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Monterey, California : Naval Postgraduate School

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# Today@NPS

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## Today@NPS



*U.S. Navy photo by Javier Chagoya*

## CRUSER Expo Showcases University Research in Robotics

*By Javier Chagoya*

NPS combat systems engineering student Lt. David Armandt, left, describes how the projects in the university's Department of Physics are advancing robotic mobility to Canadian Forces Senior Engineer and Task Leader Derek Burnett, center, and Lockheed Martin's Mission Systems and Training Engineer Joe Cuschieri, right, during a campus tour hosted by the Consortium for Robotics and Unmanned Systems Education and Research (CRUSER), May 26. Burnett and Cuschieri were participants of the 12th Annual Mine Warfare Technology Symposium, held in a nearby conference center May 24-26.

"In addition to building robots that can go from an ocean environment to crawling onto a beach, we also look at high level cooperative robot behavior. We take a few robots and have them execute a task together, given a couple overarching, physics-based rules. In this way, an operator is relieved of the burden of controlling the individual movements of each robot, and can instead focus on the bigger picture," said Armandt.

CRUSER hosted the lab tours for both symposium attendees and campus staff, along with their families, and was coordinated by the consortium's Faculty Associate Lyla Englehorn.

"CRUSER Expo 2016 was designed to showcase NPS' research in robotics and autonomy for government and industry professionals, and is an example of our ever-expanding collaborative forums," said Englehorn. "Visitors from the 12th International Mine Warfare Technology Symposium were invited to see how CRUSER gathers diverse disciplines in a collective that produces emerging benefits for all. In addition, the NPS campus community was invited to get a better understanding of the research they work to support each and every day."

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## Today@NPS



U.S. Navy photo by MC2 Michael Ehrlich

## Cebrowski Lecture Discusses Disaster and Humanitarian Response

By MC2 Michael Ehrlich

Guest lecturer Willow Brugh speaks to NPS students, faculty and staff on the benefits of combining centralized and distributed systems in disaster and humanitarian response efforts during a Cebrowski Institute Brown Bag in Glasgow Hall, May 25. Brugh, a Research Affiliate with MIT's Center for Civic Media, discussed how varying types of distributed and digital disaster response efforts can support the overall relief effort in ways traditional institutions cannot.

"Formal institutions and grass roots initiatives both have their own strengths, and I think that finding ways to have them interoperate can yield benefits for everyone," said Brugh.

During the Hurricane Sandy response, Brugh was able to take support from various government entities, and coordinate the efforts of small local groups to create the most efficient and effective use of manpower and resources.

"From where I come from, I often see the formal sector thinking that the grass roots are an extension of themselves," said Brugh. "If [informal groups] gather the information, [formal groups] will act on it, which is not how it should end up. Disaster relief works better as part of a more reciprocal relationship."

NPS Department of Information Sciences Research Associate Gerry Scott has written several publications on humanitarian technologies, and agrees with Brugh on the mutual benefits between formal and informal institutions.

"I think, from the military and government perspective, there is a lot we can gain by looking at how informal structures operate in these environments," said Scott.

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## Today@NPS



*U.S. Navy photo by MC2 Victoria Ochoa*

## NPS Says Farewell to Beloved El Prado Room Employee

*By MC2 Victoria Ochoa*

Norlito "Lito" Guiang, a native of Tarlac, Philippines, enjoys a surprise party thrown in his honor in the Naval Support Activity Monterey Del Monte Room, June 2. Guiang will retire after 11 years as a well-known and popular cashier in the El Prado Room.

"I'm having mixed emotions about leaving NPS. In one sense, I'm happy because I can now relax," said Guiang. "But now that I have already established good friendships here, it's hard to say goodbye and that makes me sad."

Patrons of the El Prado Room have become quite familiar with Lito during his tenure on campus. His friendly demeanor and customer service has made an impression on everyone that he has helped in the past 11 years.

"There was a time when I was at the cashier stand and the lines were so long, snaking out the doors; that was one of my happiest moments working here," said Guiang. "The more people I serve, the happier I am."

Guiang migrated from the Philippines on June 18, 2003 and is a veteran of the Philippine Air Force with 21 years of service.

"I moved here to seek greener pastures, to bring happiness to my family and to achieve the American dream," he said.

After retiring from NPS, Guiang will continue to work at his other job with Pebble Beach Company, and plans to spend more time at home with his family.

"It gives me great joy to know that my customers are satisfied with my customer

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service," said Guiang. "I just want to say thank you very much to everyone who I worked with in El Prado, I hope I gave you the utmost satisfaction, the best customer service and I hope that one day we will meet again."

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## Today@NPS



*U.S. Navy photo by Javier Chagoya*

## Team Monterey Bids Farewell to Founder

*By Melinda Larson*

California 20th District Congressman Sam Farr, above center, listens to remarks by Defense Department, Homeland Security, and California National Guard leaders collectively known as "Team Monterey," during a farewell gathering held in his honor, June 2. Farr is retiring from the U.S. Congress after 23 years of public service on the Central Coast.

"It is the military that made this area so special. We're the United Nations of intellect around here due to the military presence," said Farr.

The Team Monterey concept was Farr's brainchild. He first brought the team together in 2007. Today, it serves the interests of some 380,000 men and women employed by the Department of Defense in California, including more than 200,000 active duty service members.

"Team Monterey gives us the forum to explore each other's mission sets and capabilities to discover new ways to collaborate and further our national security missions," said Capt. Kevin Bertelsen, Commanding Officer Naval Support Activity (NSA) Monterey, the meeting's host.

"[Farr] was responsible for helping us to ensure that we received over \$78 million for new construction and needed renovations at the Naval Postgraduate School during his 23 years of service to this region," added NPS President retired Vice Adm. Ronald A. Route.

As a token of their appreciation for his service and on the occasion of Farr's retirement, Adjutant General for the California National Guard Major Gen. David Baldwin presented Farr with the California National Guard's Order of California Medal. He was also presented with a framed water color of Herrmann Hall painted by NSA Monterey Deputy Pete Dausen and a framed photo of the Defense Language Institute.

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"I started something with Team Monterey and I hope you all can grow it and make it better," said Farr as he thanked attendees.

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## Today@NPS



*U.S. Navy photo by MC2 Michael Ehrlich*

## NPS, NSAM Community Honors the Battle of Midway

*By MC2 Michael Ehrlich*

Naval War College Monterey Professor Dr. Jonathan Czarnecki shares his tenets of leadership during this year's Battle of Midway dinner in the Barbara McNitt Ballroom, June 4. Czarnecki delved into a controversy during the early years of WWII, and the extraordinary leadership required to correct and overcome the scandal.

"Our torpedoes, described as major ship killers, simply did not work as advertised for the first few years of the war, with a dud rate exceeding 70 percent ... One of the true scandals for the U.S. Navy during WWII," said Czarnecki. "We know that at Midway we lost 44 out of 51 torpedo planes who didn't score a single hit. With one exception, all but one of the crews was lost."

Through a series of unauthorized testing on the torpedoes, four fatal flaws were discovered, Czarnecki explained. The depth gauges malfunctioned; the rudders jammed; a fragile firing pin would not detonate; and, the calibration of the magnetic exploders were conducted without consideration of which ocean they will be used in.

"Originally believed to be state of the art technology, it was after Adm. [Chester] Nimitz had empowered Commander of Submarines Pacific [Charles] Lockwood to conduct unauthorized tests of the weapons that we started to find out the problems," said Czarnecki.

"Wars are fought by people, not machines, and people use their minds," Czarnecki continued. "We will need not just good leadership, we will need extraordinary leadership, that is capable of adapting to situations rapidly and successfully. Good is no longer good enough in the complex uncertain environments in which we perform our duties."

Czarnecki served in military for 27 years, retiring at the rank of colonel, and has taught

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for more than 16 years. He concluded his presentation with the three tenets of leadership that allowed Nimitz and Lockwood to overcome their challenges during the early years of WWII.

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"First, be creative, visionary and ruthlessly, results-oriented leaders. Practice learning, adaptation and imagination on a daily basis just as you do your [physical training]," he said. "Second, if you can't be an extraordinary leader, have the grace and honor to leave this profession and find yourself your rightful niche in this wonderful life and have a good one ... And third, in either case, develop, sustain and improve upon the trust and loyalty our Sailors and Marines cry for."

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## Today@NPS



U.S. Navy photo by MC2 Victoria Ochoa

## MOTO Congratulates Central Coast High's Senior Class

By MC2 Victoria Ochoa

NPS students, U.S. Marine Corps Capts. Jeremy Thomas and Nick Aionaaka, salute during the Pledge of Allegiance at the Central Coast High School (CCHS) graduation ceremony at the California State University Monterey Bay track, June 3. Aionaaka and Thomas, along with several other NPS students, volunteer their time with the Motivating Others Through Outreach (MOTO) program to create a positive impact on the lives of CCHS' at-risk students.

MOTO was implemented in April 2013 in an effort to serve and develop positive connections within the local community, and to help at-risk youth through mentorship and motivation.

"There are so many different students that have varying reasons for their need of motivation," said Thomas. "We try to be there for them and fill in whatever gap the students have, be it educational or socio-economic."

All members of MOTO are active duty military officers from NPS, most of which are full-time students.

"This is the first time that many of the students have some excess time in their schedules, and MOTO provides them with an opportunity to volunteer, and contribute positively to the lives of local youth," said Thomas.

The MOTO program assists CCHS students through tutoring in math, science, English and more. It gives NPS students the opportunity to impact the lives of others in the community, be it via educating students in technological advances or financial management, career development or practical educational and career opportunities.

"In June 2016, CCHS graduated more than 28 students. This number may seem small,

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however CCHS's total student body is composed of 86 students and of the 28 students graduating, six were awarded with notable scholarships.

"We take every opportunity that we can to discuss life goals and planning finances with the students," added Aionaaka. "It's very rewarding and we have a lot of fun doing it."

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## Today@NPS



*U.S. Navy photo by MC2 Victoria Ochoa*

## Marine Corps Student Earns Spring Quarters Top Award

*By MC1 Lewis Hunsaker*

NPS Information Warfare Systems Engineering student U.S. Marine Corps Maj. Michael Kansteiner is the recipient of the Monterey Council Navy League award for Highest Academic Achievement. Kansteiner received the award during the Spring Quarter awards ceremony in Herrmann Hall, June 7.

"I'm very honored to receive this award. I didn't come here with the intention of winning any awards," said Kansteiner. "I just worked hard and had the support of my family and classmates."

Kansteiner credits much of this success to his thesis project, "Mitigating Risk to DOD Information Networks by Improving Network Security in Third Party Information Networks."

"Doing the research for my thesis really broadened my thinking on problem solving," said Kansteiner. "It made me think in different ways and opened my mind to consider different possibilities, which also helped me on other classes."

Kansteiner hopes in the future that his thesis project will be moved from the DOD to the Department of Homeland Security (DHS) to ensure it will be broadly applied to the whole government.

Currently, non-DOD third-party information networks represent a significant risk to the DOD information network. Kansteiner developed an incentive-based system that the DOD could use to influence and strengthen third party networks' network security. His thesis also resulted in the essential design of the Enhanced DOD Cyber Security/Information Assurance (CS/IA) Program.

"It's been a very challenging two years here at NPS. I haven't been deployed, but at

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times it may have seemed like it. At the same time you can't complain about being in Monterey, California," said Kansteiner. "I have always considered myself a good student but this place definitely challenged me."

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Following graduation, Kansteiner will report to the U.S. Strategic Command (STRATCOM) in Omaha, Nebraska, where he will work in the information operations field.

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## Today@NPS



U.S. Navy photo by MC3 Brian H. Abel

## NWC Monterey Celebrates 67th Graduating Class

By MC3 Brian H. Abel

The 67th graduating class of the Naval War College (NWC) Monterey partnership with NPS for Joint Professional Military Education (JPME) bow their heads in prayer during the NWC graduation ceremony in the Barbara McNitt Ballroom in Herrmann Hall, June 9.

Cmdr. Timothy Urban, Professor of Strategy, Naval War College and Professor Fred Drake, Chairman of NWC Monterey, presided over the ceremony where a total of 89 U.S. Navy, Marine Corps, and Army officers earned their NWC Command and Staff diploma with JPME Phase I certification.

"You won't remember every little bit of information you've covered here, but you'll remember the way you were taught to think, which will help you in changing national policies," said Urban.

Through the partnership, 4,406 officers have earned this certification since the program's inception in September 1999.

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## Today@NPS



*U.S. Navy photo by Javier Chagoya*

## Applied Math, Defense Analysis Students Share Top Army Award

*By MC2 Michael Ehrlich*

U.S. Army Capt. Ryan Miller oversees a Saturday session of the Breakfast for Your Brain tutoring program in NPS' Dudley Knox Library. Thanks to his commitment to community service, and his own outstanding academic achievement, Miller is one of two officers sharing the Spring quarter's Association of the U.S. Army Gen. Joseph W. Stilwell Award for Outstanding Army Student.

"At NPS, I had the privilege to study and learn with exceptionally intelligent officers from all service branches. To be chosen from such high caliber peers to represent the Army is a tremendous honor," said Miller, whose thesis in the field of network science developed a community-detection algorithm to partition dark networks into knowledge-sharing communities.

"I hope that my performance at NPS will open future opportunities for me to pursue a Ph.D. in applied mathematics. As an Explosive Ordnance Disposal officer, I have spent the majority of my career attacking dark networks from the tactical level," said Miller.

"The skills I have learned and the research I have conducted in the applied math department at NPS has allowed me to understand and to disrupt dark networks at a much higher level. I plan on continuing this research while I am at West Point to enhance our current dark network targeting solutions," he continued.

Sharing in the honor with Miller is Army Maj. Kyle Greenheck, who has already departed NPS to assume command of 5th Special Forces Airborne in Fort Campbell, Kentucky. He leaves this advice to new students coming into the university.

"When you come there initially, have your head wrapped around your thesis early ... Know what you want to do and if you don't know, work with your professors as they are more than willing to help out," said Greenheck.

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## Today@NPS



U.S. Navy photo by Javier Chagoya

## Local FMA Chapter Honored With National Awards

By Javier Chagoya

Federal Managers Association (FMA) Del Monte Chapter 308 president Jim Hall, left, and chair Bill Shewchuk, right, hold the FMA President's Outstanding Leadership and Recruitment Awards presented during the 78th FMA National Convention in Alexandria, Va. Hall is Budget Department Head in NPS' Comptroller's Office, while Shewchuk is an Associate Dean with the School of International Graduate Studies.

The two long-time NPS managers journeyed to the convention to represent their local membership where they discussed pertinent FMA issues with national and state leadership.

"I met with Representative Sam Farr for the 'FMA Day on the Hill' and advocated FMA concerns on fiscal year 2017, [such as the] Fair Pay Act and lifetime support due to the Office of Personnel Management data breach," Shewchuk explained. "Both Representative Farr and his chief of staff expressed strong support for federal employees."

The Federal Manager's Association is the oldest and largest management organization in the Federal government and performs advocacy and lobbying functions to support supervisors and managers in the Federal government. At the local level, chapter leaders say their focus is on professional development and networking, with monthly meetings highlighting topics of interest to its members.

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## Today@NPS



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

## NPS Mourns Long-Time EEO Officer

*By Kenneth A. Stewart*

The NPS community was saddened to learn of the passing of long-time Deputy Equal Employment Opportunity (EEO) Officer Deborah "Debbie" Baity, June 9. Baity served at NPS for almost 34 years where she was a beloved member of the community.

"Debbie's warm and easy demeanor made everyone that came into contact with her feel welcomed and special. She will truly be missed. Please keep the Baity family, and her colleagues in the Human Resources Office, and across campus, in your thoughts and prayers during this difficult time," said NPS President retired Vice Adm. Ronald A. Route.

Debbie began her federal career in 1979 and served in various capacities for almost 37 years. She joined NPS in 1982 as a clerk-typist but began her distinguished career in the Human Resources Office in 1983.

"In her approximately 34 years of service at NPS, Debbie worked tirelessly in pursuit of establishing NPS as a model EEO program. She dedicated her life to championing diversity, equality and mutual respect for each other. She was passionate about her job and compassionate with people. We already miss her and will honor her legacy by continuing her efforts," said Human Resources Director Ermelinda Rodriguez-Heffner.

Equal Employment Opportunity Specialist Kelli Kennedy first met Baity after being "thrown into" NPS' Command Management Equal Opportunity Manager position. After completing her military service, she returned to NPS and was hired to work with Baity in the EEO office.

"She was a kind and patient woman. She gave me my chance," said Kennedy. "I worked very closely with her on the 2014 Command Climate Survey where I attended some 25 meetings with Debbie. When this job came open, she selected me and gave me my start here."

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Former Human Resources Specialist Dawn Diaz met Baity just one year after Baity started working at NPS. Their friendship, both on and off base, spanned two decades. Diaz even served as Baity's babysitter on more than one occasion.

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"She always had time for whomever stopped by her office and always had a kind word for them. She would stop whatever she was doing, and let whomever get whatever it was that was bothering them off their chest. She always made time for everyone," said Diaz.

A memorial service will be held in Baity's honor at Seaside's Greater Victory Temple Church at 1:00 p.m., June 18. In lieu of flowers, donations can be made to the Alpha Kappa Alpha Sorority, Inc. (Seaside Chapter) in Baity's name.

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## Today@NPS



U.S. Navy photo by Melinda Larson, NSAM Public Affairs

## NSA Monterey Emergency Responders Train with Regional Experts

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## Today@NPS



*U.S. Navy photo by Javier Chagoya*

## NPS Celebrates Spring Quarter Graduates, Welcomes CNO

*By Kenneth A. Stewart*

Chief of Naval Operations (CNO) Adm. John M. Richardson addresses graduating students, family, faculty and staff during NPS' Spring Quarter Graduation Ceremony at King Auditorium, June 17. NPS said farewell to 343 graduates including 48 international graduates from 23 nations earning 346 advanced degrees at the ceremony.

"My preparations for this speech began last weekend ... I started by sitting down and reading through your theses," said Richardson. "The sense that comes through them is loud and clear ... This class represents a tremendous addition to the strategic arsenal of our nation.

"The other thing that became very clear from your theses, is that the world is getting far more complex and that its pace is picking up," continued Richardson. "Pace is the one word that I use to describe our strategic environment."

Richardson went on to offer several examples of areas experiencing rapid change with important naval implications. He noted tremendous rates of change in the maritime environment, the digital world, and in the development of new technologies.

"This school has prepared you. NPS is ideally situated to make the most of this pace, and to make you individual experts in your fields. By virtue of your contributions, the Navy's performance curve will bend upwards," said Richardson.

Richardson also noted the value that NPS brings to the Navy.

"The Naval Postgraduate School is a bright star in the constellation of our Navy's educational institutions. And while there are many graduate schools in the nation, and in the world, the Naval Postgraduate School is our graduate school," he said.

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Richardson also expressed his gratitude to NPS' "world-class" faculty, pointing to initiatives like the Robodojo, the upcoming Navy "#HacktheSky" Hackathon, the university's world record for autonomous drone flight, and Professor Nita Shattuck's work on shipboard watch bills.

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"This faculty has invested deeply in you. When you travel throughout the world, you will carry a piece of them with you," Richardson said. "Today you are all leaving as weapons in our strategic arsenal. You are all strategic assets. You will go off and strengthen our Navy and preserve our maritime superiority."

Richardson assumed the role of Chief of Naval Operations, Sept. 18, 2015. His distinguished career includes, among other assignments, commanding the nuclear attack submarine USS Honolulu (SSN 718). He has also served as Director, Naval Nuclear Propulsion Program, and received the prestigious Vice Adm. James B. Stockdale Inspirational Leadership Award in 2001, among a long list of personal and unit awards.

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## Today@NPS



*U.S. Navy photo by MC2 Michael Ehrlich*

## NPS President Participates in Student Leadership Seminar

*By MC2 Michael Ehrlich*

NPS President retired Vice Adm. Ronald A. Route speaks to student leaders during a panel on leadership in education at the Panetta Institute at nearby California State University Monterey Bay, June 15. The panel was held as part of a weeklong leadership seminar for student-body presidents of universities throughout California.

Route shared a personal favorite, retired Army Gen. and former Secretary of State Colin Powell's 13 rules to live by popularized in his book, "It Worked for Me: In Life and Leadership." Joining Route on the panel was Monterey Peninsula College Superintendent Dr. Walter Tribley, who encouraged students to continue learning because it will open unforeseen doors on their personal career paths.

"While I was on my path, other opportunities came my way. I took advantage of as much education as I could," said Tribley. "There is no end to it, it's a force multiplier."

Uriah Sanders, President of the Associated Students Incorporated (ASI) at Cal Poly Pomona, said he appreciated the diversity of perspectives from the panelists, representing three different institutions of higher learning.

"We have heard speakers from the military, sports and campus, and even had a lecture from the former Secretary of Defense Leon Panetta," said Sanders. "It has been a very intensive learning experience with different perspectives on leadership strategy."

ASI Cal State San Marcos President Collin Bogie said he looks forward to applying the education from this week of training to his newly-established chapter.

"It is rare to be in a setting with different leadership personalities," said Bogie. "It has been empowering, I feel I can accomplish anything now that we are developing our leadership roles."

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## Today@NPS



U.S. Navy photo by Melinda Larson

## Local Goal Announced for 2016 Feds Feed Families Food Drive

By Melinda Larson

Religious Program Specialist 2nd Class John Koback wants to gain 1,000 pounds by the end of August in honor of this year's "Feds Feed Families" (FFF) food drive.

"My goal is to collect 1,000 pounds of non-perishable food items by the end of August," clarified Koback, this year's coordinator.

Department of Defense support through donations of non-perishable food items for distribution to local food banks nationwide is a direct response to the "United We Serve Act" signed by President Barack Obama in April 2009.

"We have many drop boxes set up throughout the installation. I can also pick-up donations," Koback added.

Personnel from NPS, NSA Monterey and its tenant commands donated over 900 pounds of food to the greater Monterey community during last year's drive. Koback is confident the commands can beat last year's total donation.

"We should at least beat last year's collection and make it to 1,000 pounds," Koback challenged.

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## Today@NPS



*U.S. Navy photo by Javier Chagoya*

## Faculty Team Win Professional Association's Educator of the Year Award

*By Javier Chagoya*

NPS Department of Operations Research Visiting Professor Daniel A. Nussbaum and Senior Lecturer Gregory K. Mislick hold the International Cost Estimating and Analysis Association (ICEAA) 2016 Educator of the Year Award. The two earned the distinction as a team for their collective contributions to the cost estimating profession throughout 2015, and were recognized during the recent 2016 ICEAA Professional Development Workshop held in Atlanta, Georgia, June 7-10.

"I'm honored and humbled that we were both selected for the award, and we join those who in the past have made significant contributions to the art and science of cost estimating, especially in the current economic environment," said Nussbaum.

Nussbaum and Mislick are co-program managers for NPS' Master of Cost Estimating and Analysis (MCEA) program. In 2015, they co-authored a textbook entitled, "Cost Estimation: Methods and Tools." Nussbaum is also chair for NPS' Energy Academic Group, while Mislick has served as Chair for Cost Analysis in the Operations Research department since 2006.

"What the Educators of the Year Award means to me is that we bring attention to really how relevant cost estimating and analysis is to decision making, not only for the Navy but also in the national arena," said Mislick, recalling remarks from Winter graduation keynote Rear Adm. David Lewis. "[His] challenge to the graduating class during NPS' Winter quarter keynote highlighted cost estimating, saying 'It's up to you to revolutionize how we do business and be the ones who find the 90 percent in cost savings, and 100 percent efficiencies, in practices,'" said Mislick.

ICEAA member colleague and fellow NPS faculty member, Tim Anderson, who teaches one of several courses in the MCEA program, was inspired to submit the nomination to the ICEAA for the Educator of the Year Award.

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"I am very familiar with the MCEA program as I teach the Cost III: Risk and Uncertainty course for them, and am a strong supporter of their work," noted Anderson, highlighting the team's long involvement with MCEA that stretches back to 2010. Then, officials at the Naval Sea Systems Command asked NPS to explore the possibilities of creating the much-needed program and the duo has since been a force behind its continuing development.

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The ICEAA Educator of the Year Award is intended for individuals or a team who have made outstanding education and training contributions over the past year by advancing the skills and knowledge of cost estimating and analysis through teaching, writing, editing and or publishing educational materials used to further the professional development of current and future cost professionals.

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## Today@NPS



Photo courtesy of NASA

# Beloved Former Dean of Students, Alumnus to Be Honored With Namesake Spacecraft

By Kenneth A. Stewart

The Orbital ATK Cygnus cargo spacecraft S.S. Alan Poindexter prepares for the OA-5 mission to resupply the International Space Station (ISS) at NASA's Wallops Island Flight facility in Virginia. The spacecraft is named in honor of beloved former NPS Dean of Students and NASA astronaut Capt. Alan "Dex" Poindexter.

"Poindexter's intersecting career with several members of Orbital ATK's senior management, his connection to Maryland and the Eastern Shore, and his distinguished military and spaceflight career make him an ideal honoree for the OA-5 mission," noted a press release from Orbital ATK.

The S.S. Alan G. Poindexter will carry approximately 2,400 kg of supplies and science experiments to the ISS. It will be launched into orbit using Orbital ATK's upgraded Antares 230 launch system.

NPS Acting Provost Dr. James H. Newman and National Reconnaissance Office Chair retired Navy Capt. Daniel Bursch both served with Poindexter at NASA, and at NPS during Poindexter's tenure as Dean of Students.

"He was one of the great guys that we meet from time-to-time in our lives. When he ended up here at NPS, it was really a treat," said Newman. "We looked forward to many years of having him here contributing mightily, as he does to all of the endeavors, to everybody's benefit. Dex is still missed."

"[Poindexter] had an amazing combination of personal qualities, usually not found together ... professional, kind, competitive, confident, and a keen sense of humor. He fully engaged everyone he met. He was the ultimate family man and I think that passion

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for his family touched anyone who met him. It was like you were family," added Bursch.

Poindexter earned a Master of Science in Aeronautical Engineering degree while attending NPS in 1995. He was selected to serve in NASA's astronaut program in June 1998 and went on to fly two space shuttle missions logging 669 hours in space aboard the Atlantis (STS-122) and the Discovery (STS-131).

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## Today@NPS



U.S. Navy photo by MC1 Lewis Hunsaker

## Former NFL Player, Coach Inspires NPS' Cadre of Summer Interns

By MC1 Lewis Hunsaker

Herm Edwards Jr. speaks with NPS' Science, Technology, Engineering, and Mathematics (STEM) interns about becoming better leaders during a special presentation in Reed Hall, June 21. Edwards was raised in nearby Seaside, California, and spent 30 years in the National Football League as a player and coach.

"There are two ways you can look at life. You can be a follower, or you can be a leader," said Edwards. "When you follow, you see the same thing all the time, someone's backside. If you want to be a leader, that's a whole different concept."

Edwards use the famed Lone Cypress tree on 17-mile Drive, standing alone on a granite hillside overlooking the Pacific Ocean, as a sign of leader.

"You are going to have stand alone, and make decisions in your life that affect a lot of people when you get a little older," said Edwards. "What is your vision? It's not about making speeches, it's about your vision to lift peoples' performances to the next level. That is what leadership is all about, if you want to be a true leader."

Edwards also talked about preparation, listening, and having a vision for success, as well as planning and enjoying what you do as part of being a good leader.

"I had the privilege and honor to play professional football, a very difficult task. I started playing football in high school right here at Monterey High. I went on play at the University of California in Berkley, California and then on to the NFL.

"Life is not about fair, it's about opportunities," he continued. "When you get your opportunity make sure you prepared ... You have to be willing to bet on you."

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## Today@NPS



*U.S. Navy photo by MC2 Michael Ehrlich*

## Celebrated Author, Journalist Guest Lectures at NPS

*By Kenneth A. Stewart*

Three-time Pulitzer Prize winning journalist and author Thomas Friedman speaks to a packed auditorium in Ingersoll Hall, June 24. Friedman discussed the various forces shaping the world today and shared insights from his latest book, "Thank You for Being Late: An Optimist's Guide for How to Thrive in the Age of Accelerations."

"I believe we are in the middle of an incredible transition. It is really a time to pause, reflect and to rethink," said Friedman.

Central to Friedman's book are a series of accelerations that he argues are rapidly changing the world we live in – a word divided on the lines of "control and chaos, order and disorder," which is being influenced by markets, Mother Nature and Moore's Law.

"We are actually in the middle of three non-linear accelerations of the three largest forces on the planet, and the three of them are interacting with each other," said Friedman.

Friedman looks back to the year 2007 as an "inflection point" that set the stage for the accelerations that followed.

"There are vintage years in wine and there are vintage years in history. In the fullness of time, we will understand that 2007 was one of the most important years in history," said Friedman who pointed to the releases of the iPhone, Facebook, Twitter, Android, the Kindle, Airbnb and the emergence of big data to illustrate his point.

"[But] right when the world was going through a giant inflection point, we went through the great recession ... Our effort to build the social technologies to manage that acceleration went into complete grid lock," said Friedman. "You wonder where Trump and Brexit came from?"

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But political gridlock aside, Friedman noted that the integration of sensors, processors, data storage, networks and software into what is now the cloud, with its ability to disguise complexity, have created a pivotal moment in human history.

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"This ain't no cloud. This is a supernova. I believe the melding of those five technologies into a world with one touch, is the greatest release of energy, in my opinion, since electricity, and I think in time we will understand, since fire," said Friedman.

"We now, as a collective, are a force of and in nature. The newest geographical era is now being named after us, the Anthropocene, because with these powers, we can actually shape the climate. We've never had these powers before," continued Friedman.

Acknowledging NPS' interest in geopolitics, Friedman also discussed the manner in which accelerations are affecting the geopolitical world.

"In the age of acceleration, the relevant geopolitical divide in the world today is no longer North-South, East-West, Communist-Capitalist. It is between the world of control and the world of chaos ... the world of order and the world of disorder.

"Tens of millions of people are trying to get out of the world of disorder and into the world of order and the primary front is the Mediterranean. That is what's going on ... They can see our world on an iPhone and they are coming," said Friedman.

Finally, Friedman discussed ethics by asking attendees if "god is in cyberspace" and answering the question with sage advice from his spiritual adviser, who noted that, "If you want god in cyberspace, you have to bring him there."

"In 1945 we entered a world where for the first time, one country could kill everyone ... I believe we are now entering a world where one person can kill everybody. We are not there yet, but we're headed there. At the same time, we are entering a world where all of us, with these same powers, can fix everything.

"We could actually feed, house and clothe every person on the planet," Friedman continued. "We have never stood at this juncture before as a human species, where one of us could kill all of us, and where all of us could fix everything. What will decide that?"

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## Today@NPS



U.S. Navy photo by MC2 Victoria Ochoa

## Navy Challenges Top Coders to #HacktheSky

By MC2 Victoria Ochoa

Last year, the Naval Postgraduate School (NPS) set a world record by flying a swarm of 50 autonomous drones all controlled by a single operator. Now, NPS and Defense Innovation Unit Experimental (DIUx) are daring some of the best coders and hackers in Silicon Valley to break into them.

The Navy's "#HacktheSky" hackathon, held June 25-26 at innovation hub Galvanize in San Francisco, California, brought together an array of hackers, cyber experts, Silicon Valley tech representatives, and data scientists to find the vulnerabilities in the drones' code. Ultimately, the purpose of the hackathon is to improve software, innovate upon technology created at NPS for unmanned systems, and foster stronger relationships between government, industry and Silicon Valley's cyber experts.

"Right now, the commercial drone sector is six generations ahead of what the Department of the Navy is currently testing, because our cumbersome processes and requirements were designed for an era of manned aircraft and big expensive acquisitions," said Dr. Maura Sullivan, Chief of Strategy and Innovation for the U.S. Navy. "We are still attempting to apply the rules for physical systems to a digital world, but this event today is one of the ways we are looking to break down that paradigm."

"A big technology firm like Tesla creates new models annually, or Apple for example, comes out with a new phone every year," added Navy Cmdr. Zachary Staples, Director of NPS' Center for Cyber Warfare. "But the Navy is still buying software based on an acquisition system that plans about five to seven years in advance."

With technology advancing every day, becoming more sophisticated, user friendly and available to the masses, an outdated system is not conducive to an ever-evolving Navy.

"One of the main things that #HacktheSky is really about, aside from all the fun and

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workshops, is that we have to demonstrate to our leadership that we can devise methodologies for speed," said Staples. "We need to get everybody in here to walk out at the end of this event, whether you're military or not, thinking that there should be a way for us to make software faster than what the Navy is doing right now."

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There are limitations to what can be accomplished in a weekend, but experience shows that innovation can be nurtured by getting the right people together in one room.

"Spend the next two days moving beyond the apparent soundness of conventional wisdom, and working together to build toward the future that is already here," said Sullivan.

Teams had two full days to crack into the drones' code based on multiple scenarios, with prizes awarded to the teams with the most success. But beyond a few accolades and awards, the Navy walks away with some critical feedback from the hacker community, and invaluable newfound knowledge about its swarming capabilities.

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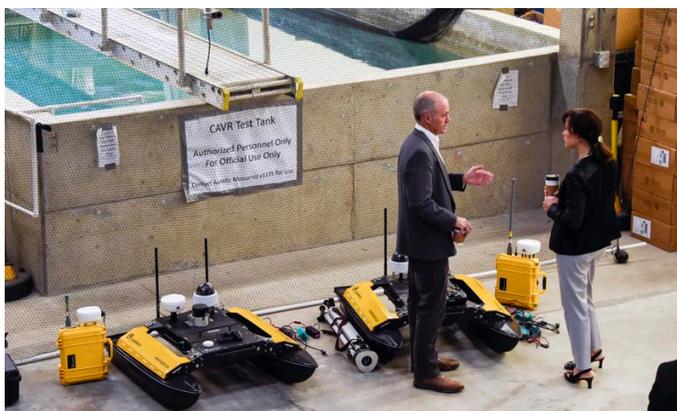


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## Today@NPS



*U.S. Navy photo by MC2 Michael Ehrlich*

## Under Secretary of the Navy Tours NPS

*By MC2 Michael Ehrlich*

Under Secretary of the Navy the Honorable Janine Davidson explores NPS' Center for Autonomous Vehicle Research with Department of Mechanical and Aerospace Engineering Research Associate Professor Dr. Doug Horner, June 27. Davidson toured several labs and met with faculty for a roundtable discussion on current education and research programs underway at NPS.

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NPS' Royal Australian

"Every day we fight to stay ahead of the adversary – that means the Navy must continue to adapt and innovate. If we lose our competitive edge, we risk mission failure," stressed Davidson. "The Naval Postgraduate School's world-class academics are conducting operationally-relevant research and sharing this knowledge with our next generation of Naval leaders, as well as our joint and international partners. Their innovative work and dedication to teaching is helping the Navy develop the intellectual capital of its people and will ensure that we are prepared to meet both the challenges of today, and the complex and dynamic battlespace of the future."

"It was an honor to have the under secretary at NPS and, in particular, the Center for Autonomous Vehicle Research," added Horner. "The emphasis of the visit was on the future role of unmanned systems in the Navy. It was great seeing her enthusiasm, commitment and knowledge in this important area."

Director and Chair of the Cebrowski Institute Dr. Peter Denning led a roundtable discussion with Davidson, where she posed several questions about autonomous systems and military doctrine.

"The Cebrowski Institute hosted an interdisciplinary group of faculty from across campus to talk and think together on these questions," explained Denning. "Automation, doctrine, military innovation, approvals and thinking."

One of the presenters during a tour of Halligan Hall, Research Associate and current doctoral

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student Sean Kragelund, discussed the opportunity of having Davidson visit the campus.

"I presented my research on algorithms to allow teams of autonomous systems to cooperatively search for mines ... My research is applying a new optimal framework to assess different combinations of vehicles and sensors for doing that mission," said Kragelund. "It was a great opportunity to present some of the ongoing research we are doing here and show her the different spectrum of research that happens at NPS."

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## Today@NPS



Courtesy photo

## NPS' Royal Australian Navy Liaison Presented Legion of Merit

By MC2 Michael Ehrlich

Royal Australian Navy (RAN) Capt. Michael Smith, NPS RAN Liaison, left, is presented the Legion of Merit from Chief of Naval Personnel Vice. Adm. Robert Burke at Naval Support Facility Arlington, June 22. Smith was awarded the Legion of Merit for exceptionally meritorious service with the Royal Australian Navy Strategic Workforce Personnel Steering Group from May 2011 to April 2016.

"It has been a truly humbling experience to receive this important award, and I am honored that the work to set up and sustain the USN-RAN Strategic Workforce Personnel Steering Group (SWPSG) from early 2011 to early 2016 has been valued by the U.S. Navy Chief of Naval Personnel," said Smith.

The SWPSG reports to and supports strategic dialogue between the U.S. Navy's Chief of Naval Operations and the Australian Chief of Navy, providing a forum for the exchange of information on workforce and personnel initiatives as well as identifying areas for ongoing and future collaboration.

Smith noted that he enjoyed "engaging with so many talented and interesting members of the U.S. Navy, as we managed over 200 action items in five years, [and] working with and being supported by a great team in Australia who shared my passion and commitment for the SWPSG."

Ultimately, Smith said, it was very gratifying to see "a number of the contributions to the SWPSG being used to shape U.S. Navy policy initiatives."

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