



OCTOBER 2023

The Value of the Naval Innovation Center at NPS

The Naval Innovation Center at NPS is a critical investment in advancing defense capabilities and national security. In this video, renowned leaders and experts underscore the critical importance of innovation, not only in enhancing military capabilities but also in deterring conflicts and safeguarding American lives and interests.



[Watch the Video](#)

Video Featuring (in order): Vice Adm. **Ann Rondeau**, Ret., President Naval Postgraduate School; The Hon. **Carlos Del Toro**, 78th Secretary of the Navy; The Hon. **Leon Panetta**, 23rd Secretary of Defense; The Hon. **Dan Quayle**, 44th Vice President of the United States; Adm. **Michael Mullen**, Ret., 17th Chairman of the Joint Chiefs of Staff; Adm. **Eric Olson**, Ret., 8th Commander U.S. Special Operations Command; Adm. **Cecil Haney**, Ret., 9th Commander U.S. Strategic Command; Adm. **Robert Natter**, Ret., 35th Commander U.S. Atlantic Fleet; Mr. **Bill Warner**, Co-Founder, CacheFlow

“We are supporting the construction of a purposefully-designed facility to house the NIC at the Naval Postgraduate School, providing a space for collaboration, defense-focused experimentation, and demonstration of operational use cases to ensure the right technology is evolving.”

– Secretary of the Navy, Mr. Carlos Del Toro’s [remarks during the NRL 100th Anniversary](#) on Sept. 28, 2023

Update on the Naval Innovation Center at NPS

The Secretary of the Navy, Mr. Carlos Del Toro, introduced the Naval Innovation Center (NIC) at NPS in an announcement made on December 9, 2022. The initiative signifies a groundbreaking approach to military education with a strong emphasis on fostering innovation and experimentation. The center is envisioned as a vital resource for Navy and Marine Corps warfighting development commands, facilitating collaborations between the DOD and key players in the defense industry, the technology sector and academia.

Del Toro's [recent remarks](#) highlight the next phase of the [Naval Innovation Center](#) vision, which includes the development of a purpose-designed facility. This facility will be geared toward accelerating the transformation of research concepts into practical solutions, emphasizing collaboration, hands-on experimentation, advanced analytics, autonomous technologies, classified work, and immersive demonstrations. It is optimized to generate solutions directly relevant to the fleet while maintaining a long-term focus on the future of the Navy and the broader Department of Defense.

The Naval Innovation Center is currently undergoing an environmental review to ensure environmental compliance and responsibility. The 1391 Military Construction project, which outlines the scope, purpose, and cost estimates for the facility, is nearing completion this month, with the Request for Proposals (RFP) phase, inviting contractors to submit proposals for its construction, following shortly thereafter. This progress signifies a significant step toward realizing the NIC's mission to foster innovation and collaboration in military education and technology.

The Naval Postgraduate School Foundation has supported the NIC at NPS initiative since its inception, investing over \$1.75 Million in the planning and development of the NIC vision and original schematic designs. Our commitment extends throughout the entire lifecycle of the project, from design and development to construction and outfitting, as dedicated partners to NPS and the Navy in realizing the full potential of the Naval Innovation Center.

Athena for Partners: Expanding Collaborative Research



We are excited to introduce the latest development in our Athena initiative, [Athena for Partners](https://www.athena4partners.org/). Athena is a collaborative research tool that enables researchers, sponsors and leaders across the Department of Defense to discover, connect, collaborate, and deliver innovative solutions.

The latest iteration of Athena, Athena for Partners, went live on the Naval Postgraduate School Foundation tenant on October 1.

This milestone represents the continued evolution of Athena, which originally began as an NPS student project and early prototype. Built on Microsoft Azure and Microsoft Teams, the platform prioritizes security and scalability, ensuring that researchers, sponsors, and leaders across the Naval Education Enterprise and DOD can easily access and query information stored in various databases.

Athena's core strength lies in its ability to make a wide range of research accessible, including current studies, ongoing projects, and potential future research topics and to rapidly connect researchers, engineers, warfighters, and industry partners. This problem-solving approach promotes a continuous learning culture, motivating individuals to seek out new ideas and technologies for more innovative approaches. Athena for Partners takes collaboration to the next level by leveraging external expertise and industry insights for effective solution development, extending collaboration beyond the DOD.

Athena for Partners currently includes research data from NPS, Marine Corps University and NPS Foundation industry partners, as well as an aggregation of public news sources. The platform remains dynamic, with new data and sources continually being added. Marine Corps students from across the Naval Education Enterprise are among the first users.

Visit athena4partners.org to request your Athena for Partners account. If you are interested in providing data or supporting Athena for Partners, contact athena@npsfoundation.org.

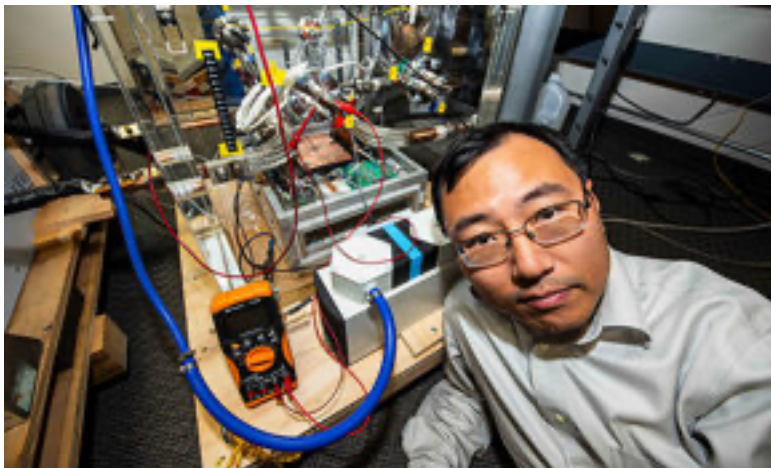




Recent Tweet from Mike Bloomberg :

[@MikeBloomberg](#) Accelerating cutting edge technology across our defense systems is critical. I was glad to speak with [@SECNAV](#) & [@NPS_Monterey](#) President Ann E. Rondeau about their plans to drive innovation at [@USNavy](#) recently.

NPS Team Makes Key Breakthrough on Path to Electric Aircraft Propulsion



In 2020, NASA charged NPS and two other research teams with solving a critical barrier facing the development of electric aircraft propulsion (EAP): the creation of a circuit breaker that could support large electric platforms running on direct current (DC) electricity. Thanks to the efforts of a diverse team of faculty and students, as well as several Navy and academic research partners, NPS delivered an innovative working prototype.

In March of this year, the "Navy High-Speed Solid-State Fault Management System for Electric Aircraft Propulsion" was tested and proved to be a breakthrough, pushing the project to Level 6 on the Technology Readiness Level (TRL) scale. A TRL 6 technology has a fully functional prototype or representational model. Dr. Di Zhang, NPS Associate Professor of Electrical and Computer Engineering, who led the effort to research and design the DC circuit breaker for EAP, was awarded a \$750,000 research grant by NASA to further refine the DC circuit breaker.

The breakthrough achieved at NPS could be a critical step in the development of EAP, one of many emerging technologies receiving increased attention due to the emphasis placed by the Secretary of the Navy, Carlos Del Toro, on accelerating innovation throughout the Department of the Navy.

NPS will play a significant role in supporting the development of EAP technology and other relevant innovation efforts following the establishment of the Naval Innovation Center (NIC) at NPS. First

announced in December 2022, the NIC will leverage NPS education and research to drive “ideas to impact,” bringing research concepts out of the lab and into the field faster by empowering students, faculty and partners across the entire Naval Research & Development Establishment (NR&DE) to work with the naval innovation ecosystem and industry. [Read more.](#)

“Electric propulsion technology is crucial for future Navy capabilities, offering enhanced design flexibility, supporting power-intensive advanced systems, and ensuring stealth, efficiency, and adaptability in evolving naval environments. The technology’s integration also paves the way for the adoption of emerging energy sources, solidifying the Navy’s technological edge.”

– Dr. Di Zhang, NPS Associate Professor of Electrical and Computer Engineering

The Hon. Condoleezza Rice Visits the Naval Postgraduate School



Former Secretary of State, the Honorable Condoleezza Rice, offered her perspectives on national security, current events and geopolitical strategic competition as she engaged with Naval Postgraduate School students during an hour-long question and answer session at the latest Secretary of the Navy Guest Lecture held at NPS, Oct. 5.

The “Fireside Chat” was moderated by retired U.S. Army Special Forces Lt. Gen. Eric Wendt, professor of practice in the school’s Department

of Defense Analysis and an NPS distinguished alumnus. Rice leveraged her considerable experience and academic prowess to speak poignantly and convey well-informed answers and advice to complex global challenges raised by Wendt and students to a packed house in King Hall auditorium.

During her visit, Rice also spoke with Defense Analysis students in the DA 3900 Command and Leadership course taught by Wendt, as well as the first cohort of Historically Black Colleges and Universities (HBCU) Scholarship-for-Service (S4S) civilian students who began their graduate studies at NPS this September and will serve in Navy labs upon completion. [Read more.](#)

“The challenges we face are dynamic, and require deep understanding and collaboration across defense disciplines, our national security institutions, and with our international partners. I am grateful for the invaluable contributions of the Naval Postgraduate School in tackling these pressing issues.”

- The Hon. Condoleezza Rice



Congratulations Chiefs!



On Sept. 29, seven of the Navy's newest Chief Petty Officers proudly received their anchors before friends and family in a pinning ceremony at King Auditorium on the NPS campus.

The new Chiefs, as well as a U.S. Marine Corps gunnery sergeant who participated in the ceremony, represented commands throughout the Monterey Peninsula, including NPS, Naval Support Activity Monterey, Information Warfare Training

Command Monterey, and the Defense Language Institute Foreign Language Center. Their selection as deckplate leaders is a testament to the knowledge, strength and discipline they exhibited throughout years of service and dedication.

Congratulations to CTIC Caitlin Chama, YNC Shawn Dioszeghy, CTIC Lindsay Fondren, CWTC Allison Kent, CTIC Stephen Leidner, CTTC Jared Owen, CWTC Tanya Patrick, and Gunnery Sgt. Daniel Smith. Bravo Zulu, shipmates!

Xerox 3D Printer aboard the USS San Diego

A team of professionals from the Naval Postgraduate School worked with Commander, Naval Surface Forces (CNSF) to transfer a Xerox liquid metal 3D printer aboard the amphibious transport dock USS San Diego (LPD 22) at Naval Base San Diego. The installation of the printer supports NPS and Fleet experimentation and at-sea testing and research.



Call for Articles: NPS Foundation Invites Writing on Integrated Naval Campaigning

Submissions Due: October 25, 2023

Topic Week Dates: November 13-17, 2023

Article Length: 1,500-3,000 words

Submit To: Content@cimsec.org

What does integrated campaigning mean for naval forces? A starting point proposed by some at the Naval Postgraduate School is that, “An integrated naval campaign is a series of operations in, and from, the maritime domain conducted by joint, interorganizational, and allied forces to achieve national strategic and operational objectives.” What forms can an integrated naval campaign take, and how might it enhance or benefit from all elements of national power? What emerging capabilities might enhance naval integration with partners and allies? How may unmanned force structure transform naval campaigning? Concepts for naval campaigning could define how naval forces evolve and operate for years to come.

The U.S. Naval Postgraduate School’s Naval Warfare Studies Institute (NWSI) is exploring these questions through its FY22-23 Warfare Innovation Continuum, themed “Integrated Naval Campaigning.” NWSI is exploring these questions through workshops, course projects, wargaming, and research initiatives. The NPS Foundation is honored to support the Naval Postgraduate School and is partnering with CIMSEC to solicit articles on integrated naval campaigning. [Learn more about the Call for Articles.](#)

Alumni Updates

Michael Mullen, MS in Operations Research '85, retired four-star Navy admiral and former chairman of the Joint Chiefs of Staff, has joined the unmanned maritime tech company Saildrone as the chairman of its board of directors, the company told Breaking Defense in an exclusive interview.

Mullen is “someone who truly understands the requirements that we have as a Navy, as a nation, and our adversaries, and has known Saildrone long enough to understand our capabilities, track record and potential,” said Richard Jenkins, the company’s chief executive officer.



[Saildrone](#) is a California-based maritime tech firm, founded by Jenkins in 2012, and boasts roughly 250 employees. It specializes in developing and operating unmanned surface vehicles (USVs) primarily used for oceanographic mapping and intelligence collection. Jenkins said Mullen’s first meeting in the new position took place Sept. 19.

“I am delighted to be part of the Saildrone board and help steer the company to address the nation’s defense needs, against rapidly evolving adversaries. Saildrone delivers some unique and compelling capabilities for the future, and is backed up by a very strong leadership, and investment team.” - Mullen

Director Christopher Wray has named **Jacqueline Maguire**, MA in Security Studies '13, as the assistant director of the Training Division. Maguire most recently served as special agent in charge of the Philadelphia Field Office. Maguire was assigned to the New York Field Office when she joined the FBI as a special agent in 2000 and was a member of the Joint Terrorism Task Force. She was the lead agent for the investigation of the five hijackers of American Airlines Flight 77 after the 9/11 terror attacks.

Prior to joining the FBI, Maguire worked at the Office of the Medical Examiner in Suffolk County, New York. She earned a bachelor’s degree in comprehensive science from Villanova University, a master’s degree in criminal justice from Long Island University, and a master’s degree in homeland defense and security from the Naval Postgraduate School.

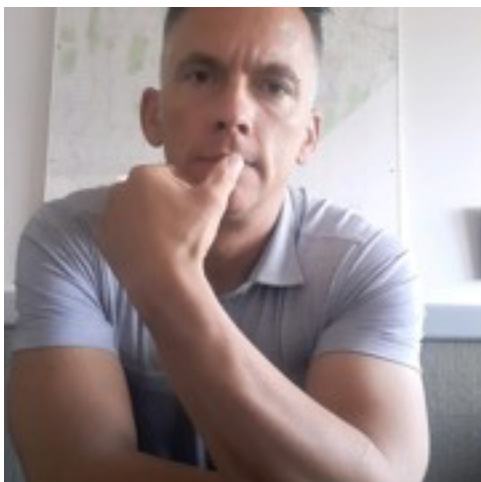




Cmdr. Matthew Hays was relieved by Cmdr. **Earvin Taylor**, MS in Systems Engineering '13, as commanding officer of the Arleigh Burke-class guided-missile destroyer USS John Finn (DDG 113) during a ceremony onboard Commander, Fleet Activities Yokosuka, Sept. 20. Taylor assumes command of John Finn after previously serving as Commanding Officer of USS PATRIOT (MCM 7). His naval journey began in Annapolis, Maryland where he attended the United States Naval Academy and commissioned in 2007, holding a Bachelor of Science in General Science and a master's degree in Systems Engineering from the Naval Postgraduate School in 2013.

The Navy announced Cmdr. **David B. Burke**, EMBA '16, from U.S. Fleet Forces Command, and Cmdr. Jeffrey C. Fassbender, from U.S. Pacific Fleet, as the 2023 recipients of the Vice Admiral James Bond Stockdale Award for inspirational leadership, Oct. 2.

Burke is the commanding officer of the Ohio-class ballistic-missile submarine USS Rhode Island's Gold crew (SSBN 740), which he has led since May 2021. While in command, he has completed three strategic deterrent patrols with his crew. Burke is a career submariner with sea tours on three boats, USS Nevada (SSBN 733), USS Seawolf (SSN 21), and USS Georgia (SSGN 729), completing deployments to the 5th and 6th Fleet areas of responsibility. His ashore tours included serving at Navy Region Northwest, Navy Region Southwest, and U.S. Pacific Fleet



Greg Barnhart, MS in Meteorology '08, joins the News 8 Now First Warn Weather Team as chief meteorologist. He's been a part of the weather team at Morgan Murphy sister station WISC Madison, Wis., and has been assisting in forecasting at WKBT.

After earning a B.S. in Atmospheric Sciences from the University of North Dakota in 1999, Barnhart served in the military and the National Weather Service for more than 20 years. As a weather officer in the United States Air Force, he found himself studying the skies across the US and overseas. In 2008, he obtained his master's degree in meteorology from the Naval Postgraduate School in Monterey, Calif. After leaving the USAF in 2010, he worked as a Meteorologist-in-Charge for the National Weather Service in Indianapolis and Elko, Nev.

The President's Commission on White House Fellows is pleased to announce the appointment of the 2023-2024 class of White House Fellows. Founded in 1964, the White House Fellows program offers exceptional young leaders first-hand experience working at the highest levels of the Federal government. Fellows spend a year working with senior White House Staff, Cabinet Secretaries, and other top-ranking Administration officials, and leave the Administration equipped to serve as better leaders in their communities. Fellowships are awarded on a non-partisan basis.

Sin Pheiffer, MA in Security Studies, Far East, Southeast Asia and the Pacific '19, is placed at the National Security Council. Sin is a Lieutenant Commander in the United States Navy. While serving as a Surface Warfare Officer, she deployed around the world aboard Navy destroyers, supporting combat operations in the Middle East and orchestrating Freedom of Navigation Operations and Oceania Maritime Security Initiatives in the Indo-Pacific. As a Foreign Area Officer, she led the coordination of the Pacific Fleet's maritime operations, activities, and investments in Southeast Asia and served as Aide-de-Camp to Commander, U.S. Indo-Pacific Command, where she had Congressional and national-level impact on our most pressing national security challenges. She most recently served at the American Institute in Taiwan, Taipei, working to bolster Taiwan's materiel impacts in warfighting.



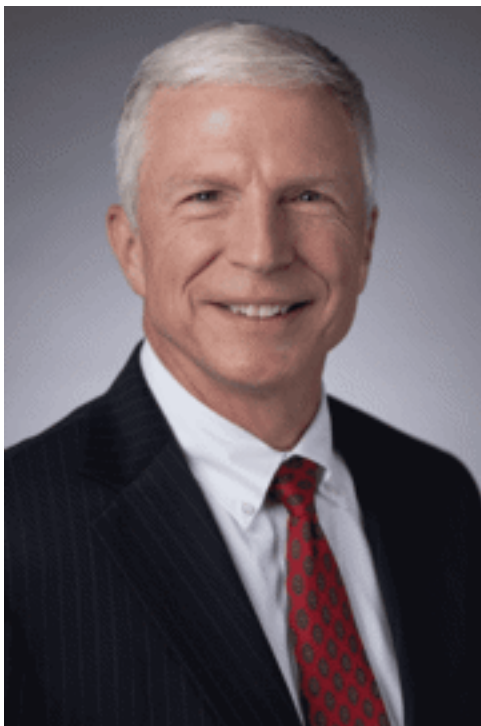
Each year, the Women of Color STEM DTX Conference (WOC STEM) gathers esteemed leaders in science, technology, engineering, and mathematics (STEM) from various sectors. This year's conference, with the theme of "Waves of Change, Oceans of Opportunity," will recognize the accomplishments and groundbreaking innovations of women from diverse backgrounds.

WOC STEM announced **Mia Korngruen**, Master's in Program Management '21, portfolio manager at Naval Surface Warfare Center, Philadelphia Division (NSWCPD), has been selected as this year's recipient of the prestigious Technology Rising Star Award. The award recognizes women in the workforce helping to "shape technology for the future." Korngruen was nominated for "significantly impacting the U.S. Navy Surface Ship Fleet by developing and overseeing how the organization manages and executes all the tasking for the command's largest customer, Naval Sea Systems Command, Surface Ship Maintenance, Modernization and Sustainment (NAVSEA21)."

Connecticut Gov. Ned Lamont named former Yale University Police Chief **Ronnell Higgins**, MA in Security Studies (Homeland Security & Defense) '20, as the next commissioner of the Department of Emergency Services and Public Protection during an afternoon press conference in a state Capitol briefing room. Higgins, who now serves as the university's director of public safety, will need to be confirmed by the state legislature. During his time at Yale, Higgins oversaw 93 sworn officers, 15 dispatchers and a public safety department with more than 180 staff, according to his university bio. Higgins also serves on Connecticut's Police Officer Standards and Training Council, which adopts and enforces professional standards for certification and decertification of the state's police force. He chairs POST's certification committee.



"I am looking forward to listening, learning and leading the Department of Emergency Services and Public Protection," Higgins said. "I'm looking forward to getting out and meeting people in all the divisions. I want to visit all the troops, and I want to continue to ensure that the state of Connecticut is safe."



Retired Navy Adm. **Craig S. Faller**, MA in National Security Affairs '91, was elected to HII's board of directors, effective Oct. 3, 2023. Faller retired from the Navy in 2021 following 38 years of service. Serving most recently as commander of the U.S. Southern Command (SouthCom), in which he was responsible for building U.S. military partnerships with Latin American and Caribbean security forces. Under his leadership, the SouthCom team responded to complex security challenges, including transnational criminal organizations, the Venezuela crisis, the global pandemic and the 2021 Haiti earthquake.

Before that, Faller was a senior military assistant to the secretary of defense, chief of legislative affairs for the Navy and director of operations for the U.S. Central Command. After retiring from the Navy, Faller joined the board of trustees at CNA; the board of directors of Viken Detection; and the advisory boards of Sigma Defense Systems, PayCargo, Excelerate Energy and Penn State Applied Research Laboratory. He is also a distinguished fellow at the Atlantic Council and a senior fellow at the National Defense University and at Florida International University.

Textron Government Affairs and Washington Operations welcomes **Peter “Pete” Larsen**, MA in Security Studies (Middle East, South Asia, Sub-Saharan Africa '09, former National War College faculty member and retired U.S. Air Force Colonel. Larsen joins the Washington, D.C., team led by Shannon Hutcherson Hines, senior vice president.

Prior to his role at the National War College, Larsen served as the Director for South Asia Regional Affairs on the White House National Security Council, playing pivotal roles in the Trump and Biden administrations. Larsen also served as the Chief of the South and Central Asia Division within the Joint Staff’s Deputy Directorate for Middle Eastern Affairs and served as the political-military advisor to the Assistant Secretary of the Near Eastern Affairs Bureau at the Department of State. As a Middle East Foreign Area Officer, he served as the Air Attaché to Israel and commanded the 818th Air Mobility Advisor Squadron at McGuire Air Force Base.



[Submit an Alumni Update](#)

[Meet more Students & Alumni: Faces of NPS](#)

NATO MODELING & SIMULATION **TECH DAY** *at the* NAVAL POSTGRADUATE SCHOOL

18 OCT 2023

➤ **Industry Panel**
M&S for Decision Making
1200-1300

➤ **Tech Displays**
0900-1600

➤ **Industry Panel**
Building the Infrastructure
1500-1600

➤ **Hosted Evening Social**
1600-1730

INDUSTRY TECH DEMOS
GLASGOW 102

0900 - LOCKHEED MARTIN
0930 - MATRIX PRO SIMS
1000 - RHOMBUS
1030 - MICROSOFT
1100 - CAREAR
1130 - EPIC GAMES
1330 - RESCALE
1400 - PARALLEL WORKS
1430 - NVIDIA

REGISTER:
[NPSFOUNDATION.ORG/
TECH-DAY-PANELS](https://npsfoundation.org/tech-day-panels)

Modeling & Simulation Tech Day at NPS October 18, 2023

A platform for corporate partners and the NPS community to showcase technology and engage with NPS community, the DOD innovation enterprise, and the NATO Science & Technology Organization. Hosted by the NPS Foundation.

- > Tech Demos & Displays
- > Two Industry Panels
- > Hosted Evening Social

Register for Panels
(Virtual or In-Person)



This panel explores how modeling & simulations might be used to go beyond live, virtual and constructive training and education to inform operational decision making at the edge. For the multi-domain fight, modeling & simulation can help leaders at all levels adapt to rapidly changing operational environments and adversaries. The panel explores how current technology will enable commanders to sense, make sense, and act in a rapidly changing environment.

[Meet the Panel](#)

This panel focuses on building the infrastructure to support modeling & simulations for live, virtual and constructive training and education as well as support M&S at the edge. Every fight will include a combined force and a common infrastructure for modeling & simulations will help leaders at all levels adapt to rapidly changing operational environments and adversaries. The panel explores how current technology might enable NATO to connect and collaborate in LVC environments before the fight.

[Meet the Panel](#)

In Case You Missed It:



[Episode 48 \[PART I\] – Fleet Weather Center San Diego – Challenges in the Maritime Environment](#)

[Episode 48 \[PART II\] – FWC San Diego – Balancing the End Game](#)

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Brown’s First Message to the Force as Chairman: ‘Accelerate Change’ Lives On

Air Force Gen. Charles Q. Brown Jr. outlined his priorities for his term as Chairman of the Joint Chiefs of Staff in a memo issued Oct. 2, highlighted by a familiar call for the U.S. military to continue to adapt. In a Message to the Joint Force issued on his first business day after taking over from Army Gen. Mark A. Milley at midnight on Oct. 1, Brown reprised his signature motto from his time as Air Force Chief of Staff:

“Accelerate Change or Lose.” “Our nation needs us ready to fight today’s battles but also to prepare for tomorrow’s wars,” Brown wrote in his first official guidance as the 21st Chairman. “We must prepare by modernizing and aggressively leading with new concepts and approaches. Know that my conviction to ‘Accelerate Change’ has not wavered.” [Read more.](#)

What's Old Is New Again

By Commander Scott Austin, U.S. Coast Guard, MA in Security Studies (Homeland Defense and Security) '21

For the first time since the Cold War, U.S. competitors possess military capabilities in quantity and kind to hold the U.S. mainland at risk. As that threat looms closer, the Coast Guard should look to its missions and culture during World War II to prepare again to, quite literally, guard the coasts. While modern efforts likely will not include shoreline patrols by canines or on horseback, lessons from the years pursuing U-boats off U.S. shores will better enable the shift from homeland security to homeland defense. [Read more.](#)

Prototype the Bi-modal Naval Force

By Shelley Gallup, Associate Research Professor at NPS

In past wars, small and well-armed ships, such as destroyer escorts, torpedo boats, and riverine craft have been a necessary complement to large combatant force structure. This need is being exacerbated by the U.S. Navy’s currently small yet top-heavy fleet structure. This contrasts with the force structure and operational concepts of Chinese maritime forces, which have been highlighted by the intrusions of PRC naval, Coast Guard, and maritime militia ships into the territorial waters of the Philippines. [Read more.](#)

Sailors Matter Most: Incentivize Education and Cultivate Learning Leaders

By LtCol Sean F. X. Barrett, Mie Augie, Professor in the Department of Defense Management and Defense Analysis Department at NPS, and MajGen William F. Mullen, III, USMC (Ret.)

Calls for innovation, technological development, and establishing new organizations are commonplace across the national security enterprise. Such calls, however, tend to portray new technologies and weapons systems as panaceas to great power challenges while paying less attention to the importance of developing the warfighters who will actually employ them. By empowering people to find and fix problems, Get Real Get Better is an encouraging first step, but more meaningful steps can nudge the pendulum back towards Capt. Wayne P. Hughes Jr.’s first cornerstone — “Sailors matter most.” This goal can be furthered by investing in the training and education of Navy Sailors and officers, and cultivating a culture of mission command so they are prepared to make decisions and take initiative based on their commander’s intent. [Read more.](#)

Fighting Submarine Maintenance Bottlenecks

By Dr. Ronald Giachetti, Professor of Systems Engineering, NPS

The Navy has so many competing priorities that ship maintenance often gets short shrift when it comes to budget allocations, especially compared to new ship construction and operational deployments. The former Chief of Naval Operations' (CNO's) *Navigation Plan 2020* says the Navy will "prioritize readiness to keep forces forward deployed." The Navy has begun taking actions to remedy the situation, including hiring at shipyards, the "Performance-to-Plan" initiative, and the long-overdue Shipyard Infrastructure Optimization Program (SIOP) for improving submarine maintenance. A ship in maintenance is one less ship available to the fleet. At any given time, almost one-third of the submarine force is either in depot-level maintenance or idle and not available to operate. Such low operational availability seriously degrades the Navy's capability to penetrate contested zones and disrupt enemy operations. Recent wargames aimed at defending Taiwan from Chinese invasion indicate that submarines afford the United States an asymmetric and powerful advantage in any potential conflict. [Read more.](#)

Related: [As China churns out warships, the US Navy is looking for drones and AI to help it pick up the pace at its struggling shipyards](#)

[Faces of NPS: International Students, Partnerships feat. Commandant of the Philippine Marine Corps](#)

[Naval Warfare Studies Institute newsletter](#)

[Acquisition Research Program newsletter](#)

[Organize Campaigns of Learning and Reshape the Defense Analysis Paradigm](#)

[Improve the Culture and Mechanisms of Naval Learning](#)

[Sam Buttrey won big on 'Jeopardy!' and so did CSUMB students](#)

[SECNAV Del Toro Awards Posthumous Promotion to Cmdr. William C. McCool](#)

[Navy's Unmanned Task Force to close down with arrival of new Disruptive Capabilities Office](#)

[The Army's new chief has a plan and it's all about warfighting](#)

[Suppressed GPS in Ukraine fuels development of US Army navigation tech](#)

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[NSA chief announces new AI Security Center, 'focal point' for AI use by government, defense industry](#)

[What was different about the latest Advanced Naval Technology Exercise](#)

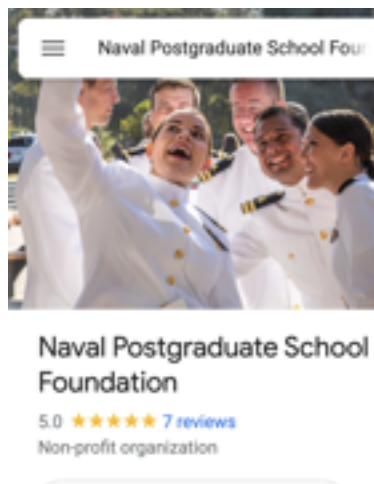
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In-store pick-up available for local orders. The shop is now open Monday through Friday from 10 a.m. to 4 p.m. Questions about the shop or the merchandise available? Contact the Peacock Shop [Manager](#).

[Shop NPS Gear](#)

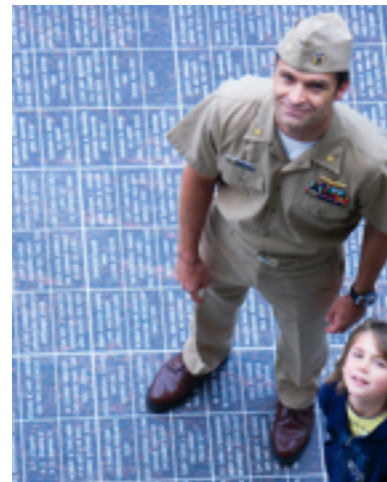
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Have you attended America's Heroes Golf Tournament or Grand Winter Ball? Are you a member of an NPS Foundation Club? If you have experience with the Naval Postgraduate School Foundation please consider leaving us a review.

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Make your mark on the NPS campus with a custom brick on our "Pathway to the Future," a unique, lasting way to remember and mark your connection to NPS.

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