan, Cox provided an insider’s view to students currently studying responses to maritime terrorism. The course offering is part of the Expanded International Education and Training, and Combating Terrorism Fellowship Program course entitled Responses to Maritime Terrorism, offered through CCMR.

"It was up to me and my team to use forensic processes and provide evidence to who sank the Cheonan. I was supposed to stay neutral and objective regardless of how obvious the blame could be directed towards North Korean leadership," said Cox.

After weeks of gathering evidence and scouring the bottom of the Yellow Sea for fragments of a device that could have caused such damage, Cox and his team discovered that it was indeed a North Korean mini-sub that had fired the torpedo that sunk the Cheonan, killing 46 crew members.

While on campus, Cox also took time to listen to student briefs at NPS’ Littoral Operations Center Wargame Planning and Innovation Workshop. And later, while walking along Root Hall’s breezeway examining the NPS Centennial History, Cox reflected on the university’s role in Navy education, and in national security at large.

"I think that the sharing of ideas, the common bond and the camaraderie developed at NPS between each of our officer’s services, and our international partners, spreads beyond the person learning here. Had I known of NPS in previous years, I would have come away with a different view of the institution," said Cox.

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**NPS Professor’s Article Named One of the Best Ever**

By MC3 Michael Ehrlich

NPS Professor Thomas Albright's article, "The Balanced Scorecard and Twenty-First Century Thoughts on Motivation," was recently recognized as one of the top ten all-time best articles published in the "Journal of Corporate Accounting and Finance." Albright is currently working to develop metrics that link behavior with desired strategic objectives, such as readiness.

"The article is about motivating behavior to get desired performance," said Albright. "The Balanced Scorecard concept was developed for use by corporations when management realized that they were getting undesirable behavior by focusing on short-term metrics, such as quarterly earnings targets.

"Managers were making short-run decisions that adversely affected long-term outcomes. A tool was needed to focus attention on the long-run perspective," he continued.

Albright contributed to the concept by incorporating defense-related material suited to the DOD and NPS’ unique student body.

"There was a commander in the strategic resource management course to which I introduced the concept. We worked together to develop a tool that he might use in his squadron," said Albright.

Their collaboration resulted in an article published in Strategic Finance, titled "How Naval Aviation Uses the Balanced Scorecard." The article provides a scorecard that can be applied to naval aviation settings. The authors modified the balance scorecard method to be consistent with the Navy’s readiness objectives rather than the profit-generating objectives generally championed by industry.

*Posted April 22, 2015*

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**FBI Continues Partnership With NPS EMBA Program**

By MC2 Shawn J. Stewart

Federal Bureau of Investigation (FBI) employees and NPS Executive Master of Business Administration (EMBA) graduates, from left, Rachele Salvo, Kristin Koscielny, David Mamo and Adam Rhodes, are pictured in the Herrmann Hall Tower Room, April 6. Satisfied with the efforts of this initial cohort, the FBI has elected to continue its relationship with the university's EMBA program, with the next cohort of personnel already underway.

"I started talking to [FBI Chief Finance Officer] Richard Haley about these programs almost three years ago, and we have been developing this relationship ever since," said Graduate School of Business and Public Policy Dean Dr. Bill Gates. "So it's been a long time in development, but it's very exciting to see the first FBI cohort come through the program, with the second already underway."

Haley, who leads the FBI's Finance Division, attended the first cohort's graduation in late March.

"This is just the start … I'm watching this whole thing go full circle," said Haley. "From a conversation and a handshake two-and-a-half years ago through all of their hard work, training, and how they extended gratitude to their co-workers for picking up their slack as they went through the program, now to the culmination of them graduating, makes it all worthwhile."

*Posted April 21, 2015*
Energy Seminar Focuses on Critical Infrastructure Protection
By Kenneth A. Stewart
NPS Department of Operations Research Professor David Alderson addresses students and faculty during a scheduled Defense Energy Seminar in the Mechanical and Aerospace Engineering Auditorium, April 17. Alderson is an expert in the field of critical infrastructure defense, a focal point of his research here on campus.

“A Nash has a unique perspective and capability. We have been studying infrastructure defense for decades,” Alderson said.

“We cannot stop every possible attack and we cannot stop Mother Nature either, so what can we do?” asked Alderson. “We can focus on the resilience of the system as a whole ... how assets work together to function even in the presence of disruptive events.”

To this end, Alderson works with his students utilizing game theory to anticipate possible threats and to devise methods of hardening potential targets before adversaries, or the elements, are able to exploit weaknesses to critical infrastructure.

“We have conducted over 150 red-team analyses to plan for attacks against [U.S.] infrastructure,” said Alderson. “We invoke a game theory construct where the players choose how to attack or defend a system.”

Alderson is head of NPS’ Center for Infrastructure Defense where he leads a group dedicated to improving the operational resilience of critical energy infrastructure in order to protect them from either deliberate threats or non-deliberate hazards.

Students, Faculty Explore Ethics of Unmanned Combat Systems
By Kenneth A. Stewart
NPS Associate Professor Ray Buettner, far left, discusses the ethical considerations associated with the deployment of Lethal Autonomous Robot Systems (LARs) and other autonomous or semiautonomous unmanned systems during the Robo Ethics seminar in Root Hall, April 14. Buettner leads the Consortium for Robotics and Unmanned Systems Education and Research (CRUSER), which organized the event.

“Should a machine be able to decide to kill and if so, what does ‘decide’ mean?” Buettner asked assembled students and others joining via video teleconference from the U.S. Naval Academy and elsewhere. “We are interested in exploring the boundaries of robotic systems ... [But] so far, no country has declared an intent to deploy a totally autonomous lethal system that decides who to kill and when.”

NPS Assistant Professor Timothy Chung had questions for the group as well. He is a pioneer in the area of unmanned aerial vehicle (UAV) swarms.

“How do we take revolutionary changes in UAVs and use them to achieve revolutionary effects?” asked Chung.

In addition to exploring the ethics of unmanned combat systems, Buettner and Chung showcased ongoing CRUSER initiatives, many of which were born of NPS student research. Current projects include the use of QR Codes in network-deprived environments and the feasibility of wireless underwater computer networks.

At the direction of the Secretary of the Navy, CRUSER leverages its long-standing experience and expertise in the research and education of robotics and unmanned systems to support naval operations. CRUSER also works to bring together disparate research efforts by integrating academic courses across disciplinary boundaries.

Leading Defense Finance Expert Addresses Navy Senior Leaders Symposium
By Kenneth A. Stewart
Retired Vice. Adm. Stanley R. Szemborski addresses participants at the NPS Center for Executive Education (CEE) Navy Senior Leader Symposium in Ingersoll Hall, April 14. Szemborski, the former director of the Navy’s Financial Management and Budget office, offered a candid presentation exploring current fiscal realities and their effects on strategic planning.

Szemborski discussed, among other things, current and past national security strategies and the budgetary decisions that supported them. He also discussed the challenges presented by current regulatory and oversight mechanisms, and the resulting effects they have on the acquisitions process, noting the innovation-killing effects of bureaucratic red tape, particularly in areas that require government and private sector partnerships.

“I firmly believe that if we can get through some of the regulations, and foster cooperation between industry and government, that we can really accomplish something,” said Szemborski.

As the director of the Navy’s Financial Management and Budget office, Szemborski had direct financial responsibility for the Navy’s operations, maintenance and military personnel appropriations. Szemborski is a 1972 graduate of NPS’ electrical engineering program.
Students Break-In New Cyber Battle Lab
By Kenneth A. Stewart

NPS Department of Computer Science Senior Lecturer Chris Eagle “engages the enemy” during a virtual game of capture the flag in the Cyber Academic Group’s newly constructed Cyber Battle Lab in the basement of Glasgow Hall, April 13. The lab provides an unclassified venue for students and researchers to collaborate in the realm of cyber warfare.

According to Eagle, the competition brought together international teams with varied levels of expertise. The students participating from his class were relatively new to cybersecurity; in fact, they had only been in his class for two weeks when the exercise commenced. But Eagle is hopeful that they will gain important perspectives from the experience.

Professor Cynthia Irvine leads the NPS Cyber Academic Group and the lab in which Eagle’s students were both fighting off and attacking competing cyber teams.

“It’s a great experience for them, by the end of the quarter they will be much better at [defeating cyber threats],” she said.

Irvine also discussed the important contributions that the lab will allow NPS students and faculty to make toward advancing the DOD’s cyber warfare mission.

“We have both classified and unclassified segments of the lab and we will have a node on the Joint Information Operations Range, which will allow us to participate with other DOD entities to defend and attack networks in an isolated, virtual environment,” said Irvine.

Posted April 15, 2015

Business School Renews Prestigious AACSB Accreditation
By MC1 Lewis Hunsaker

Graduate School of Business and Public Policy (GSBPP) personnel, from left, Dean Bill Gates, Executive Assistant Theresa Rea, Faculty Associate Valentina Palazzetti and Professor Keith Snider are pictured with GSBPP’s accreditation certificate, April 14. GSBPP recently reaffirmed its accreditation with the prestigious Association to Advance Collegiate Schools of Business (AACSB) International.

“AACSB is the flagship and most widely-recognized accreditation program for business schools,” said Snider. “This accreditation recognizes us as one of the top business schools.

“Since our last accreditation we added an assurance of learning program,” he continued. “This program helps our ability to create new curricula on short notice, modify current programs to meet the demands of the defense community, and use evolving technology to advance research and scholarships.”

Rea adds that the current reaffirmed accreditation is part of a continuous process that began years ago, an effort that serves NPS’ business school and its 600 plus students well.

“GSBPP has some 300 students enrolled in its MBA programs, and an additional 300 distance learning students,” Rea said.

GSBPP offers world-class graduate education programs and professional development opportunities to U.S. and allied military officers, as well as select Department of Defense civilians.

Posted April 14, 2015

5K Run Raises Sexual Assault and Prevention Awareness
By MC2 Shawn J. Stewart

Cmdr. Mike Gussenhaven crosses the finish line at the Fleet and Family Support Center’s (FFSC) Sexual Assault Awareness and Prevention 5K Fun Run, April 10. Event organizers held the competition to raise awareness about sexual violence in the military and DOD civilian workforce.

"The run was intended to be a fun way to create awareness on an important topic that can sometimes be difficult to talk about," said Sexual Assault Response Coordinator (SARC) Heather Ruppert with the FFSC. "The more we talk about it, the more we can help get the word out about the Sexual Assault Prevention and Response [SAPR] program."

Ruppert noted that sexual assaults can happen anywhere, and that anyone can be a victim of sexual violence.

"NPS isn’t immune to this happening – it can happen to anyone, and students and staff need to be aware," she said. "[Sexual assaults] occur in both our society and our military, but there are resources in place to support those affected."

In addition to the 5K run, FFSC has planned additional events on campus to help build awareness within our community. On April 22, for an event titled Flag Day in the Quad, 120 flags will be placed on the campus Quad representing each individual who is sexually assaulted over a 12-hour period in the United States, a staggering one every six minutes. And on April 29, the campus will participate in the statewide Denim Day California. Initiated by the California Coalition Against Sexual Assault, Denim Day encourages individuals to wear jeans on April 29 to raise awareness about sexual assault and show support for victims.

For more information about the DOD’s Sexual Assault Prevention and Response programs, visit http://www.sapr.mil/. To connect with local resources, contact the Victim Advocate line at (831) 780-2329 or the Sexual Assault Response Coordinator (SARC) at (831) 656-3175.

Posted April 13, 2015
"As the rate of change in the global environment accelerates and the landscape of potential threats increases in complexity, the Navy for Management, discussed the value of advancing the Navy's ability to manage information in a recent interview. Dr. Maura Sullivan, Chief of Strategy and Innovation for the Under Secretary of the Navy, has been instrumental in the development and application of several experimental CubeSat systems with Navy and DOD applications.

"When you build something through the acquisition process, it takes a very long time. The system is geared toward big things, like aircraft carriers, not mission critical, [emerging] technologies like unmanned systems and robotics," said Englehorn. "Technology is changing at a rate faster than the system can accommodate. The work done by NPS students here will help the Navy to employ unmanned systems throughout the fleet to meet current operational demands."

"Data science is evolving fast," said Dr. Don Brutzman, Professor in NPS' Department of Information Sciences. "The Navy must adapt to maintain an advantage in the information age."

"The working group brings like-minded people together with common passions to help solve a variety of problems in the Navy and Marine Corps today," said Navy Research Program Manager, U.S. Marine Corps Lt. Col. Mark Raffetto.

"The working group was the best part. Students could talk directly with sponsors and faculty to collaborate on topics," said Cummings. "This program keeps NPS and the Navy at the forefront of emerging space technologies."
Vice Chief of Naval Operations Shares Lessons in Leadership During SGL
By Dale M. Kuska

Vice Chief of Naval Operations Adm. Michelle Howard is welcomed to the Space Systems Academic Group’s CubeSat laboratory by Professor Jim Newman and Chair Rudy Panholzer during a visit to campus, April 3. Howard spent a day at the Naval Postgraduate School (NPS) to offer a Secretary of the Navy Guest Lecture and to learn first-hand about select university programs and research initiatives.

“This is Adm. Howard’s first trip to NPS since becoming VCNO back in July 2014, and we could not be more pleased that she was able to dedicate a full day on campus,” noted NPS President, retired Vice Adm. Ronald A. Route. “Her time here provided not only an opportunity to address our student body on the challenges presented to leadership by rapid technological change, but to also see first-hand how our current educational and research initiatives can help the Navy advance warfighter capabilities in critical areas such as cyber warfare.”

Howard’s SGL focused on the advancement of technology, offering history’s examples of how rapid change left an indelible mark on the battlefield. The cyber domain of warfighting, she said, presents a number of complexities to leadership given the adversaries’ ability to exert impact at the speed of light, around the world. A challenge, the VCNO added, that the students in attendance are required to overcome.

Adm. Michelle Howard is the 38th Vice Chief of Naval Operations, and has been a pioneer in her ascension to senior leadership positions as both an African American, and a woman. She became the first African American woman to command a ship when she assumed command of the USS Rushmore in 1999, and is a past winner of the Navy League Capt. Winifred Collins award for outstanding leadership.

Students Explore Life-Cycle Cost Analysis During E-Week
By MC3 Michael Ehrlich

Retired Rear Adm. Wendi B. Carpenter provided Naval Postgraduate School (NPS) students with a window into her career of logistical expertise and life-cycle cost analyses during an NPS Enrichment Week seminar on “The Importance of Cost” in Halligan Hall, March 24.

Carpenter drew from her years of experience in the areas of logistics, training and aviation in fleet, joint and coalition operations to inform university students on how their education will influence not only their careers, but also the leaders and decision makers they will advise.

“My expectations of the quality of the education and thought that comes from here is very high,” said Carpenter. “Whenever you can put someone into a situation where they have the opportunity to grow intellectually, the person that you end up with when they go back out to the fleet will be equipped for tactical operations as a strategic thinker.”

During her presentation, Carpenter delved into her own research into the field of unmanned systems in a concept called ‘Leveraging the Undersea Environment’, she described how costs could potentially overshadow benefits.

“Even though it may look like unmanned systems are going to give us this great new capability, the cost may be so high we can’t afford it,” she said. “There is a lot of data you can develop through modeling and simulation, and hopefully we are going to make very wise decisions going forward to get these systems out there rapidly, so they can help us in our quest to maintain undersea dominance.”

Assistant Secretary of Defense Honored With Distinguished Alumni Award
By MC1(AW/IDW) Lewis Hunsaker

Assistant Secretary of Defense for Special Operations/Low Intensity Conflict the Honorable Michael D. Lumpkin was presented with the Distinguished Alumni Award during a visit to NPS, March 26.

“I am honored and humbled to have been selected for this award,” said Lumpkin. “NPS is a world-class institution that provides our future strategists and leaders a world-class education. I am grateful to have had the opportunity to attend NPS, and appreciate the school’s leadership and faculty for their advice, mentorship and encouragement when I was student.”

Lumpkin has more than 20 years of active duty military service as a U.S. Navy SEAL and has held every leadership position from platoon commander to team commanding officer. He has participated in numerous campaigns and contingencies throughout the world, and is a graduate from NPS’ National Security Affairs program.

“My time at NPS prepared me in tremendous ways, most importantly was how to think about and approach our national security challenges differently; a skill that continues to serve me well,” said Lumpkin.

The NPS Distinguished Alumni Program recognizes any alumnus or alumna who has made distinguished contributions to a branch of learning associated with national security, has rendered distinguished service to some aspect of national security, or has made a distinguished professional achievement that reflects great credit on the recipient and on NPS.

For more information on the current game or to play, check out the [MMOWGLI](http://www.nps.edu/) website.

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Posted April 6, 2015

Posted April 3, 2015

Posted April 2, 2015

Posted April 1, 2015