

Campus News

Vol. 7 Issue 30

Naval Postgraduate School Monterey, Calif.

August 10, 2000

DoD SCIENCE 'GIANTS' STRENGTHEN NPS FACULTY

by Barbara Honegger

Two giants of defense planning, engineering and analysis - Drs. Walter B. LaBerge and Phil E. DePoy — recently joined the NPS faculty as Visiting Professors of Warfare Studies with the School's Institute for Joint Warfare Analysis (IJWA).

A former Assistant Secretary General of NATO for Cooperative Arms Programs, Acting Under Secretary of Defense for Research and Development, and Under Secretary of the Army, LaBerge was Senior Scientist and Deputy Director of the Electromagnetic Railgun Project at the Army-funded Institute of Advanced Technology at the University of Texas, Austin before coming to NPS. He directed the design and construction of NASA's Houston Mission Control Center, was an early member and later Technical Director of the Sidewinder missile development team at the Naval Ordnance Test Station, China Lake, and is a member of the National Academy of Engineering.

DePoy led a distinguished 33-year career as one of the nation's top civilian defense analysts at the Center for Naval Analyses, where he rose from analyst to President and CEO, leading the Navy's federally funded research and development center through a period of major growth and transition to an independent organization. Before joining NPS' faculty as the School's first Chair of Expeditionary Warfare in June, he also served for nearly a decade as President and CEO of the National Opinion Research Center (NORC), a University of Chicago-affiliated, not-for-profit corporation specializing in large-scale, complex survey research in the public interest.

"Walt LaBerge and Phil DePoy have both had major responsibilities at the national level and had an enormous impact on the national security of the United States," said Provost Richard Elster. "With their incredible collective knowledge and experience, they're superb individuals distinguished both as executives and as practitioners who will be great resources for our faculty and students — as

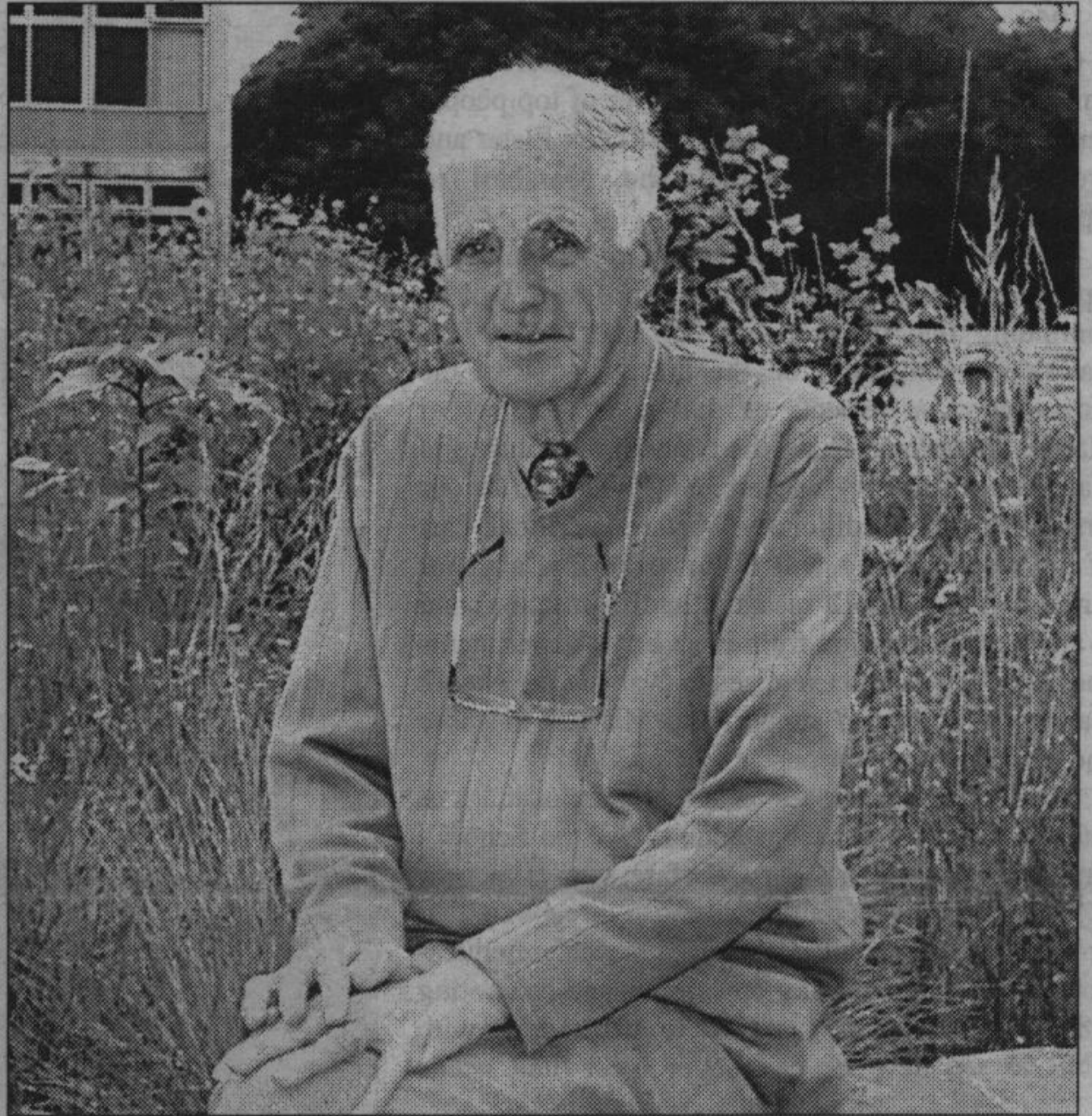


PHOTO BY JAVIER CHAGOYA

Visiting Prof. Walter B. LaBerge outside his Spanagel Hall office.

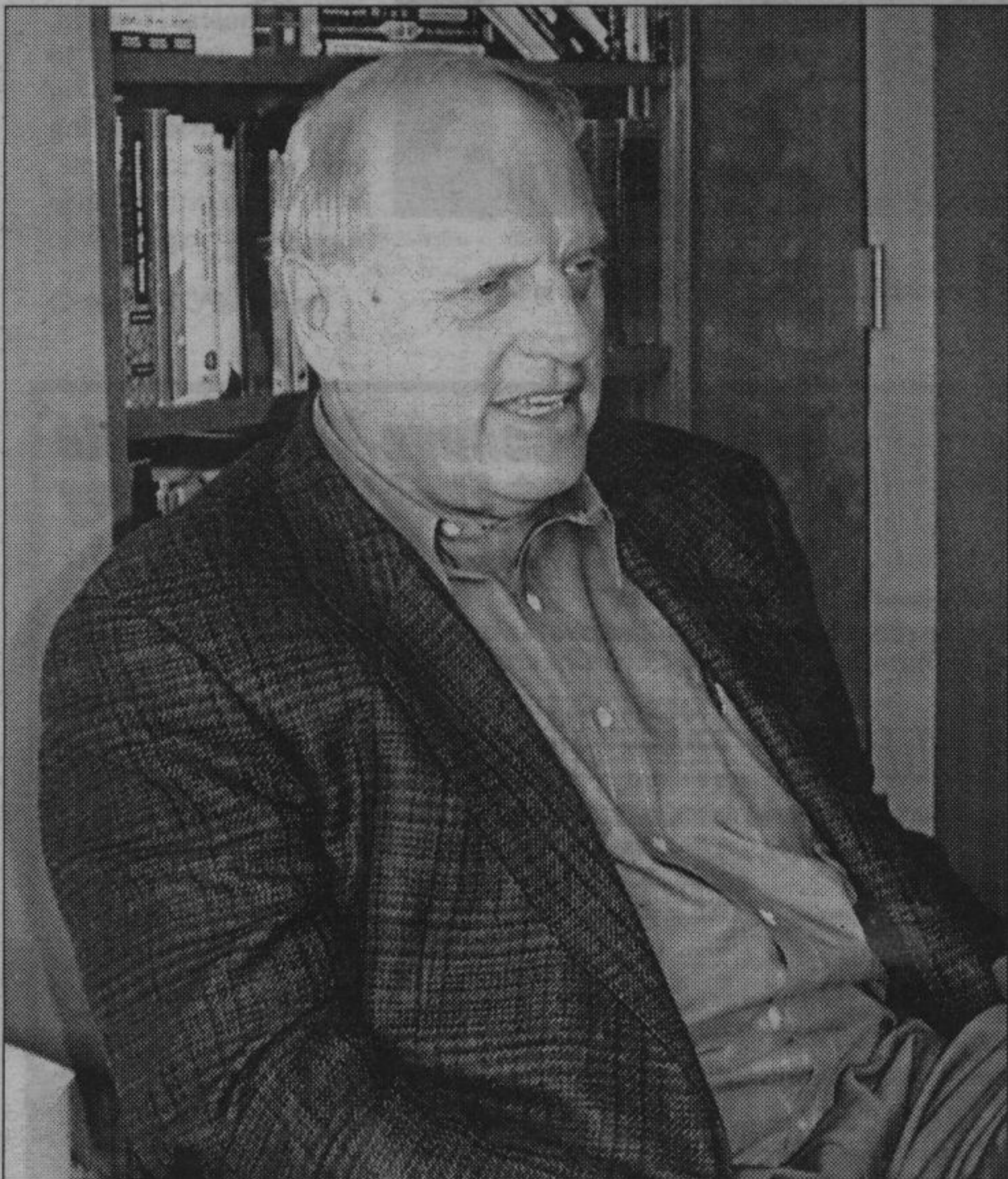


PHOTO BY JAVIER CHAGOYA

Visiting Prof. Phil E. DePoy, NPS' first Chair of Expeditionary Warfare, under the Institute for Joint Warfare Analysis.

colleagues and thesis advisers, guest lecturers, and as 'nodes in the network.'"

"Phil DePoy has been extremely important to the Operational Navy," said IJWA Director Prof. Gordon Schacher. In his position as Director of the Operations Evaluation Group at CNA, for ten years he ran the program which provided shipboard analysts doing ops evaluations for the entire Navy.

LaBerge has been at NPS before. In 1981, he spent four months here after serving as Acting Under Secretary of Defense for Research and Development under then new Secretary of Defense Caspar Weinberger. Through his brief stay in Ops Analysis, he got to know and greatly admire one of the School's "Old Salts," Prof. Wayne Hughes.

"Walter LaBerge is the archetypal public servant," said Hughes. "He spent the first half of his career serving his country as a skillful engineer and designer in the defense industry, served the other half in government, and now is spending his retirement years in higher education — and always with the skills that demonstrate statesmanship at its finest. By that, I mean that he is a leader wise enough to know how to win you to his side rather than act like 'the boss.'"

"Phil DePoy and I see eye to eye on everything that has to do with analysis and the management of analysts," Hughes said. "Above all, I have admired his attention to operations analysis that has served the Fleet by improving combat readiness and performance."

"NPS and the Navy are in a period of transition, and our Institute for Joint Warfare Analysis has taken the lead in converting a greater portion of the School's research and education to applications of direct support to the future Operational Navy," explained Schacher. "In this context, Walt's coming on board is extremely important for strategic planning for the School. He's had extensive technical and programming experience and occupied major leadership positions in both DoD and industry. Walt knows first hand what it takes to develop plans for the future and put them into place — from the nuts and bolts of hardware to program management, to selling the programs to the highest levels in the government and industry. He's one of our advisors who will define the NPS program of the future."

DePoy's appointment also lends significant weight to greater NPS emphasis on direct support to the operational Fleet.

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"By far the most interesting and important part of my career was my time with the Fleets," he said. "As an analyst, I was there with the Seventh Fleet during the Gulf of Tonkin incident and its reconstruction, and I was on the Sixth Fleet flagship when the USS Liberty was attacked during the 1967 Middle East War."

"Over my career, I've been involved with most aspects of Navy and Marine Corps analysis," he added. "When I was getting my masters degree at MIT in nuclear engineering, I met Prof. Philip Morse, who founded the Operations Evaluation Group (OEG) during World War II. I joined the OEG in 1959, and a few years later it merged with a group at the Naval War College to form CNA. During my time at CNA, I got to know a number of top people here at NPS, including now Provost Dick Elster and Profs. Sovereign, Rosenthal and Marshall in Operations Research."

"Phil DePoy has been extremely important to the Operational Navy and, in his new position, will be continuing that thrust," said Schacher. "With the Navy's new emphasis on the littorals, one of the most important aspects of that is its support of Marine operations. That's the Navy of the future and that is expeditionary warfare. So Phil's role as our first Chair of Expeditionary Warfare is critical. Part of his responsibility will be to make this a major thrust of the School's research and instruction, and to analyze information from Fleet battle experiments and other games and exercises to evaluate the Navy's real world ability to support the Marines in shore and near shore operations."

"A lot of research goes on across campus that's of interest to N85," Schacher added. "As the School's first Chair of Expeditionary Warfare, whose sponsor is N85, Phil will be pulling all those threads together — coordinating all expeditionary warfare education and research activity on campus and promoting N85's research needs here. We're also talking with ONR to see how we can better meet their needs

through this Chair."

"As the former chief scientist for the Railgun project at Austin, Walt (LaBerge) will be of great help to our railgun work here at NPS," noted Prof. Bill Maier, Chairman of the Department of Physics. "In fact, I've already asked three of my students to sign him on as their thesis co-advisor."

"I'm a clear Walter Mitty," LaBerge admitted. "On the argument it was necessary to testify before Congress, I've been lucky enough to have flown in almost every plane the Air Force and Navy had that had more than one seat — the F8U, F9F, F-14, F-17, SR-71, F4, F100, F104, F15, F16, B52, B1, and half

a dozen helicopters. More importantly, however, I'm old enough to have been associated with the design of many of them and their weapons systems. To the degree that background is useful, I'd like to share it with faculty and students here. I look forward to interacting as much as possible with both. I'm normally at NPS Mondays, Wednesdays and Fridays of the first and third weeks of the month. However, I'm always reachable at my WaltLab@aol.com address. I'm also available to give class talks, mentor projects, and do thesis advising."

"I'll be doing research and also hope to do some teaching, and encourage faculty and students to explore how I can best be a resource for both them and the School," DePoy agreed. "I'm available to be thesis adviser on any appropriate topic, and to give guest lectures." Prof. DePoy can be reached at pdepoy@nps.navy.mil.

"I've spent my life in senior management, essentially reviewing and passing on programs, so I believe I can predict the kinds of technical and political questions and issues that come up in OSD reviews," LaBerge noted. "I'd like to be a sounding board to present that point of view. Another thing I've found is that normal officer training emphasizes individual initiative, self reliance and quick response, which are absolutely necessary for combat leaders. But these traits are not necessarily what we need to possess for successful technology management or military operational planning in today's highly technical world. Officers need also to learn how to pause in their decisionmaking long enough to 'couple' with the mostly civilian technology experts who



PHOTO COURTESY OF WALTER B. LEBERGE

Walter B. LeBerge standing with Sidewinder prototype at China Lake in 1957.

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NAVAL POSTGRADUATE SCHOOL

Superintendent Rear Adm. Richard Wells
Provost Dr. Richard Elster
Deputy Public Affairs Officer John Sanders

Campus News Staff

Editor Javier B. Chagoya
..... jchagoya@nps.navy.mil
Journalist Barbara Honegger
Journalist/Calendar Items JOSA Jessi Rigney
..... jarigney@nps.navy.mil
Campus News info line (831) 656-3164
Advertising info - Don Schoen (831) 624-0162

Published every Thursday.

Deadline for submission is Monday of the week of desired publication. Call (831) 656-3164, or e-mail <jchagoya@nps.navy.mil.>

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know the arcane details of those technologies that determine much of our own and our adversaries' future capabilities."

"The experiences of Phil DePoy and myself may also be valuable in helping students and faculty understand how to effectively advocate for their Service's requirements, by preparing themselves to deal with the kinds of real world questions and people they'll be interacting with when they leave here," LeBerge continued.

"We've seen too many magnificent O6 butterflies — very capable naval captains and their equivalent colonels in the Marines — morph back into moths when they're elevated in rank and forced to deal with this 'outside' world without such experience."

There's also an almost mythical side to LaBerge. It seems to him that NPS officer students are noble knights and that the Naval Postgraduate School is a modern Fellowship of the Knights of the Round Table. In fact, Professor LaBerge touts Steinbeck's *Acts of King Arthur and His Noble Knights*, written right here in Pacific Grove, as "a marvelous book" for students to read. It provides tremendous insights, he says, into what those in the fighting profession must do to keep their bright edge when there is no great cause and no great war to motivate them.

"If this be true, then all ye True Knights," he says, are called to the offices of Professors Walt LaBerge and Phil DePoy, conveniently located only two doors from one another just beyond the first floor elevator in Spanagel Hall.

Second Wind

From the desk of Chaplain Phillips

"The purpose of an open mind and an open mouth are the same; to close again on something solid."

(G.K. Chesterton)

Why do we doubt the certainties of others by acting like we are certain of our own doubts?

"Unless I see...and touch...I will not believe."

(*'Doubting' Thomas, Gospel of John*)


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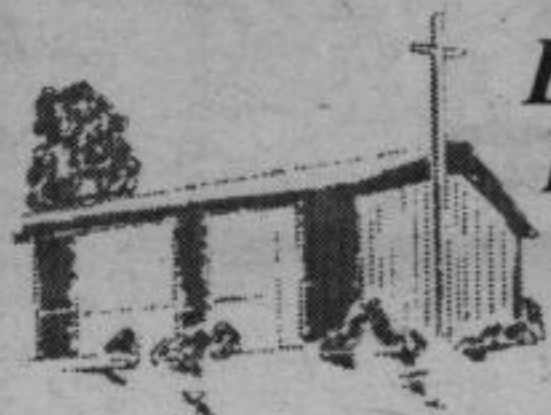
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