



NAVAL POSTGRADUATE SCHOOL

UPDATE  
NPS

## CNO, Naval Education Leaders Celebrate Spring Quarter Grads

By MC2 Tom Tonthat

The Naval Postgraduate School (NPS) celebrated Spring Quarter graduates, June 12, recognizing the remarkable achievements of its latest class. Adapting to the COVID-19 environment may have required a wholesale transition to remote learning, but the graduates remain steadfast, completing the requirements for their rigorous academic and research programs.

In remarks recorded prior to the ceremony, Chief of Naval Operations (CNO) Adm. Michael Gilday congratulated the 323 graduates, including 22 international students from 16 countries, conveying the importance of expertise, creativity and character in Navy leaders as they face warfighting challenges.

“We are proud of all you have accomplished – a master’s degree with a purpose,” said Gilday. “And you did it while adapting to a global pandemic and adjusted to remote work and virtual learning seamlessly. We need you to take all you’ve learned at NPS and translate that into a warfighting advantage for our Navy, our Joint Forces, and our allies and partners.

“We need leaders who can think globally across all domains while still being an expert in their own warfighting discipline,” continued Gilday. “We need leaders who can adapt and provide creative solutions during times of disruption, like with COVID-19. We need leaders of character, leaders who can speak the truth and always choose the harder right over the more convenient or expedient wrong.”

As Gilday now expects these graduates to strengthen the fleet, NPS President retired Vice Adm. Ann E. Rondeau also believes these leaders represent the unfolding of the Sea Service’s “Education for Seapower” initiative, which aims to increase the intellectual capital and warfighting competence of the force – in other words – they are “Education for Seapower in action.”

“As graduates of our university, you are now empowered to be the agents of change who champion the next challenges and the solutions to those challenges,” said Rondeau in video to the Spring class. “Through your thoughts, leadership, strength and collective will, you will be the determinate force behind the solutions that will always be required in our uncertain world.”

With the uncertainty and dynamic change of the COVID environment, NPS faculty, students and staff rapidly acclimated to online collaboration tools for distance learning and remote delivery of instruction and services. Faculty with experience teaching in NPS’ existing distance learning programs provided lessons and feedback to help other faculty make the transition.

“Graduates, you have completed your degree requirements under challenging circumstances,” said Acting Provost and Academic Dean Dr. Robert F. Dell. “Finishing your theses and capstone projects ... is hard enough without transitioning to a full distance learning environment in just a few weeks. But you did it, and you not only endured, you excelled, honoring your services and your nations with exemplary scholarship.”

As students accepted and adapted to the changes needed to achieve their educational goals, they each learned something beyond the coursework they will be able to draw upon as they face challenges ahead as leaders.

“NPS has given you powerful tools and we’re relying on you to use them to make us stronger,” said Gilday. “I have high hopes that due to the manner in which you graduated, you’ll be uniquely suited to face tomorrow’s challenges better than those who have gone before you.” Visit the new graduation webpage: <https://www.nps.edu/graduation>

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Special Edition:  
**Coronavirus Updates**

**June 12, 2020**



# A TIME FOR LISTENING and LEADING

## PRESIDENT'S MESSAGE

Team NPS,

The events of the past week have been painful. This is a time for leaders to step forward then stand firm, listen and speak up.

Yesterday our Chief of Naval Operations published a [message to the Fleet in a self-recorded video](#) addressing the death of Mr. George Floyd. I encourage you to watch his video. CNO's message is heartfelt, honest and authentic, precisely the kind of leadership our Navy and nation need right now.

In fact, I want to share links to ALL of the DOD Service chiefs and Chairman who recently came forward together to put out strong messages to Sailors, Marines, Airmen, Soldiers and the American people (please see links at the end of my note).

I believe our NPS community reflects the promise of our Navy and Marine Corps, our military and of our nation — that talented people from across the country, indeed from around the world, with different backgrounds, ethnicity and life experiences can flourish here. NPS is an inclusive interservice, interagency and international campus. Inclusion and diversity of thought must be encouraged as part of our culture, not just as an academic institution, but as part of an unwavering value set that defines who we are.

We know intellectual advantage does not come from closed minds. We seek different perspectives and value diversity to enhance learning and research for a greater purpose. Our Faculty, our learning culture and our ethos acknowledge perspectives as well as biases as part of the learning process to elevate our thinking beyond assumptions and above the barriers of stereotypes or convention. We explore and seek to understand more deeply. Thereby we lead more effectively.

Here, at NPS we build lifelong bonds of friendship and camaraderie. The same forthright compassion as moral and ethical leaders that differentiates us as professionals in times of war equips, prepares and drives us to make a difference in times in crisis. The privilege of leadership requires our acknowledgement of our covenant – accountable for ourselves and obligated to others. Our decency as a nation depends on our decency to and for each other. National decency begins with each of us as individuals.

Our military reflects the fabric of our country. Our uniforms are the cloth of our nation. Our lives as fellow citizens are inextricably woven together.

To quote a great American, Dr. Martin Luther King, "Injustice anywhere is a threat to justice everywhere." This means that as one of us suffers, we all do. When we realize the necessity of dignity, compassion and respect for each other, we become better as human beings and stronger as a nation. At some fundamental level of decency we should walk shoulder-to-shoulder, seeking ways to contribute and to ensure we manage disagreement toward higher purposes. As President Abraham Lincoln stated in the midst of national crisis: "I am not bound to win, but I am bound to be true. I am not bound to succeed, but I am bound to live by the light that I have."

Across NPS, in our communities, in our hard work, and in our dedication to the noble act of teaching and learning we should expect the best of ourselves and continue to lead in ways, shoulder-to-shoulder, that exemplify our core values and inspire confidence in the goodness of our people.

With great respect,



Joint Chiefs:

<https://twitter.com/thejointstaff/status/1268239884013142017/photo/1>

Marine Corps:

<https://www.marines.mil/News/Press-Releases/Press-Release-Display/Article/2207572/message-from-the-commandant-of-the-marine-corps-and-the-sergeant-major-of-the-m/>

Air Force:

<http://cdn.cnn.com/cnn/2020/images/06/02/air.force.goldfein.letter.george.floyd.pdf>

Army:

[https://www.army.mil/article/236157/a\\_message\\_to\\_the\\_army\\_community\\_about\\_civil\\_unrest](https://www.army.mil/article/236157/a_message_to_the_army_community_about_civil_unrest)

The Naval Postgraduate School proudly presents:

# THE SECRETARY OF THE NAVY GUEST LECTURE SERIES

*In Collaboration With the Naval Education Enterprise*

## Admiral William H. McRaven

*“Leadership From The Battlefield To The Boardroom”*



## 23 June 1200 (PDT)

Admiral William H. McRaven commanded special operations forces at every level, including as ninth Commander of U.S. Special Operations Command. His forces captured Saddam Hussein and rescued Richard Phillips, Captain of the Maersk Alabama. McRaven developed and oversaw Operation Neptune Spear that led to the death of Osama bin Laden on May 2, 2011. Admiral McRaven was the Chancellor of the University of Texas System from 2015-2018. He is a 1993 graduate of the Naval Postgraduate School where he helped establish and was the first graduate from the Special Operations/Low Intensity Conflict curriculum.

Secretary of Navy Guest Lecture series page

[www.nps.edu/spls](http://www.nps.edu/spls)

Live viewing link [here](http://www.nps.edu/web/video)  
[www.nps.edu/web/video](http://www.nps.edu/web/video)





# PHASED RETURN-TO-CAMPUS IN THE COVID-19 ENVIRONMENT

5 JUNE 2020

## Objective Statement

*“The Naval Postgraduate School (NPS) will continue to execute its mission on schedule in an effective and efficient manner, utilizing remote/telework/distance-learning to the maximum extent practicable, while safeguarding the health and welfare of personnel by adhering to strict implementation of force health protection measures.”*

- The health and safety of our faculty, staff and students are our **top priority**.
- The **summer quarter at NPS** will primarily consist of education delivered via distance learning, as it is the safest delivery method during periods of directed shelter-in-place. However, many of our courses require classified instruction and hands-on laboratory work, so we have developed processes to safely enable limited numbers of students and faculty back on campus for these purposes. As conditions improve locally, we will continue to incorporate more campus access and interaction.
- Essential **elements of our strategy include:** controlling access to spaces, strict room occupancy limits, social distancing, limiting large gatherings, adherence to enhanced cleaning protocols, and contact tracing logging. In other words, our phased return-to-campus strategy is an ALL HANDS effort.
- The NPS comprehensive phased return-to-campus strategy is consistent with the *CDC/White House Opening Up America Again plan* and the *State of California's Pandemic Roadmap*. Our telework plans and presence on campus are also **informed by the Monterey County shelter-in-place order** and meeting conditions for further reopening. The strategy will be executed in a conservative, phased manner **in compliance with** federal, state and local orders.
- As responsible neighbors, NPS and Naval Support Activity Monterey will remain **engaged with local governments** and agencies to ensure that our plans are clearly communicated and consistent with local health protection efforts.
- Our on-campus health and safety procedures are guided by recommendations from the Centers for Disease Control and Prevention (CDC), Occupational Safety and Health Administration (OSHA), Navy Bureau of Medicine and Surgery (BUMED), and California Medical (CALMED) Detachment.

## JUNE-SEPT 2020

Distance Learning Modality (with exceptions for laboratory work, classified classes, and research)

Departing Students: 350

Incoming students: 450

International students: 12  
(14-day Restriction-of-Movement for all international arrivals)

### Normal Operations

On Campus: 2,500+ Faculty, Staff and Students

### COVID 19 Operations:

On Campus: 150-200 (5-10%)

*(average numbers)*



# Crew Endurance Team Emphasizes Role of Sleep in Immunity

By NPS Crew Endurance Team

The world is facing an extraordinary public health crisis with the arrival of the novel coronavirus, COVID-19. In unprecedented collaboration, the international scientific community has joined together to study COVID-19 and defeat the global pandemic it caused. Each day brings us closer to understanding the virus.

All of us are faced with an uncertain 'new normal' in our daily lives which is made more confusing by the constantly changing information we receive about the virus and best practices for preventing its spread. Some things are constant: wash your hands and practice social distancing. Another well-known and scientifically proven health practice has been shown to be essential for keeping our immune systems strong and resilient: sleep.

Like so many other bodily functions, our immune system is greatly influenced by our body's internal clock and the sleep-wake cycles that govern it. The relationship between sleep and the immune system is complex but research shows that getting enough sleep is vital for a healthy immune system (Majde & Krueger, 2005). Many studies suggest that sleep actually helps our bodies create the cells we need to fight off pathogens (Benedict et al., 2007; Lange et al., 2006). Research has also shown that missing out on sleep increases your risk of getting sick following exposure to a virus, such as the common cold. In fact, one study at University of California San Francisco (UCSF) found that the risk of catching a common cold is about two times higher in those who sleep less than six hours per night compared to those who sleep more than seven hours per night (Prather et al., 2015).

These findings are very important to the military community where infectious diseases have been recognized as a threat to US armed forces for more than a century (Murray & Horvath, 2007). Severe respiratory infections have been particularly problematic in military recruit populations, where closely crowded living and working conditions result in greater exposure to a disease (Breese, Stanbury, & Upham, 1945). Military members routinely face a broad range of physical and psychological stressors which, combined with poor sleep practices that reduce their immunity, provide a perfect breeding ground for an epidemic to spread. Because severe respiratory infections pose such a significant risk, many steps are taken to reduce their number and severity to include widespread vaccinations.

The close quarters of U.S. Navy personnel onboard ships make Sailors especially susceptible to the spread of infection, as was seen recently in the spread of COVID-19 aboard the USS Theodore Roosevelt. Long hours and demanding workloads, psychological stress, and sleep deprivation in military populations increase the risk of respiratory infections such as COVID-19 (Korzeniewski et al., 2013). Outbreaks result in enormous health care costs, lost workdays and compromised combat readiness.

Although getting adequate amounts of sleep daily does not guarantee that you will not get sick or contract COVID-19, making sure that you, your families and your co-workers are not sleep-deprived is a valuable weapon in your arsenal to fight against COVID-19. Make sure you take advantage of this simple weapon and GET THE EDGE!



*A fellow sailor takes Navy Seaman Hadlie Hinojosa's temperature as she prepares to deploy from Naval Air Station Jacksonville, Fla. to New Orleans, April 1, 2020, to support the Defense Department's COVID-19 response. (U.S. Navy photo by Petty Officer 2nd Class Devin Bowser/Released)*

Learn more about the NPS Crew Endurance Team at [www.nps.edu/crewendurance](http://www.nps.edu/crewendurance).

## LIBRARY Update

Beginning May 11, the Dudley Knox Library will be able to extend the following services.

Requests to use these services must be submitted 48 hours in advance (not including weekends) and will be available for pickup in the library's lobby M-F from 1200-1600.

The lobby will be open with guidelines for observing social distancing and a one-way flow of traffic.

### Checking out library materials:

- Use the "Request Article or Book" process to request items.
- We will notify you when items are ready for pickup
- Items can be returned by placing them in the box drop bins located outside the library
- *Note: Course materials cannot be checked out but parts/chapters can be scanned using the same request method of identifying the chapters needed*

### Submitting items to be printed:

- Email files to [circdesk@nps.edu](mailto:circdesk@nps.edu), using the subject "Printing"
- Limit of 4 attachments per request
- We will notify you when items are ready for pickup
- *Note: No PII*

As a reminder, many services offered by the Dudley Knox Library and the Graduate Writing Center and Thesis Processing Office continue to be accessible online. For further information, please see:

**Dudley Knox Library:**  
<https://library.nps.edu>

**Graduate Writing Center:**  
<https://nps.edu/web/gwc>

**Thesis Processing Office:**  
<https://nps.edu/web/thesisprocessing>

# Former CNO Mullen Talks Leadership, National Security Challenges in a Post-COVID-19 World

By MC2 Tom Tonthat

Years of leadership experience as a Naval officer, culminating as the Navy's Chief of Naval Operations then as the Chairman of the Joint Chiefs of Staff, retired Navy Adm. Mike Mullen offered his views on requirements of leaders and national security issues in the post-COVID-19 world during the Naval Postgraduate School's (NPS) first virtual Secretary of the Navy Guest Lecture (SGL), May 19.

"We live now in a tremendous time of great uncertainty and even greater ambiguity," said Mullen. "We're facing and will face a completely new, and in many ways unknown, reality where nothing will be the same in the future."

Just as Mullen witnessed how the world changed following the 9/11 attacks, he acknowledged that the COVID-19 pandemic will require a new change in leadership thinking and action.

"History has shown, in my perspective of having been through two wars in Iraq and Afghanistan, that you need different leaders for different times," continued Mullen. "I fundamentally believe that there are some characteristics of what we'll need for leaders in the future. It is a level of boldness that oftentimes we don't see. Leaders with big ideas. Leaders who are deep thinkers, innovators, change agents, and ethical leaders."

"I think winning in the future is best achieved by developing what's between our two ears," continued Mullen. "That aspect of thinking—the education, the development, and the challenge of debate—is hugely important for America. It's our strategic advantage in the military. I would argue that for those who are able to do that and lead in that regard, it's a tremendous professional strategic advantage for you individually. I think leaders will continue to be decisive and determinative in the outcomes of our future for sure."

Mullen noted that COVID-19 put America at a tipping point as the pandemic gravely affects lives and livelihoods. He said that getting America back will take leaders with solid values—values that are well-known among the audience listening to the virtual SGL.

"It's accountability," said Mullen. "It's integrity. It's courage. It's equality. It's ethical behavior. It's having a moral compass. It's discipline. Freedom and democracy, those are the cornerstones for us as a country and as a military. I would argue that as we move ahead in this very confusing and unknown space, hewing to those values will be critical to generating the right kind of outcome."

While the fight against COVID-19 is a difficult one, Mullen cautioned the audience about winning at all costs.

"We're in a brand-new fight," said Mullen. "A fight for the long-term health and survival of the country. I'm not just talking about those of us who wear the uniform. I would keep that in mind and then I would tie that back to what I call bold and courageous decisions to make sure

we're not fighting the last fight."

"We must listen, learn and lead," he stressed.

Seven NPS students posed questions to Mullen ranging from geopolitical relations to economic concerns to leadership challenges. Lieutenant Ross Spinelli asked about potential US/China conflict, and Mullen said that part of the long-term leadership strategy may include re-evaluating current relations with China.

"If our two economies can't be made to work together then I'm not very optimistic at all. I'm very concerned about instability in that part of the world." Mullen went on to say, "There is going to be some significant backlash against China as result of COVID yet we've got to figure how to live together... the engagement between leaders is critical."

A distinguished graduate of the U.S. Naval Academy and NPS, Mullen recapped and emphasized the urgent need for quality education across the country and, particularly, for military leaders. Critical thinking and willingness to challenge assumptions are essential attributes for leaders, Mullen remarked as he recalled his NPS learning experience.

"Probably more than anything else studying at that level it gave me tools and taught me how to frame problems," he said.

Mullen said he has great hope in the leaders studying at NPS and called upon them to step-up. "It's going to be incredibly challenging, particularly in the kind of drastically changed environment that we find ourselves right now in with COVID-19," said Mullen. "You also need to take care of yourself, your family, and each other as we move into this completely new era of national security across the board."

You can watch [Mullen's complete presentation and Q&A](#) on the NPS YouTube channel.



Former Chairman of the Joint Chiefs of Staff retired Navy Adm. Mike Mullen, left, takes a question from NPS student Lt. j.g. Brian Pajarillo, bottom right, during a virtual Secretary of the Navy Guest Lecture (SGL) about leadership and military strategy in a post-COVID-19 world, May 19.

# Students Across Navy's Educational Enterprise Exchange Big Ideas

By MC2 Nathan Serpico

The U.S. Marine Corps at the Naval Postgraduate School (NPS) kicked off the first day of the university's latest Big Idea Exchange (BIX) with five of the 14 students presenting their cutting-edge research and ideas in a virtual environment, May 27. The BIX brings forward new and potentially game-changing thinking developed by NPS faculty and students to address grand challenges in American national security.

This BIX also marks the first joint release of the NPS BIX and the Marine Corps University (MCU) Innovation Summit, and showcases speakers from NPS, MCU, and the Naval War College (NWC) in a multi-day event with students presenting in a "TED Talk" style video before answering questions from viewers via the live video stream.

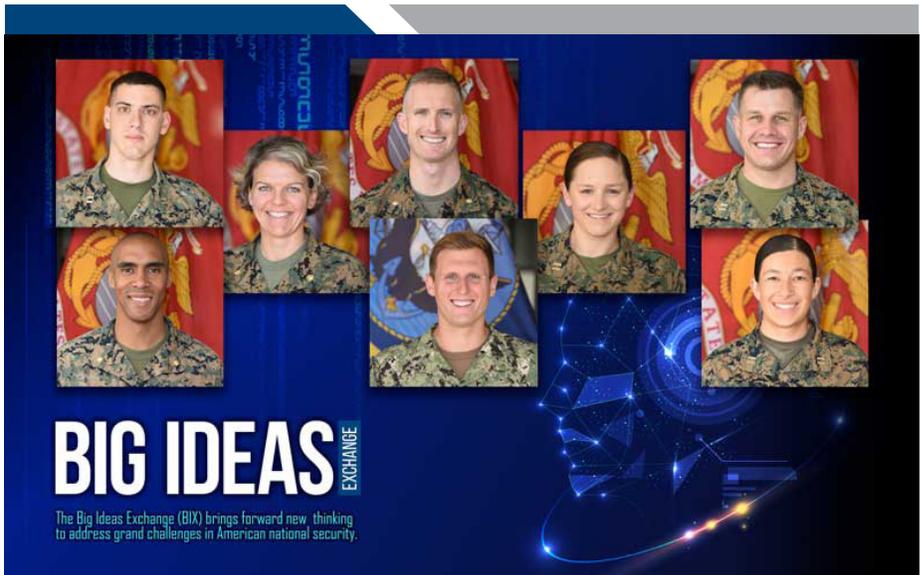
"Students at the Naval Postgraduate School, the Naval War College, and Marine Corps University represent an incredible potential source of creative and critical thought for the Navy and Marine Corps," stated NPS Senior Marine Corps Representative Col. Randy Pugh. "These officers bring with them an incredible amount of tactical experience and expertise as well as the bruises and scars we all suffer while trying to accomplish complex missions in an ever changing organizational and operational environment."

In the virtual domain, this BIX has expanded its reach by allowing anyone with an Internet connection to tune in to watch the presentations followed by a quick question and answer session for each presenter.

"The virtual environment allowed presenters from opposite sides of the country to collaborate, while simultaneously allowing them to sustain access to research from their parent institution," noted NWC Halsey Bravo Advanced Research Program student Marine Corps Maj. Douglas Toulotte. "As ideas were presented and refined, presenters at each institution would identify key personnel from their end that could assist a presenter from another institution. This environment also enabled the development of more creative media presentations, breaking away from the traditional, stale, power-point-and-speaker method which we all know so well."

While the delivery method has changed, the main objective of the BIX remains the same with students presenting research that examined several diverse areas including implementing artificial intelligence and virtual reality simulations, as well as off-the-shelf games into training, creating internships between NPS and operation forces to better address Fleet issues, and talent management to increase retention in the Marine Corps.

Marine Corps Maj. Shane Robinette, a student from the NPS Department of Information Sciences, used observations and experience from prior commands to create his thesis research to prove the effectiveness of utilizing virtual reality as a training



*The annual Big Ideas Exchange is an NPS initiative that brings forward new and potentially game-changing thinking developed by NPS faculty and students to address grand challenges in American national security. (U.S. Navy graphic by Javier Chagoya and Andre Adams)*

platform over other mediums, such as computers, tablets, or phones.

"I wanted to leverage current technology to develop my infantry small unit leaders; however, the tools provided by the Marine Corps were not as effective as I knew they could be," said Robinette. "I am aiming to combine the ideas from the Commandant's Planning Guidance, as well as [Marine Corps Doctrinal Publication] 7, Learning, to create a new simulator that is effective in creating a superior infantry."

Also presenting, Toulotte's research, entitled "Talent Management in the Marine Corps," takes a look at the need to partner with research organizations to gain a deeper understanding of the generational needs for Marines in the Millennial and Generation Z age ranges, who make up 97 percent of the enlisted population and more than 75 percent of the Marine Corps officer population. The percentage of the Corps made up by these two generations "is unmatched in any other U.S. industry," according to Toulotte.

With a goal that is two-fold, Toulotte hopes to break away from the current, limited approach to studying and implementing talent management by developing a wholistic approach that addresses the needs of the Corps' personnel, their individual talents, their skill development, and retention of the best

"We must stop viewing the terms 'talent' and 'skill' as synonymous and focus on ways on identifying and developing each," said Toulotte.

Recordings of the five completed presentations from May 27 are currently available on the BIX website and [NPS' YouTube channel](#) for public viewing. A final day of presentations took place June 5 for a limited audience.

# NPS Alumnus Applies Research to Improve Efficacy, Cost of Radar and Counter UAS Systems

By Rebecca Hoag

No one knows how to improve conditions on the battlefield like warfighters themselves. This unique perspective allows mid-career officers across the services to choose graduate programs that not only advance their own skills and leadership qualities, but also directly impact the warfighting domains they operate in, as well as their individual toolbelts.

In the case of 2015 Naval Postgraduate School (NPS) graduate Marine Corps Maj. Michael Wade, it was both.

While Wade was performing his research at NPS in the electrical engineering program, researchers were touting the virtues of a compound called gallium nitride (GaN), including retired Rear Adm. Matt Klunder, then Chief of Naval Research, who called it “one of the most important compounds you’ve probably never heard of,” in [this Navy Live post](#). “If you have a Blu-ray disc player in your house, you already own some gallium nitride. If you have a flat-screen LED television, that also has gallium nitride. Quite simply, without this material, much of today’s high-end electronics wouldn’t exist,” the post continued.”

Wade’s research focused on the redesign and implementation of a radar’s transmit/receive modules (TRMs) that consist of high-power amplifiers built with high-electron mobility transistors (HEMTs) ... Wade suggested using gallium nitride (GaN) instead of the traditional gallium arsenide (GaAs).

Recognizing the potential value of GaN, Wade’s research at NPS demonstrated this transition provides a higher breakdown voltage and higher current, which allowed a decrease in the number of TRMs needed to meet the power requirement. Furthermore, GaN HEMTs have a more effective thermal displacement capability, despite being more powerful, which extend their expected operational lifetime. This not only increases the effectiveness of the system, but also has the potential to save millions of dollars over the production and sustainment lifespan of a radar system.

NPS Professor Todd Weatherford of the Department of Electrical and Computer Engineering specializes in electrical and thermal semiconductor modeling. As Wade’s advisor, Weatherford connected him with Lawrence Berkeley National Lab’s National Center for Electron Microscopy. University of California, Berkeley Research Engineer Petra Specht thoroughly enjoyed their collaboration.

“[NPS students] have unbelievable discipline,” Specht said. “You can just ask them to do something and they will do whatever it takes to get it done.”

She said she was especially impressed by Wade’s innate intelligence and imagination, and that he wasn’t afraid to think outside the box. Specht said she learned a lot from Wade, including a better way to put a device in a finicky preparation

machine. She still uses his technique to this day.

Wade’s thesis was funded by the Defense Threat Reduction Agency (DTRA), a DOD agency that specializes in countering weapons of mass destruction (WMD). He worked with the Naval Research Laboratory (NRL) to build a better semi-conductor transistor, NRL was also very active in the GaN research realm at the time.

The pathway Wade took through DTRA to get funding is no longer offered directly to DOD schools. But Weatherford hopes more collaborations – or purposeful “cross-pollination” as he calls it – and funding opportunities like those that allowed Wade to pursue his research will become available in the near future, especially on the back of the Education for Seapower strategy released early this year.

“It’s important to have the right people in the right positions,” Weatherford says. “Some of those right people are young officers that have operational knowledge. We put a graduate degree on them and they become the glue to pull everything together. Mike is a great example.”

After graduating from NPS’ Graduate School of Engineering and Applied Sciences, the Marine Corps realized its investment in Wade with his immediate payback tour, an electrical engineer billet where he put his degree directly to use on the Ground/Air Task Oriented Radar (G/ATOR) program. The program provides the Fleet Marine Force with a modern sensor capable of both volume search and fire control missions, giving the Marine Corps expeditionary, multirole capabilities with pace setting range, detection and target classification against new and evolving threats.

“It’s a great feeling to conduct a payback tour that’s utilizing what you had just been studying for years,” Wade says. “I mean, that’s what they built me for.”



NPS electrical engineering alumnus Marine Corps Maj. Michael Wade studied high-electron mobility transistors for his thesis prior to graduating in 2015. He has since directly utilized the technical expertise gained in support of multiple USMC radar systems, including the service’s new counter UAS platform, the Light Marine Air Defense Integrated System (LMADIS).

# Central Coast Joins NavalX Community of Emerging Tech Centers

By Rebecca Hoag

The new Central Coast (C2) NavalX Tech Bridge is one of six new locations announced today in a significant expansion of the Navy's innovative approach to rapid acquisition and tech evolution. Naval Postgraduate School (NPS) Associate Dean of Research for Technology Development Christopher Manuel, an NPS alumnus, will serve as director of the C2 Tech Bridge which will be managed under the umbrella of the university's new Emerging Technology Center (ETC).

"The goal is to link problem-solvers to folks with problems," says the Honorable James F. Geurts, Assistant Secretary of the Navy (Research, Development and Acquisition), lead of the NavalX program which oversees the Tech Bridge program. Tech Bridges will increase the efficiency of technological advancement, he says, by reducing redundant projects across the sea service, initiated through stove-piped acquisition processes and a lack of communication between diverse agencies.

NavalX, established by the Navy in February 2019, initially formed six Tech Bridges across the nation to act as "super connectors" focused on scaling non-traditional agility methods across the DON workforce. Tech Bridges are developed in locations where there is an opportunity to capitalize on a regional strength with applicability to Navy challenges and issues. For the Central Coast Tech Bridge, that "sweet spot" resides in its access to Naval Postgraduate School students and faculty, and its proximity to the Silicon Valley.

As the DOD's premier educational institution on the West Coast, NPS supports a full spectrum of graduate level research across the STEM disciplines and beyond. Through the expanded networks provided by the C2 Tech Bridge and the full cadre of NavalX Tech

Bridges, Navy leaders hope to further leverage the intellectual resources of NPS to address key operational requirements. Within the university's student population, every U.S. uniformed service is represented across the full range of warfighting specialties, providing a unique level of expertise. Additionally, C2 will bring in to access to expertise from research and education institutions around the Peninsula and into Silicon Valley as well.

"The Central Coast Tech Bridge is the front door for entrepreneurs to work with the Navy and DOD on technology solutions," Manuel says. "Our partnership with the Naval Postgraduate School provides access to expert faculty and experienced military students who understand operational challenges and are eager to work with business to solve research challenges. The C2 Tech Bridge will facilitate growth of public/private partnerships and dual-use technologies."

Manuel's career both in service and beyond will be highly beneficial to the Tech Bridge philosophy, having initiated two start-up tech companies in addition to his experience with Sierra Nevada Corp. (SNC) as Corporate Vice President for Command, Control, Communications, Computers and Networks (C4N). CWO4 Manuel is currently a Research Fellow with the Army Cyber Institute at West Point, under the U.S. Army Reserves Cyber Protection Brigade (ARCPB).

Once operational, the C2 Tech Bridge will also directly support NPS' new Applied Design for Innovation curriculum, a groundbreaking approach to support the full cycle of innovation, from ideation to adoption.

For more information of about the Central Coast Tech Bridge, visit [https://www.secnav.navy.mil/agility/Pages/tb\\_centralcoast.aspx](https://www.secnav.navy.mil/agility/Pages/tb_centralcoast.aspx).



# DoD GUIDANCE FOR PARTICIPATION IN A PEACEFUL ASSEMBLY

## SERVICE MEMBERS

### SERVICE MEMBERS MUST BE OFF DUTY

Service members are prohibited from participating in off-installation demonstrations while on duty.

### ACTIVITIES MUST BE LAWFUL

Service members may participate in peaceful assembly as long as they are lawful and maintain good order and discipline.

### VIOLENCE IS NOT LIKELY TO OCCUR

Service members cannot participate in off-installation demonstrations where violence is likely to occur.

### CANNOT BE IN UNIFORM

Service members cannot participate in demonstrations or peaceful assemblies while in uniform.

### SERVICE MEMBERS RIGHT TO EXPRESSION

The DoD must preserve, to the maximum extent possible, the Service members right to expression while keeping within the law and without adversely affecting their command.



## CIVILIANS

### CIVILIANS MUST BE OFF DUTY

Civilian employees may not engage in political statements or activities while on duty (including telework hours), in the federal workplace, on a military installation or while wearing official insignia.

### CIVILIAN PUBLIC EXPRESSION MUST BE MADE IN A PRIVATE CAPACITY

Civilians may participate in peaceful assembly as long as there is no inference that their personal opinions are shared or endorsed by the DoD.

### DOES NOT INVOLVE GOVERNMENT-OWNED EQUIPMENT OR DEVICES

Civilians may not engage in peaceful assembly using government devices or vehicles.

### CIVILIANS RIGHT TO EXPRESSION

The DoD encourages civilian DoD employees to carry out obligations of citizenship and right to expression to the maximum extent possible while keeping within the law and without adversely affecting their command.



# SERVICE MEMBER REMINDERS

FOR POSTING ON

# SOCIAL MEDIA

## ONLINE CONDUCT

No Service Member should communicate on social media in a way that may negatively affect herself or himself or the Armed Services.

Content that is defamatory, threatening, harassing, or discriminatory on the basis of race, color, sex, gender, age, religion, national origin, sexual orientation or any other protected status is punishable and must be avoided.

## UCMJ VIOLATIONS

Service members using social media are subject to the UCMJ and Service regulations at all times, even when off duty.

Examples include: electronic harassment, electronic threats, obscenity, or commenting or linking to material that violates the UCMJ.

## ENDORSEMENTS

Service members cannot use their status as a member of the Armed Services to officially endorse or appear to endorse any non-federal entity, event, product, service or enterprise, including membership drives for organizations and fundraising activities.

## POLITICAL ACTIVITY

Active-duty service members may not engage in any partisan political activity such as posting or making direct links to a political party, partisan political candidate, campaign, group or cause.

AIR FORCE INSTRUCTION 35-107  
Navy Social Media Handbook 2019  
Army Social Media Website

/NAVY.MIL/AH\_ONLINE/OPSEC/DOCS/POLICY/NAVY\_SOCIAL\_ME  
DIA\_HANDBOOK\_2019.PDF /

# FACT SHEET – TRAVEL RESTRICTIONS

(MAY 26, 2020)

**Today, Secretary Esper signed a memo to transition to a conditions-based phased approach to personnel movement and travel restrictions.**

## BACKGROUND

While the COVID-19 pandemic still presents risk to DOD Service members, their families, and our civilian workforce, improving conditions warrant a transition in our approach to domestic and overseas personnel travel to a conditions-based, phased approach to personnel movement and travel.

The memo cancels previous travel restrictions ([April 20, 2020](#)) and reissues guidance for DOD components that will remain in effect until further notice.

## WHAT'S NEW?

### Travel Restrictions

All DOD service members, and DOD civilian personnel and dependents of DOD service members and of DOD civilian personnel whose travel is Government-funded, will stop movement, both internationally and domestically, while this memorandum is in effect, unless the conditions listed below are met. Except as provided by the conditions below, and for exemptions and waivers described elsewhere in this memorandum, this stop movement applies to all official travel, including:

- temporary duty (TDY) travel
- government-funded leave travel
- permanent duty travel, including Permanent Change of Station (PCS) travel
- travel related to Authorized and Ordered Departures issued by the Department of State.

For DOD service members, it also includes personal leave outside the local area and non-official travel outside the local area. DOD Components may onboard civilian employees within the local commuting area only, unless their travel to the local commuting area is not government-funded.

### Conditions for Unrestricted Travel

Conditions to resume unrestricted travel rests on two overarching factors: 1) state and/or regional criteria based on the White House's Opening Up America Again guidelines and 2) installation-level factors based on conditions on and surrounding DOD installations, facilities, and locations.

Using the Guidelines for Opening Up America Again as a baseline, and guidance from the Department of Health and Human Services and the Centers for Disease Control and Prevention, the Under Secretary of Defense for Personnel and Readiness will continuously assess each U.S. state or territory and nations that host greater than 1,000 permanently assigned DOD personnel, for:

- Removal of shelter-in-place orders or other travel restrictions
- 14-day downward trajectory of flu-like and COVID-19 symptoms
- 14-day downward trajectory of new COVID-19 cases or positive tests

### **Stage 2: DOD Installations, Facilities and Locations**

The Secretaries of the Military Departments and the Commanders of the Combatant Commands will continuously assess the conditions of each DOD, installation, facility, or location under their purview for:

- Removal of local travel restrictions;
- Availability of essential services including schools, childcare, moving services;
- The capability to perform the quality control/assurance functions for household goods packing and movement; and
- Favorable Health Protection Conditions (below HPCON C)
  - Medical Treatment Facility capacity
  - Testing capability in accordance with the Department's tiered priority framework to include sentinel surveillance and for at-risk healthcare workers
  - The capacity to isolate individuals returning from high exposure locations

### **WHERE CAN I FIND THE MEMO?**

The full memo can be found on defense.gov on the COVID-19 page:  
<https://www.defense.gov/Explore/Spotlight/Coronavirus/>.



# GUIDANCE FOR CLEANING & DISINFECTING

## PUBLIC SPACES, WORKPLACES, BUSINESSES, SCHOOLS, AND HOMES



SCAN HERE FOR MORE INFORMATION

### 1 DEVELOP YOUR PLAN

#### **DETERMINE WHAT NEEDS TO BE CLEANED.**

Areas unoccupied for 7 or more days need only routine cleaning. Maintain existing cleaning practices for outdoor areas.

**DETERMINE HOW AREAS WILL BE DISINFECTED.** Consider the type of surface and how often the surface is touched. Prioritize disinfecting frequently touched surfaces.

**CONSIDER THE RESOURCES AND EQUIPMENT NEEDED.** Keep in mind the availability of cleaning products and personal protective equipment (PPE) appropriate for cleaners and disinfectants.

### 2 IMPLEMENT

**CLEAN VISIBLY DIRTY SURFACES WITH SOAP AND WATER** prior to disinfection.

**USE THE APPROPRIATE CLEANING OR DISINFECTANT PRODUCT.** Use an EPA-approved disinfectant against COVID-19, and read the label to make sure it meets your needs.

**ALWAYS FOLLOW THE DIRECTIONS ON THE LABEL.** The label will include safety information and application instructions. Keep disinfectants out of the reach of children.

### 3 MAINTAIN AND REVISE

**CONTINUE ROUTINE CLEANING AND DISINFECTION.** Continue or revise your plan based upon appropriate disinfectant and PPE availability. Dirty surfaces should be cleaned with soap and water prior to disinfection. Routinely disinfect frequently touched surfaces at least daily.

**MAINTAIN SAFE PRACTICES** such as frequent handwashing, using cloth face coverings, and staying home if you are sick.

**CONTINUE PRACTICES THAT REDUCE THE POTENTIAL FOR EXPOSURE.** Maintain social distancing, staying six feet away from others. Reduce sharing of common spaces and frequently touched objects.

Follow guidance from state, tribal, local, and territorial authorities.



# MAKING YOUR PLAN TO CLEAN AND DISINFECT

**Cleaning** with soap and water removes germs, dirt, and impurities from surfaces. It lowers the risk of spreading infection.

**Disinfecting** kills germs on surfaces. By killing germs on a surface after cleaning, it can further lower the risk of spreading infection.



Is the area indoors?

**YES**

It is an indoor area.

**NO**

**Maintain existing cleaning practices.**

Coronaviruses naturally die in hours to days in typical indoor and outdoor environments. Viruses are killed more quickly by warmer temperatures and sunlight.

Has the area been occupied within the last 7 days?

**YES**

Yes, the area has been occupied within the last 7 days.

**NO**

The area has been unoccupied within the last 7 days.  
The area will need only routine cleaning.



Is it a frequently touched surface or object?

**YES**

Yes, it is a frequently touched surface or object.

**NO**

**Thoroughly clean these materials.**  
Consider setting a schedule for routine cleaning and disinfection, as appropriate.



What type of material is the surface or object?

**Hard and non-porous materials like glass, metal, or plastic.**

**Visibly dirty surfaces should be cleaned prior to disinfection.**

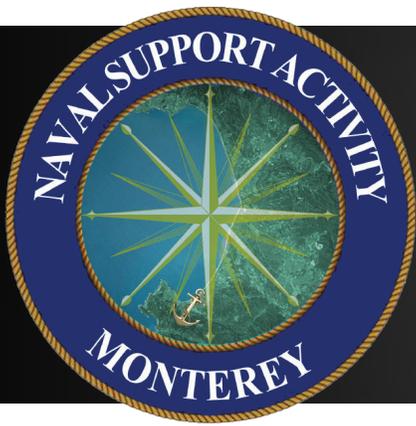
Consult EPA's list of disinfectants for use against COVID-19, specifically for use on hard, non-porous surfaces and for your specific application need. More frequent cleaning and disinfection is necessary to reduce exposure.

**Soft and porous materials like carpet, rugs, or material in seating areas.**

**Thoroughly clean or launder materials.**

Consider removing soft and porous materials in high traffic areas. Disinfect materials if appropriate products are available.





# NSA MONTEREY BASE SERVICES UPDATE

[www.nps.edu/web/nsam](http://www.nps.edu/web/nsam) | [NSAM\\_askCOVID19questions@nps.edu](mailto:NSAM_askCOVID19questions@nps.edu)

## June 12, 2020 - HPCON C

The base(s) will remain open to support the mission of our tenants. Our top priorities are to protect our people and maintain mission readiness. NSAM will effectively carry out the mission and take the appropriate steps to protect the health of our force and local community.

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### Status of base functions and services: \*Face coverings required

\***Entry Control Points:** The Sloat and Annex gates are **OPEN** 24/7. All turnstiles **CLOSED** to inbound foot traffic.

\***Child Development Center:** Only patrons designated as Mission Critical (without the ability to telework or distance learn) will receive care. Single/Dual Military parent NPS Students will be deemed as Mission Critical. Use the Essential Childcare Declaration sent out by the Child Youth Programs office for school signature for your Mission Critical designation.

\***NGIS/Navy Lodge:** **OPEN** for government required travel.

**Fleet and Family Services:** **SERVICES AVAILABLE.** Call 831-656-3060.

\***NSAM Dental Clinic:** Sick call is available 0700-1600 daily, but please call first at 831-656-2477.

\***MEDICAL:** Medical sick call is **OPEN** on a walk-in basis (0630-0730).

\***NSAM ID Card Lab:** ID Card lab services will be by appointment only and services are limited to: Initial CAC issuance, Lost/Stolen CAC or Teslin ID card issuances, CAC/Teslin/dependent card renewals for cards set to expire in the next 30 days, newly retired members, dependent enrollment, and walk-ins for pin resets.

**Golf Course/Trident room/MWR ITT Office:** **CLOSED.** **Starbucks:** Opening soon/limited capacity.

\***Cafe Del Monte:** Starting June 15, lunch will be moved from the El Prado to Cafe Del Monte. Mon-Fri 1030-1400.

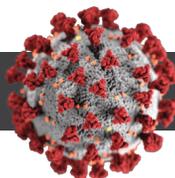
\***NEX/Gas station/Autoport:** **OPEN.** NEX hours 0900-1700 Mon-Sat. NEX will be closed on Sundays only.

**Fitness centers / NEX Barber Shop:** **CLOSED** until further notice.

**Chapel:** **CLOSED** for worship services. Counseling services available and will continue to be provided.

**RV Park / \*Post Office / \*Navy Federal:** **OPEN.**

\***Fleet Logistics Center:** FLC and Supply outlets (official mail center, warehouse, house hold goods) are **OPEN** for business. House hold goods is closed to foot traffic. Separations and retirement moves are still being processed.



# Café Del Monte

# NOW OPEN FOR LUNCH



## LUNCH SERVICE

**Mon - Fri • 10:30 am - 2 pm**

Yes, it's true...your favorite café is serving lunch again!  
Bask in the sun or shade on a beautiful day with our outdoor seating area.

Your safety is paramount to us and  
we are committed to making food safety our first priority.



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