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NPS Deans Identify Immediate Needs, Long-Term Goals

By MC2 Kellie Arakawa

Program growth and increased visibility are among the top priorities for the Naval Postgraduate School's (NPS) newest academic deans.

Dr. James Wirtz, Dean of the School of International Graduate Studies (SIGS), Dr. Bill Gates, Dean of the Graduate School of Business and Public Policy (GSBPP), and Dr. Karl Van Bibber, Vice President and Dean of Research, were all appointed to their new positions early this year and recently outlined specific goals for their respective schools and offices.

Wirtz, who served as the Interim Dean of SIGS for a year before he was officially named dean in February, said one of the school's major goals involves the development of an advanced course for senior Foreign Area Officers (FAOs).

The development of an advanced FAO course would strengthen the community and create a common training program for the entire armed forces, Wirtz explained. The three-year pilot program, sponsored by the Office of the Secretary of Defense, would put SIGS at the forefront of the Navy's FAO educational and training program.

Over time, Wirtz would like to see an increase in distance-learning programs at SIGS, specifically hybrid programs that combine resident courses with Web-based ones. This would also open the possibility of tailoring educational programs to the needs of individual students and their sponsors, allowing them to attend school at NPS and



(from left) Dean of the Graduate School of Business and Public Policy, Bill Gates, Dean of the School of International Graduate Studies, James Wirtz, and Dean of Research, Karl van Bibber

then returning to the fleet for one or two quarters at a time.

Gates, who became the GSBPP Dean in February and previously served as the Associate Dean of Research, said one of his goals for the near term is to more effectively align the school's strategy with the overall strategic plan of the university. "NPS is pushing growth in many directions, and I think GSBPP is at a tipping point right now," he said. "We have to figure out how we can be responsive to what is in our best interest, but also NPS' overall objectives."

Based on feedback from the faculty, Gates would like to see GSBPP re-energize its research activities. And as GSBPP's student population continues to grow, he also hopes the school will be able to attract and retain more faculty members.

An important goal for Van Bibber, who was named Dean of Research in January, is to fully examine NPS' research institutes by the end of this year. The school's four institutes – The Wayne E. Meyer Institute of Systems Engineering; The Cebrowski Institute for Innovation and Information

Superiority; The Modeling, Virtual Environments and Simulation (MOVES) Institute; and The National Security Institute – have been generating significant interest from potential research sponsors, and Van Bibber hopes to not only further assess the scope of each institute, but increase their administrative support to enhance research effectiveness. He also indicated that establishing additional institutes, one of which may be focused on energy research, is a possibility in the near future.

One of Van Bibber's long-term objectives involves creating a balance between basic and applied research at NPS. He acknowledged the importance of operational and mission-related research within the Department of Defense, but also emphasized the significance of basic scientific research, which serves as the foundation for much of the applied research areas NPS is known for. "I believe an optimum balance is healthy," he added.

"We should keep up exploratory and basic investigation ... I think that would be very good for the overall research enterprise."

Van Bibber also wants to increase his office's outreach efforts by meeting with sponsors on a more regular basis and promoting the school's research at conferences, in news media and scientific journals. "One of the things that impressed me was that NPS is the world's best-kept secret ... but we don't want it to be the best-kept secret. We want to get the word out," he said.

Centennial Celebrations Begin!

From May 22-25, 2009, the Naval Postgraduate School will commence celebrating its 100th anniversary with the School's first Reunion Weekend. All alumni, former and current faculty and staff, and friends of the school are welcome to attend the festivities held at the School's campus in Monterey.

"As we mark the 100th anniversary of the Naval Postgraduate School, we invite all members of the NPS community to join us for this historic celebration," said NPS President Daniel Oliver.

"The Centennial provides a unique opportunity for NPS to

share its activities and accomplishments with the local community," Kari Miglaw, director of alumni relations and organizer of the Reunion Weekend said. "Reunion Weekend is the perfect opportunity to come to campus and see what NPS is all about."

The Reunion Weekend marks the official start of the Centennial celebration and begins Friday with a State of the University address by President Oliver, remarks by Provost Ferrari and open houses at many of the schools, departments and institutes. The Centennial Timeline, an exhibition showcasing the first 100 years of NPS history and running along the entire length of Root Hall, will be dedicated. Saturday includes a special golf event at the newly redesigned Monterey Pines Golf Course, which has not yet been opened to the public.

On Saturday evening, historic Herrmann Hall (the former Del Monte Hotel) will be the site of a gala dinner/dance. At that event, General Michael Hagee, former Commandant of the Marine Corps and NPS alumnus will be inducted into the Hall of Fame. A service of Remembrance will be held Sunday in Christ the King Chapel.

Reunion Weekend culminates on Memorial Day, when NPS will open its gates to the public for its annual Concert on the Lawn – Honoring Heroes and Traditions, featuring the Monterey Bay

Symphony. This year, in addition to the concert, there will be walking tours of the NPS campus including the historic Hotel Del Monte. Several of the university's schools, institutes and centers will welcome all visitors with open houses held throughout the day. There will also be children's activities, additional performances across campus, the rededication of Dudley Knox Library, and the unveiling of the Centennial Timeline which will stretch the full length of Root Hall. The Del Monte Avenue and Tenth Street gates will be open for the Concert on the Lawn events at 9:00 a.m. An I.D. is required at the gate, and no pets are allowed.

The NPS exhibition, *Hidden History: Untold Stories of the Naval Postgraduate School*, at the Monterey Maritime and History Museum, will be on view May 23-September 7, 2009. The exhibition is free and open to the public.

You are invited to attend Reunion Weekend, the beginning of a year of Centennial activities, which will not only look back at NPS' history, but also ahead, as the School shapes its next 100 years. To see a complete calendar of the weekend's events or to register for the gala or other events, go to <http://www.nps.edu/100>.

For more information, visit the NPS Centennial Web site at www.nps.edu/100 or call Centennial Headquarters at (831) 656-2077.

IN BRIEF

- ♦ The Dudley Knox Library's "Get it!" is featured as a *Case Study: Link Resolution for Interlibrary Loan* in the April 2009 Volume 40, Issue 4, of *American Libraries*. The article can be found at: G:\LIBRARY INFO\Articles about DKL & NPS or at: <http://site.ebrary.com/lib/ala/docDetail.action?docID=10282870&p00=link%20resolution>.
- ♦ The annual Battle of Midway Dining-Out, coordinated by the President's Student Council, the Monterey Peninsula Council of the Navy League and the Monterey Bay Commandery of the Naval Order, will be held on Saturday, June 6, 2009 at NPS. Tickets go on sale in the ITT Office in early May.
- ♦ A 48-hour advance notice is now required for a visitor to be placed on the Gate Access list. If you miss this deadline, either come to the main gate and escort your visitor or ask your visitor to present his/her credentials at the main gate Pass & ID office, where contact will be made to verify access with the sponsor. For questions, contact Ken Bench or Sydney Grooms at 656-2556/3477.
- ♦ The NPS Foundation is sponsoring the Fourth Annual America's Heroes Charity 18-hole Golf Tournament and Auction at the Monterey Peninsula Country Club in August. Over \$1,500,000 have been raised in three tournaments to assist U.S. troops wounded in combat. For course information, golf fees and auction items: <http://www.npsfoundation.org/golf.php>.
- ♦ The Rigorous Exemplars of Aptitude and Lethality (REAL) Chess Club meets Friday at 11:00 A.M. in Root Hall Room 101B. All are welcome.



Message From GSBPP Dean Bill Gates



The Graduate School of Business and Public Policy (GSBPP) faces many important decisions over the next few years, and I look forward to working with the faculty, staff and administration to address these issues. Our decisions will have an impact on how GSBPP evolves.

GSBPP is a unique academic organization, with ties to business management and public policy. This is reflected in our mission statement, which stresses quality graduate education, relevant research and professional advice for government leaders and organizations in defense management and public policy. Consistent with this mission, we are one of a few schools holding dual accreditation from the Association to Advance

Collegiate Schools of Business and the National Association of Schools of Public Administration and Affairs.

Our faculty is dedicated to providing quality education, scholarship and service to our defense-focused customers. We have seen significant growth in all three of these mission areas. In education, we have increased enrollment in our resident and non-resident curricula, we are developing new curricula for new sponsors, and we are exploring partnerships with other universities, domestically and internationally. In scholarship, we have widely acclaimed research programs in acquisition and manpower systems analysis, and we are developing programs in financial management, logistics and innovation. In service, we sponsor non-degree programs for defense comptrollers and human resource managers, and GSBPP faculty members participate in a rotating Scholar in Residence program with the Assistant Secretary of the Navy (Financial Management and Comptroller).

Growth has been difficult for GSBPP. In several academic disciplines we compete with civilian business schools in markets facing shortages of faculty talent. With the NPS salary cap, competition for newly minted and mid-career Ph.D.s is difficult. The GSBPP faculty is spread thin in this competitive environment. Under these conditions,

approving new programs today may preclude new programs in the future. Given this high opportunity cost, we must decide what promising new programs to accept and reject, a crucial step towards managing our growth and shaping our future.

As our faculty grows, we must secure sufficient research funding to sustain our commitment to scholarship. Navy and defense-related sponsors look to us for answers to defense management and policy challenges. We are becoming the "consultants of choice" in addressing these issues. At the same time, the faculty wants to expand our reimbursable funding so that our research portfolio enables us to advance tomorrow's defense management and policy issues. As a research-oriented business and public policy school, we have an advantage in addressing these longer term issues.

NPS' new nine-month funding model certainly helps us move in this direction, but we also need to help interested faculty members attract more funding that addresses basic issues. Any help GSBPP can provide will make us more competitive with peer institutions where faculty research is almost entirely funded by internal sources. Managing growth and fostering a stronger research orientation are two of the significant challenges we face in the near- to mid-term.

Faculty Notes

Profs. Dave Lamm, Juanita Rendon, and Rene Rendon of GSBPP were presented awards at the 2009 National Contract Management Association (NCMA) World Congress in Long Beach, CA.

Donald Stoker of the Naval War College's Monterey Program published "There Was No Offensive-Defensive Confederate Strategy" in the April 2009 issue of *The Journal of Military History*.

Amela Sadagic, presented "Virtual Training Simulations & Game-Based Systems: Large-Scale Adoption Issues," Invited I/ITSEC 2008 Tutorial at Military Modeling and Simulation Symposium, SpringSim Conference, March 2009, San Diego, CA. (<http://www.scs.org/confernc/springsim/springsim09/springsim09.htm>)

Outstanding papers announced at the Spring 2009 Simulation Interoperability Workshop in San Diego in March included "Open-DIS: An Open Source Implementation of the DIS Protocol for C++ and Java," by **Dr. Don McGregor** and **Dr. Don Brutzman** of the MOVES Institute. **Curtis Blair** of MOVES also delivered a presentation.

Prof. Cynthia Irvine (with T. Levin, J. Dvoskin, G. Bhaskara, T. Nguyen, P. Clark, R. Lee, and T. Benzel) presented "Securing the Dissemination of Emergency Response Data with an Integrated Hardware-Software Architecture," at the International Conference on the Technical and Socio-economic Aspects of Trusted Computing (TRUST), University of Oxford, Springer, April 2009.

Prof. David R. Henderson of GSBPP presented "The Case for Free Trade" at the Club for Growth's Winter Economic Conference in Palm Beach, Florida.

GSBPP **Asst. Prof. Chong Wang** presented his working paper, "The Impact of Career Concerns on Accruals Based and Real Earnings Management," coauthored with Prof. Elizabeth Demers of INSEAD, France, at the 7th National Taiwan University International Conference on Economics, Finance and Accounting, Taipei, Taiwan in May.

Note: Correction to March 2009: Prof. Chong Wang's name was inadvertently printed as Chang Wong.

Tenure-Track Faculty Hires

• Assistant Professor Rachel Johnson, Operations Research

• Senior Lecturer Colonel Eugene Michael Mensch II USA (ret.), Center for Civil-Military Relations

• Prof. Keenan D. Yoho, School of Business and Public Policy

Announcements

• **Awards of Tenure:** Douglas Borer, Doron Drusinsky, Ronald Fricker, Moshe Kress, Timour Radko, Anke Richter, and Robert Springborg.

• **Promotions:** Associate Professor: Anne Clunan, Yu-Chu Shen; Profes-

or: John Colosi; Research Professor: Weislaw Maslowski; Senior Lecturer: Glenn Cook, Steven Iatrou, and Gary Landford.

• Capt. Lisa Potvin will receive the Assistant Secretary of the Navy for

Financial Management and Comptrollership award at the Professional Development Institute Conference hosted by The American Society of Military Comptrollers in May.

SEED Center for Data Farming hosts International Workshop

Nearly 85 participants – one-third active duty officers – from eight countries worked in 12 different teams investigating "Dynamic Truths" at the International Data Farming Workshop (IDFW) 18 in Monterey. Sponsored by the Simulation Experiments and Efficient Designs (SEED) Center for Data Farming (<http://harvest.nps.edu>), created three years ago by OR Profs. Susan Sanchez and Tom Lucas to advance the use of simulation experiments and efficient designs to provide decision makers with timely insights, the SEED Center is a leader in advanc-

ing design of experiment theory and applying it to militarily-relevant problems.

Dean of Research Karl van Bibber welcomed the gathering; keynote addresses were presented by Lt. Col. David Hudak on ongoing TRAC-Monterey research into irregular warfare, and by Mr. Rob Heilman on the challenges and opportunities for data farming in supporting Netcentric Systems Testing. Information will soon be available on the next workshop, IDFW 19, which will take place this November in Auckland,

CALENDAR

May 1

Battlestar Galactica and Beyond:
Reflections on Futures
POC Alan Howard Ext. 3855

May 2

International Day
POC International Programs Office Ext. 2186

May 12

Greg Mortenson
Secretary of the Navy Guest Lecture
POC Chris Ewing Ext. 7648

May 12

6th Annual Acquisition Research Symposium
POC Keith Snider Ext. 2631

May 22

Centennial Celebration Begins
POC Kari Miglaw Ext. 2077

May 25

Annual Concert on the Lawn and
Centennial Open House
POC Alan Richmond Ext. 3649/
Kari Miglaw Ext. 2077

July 7

Lt. Gen. Stanley A. McChrystal, USA
Secretary of the Navy Guest Lecture
POC Protocol Ext.2466

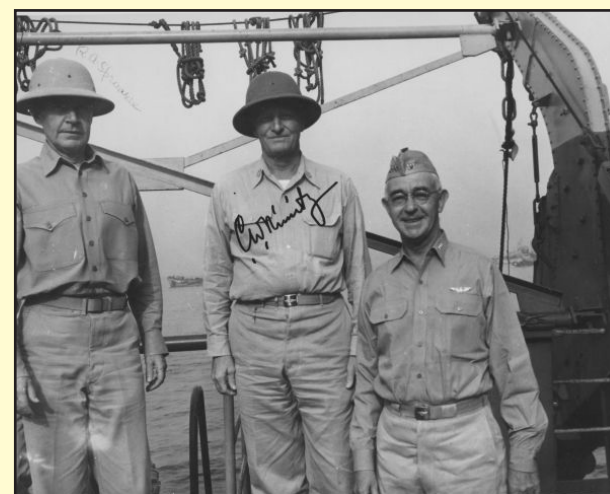
July 21

Dr. Thomas Fingar
Secretary of the Navy Guest Lecture
POC Protocol Ext.2466

HISTORICAL HIGHLIGHTS

Then Secretary of the Navy Charles S. Thomas was keynote speaker for the dedication of the Naval Postgraduate School's new academic buildings in May 1956. Several noted World War II heroes – Fleet Admiral Chester Nimitz, Admiral Richmond Kelly Turner and Admiral Raymond Spruance – participated in the ceremonies. The three had been friends and shipmates throughout their careers. During the war, Spruance emerged as the pre-eminent carrier strategist in the Pacific while Turner won Nimitz' admiration for leading amphibious forces throughout the Pacific. The acclaimed book, "The Amphibians Came to Conquer: The Story of Admiral Richmond Kelly Turner," chronicles the career of this 1914 NPS alumnus.

(below) Admirals Nimitz, Spruance and Turner aboard the USS Eldorado (AGC-11) off Okinawa on April 23, 1945. The Battle of Okinawa lasted 82 days from late March through June 1945. It was the largest amphibious assault in the Pacific theatre.



Historical Highlights are provided by the Dudley Knox Library.