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**Naval Postgraduate School
Command History Report
2003**

Naval Postgraduate School

Command History Report - 2003

Command Short Title: NAVPGSCOL, Monterey, CA
Unit Identification Code: 62271
Immediate Senior Command: Commander, Naval Education and Training Command
Name of Commander: Rear Adm. David R. Ellison
Permanent Duty Station: Naval Postgraduate School

Mission: To provide relevant and unique advanced education and research programs to increase the combat effectiveness of U.S. and allied armed forces and enhance the security of the United States.

Summary of Key Events

(Dates in parentheses refer to dated entries in the following chronology)

2003 was a transformational year for the Naval Postgraduate School (NPS) in fulfilling its command mission and advancing the revolutions in military, educational and business affairs.

In January, NPS pioneered the world's first graduate degree program in Homeland Defense and Security under the newly created Naval Postgraduate School Center for Homeland Defense and Security (*Jan. 6*). The 18-month blended distance learning and in-residence master's degree program sponsored by the Department of Justice educates mission critical local, state and federal emergency services officials in all aspects of counterterrorism planning and response. The program's launch received broad national and international media coverage. By September, program enrollment had increased tenfold, from 14 to 140, and was opened to NPS officer students.

Advancing the revolution in business affairs, NPS made Navy, Department of Defense and business school history in June by graduating the nation's first defense-oriented Master of Business Administration (MBA) class of 32 U.S. and 12 international officers (*June 20*). The year

also saw major overall growth in the number of students and faculty in the MBA program.

Other key NPS academic programs were inaugurated. In January, Vice Adm. Arthur Cebrowski (USN, Ret.), Director of the Office of Force Transformation, attended the dedication of a new NPS Center for Security Studies and Research (*Jan. 13*). In September, a new distance learning certificate program in systems analysis was initiated to enhance the quantitative and analytical skills of Navy unrestricted line officers (*Sept. 29*). The first students were from San Diego area commands. Also in September, the National Security Affairs Department launched a new Master of Science program in Security Building and Post-Conflict Environments. The first students were from Kazakhstan, Morocco, the Philippines, Pakistan, and Rwanda.

The Naval Postgraduate School also provided short courses to hundreds of additional participants, including flag-officers and senior executive service officials, through the Center for Executive Education and Defense Resources Management Institute.

NPS continued to advance the revolution in educational affairs by taking its world class graduate education programs directly to the fleet and other shore commands via a broad array of distance learning and blended on-site and distance learning programs. Expanding the NPS student body well beyond its 1,445 in-residence enrollees, NPS faculty served an additional 574 students at 143 off-campus sites in 2003.

The NPS off-site and distance learning programs saw a number of firsts in 2003. Through the innovative Regional Security Education Program (RSEP), NPS faculty delivered briefs to all six Pacific fleet carrier battle groups on the strategic, historic and policy context of their missions. In March, National Security Affairs professors James Wirtz, James Russell and Ahmad Ghoreishi delivered RSEP “Big Picture” briefs on upcoming Operation Iraqi Freedom to officers on board the underway carrier USS Nimitz (*March*). June commencement exercises included pioneering graduates of the school’s first Master of Science in Systems Engineering program, all from Naval Surface Warfare Center, Port Hueneme. In addition, NPS civilian institution programs delivered 34 curricula to 169 students, including from Singapore University via the NPS-National University of Singapore Partnership Joint Degree Program, the Massachusetts Institute of Technology Woods Hole Institute, and the Naval Supply Command.

2003 also saw the Naval Postgraduate School become visibly more joint. In July, for the first time in the School’s history, the post of Deputy

Superintendent (later redesignated Chief of Staff) was filled by an Air Force officer, Col. David A. Smarsh, Ph.D. (*July 28*). The appointment was a major milestone in the growing partnership between the Navy and Air Force and their postgraduate schools. Pursuant to a charter forming the Air Force Institute of Technology (AFIT)-Naval Postgraduate School (NPS) Educational Alliance signed by Navy Secretary Gordon England and Air Force Secretary James Roche in December 2002, on Sept. 30 the NPS Department of Aeronautical and Astronautical Engineering was deactivated, NPS's aeronautical engineering program was transferred to AFIT in Ohio, and AFIT's meteorology and business management programs were relocated to NPS. A major result of these changes will be increased enrollment of Air Force officers, already the third largest student cohort at NPS.

As the crossroads of international education for the Department of Defense, in 2003 the Naval Postgraduate School also become more globally diverse. In 2003, 346 officer students from 53 allied nations attended NPS, the highest percentage ever, 24 percent, of the total on-site enrollment of 1,445. The School of International Graduate Studies also fielded 90 Mobile Education Teams to 68 countries, reaching 140 nations with its in-residence and overseas programs. As of Fall 2003, almost 3,000 NPS alumni were serving in mid- to high-level military and civilian government positions in 78 countries. In June and July, the Naval Postgraduate School initiated a new short course in Technologies for Information Operations for officer students from the Swedish National Defense College (*June 30-July 17*).

In addition to an in-residence international student percentage of 24% over 2003, the percentage of other in-residence cohorts were 41.9% Navy; 13.4% Marine Corps; 10.6% Air Force; 7.4% Army; .5% Coast Guard; and 2.2% other U.S. including civilian Department of Defense officials.

Cementing the 2001 realignment of Naval Postgraduate School academic and research programs to more robustly meet the needs of the fleet, 549 NPS faculty delivered world class instruction and conducted cutting edge classified and unclassified research under four degree-granting academic Schools, eleven academic departments, three interdisciplinary research institutes, seven interdisciplinary groups, and the School of Aviation Safety. The four academic schools are the School of International Graduate Studies, with two curricula; the Graduate School of Business and Public Policy, with five; the Graduate School of Engineering and Applied Sciences, with seven; and the Graduate School of Operational and Information Sciences, with 15. The three interdisciplinary research institutes at NPS are the Cebrowski

Institute for Information Innovation and Superiority; the Wayne E. Meyer Institute of Systems Engineering; and the Modeling, Virtual Environments and Simulation (MOVES) Institute.

The Naval Postgraduate School grants master of arts, master of science, engineering, master of business administration, doctor of philosophy, and doctor of engineering degrees.

In 2003, \$47 million in NPS funded-research programs advanced Department of the Navy and Department of Defense warfighter innovations. In March, Professor Leonard Ferrari, previously with Virginia Polytechnic Institute and State University, became the school's new dean of research, taking the post from outgoing Dean of Research Professor David Netzer (*March 28*).

In 2003, there were 232 tenured and tenure track, 269 non-tenure track, and 48 military faculty at the Naval Postgraduate School. In March, Provost Richard Elster created an Educational Assessment Committee to develop and provide recommendations on how to further improve teaching quality.

The Naval Postgraduate School is fully accredited, earning the maximum lengths of certification from professional and regional accreditation bodies: the Western Association of Schools and Colleges (WASC); the Accreditation Board for Engineering and Technology (ABET) for its aeronautical, astronautical, mechanical, electrical, and software engineering programs; the National Association of Schools of Public Affairs and Administration (NASPAA) and American Association of Colleges and Schools of Business (AACSB) for its Master in Business Administration and business management programs. In 2003, Beta Gamma Sigma, the honor society for business programs accredited by AACSB, formally installed a Naval Postgraduate School chapter (*June 19*).

2003 was a year of remarkable productivity for NPS Information Technology (IT) services and infrastructure. The university joined Internet2 and developed a vision for a joint DoDNet for California's Monterey Peninsula region. The School's Information Technology and Communications Services (ITACS) upgraded core and edge network devices to Foundry GIG-E, significantly improving network reliability and speed. A team under Executive Director of Information Resources and Chief Information Officer Dr. Christine Cermak published the School's Information Technology Strategic Plan. Planning for the Navy-Marine Corps Intranet was initiated; peer-to-peer software installed to facilitate distance learning, research and classes; and network attached storage added. Campus wide data backup capabilities were expanded via multi-level storage, and system capacity was increased via an automated virtual tape system. ITACS appointed a

full-time Information Systems Security Manager, Public Key Infrastructure was implemented, and smart cards were introduced. By June, all NPS personnel were required to have new bio-metric Common Access Cards for base and future IT access. Classified computing labs moved to new facilities with improved networking and bandwidth capabilities, and the NPS Classroom Technology Plan won support from the Naval Education and Training Command. System administration was made more efficient through the use of a standard image and automated computer account creation and deletion, and the Technology Assistance Center, a new customer support unit, opened.

In November, the Naval Postgraduate School began work to create a Consortium for the Grid, a group of engineers from government, academe and industry with the shared goal of enabling the Department of Defense vision for Netcentric Operations.

2003 was also a year of notable physical plant construction and planning at the Naval Postgraduate School. In May, a new 21,000-square-foot, three-story extension to the Mechanical Engineering building was completed (*May 23*). Planning was initiated and trees felled for a new perimeter fence and perimeter security road for the entire base and new entry gates (*October 29*); new additions to Glasgow Hall; repairs to the base-wide water distribution system, and improvements to the base-wide security lighting system. Planning moved forward on major renovations of the main administration building, Herrmann Hall, including basement and El Prado dining room upgrades; and ballroom, chapel, La Novia Room, elevator, entry door, fire escape, and railing repairs.

In August, the Naval Postgraduate School Public Works Department began the assimilation process into Navy Region South West (NRSW). As of October 1, ownership of all real property and facilities transferred to NRSW, all resources for base operation support were controlled by NRSW, and all funding and Public Works personnel worked for NRSW.

Chronology of Events follows

2003 Chronology of Events

Jan. 6 - The Naval Postgraduate School (NPS) initiates a new Command logo (see cover of this report). An all hands e-mail introduces the change: “The new logo incorporates the artistic rendering of our vision of the future of NPS with our long standing history as a university and a military organization. The shape of the logo was inspired by the hull of a ship, linking us to our naval past. The shield signifies strength. At the base of the shield is an open book, symbolizing education and learning. The four stars at the top represent the four Department of Defense services and the joint nature of NPS, as well as the pinnacle of military service: a four star flag or general officer. The founding year of NPS, 1909, is at the center; and the motto ‘Praestantia Per Scientiam’ -- ‘Excellence through Knowledge’ -- is the original motto of the institution. The colors, blue and gold, are the colors of the United States Navy.”

Jan. 6 - The Naval Postgraduate School stood up the new Center for Homeland Defense and Security in an inaugural ceremony in Herrmann Hall, offering the first master’s degree program in homeland security and defense.

The mission of the first-of-its-kind 18-month program, sponsored by the Department of Justice Office of Defense Preparedness (ODP), is to educate key local, state and federal emergency services personnel on all aspects of counterterrorism. Through a combination of distance learning and intensive in-residence seminars, students learn to develop strategies, policies and plans to preempt terrorist attacks within the nation’s borders, and minimize and manage consequences should they occur. The first class consisted of four military officers from the Navy, Coast Guard, and National Guard and ten civilian officials and officers, including two New York City fire captains and a New York City police officer who responded to the Sept. 11 attacks, as well as a representative from the Chief of Naval Operations Warfare Policy and Doctrine Branch. Participants, selected by ODP, continue to serve in their professional positions throughout the course, allowing them to immediately apply what they learn in the real world.

Speakers at the Center’s inaugural ceremony are Deputy Chief of Naval Operations for Plans, Policy and Operations Vice Adm. Kevin Green; Congressman Sam Farr (California, 17th District); keynote speaker Peter Verga, Special Assistant for Homeland Security at the Department of Defense; Naval Postgraduate School Superintendent Rear Adm. David R. Ellison; director of the new Center for Homeland Defense and Security and Associate Provost for Institutional Development, Prof. Paul Stockton; and

Dean of the School of International Graduate Studies, Lt. Gen. Robert Ord (USA, Ret.).

In his keynote address, Verga emphasized that homeland security -- a national effort to prevent terrorist attacks, reduce the nation's vulnerability to terrorism, and minimize damage from attacks and assist in recovery efforts -- is a civilian responsibility; and that the military's role in homeland security is to support civilian agencies requesting assistance. Homeland defense, by contrast, is the military protection of the United States against external threats and aggression, for which the Department of Defense takes the lead.

In addition to the master's degree program, the Center will also offer certification programs in specific areas of homeland security and defense, deploy mobile education teams to state capitals to inform governors and their staffs on counterterrorism strategy and response, and hold short courses for homeland defense executives.

See **Enclosure Y**, pages 6 - 10, "*Investing Intellectual Capital in the War on International Terror.*"

Jan. 13 - Vice Adm. Arthur Cebrowski (USN, Ret.), director of the Office of Force Transformation at the Department of Defense, the key adviser to the Secretary of Defense on shaping the nation's future military forces, attends the dedication ceremony for the Naval Postgraduate School Center for Security Studies and Research, a new center under the Cebrowski Institute for Information Innovation and Superiority named in his honor. While at NPS Adm. Cebrowski, a 1973 graduate in computer systems management, is inducted into the Naval Postgraduate School Hall of Fame, joining fellow alumni Secretary of the Air Force James Roche and Secretary of the Army Thomas White, and chief scientist for Singapore's Ministry of Defense Dr. P.C. Lui. See **Enclosure Y**, pg. 23, "*Network Centric Warfare.*"

At the dedication ceremony for the new center Adm. Cebrowski refers to the Naval Postgraduate School as "an intellectual resource the armed forces will need for the transformation process," emphasizing that he is able to put the results of its academic and research programs to immediate use as director of the Pentagon's Office of Force Transformation.

Jan. 17-24 - The Naval Postgraduate School hosts the bi-annual Military Sensing Symposium on Missile Defense, Sensors, Environments, and Algorithms sponsored by the Defense Technical Information Center.

Jan. 22 - Air Force Lt. Col. Barbara Pawlowski (Ret.) is awarded damages by the U.S. Equal Employment Opportunity Commission in a sex discrimination lawsuit filed after being denied a teaching position in the International Defense Acquisition Resource Management Program at the Naval Postgraduate School. The interim judgment will be forwarded to the Department of the Navy.

Jan. 26 - NPS alumnus Rear Adm. John D. Butler (1986, Acoustical Engineering) is announced as Program Executive Officer of Submarines in the Office of the Assistant Secretary of the Navy for Research, Development and Acquisition, responsible for all submarine construction and combat and weapon system programs.

Jan. 28 - Air Force Lt. Col. Pete Boerlage becomes Associate Dean of the Naval Postgraduate School Graduate School of Operational and Information Sciences, replacing Navy Capt. Jeff Kline. Kline is newly assigned as Assistant Director for Experimentation in the Wayne E. Meyer Institute of Systems Engineering, also serving as the Naval Postgraduate School Navy Warfare Development Command Chair for Warfare Innovation.

Jan. - Naval Postgraduate School Occupational Safety and Health office implements a new safety inspection process, requiring annual written plans for each executive director and school dean.

Jan. - Naval Postgraduate School Distinguished Professor William B. Colson briefs Deputy Chief of Naval Operations, Warfare Requirements and Programs Vice Adm. John B. Nathman on the current state of the art and future weapons potential of NPS research on free electron lasers and electromagnetic rail guns.

Feb. 4 - NPS faculty, staff and students gather in King Hall to memorialize and celebrate the lives of the seven astronauts who died in the Feb. 1 breakup of the Space Shuttle Columbia. Special remembrance goes to Navy Cmdr. William "Willy" McCool, who graduated from the Naval Postgraduate School/Test Pilot School Cooperative Education Program with a degree in aeronautical engineering in 1992 and for whom the Columbia flight was his first space mission. McCool was one of 35 U.S. astronauts to attend the Navy's corporate university, one-third of those who have gone into space to date. NPS Chief of Staff Capt. Frank Petho; Professor Rudy Panholzer,

chairman of the NPS Space Systems Academic Group; and Chaplain Lt. Cmdr. Mark Smith noted the risks inherent in space flight and called on NASA and the military to continue to reach for the stars in their name. The NPS Space Systems Academic Group has already named a faculty chair for astronaut Michael Smith, a 1968 graduate who died aboard the Space Shuttle Challenger. See **Enclosure Y**, pg. 25, “*In Memorium, Cmdr. Willie McCool, NPS '92, 1961-2003.*”

Feb. 6 - Pursuant to the signing of a charter forming the Air Force Institute of Technology (AFIT)-Naval Postgraduate School (NPS) Educational Alliance signed by Navy Secretary Gordon England and Air Force Secretary James Roche in December 2002, Provost Richard Elster announces the pending relocation of the Naval Postgraduate School Department of Aeronautical and Astronautical Engineering to the Air Force Institute of Technology (AFIT) at Wright-Patterson Air Force Base in Ohio, and the move of AFIT’s meteorology and business management programs to NPS. The change will result in increased enrollment of Air Force officers, already the third largest student cohort at NPS. NPS faculty moving to AFIT will remain on the NPS payroll, and NPS will maintain an office at AFIT, with an oversight board chaired by a Navy admiral. The dual relocation will not impact NPS’s Space Systems programs.

Feb. 21-22 - The Naval Postgraduate School Fleet and Family Support Center and Army Community Service Center co-sponsor the second Joint Spouses’ Leadership Conference highlighting a crisis management course designed for the Navy New Flag Officer Conference. This was the first time the course is offered to spouses outside the Flag Community.

March 1 - Naval Postgraduate School Senior Systems Librarian Lillian Woon Gassie is named National Federal Librarian of the Year for 2003 by the Federal Library Information Center Committee for “innovative leadership and professionalism in the promotion and development of library information services at the Naval Postgraduate School.”

March 5 - In testimony before the House Military Construction Appropriations Subcommittee, Gen. John P. Abizaid, commander of the U.S. Central Command, referred to the Naval Postgraduate School and Defense Language Institute, collocated in Monterey, California, as national treasures. He urged, “I very

much ask (this) committee to keep these places functioning, because they are national treasures...crucially important to the finality of our mission.”

March 12 - Undersecretary of the Air Force Peter B. Teets and Commander of the Air Force Space Command Gen. Lance W. Lord stress the importance to Senators of developing a U.S. Space Cadre via, among other initiatives, a joint Naval Postgraduate School/Air Force Institute of Technology program for space professional graduate education.

March 12 - Naval Postgraduate School Provost Richard Elster establishes an Educational Assessment Committee to provide recommendations on how to improve the quality of teaching at the School.

March 14 - Chief of Naval Education and Training announces that the Naval Postgraduate School's re-enlistment rate of 98 percent qualifies it to fly the blue and gold Retention Honor Roll Pennant. The command proudly flies the Pennant from the flag pole outside Herrmann Hall.

March 17-20 - Naval Postgraduate School hosts the National Defense Industrial Association Joint Undersea Warfare Conference.

March 19 - Naval Postgraduate School alumnus Capt. Chris Gunderson (Meteorology, 1989) leads the Navy's weather efforts for Operation Iraqi Freedom, as commanding officer of Fleet Numerical Meteorology and Oceanography Center in Monterey, providing vital weather data to Persian Gulf fighters around the clock.

March 28 - Naval Postgraduate School Commencement ceremonies. A total of 140 graduates from all of the military services receive 144 graduate degrees: three doctoral degrees, 114 Master of Science degrees, 27 Master of Arts degrees, and four dual degrees; 13 degrees were awarded in absentia. Seventy officers from the Navy, 14 from the Marine Corps, two from the Air Force, three from the Army, three from the Coast Guard, two Naval Reservists, a Department of Defense civilian, and 44 international officers receive diplomas in the morning ceremony.

The keynote speaker is Lt. Gen. Edward Hanlon Jr., Commanding General, Marine Corps Combat Development Command, Quantico, a member of the NPS Wayne E. Meyer Institute of Systems Engineering Board of Advisors. The featured accolade is the presentation of the Richard Hamming

Award for Interdisciplinary Achievement to Professor of Computer Science Ted Lewis, for his core role in constructing and delivering a highly interdisciplinary master's degree program in homeland defense and security, the first in the world. Lewis developed, and inspired other faculty to develop, the new homeland security curriculum by drawing on the very best in policy, technical and information sciences from across the NPS campus. He then created flexible delivery modes blending resident education and distance learning with the latest e-based technology. For a full listing of the graduates and their degrees, and faculty awards, see **Enclosure G1, *Naval Postgraduate School Commencement Ceremony program for March 28, 2003.***

March 28 - Dr. Leonard A. Ferrari, an expert in information technology and signal and image processing, is named Naval Postgraduate School Associate Provost and Dean of Research effective July 1, replacing outgoing Dean of Research Professor David Netzer. Ferrari, who comes from the Virginia Polytechnic Institute and State University where he was vice provost for special initiatives, will also be a tenured professor in the Department of Electrical and Computer Engineering.

March 31-April 4 - The Naval Postgraduate School hosts a five-day Naval Air Command workshop.

March - Naval Postgraduate School professors James Wirtz, James Russell and Ahmad Ghoreishi deliver standing-room-only briefs on the strategic, historic and policy context for the upcoming Operation Iraqi Freedom on board the aircraft carrier USS Nimitz as part of the School's innovative Regional Security Education Program (RSEP). To date, NPS faculty have delivered RSEP briefs to all six Pacific Fleet carrier battle groups. See **Enclosure Y, pg. 18, “*‘Big Picture’ Briefs Prepare Nimitz Battle Group for Operation Iraqi Freedom.*”**

April 1 - The Naval War College (NWC) offers its curriculum leading to Joint Professional Military Education (JPME) Phase I certification for the first time to officers via CD-ROM, in addition to already existing in-residence and web-based programs. Naval Postgraduate School officer students who complete the program are now able to earn a College of Distance Education Command Staff Diploma and JPME Phase I certification. A four-quarter on-site version of the course is also offered by the Naval War College satellite campus co-located at

NPS. The campus was opened in 1999 to provide JPME, Special Operations, and Systems Engineering Integration curricula to in-residence NPS students.

April 5-6 - The Naval Postgraduate School hosts the annual conference of the U.S. Army Materiel Command, Tank-automotive and Armaments Command (TACOM).

April 10 - The Honorable Paul McHale, Assistant Secretary of Defense for Homeland Defense, presents the Secretary of the Navy Guest Lecture in King Hall. McHale's topic is "Homeland Defense: The Way Ahead."

April 15-18 - Thirty-nine Naval Postgraduate School computer science students participate in a four-day Internet cyber warfare exercise as part of a Blue defender team opposing a Red attack team from the Army's Land Information Warfare unit and the Air Force's 92nd Aggressor Squadron. The Red team was unable to penetrate the pre-hardened defender system. The NPS team was led by Marine Corps Capt. Eric Walters, an Information Technology student.

April 16-17 - Naval Postgraduate School faculty and students participate with over 100 state, community, military and business leaders from across California at the "Partnerships for Preparedness" Summit in Monterey. The conference, co-sponsored by the Department of Defense Office of Economic Adjustment, focused on major issues affecting relationships among the State, local communities, the defense industry, and Department of Defense assets in California.

April 17 - Adm. Stanley R. Arthur (USN, Ret.), a Naval Postgraduate School alumnus (1964, Aeronautical Engineering), former Vice Chief of Naval Operations, and former commander of Central Command's six-carrier-battle-group Navy component during Operation Desert Storm is honored as an NPS Distinguished Alumnus. While at NPS, Adm. Arthur attends a ceremony dedicating the Graduate School of Business and Public Policy Admiral Stanley R. Arthur Chair of Logistics Management in his name. Senior Lecturer Rear Adm. Donald R. Eaton (USN, Ret.; 1969 Bachelor of Science in Engineering Science) is the first to hold the Chair. See **Enclosure A, *Dedication of the Admiral Stanley R. Arthur Chair of Logistics Management ceremony program booklet***; and **Enclosure Y, Pg. 21, "*Business School Establishes Admiral Arthur Logistics Chair.*"**

April 17 - Naval Postgraduate School Outstanding Research Achievements awards ceremony honoring notable research achievements by NPS faculty. Dr. I. Michael Ross and Dr. Douglas J. Fouts receive the Carl E. and Jessie W. Menneken Annual Faculty Award for Excellence in Scientific Research for 2001 and 2002, respectively. For a full list of the faculty recognitions, see **Enclosure B, *Outstanding Research Achievements, 17 April 2003.***

April 23 - In a ceremony led by Air Force Special Operations Commander Lt. Gen. Paul Hester, two NPS Air Force officers, Lt. Col. Michael Kingsley and Col. Joe Tyner, receive Bronze Stars for bravery in special operations in Afghanistan in 2001 and 2002. As thanks for Tyner's helicopter rescue of future Afghan president Hamid Karzai, Karzai presented Tyner's squadron with his battle flag.

April 23 - All Naval Postgraduate School faculty, staff and students are required to take the steps needed to obtain new bio-metric Common Access Cards (CAC) for future base identification and information systems access. Possession of the CAC card becomes mandatory June 1.

April 24 - The Public Broadcasting Service airs a special documentary *Cyberwar* featuring professors John Arquilla and Dorothy Denning, NPS Information Warfare lecturer Steve Iatrou, and Defense Analysis students in the School's command and control lab. The NPS experts share the stage with White House cyberspace security director Richard Clarke and other notables in the field.

April 29 - Chief of Naval Education and Training approves the Naval Postgraduate School's Regional Shore Infrastructure Plan (RSIP), which provides the framework for a region-wide facility structure supporting NPS and the surrounding Monterey Peninsula. The approval validates the command's integrated priorities for new facilities acquisition, maintenance, use of existing facilities, and disposal of obsolete facilities.

May 1 - President George W. Bush selects Naval Postgraduate School alumnus (1970, Physics) Gen. John Gordon (USAF, Ret.) to be the new Director of Homeland Security, replacing former Pennsylvania Governor Tom Ridge. A retired four-star general, Gordon is currently Deputy Assistant

to the President, National Director and Deputy National Security Advisor for Combating Terrorism. He previously served as Administrator and Under Secretary for Nuclear Security at the Department of Energy, and as Deputy Director of the Central Intelligence Agency.

May 14 - Chief of Naval Operations Adm. Vern Clark is at the Naval Postgraduate School to receive briefs on the Wayne E. Myer Institute of Systems Engineering capstone interdisciplinary Expeditionary Warfare ship systems design and development project involving 92 NPS students and 18 faculty from seven academic programs led by Professor Charles Calvano; on research on autonomous unmanned vehicles using undersea network nodes and data transfer from unmanned platforms to submarines headed by Dean of Research Dave Netzer; and on the application of autonomous behaviors and 3-D simulations for Fleet force protection.

Adm. Clark lauded the Navy's corporate university as a unique and invaluable national and military asset: "The difference between NPS and other universities is that the students get an invaluable opportunity at an education dealing with the issues of the Navy that cannot be achieved at any other institution...When I talk to audiences around the world, I say that our asymmetric advantage starts with the education of our people. When we're talking about NPS as a corporate university, we're talking about the centerpiece of developing that genius...You'll never get a closer linked education to our profession than you'll get here at NPS."

Superintendent Rear Adm. David R. Ellison presents the Naval Postgraduate School Command Brief to Adm. Clark while at NPS.

May 16 - Superintendent Ellison presents the Naval Postgraduate School Command brief to Secretary of the Navy, Acting, The Hon. Hansford Johnson.

May 23 - A major design-and-build project to construct a 21,000-square-foot, three-story extension to the existing Naval Postgraduate School Mechanical Engineering building is completed, providing much needed additional classrooms, offices, and conference space.

May 28 - NPS Public Service Recognition Awards Program recognizes Supervisory Fiscal Analyst Cynthia Gouveia as “Employee of the Year” and Employment Assistance Manager Oliver White as “Unsung Hero of the Year.” See **Enclosure D, *Public Service Recognition Awards Program 2003 booklet.***

May 30 - The Naval Postgraduate School Alumni Association creates a new NPS Online Community, available through the portal:
<http://www.nps.navy.mil/nps/alumni.htm>.

May - Naval Postgraduate School Morale Welfare and Recreation (MWR) receives notice that its FY 2004 appropriated-fund budget will be cut by almost \$500,000 compared with the previous fiscal year, resulting in major cutbacks in programs, reduction in standards of retained programs, a reduction in personnel, and creation of new business revenue streams.

June 2-5 - Naval Postgraduate School hosts the National Defense Industrial Association 2003 Warheads and Ballistics Classified Symposium.

June 14-19 - NPS hosts the 2003 Marine Corps Conference.

June 30 - July 17 - Naval Postgraduate School initiates a new intensive short course on Technologies for Information Operations attended by 23 mid- to high-level officer students from the Swedish National Defense College, Stockholm.

June 20 - 206th Naval Postgraduate School Commencement ceremonies in King Hall. A total of 298 graduates from all of the military services and a notably large contingent of Department of Defense civilians receive their diplomas: eight doctoral degrees (one by a faculty member), 246 Master of Science degrees, 49 Master of Arts degrees, two mechanical engineering degrees, and seven dual degrees. Ninety-two Navy officers, 43 Naval Reserve officers, 30 Marine Corps officers, 10 Air Force officers, 25 Army officers, one Coast Guard officer, four Army National Guardsmen, 50 Department of Defense civilians, and 43 international officers cross the stage and toss their caps. Twenty six degrees are awarded in absentia. See **Enclosure G2, *Naval Postgraduate School Commencement Ceremony program for June 20, 2003.***

At the ceremonies, the NPS Graduate School of Business and Public Policy (GSBPP) makes Navy and business school history, graduating the nation's first defense-oriented Master of Business Administration (MBA) class of 44 students, including 12 international students. Vice Chief of Naval Operations Adm. William J. Fallon presents the diplomas, leading with top MBA student F-18 pilot Cmdr. Marcus Pritchard. Pritchard won five academic awards, including the U.S. Navy League's Award for outstanding overall NPS honor graduate. For a full listing of the graduates and their degrees, and faculty awards, see **Enclosure G2**, *Naval Postgraduate School Commencement Ceremony program for June 20, 2003*; and **Enclosure Y**, pg. 20, "*Business School Delivers Defense Oriented Programs.*"

At a pre-graduation convocation for GSBPP graduates the day before, June 19, author and corporate innovation expert John Kao called for an innovation-based military culture to prevail over terrorists. A Naval Postgraduate School chapter of Beta Gamma Sigma, the honor society for business programs accredited by the Association to Advance Collegiate Schools of Business International (AACSB), is formally installed. AACSB had already accredited GSBPP in 2002. See **Enclosure E**, *Graduate School of Business and Public Policy, State of the School Report*; **Enclosure F**, *Naval Postgraduate School Graduate School of Business and Public Policy Convocation Ceremony, June 19, 2003 program booklet*.

Also pioneers at the June 20 ceremony are the first graduates of the Naval Postgraduate School's Master of Science in Systems Engineering program, all from the Naval Surface Warfare Center, Port Hueneme Division. The blended distance learning and on-site program is the first under a partnership agreement between NPS and the Port Hueneme Division.

June 29 - Competing against IBM, Sony, Apple, Google and other global Information Technology leaders, the Naval Postgraduate School Modeling Virtual Environments and Simulation (MOVES) Institute is selected as a 2003 World Technology Award for Information Technology Software finalist by the London-based World Technology Network, announced at the World Technology Summit in San Francisco.

June 30 - The Naval Postgraduate School partners with the Defense Language Institute and Clark Pinnacle Corp. to privatize all military family housing in the Monterey Bay area through the Residential Communities Initiative (RCI), a \$50 billion program designed to transform current Navy and Army housing in the area into world class 21st century communities.

June - Naval Postgraduate School reports a Command Mishap Rate of 2.20, the lowest in seven years; and the lowest lost day rate on record, .03.

July 11 - Naval Postgraduate School alumnus Col. John D. Gumbel (1977, Defense Systems Analysis) becomes commander of the Naval Air Systems Command Depot. Gumbel served as military assistant to the Asst. Secretary of the Navy for Research, Development and Acquisition.

July 15 - Dr. Harlan Ullman, columnist for the *Washington Times* and principal author of the shock and awe doctrine applied by the Department of Defense in Operation Iraqi Freedom, presents the Secretary of the Navy Guest Lecture to the assembled student body in King Hall.

July 28 - Air Force Col. David A. Smarsh reports as Naval Postgraduate School Chief of Staff, the first time in the school's history that the second in command post has been held by an Air Force officer. The appointment is a milestone in a growing partnership and interaction between the Navy and Air Force and their postgraduate schools. Notably, this year (*Sept. 30*) the Naval Post-graduate School Aeronautical Engineering program relocated to the Air Force Institute of Technology (AFIT) in Ohio, and AFIT's meteorology and business management programs moved to NPS, pursuant to a charter signed in December 2002 by Navy Secretary Gordon England and Air Force Secretary James Roche forming the AFIT-NPS Educational Alliance.

Col. Smarsh served four years as a weather officer with the Army's 82nd Airborne Division and XVIII Airborne Corps at Ft. Bragg, and three years as staff weather officer with the Army's 1st Infantry Division in Germany during the 1980s. He logged 82 parachute jumps, earning silver paratrooper wings. Col. Smarsh has a Bachelor of Science degree in meteorology from Florida State University, a Master of Business Administration degree from Boston University, a Master of Science degree in meteorology and a doctoral degree in atmospheric chemistry from Georgia Institute of Technology, and a Master of Science degree in Strategic Studies from the Air War College.

July 29 - NASA and Russia's Aviation and Space Agency hold an historic Heads of Agency Roundtable at the Naval Postgraduate School on the 1,000th day of continuous occupation of the International Space Station (ISS). The purpose of the conference is to deliberate and decide, in the wake of the Space Shuttle Columbia disaster of Feb. 1, whether to bring the remaining joint U.S.-Russian Space Station crew back to earth and fly the ISS automatically, or keep it occupied. The decision, led by NASA Administrator Sean O'Keefe and the Russian space agency's general director Yuri Koptev, is to continue to supply and crew flights. The conference was also attended by the president of Japan's National Space Development Agency Shuichiro Yamanouchi, director general of the European Space Agency Jean-Jacques Dordain, and director general for space systems of the Canadian Space Agency Savi Sachdev.

July 31 - The Navy, together with the Army, announces a ten-year project to build or rehabilitate military housing units at the Navy's La Mesa Village, the housing community for Naval Postgraduate School officer students and their families near the NPS campus. Four historic units at NPS will also be renovated. The project is part of the Army's Residential Communities Initiative program, created by the 1996 Military Housing Privatization Act. The project is projected to add \$40 million to the local Monterey economy in each of the ten years.

August 5 - Former Naval Postgraduate School Superintendent Rear Adm. Marsha Evans (USN, Ret.), currently President and Chief Executive Officer of the American Red Cross, presents the Secretary of the Navy Guest Lecture to the assembled student body in King Hall. Her talk, "Defining What is Essential," focuses on the importance of ethics in leadership.

August 4-8 - The Naval Postgraduate School's Modeling Virtual Environments and Simulation (MOVES) Institute holds its annual Open House. One year after releasing the highly popular Internet-based *Army Game Project* (played by over 1.5 million computer users worldwide), MOVES prepares to launch a series of light, portable, deployable suitcase-sized Web-based interactive training simulators for each of the military services. Virtual Reality products developed by NPS students on display at the Open House include combat pilot simulators, interactive foreign language trainers simulating native speakers, and a mapping program converting open source country databases into 3-D guided flying tours. See **Enclosure H, *America's Army PC Game: Vision and Realization***.

August 19 - Dr. John Seely Brown, Chief Scientist of Xerox Corporation until April 2002 and director of the Xerox Palo Alto Research Center until June 2000, presents the Secretary of the Navy Guest Lecture to the assembled student body in King Hall. Brown's talk is on "Fulfillment of Corporate Ideas and Their Value to the Organization."

August 21 - The Honorable R. James Woolsey, former Undersecretary of the Navy, former Director of the Central Intelligence Agency (1993-95) and currently a member of the Defense Policy Board, presents the Secretary of the Navy Guest Lecture to the assembled student body in King Hall. Woolsey's talk, "The Long War of the 21st Century: How We Must Fight It." Woolsey likens the War on Terrorism to the two hot world wars and following Cold War of the 20th Century. The former arms control negotiator stressed that the War on Terrorism will require major changes in thinking, attitude, and action by both the military and civilians.

August 27 - Chief of Naval Operations Adm. Vern Clark announces the Naval Postgraduate School's next Superintendent will be NPS mathematics graduate Rear Adm. Patrick W. Dunne. At the time of the announcement, Dunne served as commander, U.S. Naval Forces, Marianas/Pacific Command on Guam. Dunne has served aboard nuclear ballistic missile and attack submarines, including commanding the attack submarine USS Baltimore and submarine tender USS Frank Cable. He was naval aide to President Ronald Reagan, a Navy liaison officer to Congress, and has served on the staff of the Chief of Naval Operations.

August 29 - The Naval Postgraduate School Public Works (PW) Department implements its Most Efficient Organization, pursuant to NPS retaining PW functions in house after a four-year Commercial Activity (CA) Study completed in September 2002.

August - The Naval Postgraduate School Public Works Department begins the process of assimilation into Navy Region South West (NRSW). As of October 1, ownership of all real property and facilities at NPS will transfer to NRSW, all resources for Base Operation Support will be controlled by NRSW, and all Public Works personnel and funding will work for NRSW.

As of August 2003 - The Naval Postgraduate School's Center for Civil-Military Relations (CCMR) and Defense Resources Management Institute (DRMI) have Mobile Education Teams (METs) or MET survey teams in Uganda, Ecuador, Malawi, Lebanon, and South Africa, with others preparing to deploy to Canada, Taiwan, Korea, Colombia, Russia, Moldova, Georgia, Ukraine, Macedonia, Armenia, as well as many other nations.

Labor Day - Reviving the long standing Naval Postgraduate School tradition of holding outdoor summer concerts put on hold by security concerns in the wake of the Sept. 11, 2001 attacks, the School hosts the Monterey Bay Symphony Association's Monterey Bay Pops Orchestra for a Labor Day "Concert on the Lawn" on a perfect blue-sky day. Fifteen hundred members of the public join the orchestra and Defense Language Institute Navy Choir for a "Made in the U.S.A." medley, including works by Aaron Copland, George Gershwin and Leonard Bernstein.

Sept. 2 - The Honorable Mike Honda, member of the U.S. House of Representatives from Silicon Valley, California, presents the Secretary of the Navy Guest Lecture to the assembled student body in King Hall.

Sept. 2-5 - Naval Postgraduate School hosts Sandia National Laboratory's third annual classified Nuclear Weapons Engineering Analysis Conference.

Sept. 5 - Navy Capt. C. J. Herron officially comes on board as the Naval Postgraduate School's new Dean of Students. Enlisting in the Navy in 1977, Herron applied to officer candidate school in 1979 and was commissioned. She served as executive officer for Navy Support Facility, Diego Garcia; became a battalion officer at the U.S. Naval Academy in 1980; and commanded Navy Recruiting Region West before coming to NPS.

Sept. 9 - Shortly before 3:30 p.m. local time, a single-engine Cessna 210 Centurion preparing to land at Monterey Peninsula Airport approached the airport at a steep angle, struck a tree, and crashed onto the sixth fairway of the Monterey Pines Golf Course operated by the Naval Postgraduate School. No fire resulted, and witnesses said there was no smell of fuel at the crash site. Witnesses also reported no engine sound from the plane and its landing gear not being down. Firefighters from the Naval Postgraduate School were among the first responders. For additional information, go to www.montereyherald.com/mld/montereyherald/6735904.htm.

Sept. 10 - Dr. Vint Cerf, a founder of the Internet and Senior Vice President of Data Architecture at MCI Communications, presents the Secretary of the Navy Guest Lecture to the assembled student body in King Hall.

Sept. 11 - Former Naval Postgraduate School Superintendent (1972-74) Rear Adm. Mason Freeman (USN, Ret.) dies in San Diego at 89. A Chicago native, Freeman graduated from the U.S. Naval Academy in 1935 and served as a gunnery officer aboard the heavy cruiser New Orleans in the Pacific in World War II. In 1967, he commanded the cruiser-destroyer force and training command of the U.S. Pacific Fleet in San Diego. In 1970, Freeman became director of operations for the Joint Chiefs of Staff.

Sept. 26 - 207th Naval Postgraduate School Commencement ceremonies in King Hall. The keynote speaker is Lt. Gen. James Conway, Commanding General, 1st Marine Expeditionary Force. 175 U.S. officers, 31 international officers, and 23 Department of Defense civilians receive graduate degrees. Superintendent Rear Adm. David R. Ellison and Provost Richard Elster present 172 Master of Science degrees, 13 Master of Arts degrees, one Master of Business Administration degree, one mechanical engineering degree, and three doctoral degrees. Graduating U.S. officers include 67 from the Navy, 29 from the Marine Corps, 17 from the Army, eight from the Air Force, two from the Naval Reserves, and two from the Coast Guard. International officer graduates come from Brazil, Greece, Germany, Mongolia, Mexico, Singapore, Spain, Sweden, Thailand, Taiwan, Turkey, and the United Kingdom.

Among the graduates are the first NPS students to earn joint engineering and management Master of Science degrees in Product Development in the 21st Century via distance learning. German Army officer Maj. Jeorg Wellbrink receives the first doctoral degree awarded by the Naval Postgraduate School Modeling Virtual Environments and Simulation (MOVES) Institute.

Sept. 29 - The Naval Postgraduate School implements a new certificate program in Systems Analysis to enhance the quantitative and analytical skills of Navy unrestricted line officers. The first students in the four-course program, which reviews the fundamentals of naval analysis, combat systems simulation, naval tactical analysis, and naval systems analysis, are nineteen officers from commands in the San Diego area. The innovative program combines in-residence instruction, video conferencing and web-based instruction. A second certificate program, in Systems Engineering, will be

offered beginning in Summer 2004 for graduates of the Systems Analysis certificate program.

Sept. 29 - The Naval Postgraduate School Dudley Knox Library makes available the prototype of its new Homeland Security Digital Library. The Digital Library is sponsored by the Department of Homeland Security, Office for Domestic Preparedness. It can be accessed via <http://libproxy.nps.navy.mil/login?url=http://hsdl.nps.navy.mil/rooms/portal/>.

Sept. 30 - Effective this date, as part of the implementation of the charter forming the Air Force Institute of Technology-Naval Postgraduate School Educational Alliance signed in December 2002, the NPS Department of Aeronautical and Astronautical Engineering is deactivated; the NPS Aeronautical Engineering program is transferred to AFIT; Naval officers begin to enroll in the Aeronautical Engineering program at AFIT; AFIT's Meteorology program is transferred to NPS; and Air Force officers begin to enroll in the NPS Meteorology program.

Sept. - The Naval Postgraduate School Center for Homeland Defense and Security, founded in January (see entry for Jan. 6), opens its master's degree program to NPS officer students. Other students in the program are selected by the Department of Justice, Office of Defense Preparedness. The Center's enrollment increased from 14 in January to 140 in September, the September total including the first students from the Federal Bureau of Investigation.

Sept. - The Naval Postgraduate School National Security Affairs Department establishes a new Master of Science degree program in Security Building in Post-Conflict Environments. The first participating countries are Kazakhstan, Morocco, the Philippines, Pakistan, and Rwanda.

Oct. 1 - Programs formerly under the Naval Postgraduate School Department of Aeronautics and Astronautics reopen at the Air Force Institute of Technology at Wright-Patterson Air Force Base in Ohio. See entries for February 6 and April 6.

Oct. 1 - Naval Postgraduate School Provost Richard Elster announces the appointment of Professor Carson Eoyang as Associate Provost for Executive Education, and of Julie Filizetti as Associate Provost for Academic Affairs,

both effective November 3. Filizetti, an NPS alumnus, earned a Doctor of Education degree in Higher Education Management from the University of Pennsylvania in May. Her dissertation measured the increase in productivity resulting from master's level education in the Navy.

Oct. 1 - Culminating the process of assimilation of NPS Public Works (PW) into Navy Region South West (NRSW), ownership of all real property and facilities at NPS transfers to NRSW, all resources for Base Operation Support are controlled by NRSW, and all PW personnel and funding work for NRSW.

Oct. 1 - Representatives of the Naval Postgraduate School and 150 officers, crew and cadets from the Colombian Navy tall ship the *Gloria* conduct a joint ceremony at Monterey's Municipal Wharf No. 2 announcing a collaborative agreement between NPS and the Colombian Naval Academy to exchange students and share training exercises. The ship, on a goodwill mission to neighboring countries, is open to the public through Oct. 3. The father of Andrew Torres, one of the midshipmen on board, was a marine engineering student at NPS in the early 1990s. The *Gloria* is the sister ship to the *Guayas*, which visited Monterey in the summer of 1999 and 2002.

Oct. 3 - The 228th Navy Birthday Ball is held in the Barbara McNitt Ballroom in Herrmann Hall.

Oct. 2-5 - The Naval Postgraduate School hosts the 11th International Conference on Telecommunications Systems.

Oct. 15 - The Naval Postgraduate School's Roman Plunge swimming pool, part of the historic Old Del Monte Hotel (Herrmann Hall), is drained and filled with sand to preserve and stabilize it pending future renovation and use. The Naval Postgraduate School Foundation launches a fundraising campaign to restore the pool, which has been closed for two years due to budget constraints.

Oct. 18 - The Naval Postgraduate School International Programs Office hosts International Day, the School's annual cultural, food, dance and crafts festival. Students and their families from over 25 countries currently attending NPS participate in the festivities.

Oct. 28 - Briefings are held in King Hall for all faculty, staff and students on current and planned construction projects in the Campus Master Plan, and on Emergency Awareness roles and responsibilities for all personnel.

Oct. 28-30 - The Naval Postgraduate School hosts the Naval Simulation Systems Users Conference.

Oct. 29 - The Naval Postgraduate School begins felling more than 100 trees along the inside of the old chain-link fence to clear the way for a new 7,400-foot wrought-iron perimeter fence and new Del Monte Street gate. The new fence will be supported by stucco pillars topped with Spanish red tile along Sloat and Del Monte Avenues. New entry stations will be built in Spanish Mediterranean revival style to match the main campus building, Herrmann Hall. Construction is scheduled for completion in August 2004. The \$2.1 million project was awarded to Souza Construction Co. of Visalia, Calif.

Oct. - Two new Executive Master's in Business Administration (EMBA) class cohorts from San Diego, California and Norfolk, Virginia are at the Naval Postgraduate School for a one-week orientation beginning their two-year distance learning programs. Forty five students received an overview of courses and participated in the first course on team management.

Oct. - Naval Postgraduate School Provost Richard Elster announces the formation of the NPS Satellite Programs Committee to provide advice on how best to support NPS educational programs in San Diego, Norfolk, and other satellite program locations.

Nov. 3-6 - The Naval Postgraduate School hosts the National Defense Industrial Association's 2003 Classified Aircraft Survivability Conference.

Nov. 5 - Public Broadcasting Service television airs a special documentary "Inside Special Forces" produced with extraordinary and unprecedented access to U. S. Army Special Forces in Iraq and Afghanistan, special forces bases in the U.S., and the U.S. Army Special Operations Command. Professor Gordon McCormick, chairman of the Defense Analysis Department, and Professor Hy Rothstein met with producer Richard Mackenzie while in Afghanistan, and Mackenzie came to NPS to interview McCormick. After airing on PBS, the documentary will be broadcast worldwide on *National Geographic's* global network, then released on DVD.

Nov. 17 - The National Science Foundation announces the Naval Postgraduate School as one of 19 institutions of higher learning to benefit from an expansion of the federal Scholarship for Service program. A \$19 million increase in funding for the program, which provides scholarships to graduate and undergraduate students studying information assurance in exchange for one to two years of service in the federal Cyber Corps, will result in a doubling of the number of NPS students admitted under the program.

Nov. 17-20 - The Naval Postgraduate School hosts the Military Sensing Symposium on Missile Defense, Sensors, Environments, and Algorithms sponsored by the Defense Information Technical Center.

Nov. 19 - Adm. Henry H. Mauz Jr. (USN, Ret.), commander-in-chief of the Atlantic Fleet from 1992 to 1994 and a 1965 graduate in electrical engineering, is inducted into the Naval Postgraduate School Hall of Fame. Adm. Mauz is also president of the Naval Postgraduate School Foundation.

Nov. 23 - Recent Naval Postgraduate School information sciences graduate, Army Special Forces Maj. Mark Mitchell, receives the first Distinguished Service Cross awarded since Vietnam. The honor is also the highest military decoration awarded to date in the war on terrorism, for exceptional valor leading a U.S.-British rescue patrol against 500 Taliban fighters in Afghanistan.

Nov. 25 - Naval Postgraduate School students Air Force Maj. Brian Posler and Navy Capt. Jerome Hernandez are decorated with the Bronze Star, in a ceremony in King Hall. Capt. Hernandez, a meteorologist, received the honor for innovative applications of modeling and simulation to the analysis of mission routes and identifying potential weather choke points, revolutionizing Coalition Task Force 82's planning process in Afghanistan. Maj. Posler, a C-130 transport navigator and weapons officer, was recognized for outstanding service as airlift tactics planner at Prince Sultan Air Base in Saudi Arabia in support of Operation Iraqi Freedom.

Nov. - Former Naval Postgraduate School Superintendent (1967-71) Rear Adm. Robert W. McNitt (USN, Ret.) is named a Distinguished Alumnus of the U.S. Naval Academy, with accompanying Gold Medal, in a ceremony at Annapolis. The award has previously gone to only 19 former Academy

midshipmen. Following a distinguished career aboard the submarine USS Barb in World War II, McNitt became dean of admissions at the Naval Academy, helping to overhaul its academic and admissions programs. The NPS Herrmann Hall ballroom is named in honor of his wife, Barbara McNitt.

Nov. - The Naval Postgraduate School begins work to stand up a Consortium for the Grid (COG), a project designed to create an open consortium of engineers across government, academia, and industry with the goal of enabling the Department of Defense vision for Netcentric Operations. The Consortium opened an office in Reston, Virginia on Oct. 4 staffed by NPS research professor and COG Executive Director Capt. Chris Gunderson (USN, Ret.). COG is collaborating closely with the Network Centric Operations Industry Consortium (NCOI), a group of 28 corporations which share similar objectives and methods.

Dec. 2 - Vice Adm. Keith Lippert, Director of the Defense Logistics Agency, presents the Secretary of the Navy Guest Lecture.

Dec. 9 - At a faculty recognition ceremony in Herrmann Hall, Professor Rudolph "Rudy" Panholzer, chairman of the Naval Postgraduate School Space Systems Group, receives the National Aeronautics and Space Administration (NASA) Distinguished Service Medal. NPS astronaut-in-residence Navy Capt. Dan Bursch, one of two astronauts holding the U.S. record for the longest continuous time logged in space, presents the award. A champion of NASA-NPS partnership, Panholzer and more than 50 thesis students designed and built the Petite Amateur Satellite launched by the Shuttle mission that returned Senator John Glenn to space. Panholzer is the senior member of the American Institute of Aeronautics and Astronautics. The awards ceremony, sponsored by the Naval Postgraduate School Foundation, also recognized winners of the Schieffelin and Menneken faculty awards for outstanding teaching and research, as well as new faculty members.

Dec. 19 - 208th Naval Postgraduate School Commencement Ceremonies in King Hall. 230 graduates, including 145 U.S. officers, 13 Department of Defense civilians, and 72 international officers receive graduate degrees. The diplomas include three doctoral degrees, 104 Master of Science degrees, 38 Master of Arts degrees, 84 Master of Business Administration degrees, two aeronautical/astronautical engineering degrees, and two Bachelor of

Science degrees. 73 Naval officers, 29 Marine Corps officers, seven Army officers, 15 Air Force officers, four National Guard officers, one Coast Guard officer, one Air Force National Guard officer, 14 Naval Reservists, and 13 Department of Defense civilians tossed their caps in the air. The keynote speaker is Dr. Elisabeth Pate-Cornell, Stanford University professor of engineering and a member of the President's Foreign Intelligence Advisory Board. For full listing of the graduates and their degrees, and faculty awards, see **Enclosure G4, *Naval Postgraduate School Commencement Ceremony program for Dec. 19, 2003.***

Dec. - The first Naval Postgraduate School class in Systems Engineering and Analysis graduates after completing a multi-disciplinary Integrated Project on Protection of the Sea Base.

2003 - Aligned with the joint call of the Secretary of the Navy and Chief of Naval Operations to transform Department of Defense business management, the main story of the Naval Postgraduate School Graduate School of Business and Public Policy is overall growth in the number of students and faculty in the in-residence Master in Business Administration program over the previous year. For a detailed breakdown, see **Enclosure E, *State of the School Report, Graduate School of Business and Public Policy***; and **Enclosures E1-E8, *Graduate School of Business and Public Policy 2003 Newsletters.***

2003 was a year of remarkable productivity for Information Technology (IT) services and infrastructure at the Naval Postgraduate School.

The university joined Internet2; developed a vision for a joint DoDNet for California's Monterey Peninsula regional area, where NPS is located; the School's Information Technology and Communications Services (ITACS) upgraded core and edge network devices to Foundry GIG-E, significantly improving reliability and speed; and a team under the School's Executive Director of Information Resources and Chief Information Officer Dr. Christine Cermak completed and published the Naval Postgraduate School Information Technology Strategic Plan (see **Enclosure I, *The Information Revolution: Planning for Institutional Change, The NPS Information Technology Strategic Plan, FY 2003.***

Planning for the Navy-Marine Corps Intranet (NMCI) was initiated; peer-to-peer software facilitated distance learning, research and thesis classes; network attached storage debuted; and campus backup capabilities expanded with multi-level storage and increased capacity on an automated virtual tape

system. A heightened focus on security led to the appointment of a full-time Information Systems Security Manager within ITACS, the introduction of 'smart cards', and the implementation of Public Key Infrastructure (PKI). Classified computing labs were moved to new facilities with improved networking and bandwidth, and the NPS Classroom Technology Plan won support from the Naval Education and Training Command. Automated computer account creation and deletion, together with definition of a standard image for administrative and academic desktop computers, made system administration tasks more efficient, and a new customer support unit, the Technology Assistance Center, opened. See **Enclosures J1-J6, *Naval Postgraduate School ITACS Newsletters***; and **Enclosure J7, *ITACS Annual Report, FY 2003 Accomplishments and Challenges***.

2003 was also a year of notable productivity for new construction at the Naval Postgraduate School. In addition to beginning work on a new perimeter fence for the entire base, a new perimeter security road, and new entry gates (see entry for Oct. 29), planning and construction work began on new additions to Glasgow Hall, repairs to the base wide water distribution system, and improvements to the base wide security lighting system. Planning moved forward to renovate the main administration building, Herrmann Hall, including basement upgrades, Chapel ceiling repairs, La Novia Room repairs, elevator and entry door repairs, Ballroom repairs, fire escape and railing repairs, El Prado dining room renovations and ECMS installation.

Over 2003 - With the Naval Postgraduate School the crossroads of international education for the Department of Defense, the percentage of in-residence international students enrolled in the School for International Graduate Studies (SIGS) reached the highest level ever over the four quarters of 2003 -- between 22 and 25 percent: 345 foreign officers from 53 nations. For the first time, Kazakhstan and Uzbekistan have enrolled students at NPS. The largest international student cohorts are from Turkey and Greece, with Poland having the largest enrollment among former Warsaw Pact countries. To date, SIGS has fielded 90 Mobile Education Teams (METs) to 68 countries, raising the total number of nations reached by its in-residence and overseas programs in Fiscal Year 2003 to 140. See **Enclosure K, *Naval Postgraduate School, School of Inter-national Graduate Studies, International Graduate Programs Office, 2003 Summary Report***; and **Enclosures W1-W9, *Naval Postgraduate School, School of International Graduate Studies monthly Significant Activities Reports for 2003***.

Over 2003 - The Naval Postgraduate School's broad and highly interdisciplinary research program across eleven academic departments, three interdisciplinary research institutes, seven interdisciplinary groups, and the School of Aviation Safety continued its robust support of graduate education for the warfighter while keeping faculty current on Navy and Department of Defense issues, permitting them to maintain course content at the cutting edge of their disciplines. Over 2003, the \$47 million NPS funded-research program was an integral part of faculty and graduate thesis research; and the NPS sponsored-research program grew steadily (see **Enclosure N**, *2003 Command Brief*, NPS Research section; **Enclosure R**, *Naval Postgraduate School Research Programs facts flyer*; **Enclosure S**, *Naval Post-graduate School Research Programs poster*; and **Enclosure V**, *Naval Postgraduate School Research and Education Institutes Sponsored Programs FY 2003 Annual Report*). Research varied from very fundamental to very applied, and from unclassified to all levels of classification. (See **Enclosures T1-T4**, *Compilation of Naval Post-graduate School Thesis Abstracts for March, June, Sept., and Dec. 2003*). Questions about the NPS Research Program should be directed to the Office of the Associate Provost and Dean of Research: research@nps.edu, (831) 656-2098. For information on NPS Research Associateships, go to: <http://www4.nationalacademies.org/pga/rap.nsf/frmLabInfoSearchResults?ReadForm&62~NPS>.

Enclosures

* *Designates hard copy enclosure.*

All other enclosures are electronic files on this CD, in alpha sequence.

Enclosure A: Dedication of the Naval Postgraduate School Admiral Stanley R. Arthur Chair of Logistics Management program booklet, April 17, 2003.

Enclosure B: NPS Outstanding Faculty Research Achievements Awards Program booklet, April 17, 2003.

Enclosure C1: Naval Postgraduate School Fact Sheet.

Enclosure C2: Summary of Naval Postgraduate School Research.

Enclosure D: Naval Postgraduate School Public Service Recognition Awards Program 2003 program booklet, May 28, 2003.

Enclosure E: Naval Postgraduate School Graduate School of Business and Public Policy State of the School Report.

Enclosures E1 - E8: Naval Postgraduate School Graduate School of Business and Public Policy Newsletters for May through Dec. 2003. First Newsletter was the May 2003 issue.

Enclosure F: Naval Postgraduate School Graduate School of Business and Public Policy Convocation Ceremony program, June 19, 2003.

Enclosures G1 - G4: Naval Postgraduate School Commencement Ceremony Programs for March 28, June 20, Sept. 28, and Dec. 19, 2003.

* **Enclosure H:** *America's Army PC Game: Vision and Realization* program magazine, Naval Postgraduate School Modeling, Virtual Environments and Simulation (MOVES) Institute.

Enclosure I: Naval Postgraduate School Information Technology Strategic Plan, "The Information Revolution: Planning for Institutional Change," FY2003.

Enclosures J1 - J6: Naval Postgraduate School Information Technology and Communications Services (ITACS) Newsletters for May, June, July, August, October, and November 2003. Newsletter began in May; no issue for Dec.

Enclosure J7 - Naval Postgraduate School Information Technology and Communications Services (ITACS) FY 2003 Annual Report: Accomplishments and Challenges.

Enclosure K: Naval Postgraduate School for International Graduate Studies 2003 Annual Report.

Enclosure L: Biography with photo of Naval Postgraduate School Superintendent Rear Adm. David R. Ellison.

Enclosure M: Biography with photo of Naval Postgraduate School Superintendent Rear Adm. Patrick W. Dunne (appointment announced in 2003; assumed command January 10, 2004).

Enclosure N: Naval Postgraduate School Command Brief, 2003.

Enclosure O: A View to the Future: The Naval Postgraduate School Strategic Plan and Strategic Initiatives.

* **Enclosure P:** Naval Postgraduate School Command Brief Video CD.

Enclosure Q: The Naval Postgraduate School: Frequently Asked Questions and Answers.

Enclosure R: Naval Postgraduate School Research Programs facts flyer listing NPS research programs, research centers, research facilities, research and education institutes, and research chair professorships.

Enclosure S: Naval Postgraduate School Research Programs poster.

* **Enclosure S1:** Naval Postgraduate School, 2003 Resident Research Associateships and Postdoctoral and Senior Research Awards.

Enclosure T1: Compilation of NPS Thesis Abstracts, March 2003.

Enclosure T2: Compilation of NPS Thesis Abstracts, June 2003.

Enclosure T3: Compilation of NPS Thesis Abstracts, September 2003.

Enclosure T4: Compilation of NPS Thesis Abstracts, December 2003.

Enclosure U1: NPS Research Newsletter, February 2003 Special Edition.

Enclosure U2: NPS Research Newsletter, February 2003.

Enclosure U3: NPS Research Newsletter, June 2003.

Enclosure U4: NPS Research Newsletter, October 2003.

Enclosure U5: NPS FY2003 Sponsored (Research) Program Projects list.

Enclosure V - Naval Postgraduate School Research and Education Institutes Annual Report on Sponsored Programs, FY2003.

Enclosures W1 - W9: Naval Postgraduate School, School of International Graduate Studies Significant Activities Reports for January-February, March, April, May, June, July, August, Sept.-Oct., and Nov.-Dec.

Enclosures X1-X5: *Logbooks* of the Naval Postgraduate School Wayne E. Meyer Institute of Systems Engineering for August through December 2003. The first issue was August 2003.

* **Enclosure Y:** Naval Postgraduate School *Journal* magazine, 2003.

Enclosure Z: Naval Postgraduate School, Graduate School of Engineering and Applied Sciences 2003 brochure.

For Naval Postgraduate School Faculty biographies go to:

<http://research.nps.navy.mil/cgi-bin/vita.cgi>.

Additional 2003 Naval Postgraduate School documents are archived at the Naval Postgraduate School web site: www.nps.edu.

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