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O. R. NEWS

The O. R. Department Alumni Newsletter

For Graduates of the Operations Analysis and Operational Logistics Curricula

January 1996

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O.R. News on Internet

by Alan Washburn, editor

This may be the last paper copy of *O.R. News*; the current plan is to communicate with you via the internet in the future. We can put news on the OR home page as it happens, instead of a year later. This newsletter, as well as last year's, is already available on the NPS home page at <http://www.nps.navy.mil>. Just follow the tree down through "Academic Departments", etc. until you find the "OR News" link. Along the way you will find information about how to contact faculty, as well as a variety of news items, inspirational messages, and disclaimers. You can also still send e-mail to ornews@or.nps.navy.mil.

In spite of our emphasis on electronic communications, we are acutely aware that many of you don't use the internet. We hope that this situation changes, but in the meantime want to accommodate those of you who still rely on paper. *O.R. News* still has an address (Code OR, NPS, Monterey, CA 93943). Also, you will continue to hear about us if you are a member of the alumni association (tel: 408-656-2339), which plans to continue issuing a quarterly paper newsletter. To receive an application form, send your name and address to [alumni](#)

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OA Curriculum Sponsor

by **RADM Tom Fargo**

As the Director of Assessments (OPNAV N81) and the Navy's sponsor of the OA subspecialty, the health and proper management of the OA community are clearly top priorities. In an environment of increasingly limited fiscal, equipment, and personnel resources, the OA subspecialist community and the "analytic rigor" it provides to the decision-making process is becoming more and more important. It is essential that we provide trained analysts to fill the critical fleet and staff billets that will influence the Navy's strategies, policies and force structure beyond the year 2000.

There are currently 182 OA-coded billets throughout the Navy and JCS/DoD staff which can contribute to the development of an officer's tactical, operational and analytical skills. Some examples of where these billets are (and their percentage of the total):

Headquarters Staffs (33%)
 SECNAV/OPNAV/BUPERS/BUMED
 OSD and JCS Operational Staffs (15%)
 CINCPACFLT and CINCLANTFLT 6TH and 7TH Fleet
 COMCARGRUS and COMCRUDESGRUS
 Other D. C. (18%)
 NAVAIR/NAVSEA
 Naval Center for Cost Analysis (NCCA)
 Center for Naval Analyses
 Teaching (13%)
 Naval Postgraduate School (NPS)
 Naval War College (NWC)
 U. S. Naval Academy and U. S. Military Academy
 Other (21%)
 Includes OPTEVFOR, SPCC, Shore Staffs

We anticipate growth in the "joint" percentage of the billets the OA subspecialty supports and the need for analysts with an understanding of how other Service capabilities interact with our own. To support this, NPS has proposed and will implement in the coming months a "Joint and Naval Warfare" option within the OA curriculum, with increased emphasis on the joint aspects of Campaign Analyses and Modeling and Simulation.

Today, every program is judged by its "value added" and will not survive the budget process without a strong analytical underpinning. Our senior decision-makers understand this and require officers on their staffs able to provide clear, concise analyses backed up by extensive operational experience. Ops analysts provide this capability!

In summary, I would say the Ops Analysis community is in great health - the future is bright and expanding into the joint world. The OA subspecialty code is without question a career plus! If you have any questions regarding the OA billet base, recommendations for OA subspecialty coding of a billet, or desire information on billets available on the N81 staff (we have 33 0042P/Q billets), please don't hesitate to call or write. My point of contact is Commander Charles L. Morin (N813R) at DSN 225-0356/7 or Commercial (703) 695-0356/7.

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U.S. Army Update

by **LTC Chuck Shaw**

Hello to all you Greensuiters out there!

Yes, the muddy-boot contingent is still alive and kicking here in the OR Department at NPS. I'm Chuck Shaw, the newest Army acquisition, and I'm extremely glad to be here after three years in Panama. I arrived in July to replace LTC George Preuitt who left for Fort Leavenworth. Some things never change, i.e. - Sam Parry and the Monterey scenery, but most other things have changed or are changing as you read this letter.

One change, primarily due to the drawdown, is the Army student input to the OA and OL curricula. There were a total of only 18 FA49/ORSA officers sent to NPS for Master's Degrees in FY95. Six of these students are getting degrees in Applied Mathematics, not Operations Research, in order to teach at USMA, West Point. The remaining dozen in OA are now down to only 10 students. The courses are also a lot more interesting and relevant.

This past October, the first Army student, CPT Gust Pagonis, graduated from the OL curriculum. This was the first of many changes taking place at NPS for Army ORSA students. As part of a comprehensive Curriculum Review, the Land Combat Option most of you took will be integrated with the new Joint Warfare Option approved by the Navy proponent, RADM Fargo (N- 81), and recently accepted by the Army. Concurrently, the school cycle for Army OA and OL students will change to a June to June rotation to facilitate PCS moves and schools such as CGSC. The Curricula will now be structured as a 1 quarter Refresher in the Summer followed by a 7 quarter OA or OL sequence. The experience tour was retained and several courses merged and/or modified to meet joint requirements. Look for final Army approval and the new course matrix in the near future. Note that only selected officers in CSS branches with a strong logistics background will take the OL sequence; however, their participation is highly encouraged as part of the joint warfare effort at NPS. These efforts should be beneficial to all our students as we expand our efforts in the joint environment.

On a personal note, I'd like to take this opportunity to say hello to all my former classmates, USMA'79 and NPS'89, and give you some updates. Dave Halverson went to USSOUTHCOM after graduation and marriage. Dave is now commanding the 2 82d FA Battalion at Fort Hood, Texas where we started together as LTs. Monty Warner went to Fort Sill and Washington, D.C.. Monroe is now commanding the 1-39th FA Battalion at Fort Bragg, N.C., Airborne! Chuck Betack went to Fort Monroe and then troops. Chuck is now commanding the 1-10th INF Battalion at Fort Carson. David Knack is commanding the 2-34th AR Battalion at Fort Riley. Finally, Bob Manion is commanding the ST Battalion in 1st COSCOM at Fort Bragg. We actually have 38 dual tracked officers currently in Battalion Command with another dozen waiting and a large group being looked at for branch commands this quarter. In addition, there were 8 out of 14 single-tracked officers selected for LTC on the last board, including Jeff Appleget who is currently getting his doctorate at NPS, and 3 single-tracked officers just selected for COL, including Bob Clemence and Andy Loerch who graduated from NPS. Super job and congratulations to these folks and a whole bunch more I didn't mention.

This reminds me, please pass this information on to your younger officers and let your analytically inclined young Captains know about OR and NPS. Our dual tracked officers are doing extremely well and things look even brighter for the future. You can get a technical degree, do CGSC, and be competitive in the field. There's a lot of living proof out there. You can also be successful as a single-tracked ORSA. Our folks are doing branch and ORSA jobs both extremely well. I only know of one Army officer from NPS'89 who voluntarily resigned during the drawdown and the remainder have all been successful despite the drawdown. Look at the number of LTCs and Battalion Commanders we've produced not to mention their ORSA skills. Our younger officers need to know this. We've actually had some unfilled school slots this past year. That's not fair to the younger guys so please help get the word out. Thanks, I'll get off my soap box.

Once again, I'm glad to be here and feel free to call or refer any interested officers to my office. Sam Parry and Mark Youngren both send their best regards to all of you. We hope to see all of you at MORs, AORS, or here at NPS this coming year. Be smart, be safe, and have fun out there. My DSN phone number is 878-2636.

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Chairman's Message

by CAPT(S) Frank Petho

NPS reorganized this summer and the OR Department is now in one of three new Divisions: the Operational and Applied Sciences Division. Former Chairman Peter Purdue is that Division's Dean and I am acting in his stead while a search for a permanent incumbent proceeds. Military officers can expect - and sometimes hope - that the next job may bear only a passing resemblance to the current one, but chairing an academic department may have redefined "unique assignment" in my book. Suffice it to say that the job is exciting, challenging, and personally rewarding.

As for deeds done, the department has developed and implemented a new curricular option: the Joint Warfare Analysis Option in Operations Research (JWAOR). Sponsored by the Director, Program Resource Appraisal Division (N-81), JWAOR will eventually replace today's Naval Warfare and Land Combat options. Besides traditional core courses, JWAOR's matrix will include joint logistics, wargaming, and decision making, as well as air-land-sea combat modeling, search and detection methods which include land combat applications, and operations research methods in information warfare.

The Department's thrust into joint DoD issues parallels a school-wide tack. In 1994, for example, a new campus entity - the Institute of Joint Warfare Analysis (IJWA) - was established and has already made its mark. IJWA, directed by Mike Sovereign, funded nine "joint" projects in our department in 1995 alone and a few weeks ago, spun-off a new subsidiary, the Center for the Study of Low Intensity Warfare, directed by Wayne Hughes. Moreover, an updated SOLIC curriculum is being offered which will be supported by our courses. The new SOLIC curriculum, as well as the existing Undersea Warfare curriculum, has stimulated a healthy faculty review of our curriculum and how we expect to meet changing warfighting requirements while maintaining scholarly excellence in OR.

We launched JWAOR on 8 January 1996. A total of 15 Navy and Army Officers enrolled. As the Option matures, more integration between the common elements of JWAOR and the IJWA's still developing Joint Warfare Analysis curriculum will inevitably occur. The opportunity for our students to eventually receive JPME (phase 1) certification while here at NPS will add yet another dimension to the Option.

Chairing this department is a privilege. The students are the best and the faculty - hard working, concerned for the success of our graduates, and truly world class. Rob Dell and Rick Rosenthal both recently spent time on USS Kitty Hawk to observe flight operations. Dave Schrady was at sea with the Second Fleet staff during JTFX 96-1 for the first operational evaluation of his Tactical Logistics Support System (TACLOGS) software. He installed it on USS Mt. Whitney's JMCIS system and operated in the Joint Operations Center. And while we're at it, Lyn Whitaker and Rob Dell are slated for some "submarine time" later this quarter.

Rick Rosenthal is still Editor-in-Chief of *Naval Research Logistics*. Peter Purdue completed his term as the founding editor of *Military Operations Research* on 1 January 1996. Dave Schrady received the Kimball medal for distinguished service to the profession and society from the Operations Research Society of America, the last such medal it awarded before it was subsumed by INFORMS. And finally, the OR faculty now boasts three Distinguished Professors - Dave Schrady, Don Gaver, and Peter Lewis - fully a third of this special "breed" campus-wide. Through it all, we've got about 175 students onboard and are actively recruiting two new faculty members.

If you've got any comments, observations, or suggestions, feel free to drop me a line at fpetho@nps.navy.mil.

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OL Update

by David Schrady

The Operational Logistics curriculum is now in its tenth year. In September 1995 the program graduated its first Army officer, CPT Gust Pagonis, Transportation Corps. The first Marine Corps student, CPT Chris Goodhart, will graduate in

March 1997. There is an increasing emphasis on joint logistics in the program, and other Service participation is being sought.

The curriculum sponsor, VADM William Earner, N-4, visited in August 1995 for a curriculum review and to meet with and hear from the students. He was briefed by most of the September graduates on their theses which represented a wide range of high quality analyses for a number of clients ranging from CINCLANTFLT to COMLOGWESTPAC. The students' expertise and enthusiasm clearly showed and, I think, Admiral Earner was impressed. The sponsor continues to fund OL experience tours and this support is both crucial for allowing the OL students to pursue the OL research of their choice and greatly appreciated.

Fourteen students began the curriculum in late September. Input numbers have been 14-15 for the past several years, up from the 5-6 in the earlier years of the program. Quotas are actually higher, but all curricula are experiencing shortfalls in inputs relative to quotas with the shrinking of Navy officer corps numbers. A total of six officers now have transferred into the curriculum from other NPS programs. Attrition from the program for academic reasons is running about 15%. Eight OL graduates are now civilians.

The Supply Corps instructor billet supporting the OL curriculum successively filled by CDRs Mark Mitchell, Dave Wadsworth, and Doug Hartman is occupied by Bob Vassian. New "OL assets" on the faculty include CDR Bill Kroshl who has had significant operational logistics experience and LTC(sel) Chuck Shaw who is an Army multi-functional logistician. The OL academic associate is still me.

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Bailey at N81

by Michael P. Bailey

This past summer, the new Institute of Joint Warfare Analysis (IJWA) sent Professor Lyn Whitaker and me to DC to learn more about the DoD. CAPT George Conner got Lyn a job at J1 (JCS Manpower and Personnel) and got me a spot at the OA curriculum sponsor N81.

Through several simultaneous rare events, N81 stood up their new Joint Warfare Analysis Section (working title) N812D, on June 20th. I landed in DC on June 21st, and became N812D9 that day. N812D is supposed to be the DoN's in-house joint campaign analysis group, and is focused on supporting the assessment process run by N8. So this summer, a new organization (N812D) produced a baseline campaign analysis using a new-to-me scenario (LRC(SLOC)-MRC-E, pronounced LURK- SLOK-MURK-EE) to provide a new kind of support for assessment. Some details...

ASSESSMENT: the processes by which the DoN decides what funding levels will be for all its programs, including R&D. It's about who gets what money.

LRC(SLOC)-MRC-E: A lesser regional conflict involving the closure or control of the Sea Lines of Communication (SLOC), while a major regional conflict in Southwest Asia commences.

The scenario is a combination of two from the Defense Planning Guidance (DPG), and may soon be a DPG scenario itself. Each DPG scenario is expanded into a Naval Planning Scenario (NPS) which specifies which forces are used, their flow to the theater, and some details on the CONOPS once there.

So, we did this campaign analysis with analysts from APL, SAIC, and Systems Planning and Analysis (pronounced S-P-A if you work for them, SPA if you want to pull their chain!) The baseline was delivered to N81, RADM T. B. Fargo, in mid-September. From the baseline, you can see how all the members of the Joint Force contribute to the outcome desired, where there seem to be weaknesses (warfighting capabilities as well as modeling capabilities) and where there seems to be overkill.

Once the baseline is in hand, we've handed a sequence of excursions which reflect the various initiatives being floated in the programming world. These include buying new types of combatants or weapons, buying new kinds of sensors or sensor platforms, buying new types of support capabilities, and changing the DoN force structure all together.

Each excursion involves trading something new for something in the baseline force (usually an equal cost trade). Think of any hot idea in the Navy or Marine Corps and we're doing an excursion on the idea.

What comes out of the process is the relative effect on the FEBA (days and depth), losses of Blue (U.S. and Coalition) systems, and various Theater Access MOEs. Thus, within the scope of LRC(SLOC)-MRC-E, we compare the value of making programmatic choices.

This campaign analysis, and the cooperation of thirty-some government and contractor analysts, has made for a stimulating summer and fall. It's so much fun that I've re-upped for another year. During FY96, I'll be

- working on excursions and analysis at N81;
- teaching classes using the VTC center at NAVAIR and NPS;
- doing some sponsored research;
- mentoring students;
- working with DMSO (Defense Modeling and Simulation Office) on future systems.

If you're in DC, come by Pentagon 4A522 and say hello. I can be reached at mbailey@msis.dmsomil

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The Future of BRAC

by Rob Dell

The 1995 round of Base Realignment and Closure (BRAC) was the last under Title XXIX of Public Law 101-510 as amended. This act established an independent Defense Base Closure and Realignment Commission and set in motion a BRAC decision making process that was executed in 1991, 1993, and 1995. The 1995 round (see Defense Base Closure and Realignment Commission 1995 Report to the President) included 28 major closures (10 Army, 8 Navy, 6 Air Force, 4 Defense Logistics Agency) and 26 major realignments. NPS compiled about a cubic foot of responses to BRAC 1995 data calls and as far as we know was never seriously considered for closure. The total estimated one-time cost for the approved 1995 actions is approximately \$3.6 billion excluding environmental cleanup. The one-time cost is justified by expected annual savings of approximately \$1.6 billion when all actions are complete. During July and August, I used an optimization model to help the Army develop implementation schedules and yearly budget levels for its 1995 BRAC actions.

The Commission recommends further reductions in base infrastructure. They point out a few key facts about the last ten years to support their position: the defense budget has declined in real terms by almost 40 percent; the Department of Defense has reduced the size of the military by 30 percent (Army has eliminated 45 percent of its divisions, Air Force 44 percent of its tactical fighter wings, and Navy 37 percent of its ships); reduction to domestic base infrastructure will only be about 21 percent after all actions are complete.

The Commission's recommendation is to have another BRAC round in 2001 similar to the 1991, 1993, and 1995 rounds. The six years corresponds to the time required for all 1995 actions to be completed. It also recommends the ability to revise the 1995 recommendations during this six year period, just as 27 earlier BRAC decisions were revised in 1995.

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COMIX PAGE



The cartoons on this page were drawn by Gus Stafford (RATMAN) over the period 1984-1986 while he was in the OA curriculum. As RATMAN says, "You have to be able to laugh at yourself ... otherwise you'll find a multitude of people willing to do it for you." [COMIX-1](#), [COMIX-2](#), [COMIX-3](#), [COMIX-4](#)

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Research Notes

by **Bob Read**

Our younger faculty have been becoming better acquainted with the Navy and DoD. Professors Whitaker and Bailey spent the summer in Washington: [Bailey at N-81](#), our curriculum sponsor, and Whitaker at J-1, the Joint Staff Directorate for Manpower and Personnel. Bailey has decided to stay and spend the entire year. Professor Whitaker has become involved with the very topical Pers Tempo problems and is continuing to work on them upon her return.

Gordon Smyth is visiting us this year. He is from the University of Queensland, Brisbane, Australia. He is doing some major research work in the modeling of dispersion in Generalized Linear Models. Also, he is assisting in the Pers Tempo work.

Professors Lawphongpanich and Read are serving on an advisory panel to review proposals for the redesign of the Army's Strength Management System. This rather massive project will unify the system and modernize the information management. Professor Woods is providing technical analysis support for the joint CINCPACFLT/CINCLANTFLT Troubled Systems Process.

Professor Read's case study of the Schieffelin Award process appears in the October issue of *Naval Research Logistics*. Professors Brown and Washburn have an article on "Sortie Optimization and Munitions Planning" in *Military Operations Research*, 1994. Professor Brown was recognized as the department's most visible researcher for 1994 at the Research Recognition Evening held in April.

Most of the research mentioned in the March 1995 issue of this newsletter continues, but we can mention some items that were left out. Professor Buss is working on methods for scheduling activities in projects in which the duration is random. LTC Mark Youngren has joined us as military faculty and is working with Professors Gaver and Jacobs on some theater level combat modeling.

Dr. Dave Morton, here on the NRL fellowship program, has taken a professorial appointment at the University of Texas. He maintains contact, however, to work with Professor Rosenthal on Air Force problems dealing with logistical efficiency.

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Array Processing Languages

by **Peter A.W. Lewis**

One of the attractions for me of coming to teach at the Naval Postgraduate School in 1971 was that the Department taught

the interactive, array processing language APL and used it in statistics and modeling courses. An extension in 1986 of APL to the interactive programming language APL2 allowed elements of arrays to be arrays. Together with new APL2 operators, this broadened array concept produced a language of extraordinary power, but one which required sophistication and a lot of hard work to master completely. A large scale effort in IBM to exploit this computing power for statistics and mathematics resulted in the APL GRAFSTAT program, which was released externally as AGSS (A Graphical Statistical System) in 1988.

During the 1980s we cooperated with IBM on the development of AGSS and it became our main interactive teaching tool for statistics and probability. Very sophisticated graphics is a must for large scale statistical data analysis and AGSS provided us with most of the graphics capability we needed.

In 1989 the use of APL2/AGSS in OA courses was ended, but interactive array processing languages had not disappeared from our lives; they sneaked back into our lives in the form of spreadsheets, which are (visual) interactive array processing languages. But now input and output is improved - they are easily manipulated arrays - and the "language" is contained in pull-down menus. Spreadsheets are not as general nor as powerful, in a mathematical sense, as the APL2 language, but we can see the arrays we are working on and the results of our operations. The interplay between APL2 and spreadsheets led me in 1989 to develop an APL2-based spreadsheet input/output editor, called UEDIT. The emphasis was on developing a visual APL2-based tool for editing and pre-processing large data sets. This pre-processing of large data sets to rid them of errors and inconsistencies is a massive problem in DoD. Provision was also made in UEDIT for rapid input of original data sets. Commercial spreadsheets (visual interactive array processing languages) are now generally coupled to extensive graphics and statistics facilities. But, in general, these suites of programs cannot match the sophistication which APL2 lends to UEDIT.

In statistics departments an interactive array processing language called Language S+ is today the favorite of the research-oriented faculty. In 1991 it was introduced into the OA curriculum. As a program, S+ has superb graphics and very extensive implementation of the latest statistical methodology. S+ is being actively and aggressively developed, with the aid of many people in business and universities, and it provides access to most of the new and useful statistical methodology. New interactive array processing languages are also appearing. In particular, there is J from the original developer of APL. The general utility of advanced, interactive array processing languages will increase as computers become faster and available memory grows. Their use will make it easier to get one's technical problems into and out of a computer with the required solution, helping to approach the goal of increasing the (technical) user's productivity because of the availability of computers. Of course, the race will still go to the swift - those with the most training in the use of these extensive computing tools and with the prerequisite brain power to complement the training.

If you have been out of this field for a long time, what is the easiest way to get back in? Probably by using UEDIT3, which is free to the user. There is a "run time" version for which neither the APL232 compiler nor knowledge of APL2 is required; all functions of the program are available, except for the use of the APL2 language. The APL2 version of UEDIT3 gives you full APL2 capabilities, so that if you are APL2-trained, it is easy to extend the application to UEDIT3.

[Ed. note: The article above is a summary version. A complete version is also available.] For more information contact plewis@nps.navy.mil.

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The Mailbox

The March 95 issue included a plea for personal news. Essentially all of the responses are printed below. Thanks to all who took the time to respond, whether by paper mail or e-mail.

Extremely helpful knowing what various profs are working on. Might also be helpful to list thesis students with their topics. Often there are related studies in the fleet and it is always nice to share information.

Joseph F. Monaghan, Jr., CAPT, USMC

Just getting started on the Internet. In time, I'm sure I'll be able to communicate "on line". Great publication to keep us informed of the community. BRAC article was especially interesting. Keep up the great work!

David M. Cashbaugh, CDR, USN

Is it possible to get a student version of LINDO or GAMS for the PC without spending too much?

Darrel M. Morben, LCDR, USN

I enjoyed the newsletter very much. The new advances make me feel like my education (only 2 1/2 years old) will be out of date by the time I get to use it.

James W. Speicher, LT, USN

Thanks for the newsletter. My current billet is Military Analyst in the Combat Analysis Group, USCENCOM. The group's Assessment Division has 6 analyst billets, two US Army, two USAF, one Navy and myself (one USMC). Our focus of effort is supporting the USCENCOM staff in the deliberate planning process by assessing operational level courses of action with modeling and simulation. I would be interested in any continuing education opportunities in OR that NPGS might be sponsoring. Thanks.

Laurence Nelson, MAJ, USMC

I am currently deployed on CG66 as Operations Officer in the Arabian Gulf. We are the AAWC for Theodore Roosevelt Battle Group. We have been gone just over one month from Mayport and will be returning to MED by the end of May. I am doing OK. Expect to be here as OPS until Apr 97. We had our 4th child in Jan 95. Now I have 2 boys (6, 4) and 2 girls (2, 3 months).

Gregory Hildebrand, LT, USN

I continue consulting with Wik Associates, Inc. Presently, I'm developing new programs to assist small and mid-sized manufacturers in complying with federal, state, and local environmental and safety regulations.

Ross D. Telson, LCDR, USNR

I am working for Westinghouse-Hanford Corporation at the Department of Energy Hanford site. I process "performance measure" information (largely using Statistical Process Control) for the company. I am also making use of Professor Lindsay's methods to process survey data. I visited NPS last May and gave a briefing on the work I am doing at Hanford. I have definitely found the OR training at NPS very "down to earth" and very useful in my current job. I would say one of the major challenges is presenting the results of statistical data analysis to managers that are not used to dealing with data in making these decisions.

Steven S. Prevetie

My thesis involved a Cost-Comparison of Sonobuoys in an Explosive Echo Ranging Environment. System was not being utilized (or even being discussed) in the P- 3 fleet. Now I have been trained and _ it works better than I expected. Thanks Professor Washburn.

David Spoerl

Great newsletter! Thanks for sending it to me. I have used my OR degree continuously since 1983 and I thank my lucky stars for it.

William Justin Comstock, LCDR, USN (Ret.)

Here on Army staff until end of June, then on to Ft. Leavenworth, Kansas for Command and General Staff College. Recently published in March edition of "Phalanx" and Jan-Feb special edition of "Interfaces" regarding US Army participation in 23rd International Competition for Franz Edelman Award for Management Science Achievement.

Scott F. Donahue, MAJ, USA

Will be reporting to NPS as an Army instructor in the OR department on 7 July 1995.

Charles H. Shaw, III, MAJ(P), USA

Currently assigned as Director, Towed Array Project Team, NAVSEA 92K.

Harold R. Bishop, CAPT, USN

Regional Mgr, SHN Consulting Engineers and Geologists, Eureka, CA. Completed Army Service, O-6, 1989. Ph.D. Public Adm, U. of Southern Calif. 1995 (May).

Terry W. Curl

I retired from the Navy in 1989 and now work for Systems Planning and Analysis, Inc. as a Program Manager and Operations Research Analyst. I am currently Vice President (Administration) of the Military Operations Research Society (MORS). I enjoyed the revived Newsletter, particularly since I had the pleasure of co-editing the last few issues of the old Newsletter while serving as Assistant Curricular Officer from 1976- 78.

Brian David Engler, USN (Ret.)

I work for General Chemical Corporation in East St. Louis, IL. As Production Supervisor, I direct the processes for the manufacture of aluminum sulfate (water treatment chemical), sodium aluminum sulfate (a leavening chemical used with foods), and polyaluminum chloride (water treatment chemical). I am attempting to use statistical methods to "improve the process." In 1994, I made LCDR in the Navy Reserve. I'm the Admin officer for the Naval Embarked Advisory Team (Det 113) drilling at the Navy Reserve Center in St. Louis, MO. Thanks for the newsletter.

John Michael Boyd, LCDR, USNR

Currently teaching in the Math department at USNA.

John P. Green, LCDR, USN

I recently received the March 1995 issue of OR News, and was quite impressed with the work being done by the faculty. One problem that I still have with the Navy's OR community (actually, lack of OR community) is the fact that immediately upon graduation, the majority of Navy grads go right back to sea duty. Some may go for years without ever using the education for which they worked so hard and for which the Navy spent so much. During the present drawdown, if a service member wishes to remain in the Navy and continue to stay competitive for command, two or three years with non-observed FITREPS while at NPS is not going to help them. In fact, it's the worst career choice to make. Our admirals/sponsors need to stop paying lip service to our students and grads and devise a competitive career path for the OR community. Without one, the Navy will continue to lose talented officers who could, given the chance to excel, shape the fleet of the 21st century. Thanks again for the informative newsletter.

J.F. Keane, LCDR, USN

Currently employed at Kapos Associates Inc. in San Diego supporting the CASES theater-level simulation system and the Naval Simulation System development programs under NRaD's auspices. Thanks for the newsletter.

John S. Baltutis, USN (Ret.)

Great Alumni Newsletter! Enjoyed reading it. Look forward to the next edition. Got an idea for your next edition. Why not publish a piece on graduates who have ongoing work with NPS since graduation? I've been fortunate to serve as an analyst on the Army Staff where my open dialogue with professors in the OR Dept. has proven invaluable on several occasions. I continue to get expert modeling advice on problems that I'm dealing with while I return the favor by keeping my eyes and ears open for possible thesis work for students. This is how the reputation of NPS OR gets proliferated! I realize that not all graduates have this opportunity or even desire to maintain dialogue with NPS for whatever reason, but I bet there's enough of us out there who've cultivated longlasting professional (and personal) relationships since graduation. The bulk of my maturing as an analyst has come from this ongoing communication - it's been good for me; it's been good for the professors; it's good for the OR/OL community, and above all, it's good for NPS.

Scott F. Donahue, MAJ, USA

Enjoyed your newsletter. Many thanks to those who took the time and effort to put it together. Especially enjoyed the summary of who went where and where they are now, for all of us "not so recent Grads."

James R. Anderson

Yes, there is life after the Army. I got out in June 93. Since then I have worked for some DOD contractors rebuilding/improving the TACWAR combat model. If you don't like version 5.0, you can blame me. However, I am taking

another twist and will soon be working for TWA building scheduling solvers for the pilots.

Darrell M. Hamilton

I was OR, class of 88, Army. I did 4 yrs at TRAC-WSMR, NM, then left the service under the force reduction incentives. I am currently an analyst at Teledyne Brown Engineering in Huntsville, AL. There are quite a few NPS alumni here at TBE, more than you would expect. We work with several Army models, CASTFOREM (from WSMR experience), and ELAN, which we have redesigned to run on UNIX workstations. It is a Land/Joint combat simulation that is relatively user friendly. It's a pretty good tool for rapid tactical analysis.

Robert L. Youmans

From the news today [3/13/95], it appears that NPS is an island unto itself along with the rest of the Monterey Peninsula. I will keep trying to arrange another excuse to return to Monterey - definitely the prettiest place I was ever assigned.

James D. Chandler, Jr.

I'm working at Computer Systems Center, Incorporated (CSCI), Alexandria, VA. I talk w/ Carl Jones and Mike Sovereign from time to time. CSCI has developed an Air Directed Surface to Air Missile Model (ADSAM) (a hot cruise missile defense topic here in DC these days) and some other warfare modeling tools that use China Lake's Analyst's Workbench (AWB) framework. We are willing to share our stuff with Mike Bailey and we are very interested in seeing what his NPS Platform Foundation is since it sounds much like what we do. We also use Maple and have a fair amount of expertise in force level simulation, modeling, and analysis. We are very interested in experience tour students (we do George Mason University coop students). Another company capability is test planning for the Cooperative Engagement Capability (CEC). Hope to stay in touch.

James D. Buttinger, CDR, USN (Ret.)

I am very glad that you are starting the OR Newsletter again. It will put a lot of us back in touch with our classmates and with state-of-the-art research being done at NPS. My current position as Deputy, Contracts Operations allows me to offer some insight on the Defense Logistics Agency side of the Acquisition arena. I was the RAH-66 Comanche Light Attack Helicopter Program Integrator for 18 months so I can provide information on the programmatic and technology aspects of this program. I am also an Acceptance Test pilot at the DPRO flying the UH-60L, SH-60B/F, HH-60H, HH-60J (Coast Guard version), MH-60K (Special Operations Aircraft) and the MH and CH- 53s.

Edmundo F. Bellini, LCDR, USN

I left active duty in 1985, but have been participating in the Reserve program since then. I am currently Commanding Officer of the unit at the FOSSAC in Norfolk, VA. As a civilian I am a Research Fellow at the Logistics Management Institute in McClean, VA.

Douglas Warren Brown

Steve and I added another child to our family, David Joseph, who is 2 years old. Our daughter, Pamela, is 6 years old and doing great. Steve and I are resigning our commissions to provide some stability to Pamela, who has been diagnosed with Autism. Friends can e-mail us at SJGLASER@aol.com.

Tammy Glaser, LCDR(Sel), USN

My current assignment is as a member of the Eighth Quadrennial Review of Military Compensation (8QRMC), along with LTC Gaylon Smith and LT Jeff Dunn. Thanks for the newsletter.

Jeffrey B. Taub, LCDR, USN

Thanks for the newsletter. I took command of Germantown in March 95. Germantown is part of the Belleau Wood ARG, forward deployed to Japan.

Steven C. Rowland, CDR, USN

Currently Commanding Officer of HS-11 deployed in USS America (Med, Adriatic, Red Sea, Persian Gulf). Squadron transitioned to the SH-60F/HH-60H Seahawk in 1994. Previous job was as a Military Assistant to Director, Net Assessment in OSD. Really enjoyed the newsletter - computers have come along way from the mainframe 360.

Robert Wilde, CDR, USN

Last OR tour was from Feb 91-May 94 with Combat Analysis Group, USCENTCOM, as a military analyst and Head, Assessment Division. Primary duties involved combat analysis using theater-level wargaming models (e.g., TACWAR).
William G. Wright, LtCol, USMC

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