2021-07-19

NPS in the News Weekly Media Report - July 13-19, 2021

Naval Postgraduate School (U.S.)

Weekly Media Report – July 13-19, 2021

SGL:

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3YOURMIND Awarded US Navy Contract For Secure Distributed Manufacturing Network

(3DPrintingIndustry.com 13 July 21) … Hayley Everett

Additive manufacturing software developer 3YOURMIND has been awarded a contract by the Naval Information Warfare Center (NIWC) Pacific to provide the US Navy with a seamless digital production workflow to enable distributed additive manufacturing… In February, the **Naval Postgraduate School** (NPS) became the first to install Xerox's new ElemX Liquid Metal 3D printer, and will use the machine to develop new ways of fabricating

parts on-demand for deployment across the US Armed Forces. Most recently, the Navy Research Laboratory (NRL) 3D printed functional lightweight cylindrical antenna arrays that could be key to advance the Navy's radar monitoring capabilities.

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Southern Gas Corridor is incredible success story - US expert

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Caudle Nominated to Lead U.S. Fleet Forces Command

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Secretary of Defense Lloyd J. Austin III announced July 15 the president has made the following nominations, including a new commander for U.S. Fleet Forces Command… Caudle holds advanced degrees from the **Naval Postgraduate School**, Master of Science (distinction) in Physics from Old Dominion University, and Master of Science in Engineering Management. He also attended the School of Advanced Studies, University of Phoenix, where he obtained a Doctor of Management in Organizational Leadership with a specialization in Information Systems and Technology.

Thomas J. Sobocinski Named Special Agent in Charge of FBI's Baltimore Field Office

(Homeland Security Today 15 July 21)

Director Christopher Wray has named Thomas J. Sobocinski as special agent in charge of the Baltimore Field Office. Mr. Sobocinski most recently served as deputy assistant director of the International Operations Division at FBI Headquarters in Washington… Prior to joining the FBI, Mr. Sobocinski was a police officer and special agent with the U.S. Secret Service. He earned his bachelor's degree in sociology and political science from the Purdue University and a master's degree in security studies from the **Naval Postgraduate School**, Center for Homeland and Defense Security.

Seasoned submariner takes helm of US Naval Forces Japan from retiring rear admiral

(Star and Stripes 15 July 21) … Alex Wilson

Rear Adm. Brian Fort closed out 32 years in the Navy this week by handing over his last command to an experienced submariner who recently arrived from Washington, D.C… Originally from Buffalo, N.Y., Lahti holds a bachelor's degree in systems engineering from the U.S. Naval Academy, a master's in electrical engineering from the **Naval Postgraduate School** and a master's in national security and strategic studies from the Naval War College.

Submariner with Indo-Pacific experience takes on Navy command on Guam

(Star and Stripes 19 July 21) … Alex Wilson

A veteran submariner with three recent deployments in the Indo-Pacific region aboard a submarine tender took the helm of U.S. Naval Base Guam on Monday… He earned master's degrees from the National Defense University**, Naval Postgraduate School** and the University of California, Berkeley, according to his LinkedIn profile.

UPCOMING NEWS & EVENTS:

August 9-13, 2021: Center for Executive Education NSL Seminar
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SGL:

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Smith represents the 9th District in the state of Washington, and was the youngest state senator in the nation when he took office in 1991. He has served on the HASC since '97, and with his current and former committee assignments, developed keen insight into critical national security issues and challenges. Smith shared some of these insights into how the nation can leverage emerging technologies for defense, recognizing the important role of officers and DOD civilians, well-educated in relevant studies, in achieving these goals.

Smith began his time on campus with a tour and briefings in NPS' Large Experimentation Annex, a highlight of which is the first-of-its-kind Xerox ElemX 3D Liquid Metal Printer. He was interested in the research that NPS students were working on, using the advanced capabilities of the printer for naval purposes.

"It is important for us to demonstrate our work to people like Congressman Smith, because NPS is unique in that it has young officers like myself with fleet experience," said U.S. Navy Lt. Jacob Magnusson, a Mechanical Engineering student who presented his thesis. Magnusson is using the ElemX printer to build hollow parts that could potentially be used in submarines to detect noise above the sound layer.

"We can use this fleet experience to identify problems and tailor our studies at NPS to help fix these problems and make the Navy and other Armed Service branches stronger," Magnusson said.

U.S. Navy Lt. David Magno, also an NPS Mechanical Engineering student, shared his research in rotor blade tip clearance measurements, and how it relates to turbomachinery.

"It was great show off what NPS can really do," Magno said. "Congressman Smith seemed very receptive to what we had to say and seemed very interested in what we do."

After observing some of the innovative efforts NPS students are working on, Smith began his SGL with a focus on innovation and how it serves as the driving force to improve defense technology.

"Everyone in this room knows that the history of warfare is driven in large part by new technologies, new capabilities, and as importantly, who figures out how to use these new capabiltiies best and first," said Smith. "You've got to innovate and you've got to apply. It's been that way back when somebody was the first to figure out how to uses horses in battle and had a tremendous advantage. We have got to be able to innovate and then use that innovation to meet our national security objectives."

With his 20+ years of service with, and subsequent leadership of, the HASC and its jurisdiction over defense policy, ongoing military operations and acquisitions, Smith said he believes the U.S. has the resources to remain a global leader in tech innovation.

"I think we are still the best, most capable country in the world," Smith continued. " When you look at our universities and our capital markets, we have incredible strengths that we can use to meet the challenges that we face. We just have to understand what those challenges are and how to get better at it, specifically how to get better at the innovation and capabilities game."

During his lecture, Smith covered several obstacles that block opportunities to develop technological leadership in the defense sector.

"One challenge is within the Pentagon, where incentives are somewhat misplaced, and there is not an incentive to innovate," said Smith. "There is more of an incentive to follow the process and requirements.

The culture within the military for a long time was about following a very strict set of rules and a strict set of processes. It lacked any sort of creative approach to problem solving."

Smith suggested that the rigid culture of following processes needs to change to a more problem solving mindset, such as what NPS teaches its students.

"You're presented with problems and you figure out how to solve them," he continued. "Process and requirements don't dominate what you do. Creativity pushes you toward solutions. We have to change that culture within the military to get to that place."

Another problem Smith referenced focused on the motivations of defense contractors, which can be focused on long-term financial commitments and growth over pure innovation.

"Large companies are capable of innovating, but they innovate when they are threatened," observed Smith. "Our job in government is to force them to compete because they don't want to compete, they want to win. … We policy makers, people at the Pentagon, we have got to constantly put the pressure on them to force them to change and force them to innovate."

Smith observed how budgets may be rigidly committed to long term projects, which leaves no room for innovative research. He also said that Congress needs to be more flexible to not lock themselves into an idea that, just because it is a program that they created, they don't have to keep sinking funds into it if it's not producing results.

"The past 20 years have seen a long list of systems that wound up over budget, got canceled, or did not meet needs," said Smith. "We've got to learn from those lessons in terms of how Congress conducts itself, how the Department of Defense conducts itself, how contractors conduct themselves, and get better about how we do it so that we can get more for the dollars that we are spending, meet the rapid pace of technological change, and deter our adversaries and protect this country."

Whether countering drone swarms, defending against cyber attacks, or finding vulnerabilities in the information systems of adversaries, Smith proclaimed that creative and critical thinkers like the students at NPS are pivotal to the force that overcomes these obstacles to strengthen the country's defensive technological advantage.

"That's the type of creativity that we're going to need to meet the national security needs right now and into the future," concluded Smith. "Your education, with the teaching that they do here, teaching you to solve problems and be creative, is going to be absolutely crucial to what we're trying to do."

Following his lecture, Smith fielded several questions from the NPS student audience on a diverse range of topics, such as combating disinformation in security and policy; the role of legislation in fostering change in tech innovation; and the role of partnerships in improving acquisition.

NPS President retired Vice Adm. Ann Rondeau thanked Smith for speaking at the first live SGL held on campus since the COVID-19 pandemic, which was also broadcast live online. She challenged the audience to remember and heed the Congressman's lecture.

"The Chairman of the House Armed Services Committee used a number of words, a number of times: 'creativity,' 'innovation,' 'culture,' and 'opportunity,"' said Rondeau. "Those are the kind of words that guide who we are and what we do as you embark on your education and discoveries."

"Our nation's military requires advanced education to develop technically competent leaders who understand and can employ technology effectively in the all-domain battlespace: under, on and above the oceans, as well as ashore, in space and in cyberspace. Science and Technology research ensures the technological advantage. Education drives intellectual dominance and cognitive agility. Together, they create technological leadership. This is our mission here at NPS."

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EDUCATION:

DRDO teams up with AICTE to offer M.Tech in Defence Technologies

(TheWeek 13 July 21) … Pradip R. Sagar

With the intention to scout young talents, country's premier defence research agency, the DRDO, has collaborated with All India Council for Technical Education (AICTE) for conducting a regular M.Tech in Defence Technologies, with six specialised streams. This is for the first time that such a specialised course for various requirements related to defence and security applications is being offered in the country.

The DRDO believes that the move will eventually create a large pool of talented workforce for the defence sector.

While the objective of the course is to develop skilled human resource in the field of latest defence technologies, it also aims to enhance the interaction of students with the defence scientists and industry personnel to have real time experience in the technology development and technology deployment for defence systems.

The DRDO officials claim that the M.Tech in Defence Technology will provide employment opportunities in fast expanding defence research and manufacturing sector (DRDO, DPSUs, private industries, and ordnance factories) and other similar sectors. Besides, it will help in establishing start-ups and pursuing business opportunities in the defence sector. "This will also help industry to work on know-why approach in addition to know-how," a defence official said.

For the last six decades, the DRDO has been pursuing basic and applied research in collaboration with academia, and the latest move is towards expanding the research base for developing emerging and futuristic technologies to accelerate the technological self-reliance in defence and security of the nation, said a defence scientist.

Several countries offer such courses in collaboration with defence research establishments like Cranfield University in England and **Naval Postgraduate School** in California.

The M.Tech programme has six specialized streams—Combat Technology, Aero Technology, Naval Technology, Communication Systems & Sensors, Directed Energy Technology and High Energy Materials Technology.

M.Tech. Defence Technology programme can be conducted at any AICTE-affiliated institutes/universities, IITs, NITs or private engineering institutes. Institute of Defence Scientists & Technologists (IDST) will be the main coordinating agency for commencement of the programme. IDST will help in planning, coordinating, executing, reviewing and monitoring of the programme as per the schedule agreed by the academic institute. IDST will also coordinate the interaction between the DRDO laboratories, institutes and industries. It can prioritise academic institutes in the vicinity of large clusters of DRDO labs.

"It would infuse interest in students and motivate them to pursue their career in research and development for defence and security to join defence, PSUs and private defence industries," said a DRDO official, and added that students will also be provided opportunities to conduct their main thesis work in DRDO laboratories, defence PSUs and industries.

Dr. G. Satheesh Reddy, head of DRDO, said this course is important for the nation in the goal towards self-reliance. "Design and development of the system should be done in the country," Reddy said, while calling upon the industry leaders to extend their support for this programme and offer opportunities for the students.

Though there are no specialised courses related to defence and security in country, the Defence Institute of Advanced Technology (DIAT) Pune, CME Pune, selected institutes and industries have been providing required specialised knowledge related to defence to students and armed forces personnel. However,these institutes have limited number of seats, which are not sufficient to address the requirement of trained manpower for contributing in technology and product development related to defence, DRDO officials maintained.

The course has been designed to produce postgraduates who will have the necessary theoretical and experimental knowledge, skill and aptitude in various areas of defence technologies and inspire them to carry out R&D in defence. The students will be provided valuable exposure to various state of the art defence systems and contemporary technologies through classes, lectures and thesis work in DRDO labs, defence PSUs & private defence industries.

"This collaborative effort of DRDO, AICTE and industries will create jobs in the defence sector, and the academic-industry trained workforce will immensely contribute in realising the Prime Minister Narendra Modi's vision of Atmanirbhar Bharat," an official said.

The official further explained that in addition, abundant manpower, proficient in identification, investigation and analysis of complex problems associated with defence technologies will be readily available. "This will further help in laying the foundation of robust defence R&D and manufacturing ecosystem in the country."

Soon after launching the programme, DRDO headquarters and AICTE have been flooded with lot of queries from institutes and students. More than 100 institutes have given overwhelming response towards the course and shown their willingness to start the course in this academic year itself.

In addition to this, there are many private institutes/universities like Sharda University, GLA Mathura, and Amity University that have also shown their interest in commencing this course in this academic session (2021-22), another DRDO officials explained.

Since this programme is a multi-disciplinary post-graduation, a total of 48 disciplines of engineering have been selected as an eligibility criteria to get into the M.Tech programme.

AICTE chairman Anil Sahasrabudhe said the move will not only generate skilled manpower pool in defence technology but "will also create spin-off benefits in terms of new defence start-ups and entrepreneurs."

India has been talking about improving industry-academia connect and co-creation and promotion of specialised education and R&D efforts. In the last five years, DRDO has given impetus to create research eco-system for directed research by establishing the centres of excellence within premier institutes and universities. The DRDO has been funding the research projects through various mechanisms to engage academia under its Grant-in-Aid scheme.

DRDO teams up with AICTE to offer M.Tech in Defence Technologies - The Week

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RESEARCH:

NPS Researchers Use Predictive Analytics to Improve Military Retention

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Many top industry names like Google, Cisco and Sprint are starting to use predictive analytics to aid in critical workforce management functions, like hiring, retention and salary decisions. So why not the Navy? Every day the Navy must make the decision of either training a pre-existing employee for a needed task or hiring someone new for the position.

For two Naval Postgraduate School (NPS) researchers, Dr. Amilcar Menichini and Dr. Thomas Sae Young Ahn, who teach in the university's management programs and support the Acquisition Research Program (ARP), thinking about analytics and these types of decisions began a few years back. As the ARP expanded over the years as a platform for improving analytical effectiveness and problem-solving for Department of Defense (DOD) acquisition strategies, it helped inspire a five-year Acquisition Workforce Strategic Plan initiated in 2016 to help address retention of mid-career employees in the DOD.

Menichini and Ahn think predictive analytics can help maintain a stable workforce. The two formed an interdisciplinary partnership, with Menichini bringing experience in finance and Ahn in econometrics. With funding by the Naval Research Program (NRP), the pair is now in the middle of creating the

Dynamic Retention Model (DRM), a predictive analytics model designed to create a hypothetical office full of individuals with different motivations, skills, experience, etc., that is then introduced to different scenarios, such as a pandemic or high turnover. Not only would a Navy command be able to look at the workforce quality as a whole, but they could also narrow down to look at how each employee might respond to different scenarios.

"[The employer] can come up with their own little experiments and the simulation will run it and give them the tools they can use to set personnel policy in the future," Ahn explains. "It's going to allow them to, in some sense, look forward and sort of wargame it out by introducing shocks and changes to pay structure."

In the case of a pandemic, for example, the employer could plug into the system a spike in the civilian sector unemployment rate. Then the program would probably determine the employees will stick around in the government job because it's not a good time to look for work. But when the pandemic nears to an end, the employer might be more at risk of losing some employees. Then the question is, would a bonus or pay raise do better at ensuring retention? How much for how long? These answers can change depending on the employee's length of employment and experience level, among many other factors.

The Dynamic Retenion Model would look at all the options based on different speeds of economic recovery to determine the likelihood of retaining employees. Not only will employers be able to monitor the retention rate of individuals, but personnel policy leaders would be able to determine the quality of the workforce as a whole, and how diverse it is in age, race and sex.

"If you've got a menu of items that you want to maintain and grow about your organization, then using a model like ours will not just drill down to a particular aspect, but actually look at how the whole workforce moves and evolves," Ahn says.

Menichini and Ahn hope Navy employers could come to DRM when making any recruiting, promoting or personnel decisions, and personnel policy leaders could use it before adjusting policy to better see the long-term impacts of these large decisions. The code won't make the decisions, but it willll help inform decision-makers.

"It's really about providing simulations and best guesses for the future so that decision-makers can have a full quiver of arrows and aren't just shooting in the dark," Ahn explains.

The researchers see this tool as a way for the Navy, and DOD as a whole, to analyze every acquisition and retention decision holistically, which is especially important for the government to do because it's slower to change than a private entity. They think it will help different departments proactively adjust rather than just react.

The NPS pair is now in the process of coming up with all the variables for the model to play with and coding in data (using MATLAB). The more data from past scenarios the program has to work with, the better the model can work.

"We're proud of this research and it has academic value, but it would be a tragedy if it just ends up in a journal somewhere," Ahn stresses. "We envision this research agenda as not retrospective, but prescriptive. We did this research because we thought this can really contribute, in our own small way, to national security."

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NPS Researchers Use Predictive Analytics to Improve Military Retention - Naval Postgraduate School

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3YOURMIND Awarded US Navy Contract For Secure Distributed Manufacturing Network

(3DPrintingIndustry.com 13 July 21) … Hayley Everett

Additive manufacturing software developer 3YOURMIND has been awarded a contract by the Naval Information Warfare Center (NIWC) Pacific to provide the US Navy with a seamless digital production workflow to enable distributed additive manufacturing.

Integrating 3YOURMIND's software platform and additive manufacturing-specific digital thread will be a critical part of the NIWC Pacific and NIWC Atlantic's mission to provide uninterrupted vigilance, adaptive response and engineering excellence.

"It's imperative for the US military to have secure data and production transparency to achieve operational success," said William Cuervo, Senior Business Development Manager at 3YOURMIND. "With multiple, international locations equipped with a variety of AM technologies, materials and competencies – it's valuable to have a sophisticated software strategy that collates and organizes this information."

The US Navy's adoption of 3D printing

The US Navy has long recognized the potential of 3D printing, and has commissioned a number of research projects to develop the technology and its applications.

In 2018, the US Office of Naval Research (ONR) awarded Concurrent Technologies Corporation (CTC) a $2.6 million contract to ensure the manufacturability of metal 3D printed parts for use in maintenance, repair and overhaul (MRO).

The US Navy's Naval Sea Systems Command (NAVSEA) has also awarded funding to seven nautical R&D programs which could potentially yield cost savings of over $250 million. Three of the new projects will use 3D printing to improve the efficiency of its naval shipbuilding and repair processes, while others focus on design optimization and developing a process to approve and ship 3D printed parts at a more rapid pace.

In September last year, the US Navy's own scientists were issued a 20-year patent for a 3D printable material made of a marine-biodegradable base polymer that breaks down over time. The new material could potentially make underwater equipment such as unmanned or autonomous underwater vehicles (UUVs) biodegradable.

In February, the **Naval Postgraduate School** (NPS) became the first to install Xerox's new ElemX Liquid Metal 3D printer, and will use the machine to develop new ways of fabricating parts on-demand for deployment across the US Armed Forces. Most recently, the Navy Research Laboratory (NRL) 3D printed functional lightweight cylindrical antenna arrays that could be key to advance the Navy's radar monitoring capabilities.

Developing a seamless digital production workflow

An operational environment such as the battlefield relies on rapid solutions, so the ability to print on-demand in distributed manufacturing locations will provide a significant advantage to the US Navy. As part of its contract with the Navy, 3YOURMIND will contribute its Agile ERP and Agile MES software products to establish a 3D printer network that is responsive, communicative and secure.

The Agile ERP module of the company's software suite automates pricing, production recommendations and routine business processes for order management regarding 3D printing, while the Agile MES module optimizes scheduling, transparency and quality assurance tracking along the additive manufacturing production chain.

3YOURMIND's workflow management tools have also been recently deployed to aggregate CAD data and identify 3D printable parts for production in Automation Alley's Project DIAMOnD. The digital manufacturing project is focused on revamping the US' supply chains, and has already formed the country's largest network of blockchain-connected 3D printers to date.

The firm will work with the Navy and NIWC Pacific to develop a cyber network infrastructure complete with knowledge management services to ensure that reliable information is immediately

available to those who need it, no matter where they are. Integrating 3YOURMIND's ERP and MES software offerings will aid the Navy in guaranteeing battlefield readiness and warfighter innovation.

"Distributed manufacturing is a key tenant in delivering as-needed parts to the Fleet," continued Cuervo. "Being able to communicate the need for specific parts, safely transmit the associated manufacturing data, and monitor production at any location across the globe gives us the ability to be more effective than ever before."

Earlier this year, 3YOURMIND raised $12.4 million in its latest funding round, securing two prominent new European investors in LBBW VC the venture capital arm of Landesbank Baden-Württemberg, and Swiss venture capital firm Verve Ventures. The new investors will provide the firm with access to an extensive network of potential partnerships for its additive manufacturing workflow management tools.

3YOURMIND awarded US Navy contract for secure distributed manufacturing network - 3D Printing Industry

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FACULTY:

Southern Gas Corridor is incredible success story - US expert

(Trend News Agency 16 July 21) … Nargiz Sadikhova

The Southern Gas Corridor is an incredible success story, Brenda Shaffer, a faculty member of the US **Naval Postgraduate School** told Trend.

Shaffer said that despite the war (Azerbaijan's Second Karabakh war with Armenia), COVID-19 and more, the Southern Gas Corridor was completed on time and significantly below budget.

"The project was budgeted initially for $45 billion and in the end was completed at $33 billion. There is exceptional in the oil and gas industry. In addition, the project was launched at a period that now gas prices in Europe are at their highest since 2008 and oil is over $75 a barrel, thus the condensate produced at Shah Deniz is also getting a high price," she said.

Shaffer added that in this last winter, Europe also saw the advantage of pipeline supplied gas versus LNG.

"A simultaneous cold snap took place in Europe and Asia, which led to both a gas shortage and price spike. Most of the LNG cargoes went to Asia, which pays a much higher price for gas. However, pipeline gas, including through TAP continued to arrive in Europe with no disruption and at a manageable price. One of the reason that gas prices are so high in Europe now is that storage was not filled due to the high prices and shortage in past months of LNG supplies," Shaffer said.

The Southern Gas Corridor, which is comprised of Shah Deniz 2, the South Caucasus Pipeline Expansion, the Trans Anatolian Natural Gas Pipeline (TANAP), and the Trans Adriatic Pipeline (TAP) became fully operational on December 31, 2020.

Trans Adriatic Pipeline (TAP) AG confirmed on Dec. 31, 2020 the commencement of gas flows from Azerbaijan. The first gas has reached Greece and Bulgaria, via the Nea Mesimvria interconnection point with DESFA, as well as Italy, via the Melendugno interconnection point with SNAM Rete Gas (SRG).

Southern Gas Corridor is incredible success story - US expert (trend.az)

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ALUMNI:

Podcast: Main Street Firefighting: David O'Neal [Audio Interview]

(FireEngineering.com 14 July 21)

Hosts Chris Tobin and Lex Shady talk with Akron (OH) Fire Department's District Chief of Special Operations Division David O'Neal. Chief O'Neal wrote a thesis for the **Naval Postgraduate School** entitled "Training for Failure in the United States Fire Service." The chief explains the information presented in his thesis and discusses how it applies to building construction.

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Caudle Nominated to Lead U.S. Fleet Forces Command

(SeaPowerMagazine.com 15 July 21)

Secretary of Defense Lloyd J. Austin III announced July 15 the president has made the following nominations, including a new commander for U.S. Fleet Forces Command:

Navy Vice Adm. Daryl L. Caudle for appointment to the rank of admiral, and assignment as commander, U.S. Fleet Forces Command, Norfolk, Virginia. Caudle is currently serving as commander, Naval Submarine Forces; commander, Submarine Force, U.S. Atlantic Fleet; and commander, Allied Submarine Command, Norfolk, Virginia. If confirmed by the Senate, Caudle would relieve Adm. Christopher Grady.

Marine Corps Lt. Gen. Eric M. Smith for appointment to the rank of general, and assignment as assistant commandant of the Marine Corps. Smith is currently serving as the deputy commandant for combat development and integration, Headquarters, U.S. Marine Corps; and commanding general, Marine Corps Combat Development Command, Marine Corps Base Quantico, Virginia.

Navy Vice Adm. James W. Kilby for reappointment to the rank of vice admiral, and assignment as deputy commander, U.S. Fleet Forces Command, Norfolk, Virginia. Kilby is currently serving as deputy chief of naval operations for warfighting requirements and capabilities, N-9, Office of the Chief of Naval Operations, Washington, D.C.

Navy Rear Adm. Frank D. Whitworth III for appointment to the rank of vice admiral, and assignment as director of intelligence, J-2, Joint Staff, Washington, D.C. Whitworth is the incumbent director of intelligence, J-2, Joint Staff, Washington, D.C.

Caudle is a native of Winston Salem, North Carolina and a 1985 graduate of North Carolina State University (magna cum laude) with a degree in Chemical Engineering. He was commissioned after attending Officer Candidate School in Newport, Rhode Island.

Caudle holds advanced degrees from the **Naval Postgraduate School**, Master of Science (distinction) in Physics from Old Dominion University, and Master of Science in Engineering Management. He also attended the School of Advanced Studies, University of Phoenix, where he obtained a Doctor of Management in Organizational Leadership with a specialization in Information Systems and Technology.

His doctoral dissertation research was conducted on military decision-making uncertainty regarding the use of force in cyberspace. He is also a licensed professional engineer.

His early sea tours included assignments as division officer, USS George Washington Carver (SSBN 656G); engineer, USS Stonewall Jackson (SSBN 634B); engineer, USS Sand Lance (SSN 660); and executive officer of USS Montpelier (SSN 765).

Caudle's first command assignment was as commanding officer of USS Jefferson City (SSN 759). As deputy commander, Submarine Squadron 11, he served as Commanding Officer of USS Topeka (SSN 754) and USS Helena (SSN 725) due to emergent losses of the normally assigned commanding officers. He also commanded Submarine Squadron 3.

His tours ashore include assignments as assistant force nuclear power officer, commander Submarine Force, U.S. Atlantic Fleet; Officer-in-Charge of Moored Training Ship (MTS 635); deputy commander of

Submarine Squadron 11; assistant deputy director for information and cyberspace policy on the Joint Staff (J-5) in Washington, D.C.; and chief of staff, commander Submarine Force, U.S. Pacific Fleet.

His other flag assignments include deputy chief for security cooperation, Office of the Defense Representative, Pakistan where he directly supported coalition forces for Operation Enduring Freedom; deputy commander, Joint Functional Component Command-Global Strike; deputy commander, U.S. 6th Fleet; director of operations U.S. Naval Forces Europe-Africa; commander, Submarine Group Eight, where he directed combat strikes using the first ever dual Carrier operations with allies in support of Operation Inherent Resolve. He also designed the plan and directed combat sorties for Operation Odyssey Lightning to counter violent extremists in Libya; and commander, Submarine Force, U.S. Pacific Fleet.

Prior to this assignment, he was Vice Director for Strategy, Plans, and Policy on the Joint Staff (J-5) in Washington, D.C

Vice Admiral Caudle assumed his current duties in November 2019. As commander, Submarine Forces, he is the undersea domain lead, and is responsible for the submarine force's strategic vision. As commander, Submarine Force Atlantic, he commands all Atlantic-based U.S. submarines, their crews and supporting shore activities. These responsibilities also include duties as commander, Task Force (CTF) 114, CTF 88, and CTF 46.

As commander, Allied Submarine Command, he is the principle undersea warfare advisor to all North Atlantic Treaty Organization strategic commanders.

Caudle Nominated to Lead U.S. Fleet Forces Command - Seapower (seapowermagazine.org)

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Thomas J. Sobocinski Named Special Agent in Charge of FBI's Baltimore Field Office

(Homeland Security Today 15 July 21)

Director Christopher Wray has named Thomas J. Sobocinski as special agent in charge of the Baltimore Field Office. Mr. Sobocinski most recently served as deputy assistant director of the International Operations Division at FBI Headquarters in Washington.

Mr. Sobocinski joined the FBI as a special agent in 1998 and reported to the Fayetteville Resident Agency of the Charlotte Field Office in North Carolina, where he worked violent crime. His focus shifted to counterterrorism cases after the 9/11 attacks. In 2005, he was promoted to supervisory special agent and assigned to the Counterterrorism Division at Headquarters to work in the International Terrorism Operations Section.

In 2007, Mr. Sobocinski was appointed the FBI's senior liaison to the Department of Homeland Security. He transferred to the Washington Field Office as a counterterrorism supervisory special agent in 2008.

Mr. Sobocinski embarked on a the first of a series of foreign assignments in 2009, when he was appointed assistant legal attaché in Kabul, Afghanistan. He was promoted to legal attaché in Cairo, Egypt, in 2011, then moved to London in 2013 to serve as the deputy legal attaché.

In 2016, Mr. Sobocinski was appointed as the assistant special agent in charge of the Intelligence Branch at the Washington Field Office and was promoted to section chief in the Counterterrorism Division at Headquarters in 2018.

In 2019, he was appointed the deputy assistant director of the International Operations Division.

Prior to joining the FBI, Mr. Sobocinski was a police officer and special agent with the U.S. Secret Service. He earned his bachelor's degree in sociology and political science from the Purdue University and a master's degree in security studies from the **Naval Postgraduate School**, Center for Homeland and Defense Security.

Thomas J. Sobocinski Named Special Agent in Charge of FBI's Baltimore Field Office – Homeland Security Today (hstoday.us)

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Seasoned submariner takes helm of US Naval Forces Japan from retiring rear admiral

(Star and Stripes 15 July 21) … Alex Wilson

Rear Adm. Brian Fort closed out 32 years in the Navy this week by handing over his last command to an experienced submariner who recently arrived from Washington, D.C.

Fort transferred the dual-hat responsibility for U.S. Naval Forces Japan and Navy Region Japan to Rear Adm. Carl Lahti, most recently the commandant of Naval District Washington. The command exerts both operational and administrative control over all Navy personnel and installations in the country.

The Wednesday ceremony at the naval base's Fleet Theater featured accolades on Fort's behalf. He presided over the Navy response to the coronavirus pandemic in Japan, which in spring 2020 meant a three-month lockdown at Yokosuka, the Navy's headquarters south of Tokyo and homeport of the 7th Fleet.

"I think it's only fitting that over [my wife and I's] 32 years of service together we have called the Pacific our home for five tours of duty," Fort said during the ceremony. "And I can't think of a better place to conclude our service than our current home-away-from-home: Japan."

The commander of U.S. Forces Japan, Air Force Lt. Gen. Kevin Schneider, congratulated Fort for his many years of service and his numerous accomplishments. Fort received the Order of the Rising Sun, gold and silver, from the Japanese government July 1 in recognition of his service.

"Brian's achievements as commander of U.S. Navy Forces Japan/Navy Region Japan are just one example of his many successes over a 32-year military career which has been nothing short of fantastic," Schneider said at the ceremony. "He has been a tremendous sailor, he has been a leader, he has been a trainer, and he has a been a mentor who created an environment where his subordinates could achieve their potential."

Schneider highlighted Fort's role during the pandemic, saying that "the numbers speak for themselves." Better than 80% of U.S. Navy forces in Japan are fully vaccinated, Fort said later.

"Since February, we have averaged single-digit cases of COVID on any given week," Fort said. "Ninety-nine percent of those were [unvaccinated] at the time. Today, we are tracking three positive cases – that is what real teamwork is all about, and I know the entire team is proud."

Lahti, in addition to his tenure in Washington, D.C., has served as a submariner and also commanded the ballistic-missile submarine USS Nebraska, stationed at Naval Base Kitsap-Bangor in Washington state, according to his Navy biography.

Originally from Buffalo, N.Y., Lahti holds a bachelor's degree in systems engineering from the U.S. Naval Academy, a master's in electrical engineering from the **Naval Postgraduate School** and a master's in national security and strategic studies from the Naval War College.

Lahti thanked Fort for his service and pledged to continue "to maintain and foster the strong relationships" that Fort created.

"For the U.S. Naval Forces Japan and Naval Region Japan teams, our missions are clear: enable the 7th Fleet, enhance and strengthen the U.S.-Japan alliance and serve as the naval component to U.S. Forces Japan," he said. "We will do this by working together as a team and putting people first, creating a positive command climate and culture where everyone can contribute to mission accomplishment."

Lahti told reporters after the ceremony he plans to continue all coronavirus mitigation polices that Fort put into place.

"We'll be partnering with our Japanese counterparts until such a time as we move beyond this pandemic," Lahti said.

After the ceremony, Fort said he expects the vaccination rate of Japanese nationals to eventually match the percentage of U.S. personnel.

"I think it says a lot about our relationship with Japan and the culture of the organizations to be able to get the point where we're working with the U.S. [Food and Drug Administration] and the government of Japan to be able to vaccinate our master labor contract workforce," Fort said.

Stars and Stripes - Seasoned submariner takes helm of US Naval Forces Japan from retiring rear admiral

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Submariner with Indo-Pacific experience takes on Navy command on Guam

(Star and Stripes 19 July 21) … Alex Wilson

A veteran submariner with three recent deployments in the Indo-Pacific region aboard a submarine tender took the helm of U.S. Naval Base Guam on Monday.

Capt. Michael Luckett relieved Capt. Jeffrey Grimes during a ceremony at the base's Cmdr. William C. McCool Elementary/Middle School. The day provided significant memories for the outgoing Grimes, who took command of the base in July 2018.

"This place at this time of year has a very special meaning for me for several reasons," he said.

The cafeteria and gymnasium were the first shelters for crew of the aircraft carrier USS Theodore Roosevelt when COVID-19 broke out aboard the ship while at sea last year, Grimes said. COVID-19 is the respiratory disease caused by the coronavirus.

The episode proved a defining moment for the Navy early in the pandemic.

The Theodore Roosevelt's commander at the time, Capt. Brett Crozier, reported the first of 1,273 cases of COVID-19 aboard the ship on March 24, 2020. The carrier steamed to Guam and off-loaded its crew of 4,800, one of whom, Chief Petty Officer Charles Robert Thacker Jr., 41, died weeks later at the naval hospital there. Crozier's handling of the outbreak led to his dismissal.

The pandemic dominated Grimes' tenure as base commander. He oversaw the construction of a 150-bed emergent medical facility and the creation of standard procedures to address outbreaks like the one aboard the Theodore Roosevelt, according to an email Saturday from base spokeswoman Theresa Cepeda.

Grimes also supervised improvements to the base's Inner Harbor wharf system and more than 7,000 crane lifts for visiting ships, including foreign vessels.

At McCool, 300 children eventually finished a full year of in-person learning during the pandemic, Grimes said during his farewell address. And, he said, the change of command happened just two days from Guam Liberation Day, when the U.S. territory marks its liberation from Imperial Japan during World War II.

"No matter what challenge falls our way I know that everyone — in uniform and in island casual — will show up to fight, stand side-by-side with their neighbor, lend a helping hand," Grimes said, "and we will defeat whatever challenge that is placed before us."

Luckett, a native of Banning, Calif., most recently commanded the USS Emory S. Land, the lead ship of the Emory S. Land-class submarine tenders. Under Luckett, the Land spent more than 10 months in the Indo-Pacific region, including three deployments with the U.S. 7th Fleet before returning to its homeport on Guam, according to Cepeda.

Luckett graduated from the Naval Academy with a bachelor's in naval architecture and went on to command the fast-attack submarines USS Mississippi and USS Missouri. He served as an officer on three other submarines: the USS Jefferson City, the USS Houston and the USS Pennsylvania.

He earned master's degrees from the National Defense University**, Naval Postgraduate School** and the University of California, Berkeley, according to his LinkedIn profile.

"I am excited, honored and humbled to have the opportunity to lead this fantastic team. Each of you plays an important part in executing the mission of Naval Base Guam," Luckett said during the ceremony. "Your efforts enable the mission readiness of our homeported ships, our shore-based commands and our visiting units."

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