



Calhoun: The NPS Institutional Archive
DSpace Repository

NPS Scholarship

Publications

2004-09

NPS Newsletter / Volume 1, Issue 10,
September 2004

Monterey, California ; Naval Postgraduate School (U.S.)

<https://hdl.handle.net/10945/40902>

This publication is a work of the U.S. Government as defined in Title 17, United States Code, Section 101. Copyright protection is not available for this work in the United States.

Downloaded from NPS Archive: Calhoun



Calhoun is the Naval Postgraduate School's public access digital repository for research materials and institutional publications created by the NPS community. Calhoun is named for Professor of Mathematics Guy K. Calhoun, NPS's first appointed -- and published -- scholarly author.

Dudley Knox Library / Naval Postgraduate School
411 Dyer Road / 1 University Circle
Monterey, California USA 93943

<http://www.nps.edu/library>

NOV DEC FEB [Close](#)◀ 14 ▶
2003 2004 2005 [Help](#)

NAVAL POSTGRADUATE SCHOOL NEWSLETT



From the Mezzanine

Superintendent's Bio
Chief of Staff's Bio
Provost's Bio

NPS Info

MWR

NPS Academic Websites

Graduate School of Operational
and Information Sciences
Graduate School of
Business and Public Policy
School of International
Graduate Studies
Graduate School of Engineering
and Applied Sciences
Other NPS Academic Sites

NPS Newsletters

NPS Alumni

Related Links

United States Navy
United States Marines
United States Air Force
United States Army
United States Coast Guard
Navy Region Southwest
Naval Education and Training
Naval War College
Air Force Institute of Technology
National Oceanic and
Atmospheric Administration
Navy NewsStand

Special Operations Policy Expert Gives Distinguished Visiting Guest Lectures at NPS

Story by Barbara Honegger

Special Operations policy expert and former Principal Deputy Assistant Secretary of Defense Robert Andrews flew to the Naval Postgraduate School recently to deliver distinguished visiting guest lectures in Professor Peter Gustaitis's course on "Strategic Decision-making for Irregular Warfare", and Professor Gordon McCormick's defense analysis seminar on guerilla warfare.

"The NPS course on strategic decision making for irregular warfare is unique in the U.S.," the former Green Beret said in a campus interview. "You're doing what no one else in the U.S. has done, and it's absolutely marvelous that you've done it. Increasingly, the defense community is going to rely on Special Operations forces, and this course prepares special operators to successfully interact at the highest levels with policy makers."

As a former senior CIA liaison to the White House and Departments of State and Defense, former national security advisor to Senator John Glenn, and Acting Assistant Secretary of Defense for Special Operations on Sept. 11, Andrews' experience and expertise carries special weight.

"I've been there. I've seen decisions being made, as they're being made, by our nation's top policy makers, and I know what influences them," he said. "You need to have been on the inside to know how things really work. I can pass that on and I'm glad to be asked to do so, where it can make a real difference."

When asked for an example, Andrews chose one that resonates with every American.

"I've seen from my own experience, including on Sept. 11 itself, that policy makers need people near them with Special Operations expertise," he said.

"On July 31, 2001, I accepted an appointment as Principal Deputy Secretary of Defense in the Office of the Secretary of Defense. In that capacity, I was serving as Acting Assistant Secretary of Defense for Special Operations and Low Intensity Conflict at the Pentagon on the morning of Sept. 11. Like millions of Americans, I was watching television after the first plane struck the World Trade Center. The moment I saw the second plane strike 'live', I knew Secretary Rumsfeld would need the most up-to-date information, and ran down to our counterterrorism center to get maps of New York and other data to take to him in the Executive Support Center. I was there in the Support Center with the Secretary when he was talking to (White House Counterterrorism Advisor Richard) Clarke on the White House video-conference, and to the President. Because I was there, I was able to input and interact with my Special Operations expertise and background as these key decisions were being made."

Andrews' career in Special Operations leading up to Sept. 11 is rich and varied. As a Green Beret, he established intelligence networks, conducted reconnaissance missions, and served as an operations officer in the top-secret Studies and Observations Group in Vietnam. In 1967, he directed operations for a Special Forces Group in the Arab-Israeli War, and held numerous assignments in the 82nd Airborne Division and at the Pentagon.

From 1975 to 1980, Andrews held senior positions at the Central Intelligence Agency. He served as National Intelligence Officer for East Asia , as Assistant Legislative Counsel, and was a senior liaison to the White House and Departments of State and Defense.

In 1980, the Special Operations policy expert moved to the Congressional branch of government, accepting a position as national security advisor to Senator John Glenn.

Beginning in 1982, Andrews added top posts in the defense industry to his vitae. He directed Rockwell International's Washington office of Congressional relations and strategic analysis, then moved to McDonnell Douglas as Vice President for Program Coordination. With that company's merger with Boeing in 1997, he was appointed its Vice President for Government Programs.

Andrews holds an undergraduate degree in chemical engineering, an advanced degree in Asian history, and is the author of numerous books, both nonfiction and fiction.

He is currently Inter-Agency Senior Advisor to the Afghanistan Reachback Office, Office of the Secretary of Defense.

[NPS Honors Women's Equality by Celebrating Milestones](#)

Story by Barbara Honegger

The Naval Postgraduate School celebrated Women's Equality Day, Aug. 26, with a program of enlightening talks by four international women in the NPS community. The luncheon program, held in the Tower Room in Herrmann Hall, was co-sponsored by the NPS Equal Opportunity Special Emphasis Programs and Federally Employed Women, Central Coast chapter. [more...](#)

[Kelp Klimbers Dive Club looking for more members](#)

NPS Staff Report

The Kelp Klimbers Dive Club, sponsored by the Presidio's Outdoor Recreation Center, is looking for members! The Klimbers hold regular dive events that promote safe diving and encourage leadership and team building. [more...](#)

[Nominees for the 2004 MORS Barchi Prize](#)

NPS Local News

Congratulations to the OR faculty authors of the following papers presented at the recent annual MORS symposium at NPS. Each has been judged "best in its working group", and is thereby eligible for the MORS 2004 Barchi Prize competition. The Barchi Prize is awarded to the best paper presented at the annual symposium. [more...](#)

From External News Sources...

['A giant of the last century'](#)

Monterey Herald

The man who made computers work was recalled as "a giant of the last century" at the Naval Postgraduate School in Monterey during a conference last week celebrating 50 years of computer use on campus. [more...](#)

[The Naval Postgraduate School celebrates 50 years of computing](#)

Monterey Herald

Don't tell the cyber sophisticated, but the computer industry of today has its roots in defense spending a half century ago. [more...](#)

[Learning to be Safe](#)

Washington Times

The term "homeland security" conjures a number of images, but an academic cap and gown probably isn't one of them. Yet several institutions of higher learning now offer classes and majors as well as graduate degrees in subjects directly related to the Cabinet department's mission of protecting Americans from terrorism. [more...](#)

Please send your feedback about the NPS Newsletter to the [NPS Public Affairs Officer](#).

1 University Circle
Monterey, CA 93943
(831) 656-3164