



JANUARY 2024

### **Bill Warner on JSOC Commander Mitch Bradley's Powerful Collaboration as NPS Student Tackling Friendly Fire in Afghanistan Conflict**

Bill Warner, NPS Foundation Advisory Council member and former President of the NPS Foundation, shares a compelling example of collaborative problem-solving at the Naval Postgraduate School. Drawing from Vice Adm. Mitch Bradley's time as an NPS Physics student in the early 2000s, Warner highlights the impactful collaboration between students, professors, and industry partners that led to groundbreaking solutions. Hear how Bradley, now the Commander of Joint Special Operations Command, worked alongside NPS faculty, industry partners and the NPS Foundation to address the issue of friendly fire in the Afghanistan conflict, making a tangible difference in saving lives in the field.

"Our ability to develop solutions faster for the warfighter is real," Warner states, underscoring the core mission of NPS and the NPS Foundation. This example epitomizes the essence of NPS, where students actively engage with real-world problems from the Fleet and Force. With 2,500+ NPS students dedicated to solving real problems at any given time, this story is just one illustration of the continuous flow of innovative projects that shape the future of national security, ensuring the safety of service members, citizens and our allies. As expressed by Warner, the Naval Innovation Center at NPS will significantly enhance the capacity for collaborative projects at NPS, ensuring a continuous stream of groundbreaking solutions at the intersection of academia, industry and DOD needs. [Watch the Video.](#)



**Institute for Security Governance at the Naval Postgraduate School Facilitates Collaboration Among Partner Nations in 'Executive Program in Defense Decision-Making' Course**



Over the first two weeks of December 2023, the Naval Postgraduate School Foundation greatly enhanced peer-to-peer learning between 15 senior defense officials (including seven general officers) from 13 partner nations through the Institute for Security Governance's "Executive Program in Defense Decision-Making" course conducted

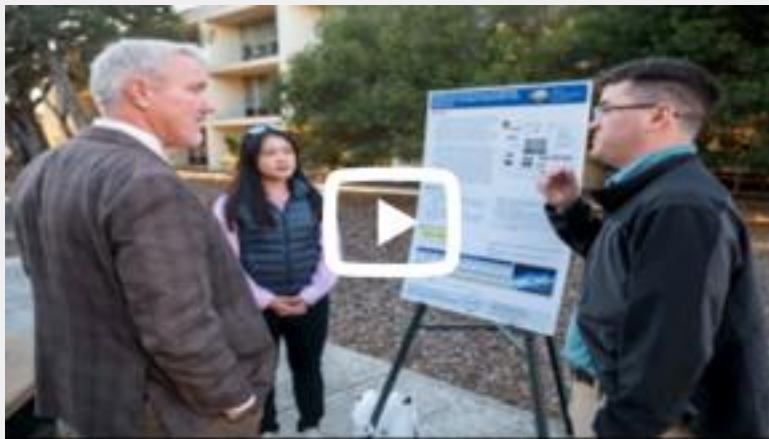
at the Naval Postgraduate School. Each day, the officials gathered in our lounge during their daily “Coffee Conversation” to facilitate a group discussion on a professional challenge within their home country’s defense institutions. The conversations were incredibly personal and generated greater esprit de corps among participants.

The Institute for Security Governance is a leading component of the Defense Security Cooperation University under the Defense Security Cooperation Agency. These events strengthen partner defense institution relationships, build defense capacity, and support moving toward a shared vision of global peace and stability. Enabling opportunities for the Naval Postgraduate School to expand its impact on the Naval Services, the Joint Force, and our international partners is a critical component of the support and advocacy that the Naval Postgraduate School Foundation & Alumni Association provides to the institution and the U.S. Navy. We firmly believe in bringing together defense partners for a stronger tomorrow.

International partners interested in exploring education, research and innovation at NPS can contact the Naval Postgraduate School [International Graduate Programs Office \(IGPO\)](#) to learn more.

## Student Research Spotlight

### Business Case Analysis of Internet Connectivity for USS Abraham Lincoln (CVN-72)



Recent Naval Postgraduate School graduates Navy Lts. **Marcus Padilla** and **Daniel Tsuji**, and Maj. **Michelle Wang**, MBAs in Financial Management '23, of the Taiwanese Army present their research thesis investigating the financial implications of introducing high-speed internet (HSI) on the USS Abraham Lincoln (ABE). Leveraging technologies like Starlink, 5G and fiber, the team utilized the Net Present Value (NPV) method, concluding a 10-year Net Benefit of \$22,598,921. This research underscores potential positive impacts on both Quality of Work and

Quality of Life, prompting recommendations for further study and potential policy adjustments within the U.S. Navy to adopt commercial HSI on ships. [Watch the video.](#)

### **Student Research: Assessing DOD Confidence and Bias in AI Authored Evaluation Factors**



Recent Naval Postgraduate School graduates Air Force Capt. **Chad Hedgepeth** and **Ryan Tagatac**, MBAs in Acquisition & Contract Management '23, discuss their thesis research on perceptions of contract evaluation factors generated by artificial intelligence. The study explored the effectiveness of AI-authored evaluation factors in the Department of Defense. Surveys conducted at George Mason University and NPS assessed the confidence and bias of DOD acquisition professionals toward AI-generated factors compared to human-authored ones. The findings revealed a decrease in confidence and a mild reluctance towards AI-authored factors, especially among older professionals. Despite some limitations, this work informs discussions on AI integration policies in defense acquisitions and calls for responsible AI use guidelines. Further research with diverse samples and various AI tools is recommended to advance these discussions and enhance public trust in defense acquisitions. [Watch the video.](#)

### **A Win for Students, Services, Naval Postgraduate School and DAU With MOA**



The Defense Acquisition Workforce is continuing to adapt to the changes in the Defense Acquisition Workforce Improvement Act (DAWIA) certification requirements. One organization finding new ways to meet the workforce's needs is the Naval Postgraduate School. NPS provides graduate-level education, and in 2022, NPS President Ann E. Rondeau and DAU President Jim Woolsey signed a formal Memorandum of Agreement (MOA) outlining how NPS can integrate DAU's courses and education into NPS' curricula.

"The MOA reinforced the key relationship DAU has with NPS," said Andrew Gepp, DAU West Program Management Department Chair. This MOA has given DAU and NPS opportunities to learn from shared experiences while expanding each organization's network and developing future acquisition leaders. NPS and DAU have maintained a working relationship for decades. The MOA evolved DAU and NPS's relationship from the existing equivalency program to a more dynamic partnership. "The MOA is a win for the students, Services, NPS, and DAU," said Dr. Bob Mortlock, NPS Principal Investigator for Acquisition Research Program and Professor of the Practice within the Acquisition Sciences Group.

MOA and partnerships like this allow DAU to find new ways to handle equivalency and work with the Services. The MOA has demonstrated new methods to deliver training in diverse ways to students, including helping both NPS and DAU to make connections with the students. "The NPS-DAU partnership is an example of two organizations with similar and complimentary missions mutually supporting each other," Mortlock said. "We are focused collectively on our customers: warrior scholars, the Services and acquisition professionals that can deliver warfighter capability at the speed and scale of relevance." [Read more.](#)





## Going to WEST 2024 in San Diego, CA?

Join the Naval Postgraduate School Foundation & Alumni Association for a hosted Happy Hour Reception

Tuesday, February 13, 2024  
27AB Foyer  
(Upper Level, San Diego Convention Center)

RSVP

NPS Students, Faculty, Staff, Alumni and Industry Partners and guests are welcome to attend!

If you and/or your company will be at WEST and would like to connect with the Naval Postgraduate School or the Naval Postgraduate School Foundation, please contact [Todd Lyons](mailto:tlyons@npsfoundation.org) at [tlyons@npsfoundation.org](mailto:tlyons@npsfoundation.org) to schedule a time to meet or stop by the Naval Postgraduate School Booth, #1851.

## NPS Faculty Spotlights: Conversations on Critical Topics

Naval Postgraduate School faculty and staff members are actively engaged in impactful discussions across a spectrum of critical topics, reflecting the expertise of the individuals and the institution's commitment to fostering intellectual exploration. These discussions cover a wide range of subjects, from [examining the ethical decisions made by the United States](#) in the aftermath of World War II, addressing [global oil diplomacy](#), evolving [dynamics between Turkey and Greece](#), to the active involvement of NPS faculty in [judging a tech challenge](#) alongside industry leaders.

[PODCAST] Zachary Shore | [America's Ethical Crossroads: Deciphering Vengeance and Virtue in History and Policy](#)

[INTERVIEW] Ryan Gingeras | [Prospects for Greek-Turkish relations to emerge clearly by spring](#)

[Global oil diplomacy 2024: Abundant crude supplies offer Biden strategic leverage amidst potential election-year sanctions](#)

[San Jose Teens Create Apps that Win Honors from Congress](#)



### **NPS Crew Endurance Research Integrated into U.S. Navy Watchstanding Policy and Training**

Maintain your edge: NPS professor Dr. Nita Shattuck and her team's research on crew endurance has been integrated into U.S. Navy watchstanding policy, and now Shattuck's latest video lecture, "Sleep Is a Weapon: A Clear Mind, A Combat Edge," was recently added to the Navy's General Military Training (GMT) catalog on My Navy Portal.

"Better sleep is linked to improvements in memory, alertness, concentration, performance, and positive emotions," Shattuck said. "While we can train our service members in procedures, tactics, and even how to cope with stress, our warfighters require quality sleep to maintain peak effectiveness."

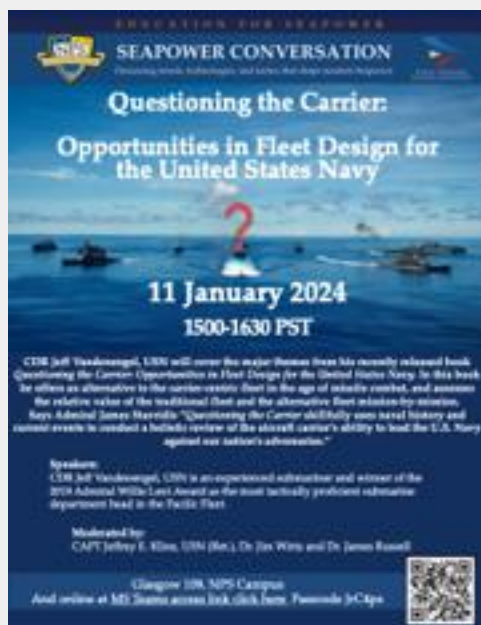
Research findings from Shattuck and her team set the foundation for changes to the U.S. Navy's "Comprehensive Crew Endurance Management Policy," signed off by the commanders of Naval Surface Force Pacific and Atlantic. This policy fundamentally changed crew watchstanding practices

and mandates circadian-based watchbills with crew rest requirements similar to those for aircrews.

"In my opinion as a Surface Warfare Officer in the fleet who experienced the introduction of circadian rhythm watchbills after a career of sleep deprivation, it's made a world of difference," said Capt. Jeremy Gray, NPS Surface Warfare Chair. "As a commanding officer of a crew applying many of Dr. Shattuck's recommendations, my ship's watch teams were far more alert and focused."

- Crew Endurance resources (includes video): <https://nps.edu/web/crewendurance/welcome>

## Upcoming Campus Events



### Questioning the Carrier: Opportunities in Fleet Design for the United States Navy

11 January 2024

1500-1630 PST

Glasgow 109 or on MS Teams.

[Learn More](#)





**Learn More & Register**

## **Valuing Our Digital Safety: Surprising Tips and Insight**

**18 January 2024, 1200-1300 PST**

**NPS Foundation Cottage, #283, or on MS Teams**

## **Navigating Emerging Threats in the Digital Age**

**18 January 2024, 1500-1630 PST**

**Reed Hall 101/102**

Join ENDTAB Founder, Adam Dodge, for two discussions on tech-enabled violence and the long-term threat to national security, recruitment and retention, and the good order and discipline of the DOD. These discussions will also touch upon the importance of personal security and practical applications to effectively combat technology-driven threats. Students, spouses, faculty, staff and alumni are invited to participate.



## **Naval Academy Alumni Reception**

**24 January 2024**

**1600-1800 PST**

**NPS Foundation Cottage, #283**

Welcoming Bowman & Shoemaker Scholars, USNA alumni (student, faculty, staff, local) & anyone interested in learning more about Athena for Partners.

**Register**

## Alumni Updates



Chief of Naval Operations Adm. Lisa Franchetti welcomed Adm. **James Kilby**, MS in Information Technology Management '93, as the 43rd Vice Chief of Naval Operations in a ceremony at the Pentagon, Jan. 5. Kilby most recently served as the deputy commander, U.S. Fleet Forces in Norfolk, Virginia. He is a native of Pound Ridge, New York, and a 1986 graduate of the United States Naval Academy. He has commanded at unit and strike group levels and is the recipient of the Vice Adm. James B. Stockdale Award for inspirational leadership.

*"I am honored and humbled to assume this position at such a critical time for our Navy and our nation. I am excited at the opportunity to support our CNO to ensure the Navy remains the most capable and powerful maritime force in the world." – Adm. James Kilby*

Maj. Gen. **Lorna Mahlock**, master's certificate in information operations, succeeded Army Maj. Gen. William Hartman at the helm of the Cyber National Mission Force (CNMF) during a ceremony Jan. 5. The CNMF was established in 2014 and has since deployed more than 55 times to 27 countries — including Ukraine, ahead of Russia's latest invasion, and Albania, in the wake of Iranian cyberattacks — to identify network weaknesses and unearth malicious software. Its elevation to a subordinate unified command within CYBERCOM in 2022 was recognition of its critical role in stateside election defense and overseas sweeps. Mahlock previously served as the deputy director for combat support at the NSA's cybersecurity directorate. She was also the first Black woman to serve as a two-star general in the Marine Corps, and was its first female chief information officer and



director of command, control, communications and computers.

*“It is an honor to be selected as the next commander of the Cyber National Mission Force. I have had the opportunity to observe you from afar and I am humbled by the opportunity to serve alongside you. You are our nation’s elite cyber warriors, competing daily against a threat that is very real, but which few can comprehend, quantify or see.” – Maj. Gen. Lorna Mahlock*



**Harry Coker, Jr.**, MS in Computer Science '87, has been confirmed as White House's second-ever National Cyber Director. Once sworn in, Mr. Coker will be the second National Cyber Director in the Office, which was established in 2021 as part of the National Defense Authorization Act. The National Cyber Director serves as principal advisor to the President on cybersecurity policy and strategy. Coker succeeds Chris Inglis, who departed in February of 2023.

Leidos' board of directors has elected a new member in **Nancy Norton**, MS in Computer Science '94, a retired Navy vice admiral and most recently director of the Defense Information Systems Agency. Norton's appointment means the board grows in size to 13 members and she will join as an independent director. She retired from military service in 2021 after a nearly 35-year career that culminated with three years of service in the DISA director post, a role that included responsibility for the agency's global network and a team of more than 8,000 military and civilian personnel. In conjunction with the DISA role, she also served as commander of the Joint Force Headquarters Department of Defense Information Network. That entity is charged with directing and synchronizing defensive cyberspace activities to protect the military's primary information network.





NASA astronaut and retired U.S. Army Colonel **Jeffrey Williams**, MS in Aeronautical Engineering '87, who played a key role in the design, construction, and operation of the International Space Station, is retiring from NASA on Sunday, Jan. 14, 2024, after more than 27 years of service at the agency. The two-time station commander spent 534 cumulative days in space spanning four trips to the space station. He spent nearly 32 hours outside of the orbital laboratory on five spacewalks.

Retired Colonel **Stephen E. Gauthier**, MS in Operations Analysis '06, joined the Institute for Defense Analyses (IDA) as a Research Staff Member in the Operational Evaluation Division of IDA's Systems and Analyses Center. He recently retired from the U.S. Army after thirty years of service.

Gauthier is a member of the Military Operations Research Society, the Institute for Operations Research and the Management Sciences, the International Council on Systems Engineering, and the Institute of Industrial and Systems Engineers. IDA is a nonprofit corporation that operates three federally funded research and development centers in the public interest. IDA answers the most challenging U.S. security and science policy questions with objective analysis leveraging extraordinary scientific, technical and analytic expertise.





**Ian Clark**, MA in National Security Affairs '02, a retired U.S. Marine Colonel with over 30 years of distinguished military service, has been named TechFlow's Director of Operations for Energy and Mobility Solutions. Clark will lead the company's government EV charging and energy initiatives. Clark's appointment came shortly after TechFlow secured a DIU success memo for EV charging infrastructure, which enabled immediate production agreements at over 800 U.S. facilities. Clark's career includes pivotal leadership roles such as Deputy Commander/Chief of Staff at Marine Corps Installations – West, Air Station Commander at Marine Corps Air Station Camp Pendleton, and Director of Operations and Deputy Commander at Marine Aircraft Group 39.

The Naval Reserve Officers Training Corps at the University of Missouri celebrated a Change of Command and retirement ceremony on December 8, 2023. Captain **David W. Dry**, MS in Systems Engineering '00, who has served as commander of the Naval Reserve Officers Training Corps Unit Missouri since 2019, has retired and was officially relieved of duties by Captain Thomas A. Ulmer.



**The following Navy flag assignments were issued by the Department of Defense on Dec. 18, 2023:**

Rear Adm. (lower half) **Amy N. Bauernschmidt**, Nuclear Power Certificate '15, is assigned as deputy commander, Seventh Fleet, Yokosuka, Japan.

Rear Adm. (lower half) **Thomas J. Dickinson**, MBA in Transportation Management '06, is assigned as commander, Naval Surface Warfare Center/Commander, Naval Undersea Warfare Center, Washington, D.C.

Rear Adm. (lower half) **Thomas A. Donovan**, MS in Defense Analysis '07, is assigned as deputy director, Global Operations, J39, Joint Staff, Washington, D.C.

Rear Adm. (lower half) **Frederic C. Goldhammer**, Nuclear Power Certificate '15, is assigned as deputy director for Political-Military Affairs (Asia), J5, Joint Staff, Washington, D.C.



Rear Adm. (lower half) **Joshua Himes**, MS in Intelligence Information Management '01, is assigned as vice director for Intelligence, J-2, Joint Staff, Washington, D.C.

Rear Adm. (lower half) **Neil A. Koprowski**, MS in Financial Management '01, is assigned as commander, Navy Region Korea; commander, U.S. Naval Forces Korea; and commander, Naval Component, U.S. Forces Korea, United Nations Command, Korea, Pusan, Korea.

Rear Adm. (lower half) **Paul J. Lanzilotta**, Aviation Safety Certificate '05, Nuclear Power Certificate '15, is assigned as director, Fleet Integrated Readiness and Analysis, N02R, U.S. Fleet Forces Command, Norfolk, Virginia.

Rear Adm. (lower half) **Kurtis A. Mole**, Network Operations and Technology Certificate '12, is assigned as deputy commander, Tenth Fleet, Fort Meade, Maryland.

Rear Adm. (lower half) **Thomas E. Shultz**, MS in Naval/Mechanical Engineering '01, is assigned as deputy director, Policy, Plans, Strategy, Capabilities and Resources (J-5/8), U.S. European Command, Stuttgart, Germany.

Rear Adm. (lower half) **Forrest O. Young**, Executive MBA '05, is assigned as director, Operations and Plans, N3, Office of the Chief of Naval Operations, Washington, D.C.

Rear Adm. (lower half) **Michael S. Mattis**, Space Systems Fundamentals Certificate '06, is assigned as commander, Task Force 66 (TF 66); and director, Strategic Effects, U.S. Naval Forces, Europe/U.S. Naval Forces, Africa Naples, Italy.

Rear Adm. (lower half) **Bryon T. Smith**, Aviation Safety Certificate '00, is assigned as reserve vice commander, Second Fleet, Norfolk, Virginia. Smith Aviation Safety Cert Dec 2000

Rear Adm. (lower half) **Julie M. Treanor**, Naval Postgraduate School Navy Senior Leader Seminar, is assigned as deputy chief of staff for Fleet Ordnance and Supply/Fleet Supply Officer, N41, U.S. Fleet Forces Command, Norfolk, Virginia.

[Submit an Alumni Update](#)

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



## **In Memoriam: Recent Alumnus, Marine Corps Major Michael Whitaker**

It is with deep sadness we share the passing of U.S. Marine Corps Major **Michael Whitaker**, MS in Computer Science '19, who lost his battle with cancer on December 24. Michael's groundbreaking thesis, "Conditions-Based Maintenance Through Autonomous Logistics," earned Outstanding Thesis honors and played a crucial role in establishing conditions-based maintenance as a Marine Corps Program of Record. His impact on Marine Corps maintenance will be remembered and celebrated. To share condolences or memories, please visit the [tribute website](#).

## **In Case You Missed It:**

### **Hicks picks Replicator capabilities; Pentagon to brief key lawmakers**

Deputy Secretary of Defense Kathleen Hicks recently selected a small number of capabilities that will be prioritized for the initial tranche of her Replicator unmanned systems initiative, and the Pentagon is preparing acquisition strategies for specific platforms that could fit the bill, DefenseScoop has learned.

The Department of Defense is keeping many details about Replicator close to the vest. Hicks has suggested the department will be cagey in terms of what it shares publicly because it doesn't want to reveal its cards to adversaries such as China. [Read more.](#)

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### **Written in Black and Red: Asymmetric Threats and Affordable Unmanned Surface Vessels**

The Houthi rebels and the Ukrainian military share a significant amount in common despite very different perceptions of their legitimacy. The Houthis have held civilian and military ships at risk in the Red Sea, causing the rerouting of commercial shipping and prompting the U.S. State Department to consider them a terrorist organization. Ukraine, by contrast, is viewed as a heroic front-line state standing against an unprovoked Russian invasion. With Western aid and rapid innovation, the Ukrainian military, although by mostly cobbled-together, ad hoc means, has rapidly employed commercially available drones, organically developed, and fielded unmanned systems for aerial, naval, and ground attack. Despite having no naval warships of its own, Ukraine has managed to hold the vaunted Russian Black Sea Fleet at risk both underway and in port. In short, both forces have effectively utilized commercially available or inexpensively developed unmanned systems and anti-ship cruise missiles to great effect, stressing and challenging technologically and numerically superior adversarial forces in the Black and Red Seas. [Read more.](#)

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[Faces of NPS: Innovation and Innovation Leadership](#)

[Army's mixed reality device nears fielding with final testing in 2024](#)

[RTX, L3Harris to update electronic warfare kit on Navy's Super Hornets Navy to seek industry help on countering 'cross-domain' drone attacks](#)

[The biggest CJADC2 opportunity isn't AI, it's true interoperability \(opinion\)](#)

[Surge in Drone Warfare Leads Pentagon to Open School for U.S. Troops](#)

[Enabling Logistics in Contested Environments](#)

[The Pentagon is Trying to Rebuild the Arsenal of Democracy](#)

[Xi Jinping Pledges Reunification with Taiwan in New Year's Message](#)

[China protests American 'technological blockade' amid semiconductor battle](#)

[How to Thwart China's Bid to Lead the Global South](#)

[War in Ukraine has China cashing in](#)

[Ukraine War in 2024: How Kyiv Can Improve Its Position Overall](#)

[White House Says North Korea Providing Russia With Ballistic Missiles](#)

[Houthi launch sea drone to attack ships hours after US, allies issue final warning](#)

[Israel-Hamas War Splits Over 'Day After' War Divide Netanyahu's Government](#)

[In Dealing With the Israeli-Palestinian Conflict, America Has No Easy Way Out](#)

[Why Gaza Matters: Since Antiquity, the Territory Has Shaped the Quest for Power in the Middle East](#)

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