



NPS President's 2022 Intent

Today's national security environment is characterized by a dynamic threat landscape with strategic competitors who possess advanced Naval capabilities and seek to aggressively challenge U.S. principles, partnerships, and prosperity. To preserve our warfighting advantage, the United States Navy and Marine Corps must develop leaders who, and capabilities that, close the kill chain faster than our rivals. Delivering capability at speed and scale requires every member of our Navy-Marine Corps team, including our industry, academic, and research partners, to embrace the urgency of the moment. NPS is uniquely postured to synchronize *graduate education and applied research*, with student *operational experience and faculty expertise* to deliver warfighting solutions and leaders educated to employ them.

"All Naval learning institutions will provide world-class curricula, research opportunities, and partnerships, tailored and prioritized to meet our most pressing warfighting requirements."

– Secretary of the Navy, the Honorable Carlos Del Toro

A long-acknowledged strength, competent U.S. military leaders who understand both the art and science of warfare are the key advantage over our adversaries. However, classic approaches to education are not conducive to a learning continuum that fits within the compressed career paths of Naval officers. We must help ensure that our future leaders possess the right knowledge, skills, and competencies at the right time. NPS will evolve to ensure our education and research outcomes are aligned and relevant to the shifting security environment. Our mission, vision statement, and values guide every aspect of our institution.

Our Mission: To provide defense-focused graduate education, including classified studies and interdisciplinary research, to advance the operational effectiveness, technological leadership, and warfighting advantage of the Naval service.

Our Vision: NPS will become the nation's leading institution for defense higher education and applied research, delivering transformative solutions and innovative leaders for decisive U.S. seapower and national defense.

Our Values: NPS institutional values reflect our unique duty and responsibility to the Navy and national defense. Our values are *scholarship, innovation, and service*.

To achieve this vision, we will strive for a culture of excellence and impact supported by four pillars that enhance and expand our contribution to national defense.

- *Education:* We educate leaders of character and competence.
- *Research:* We achieve defense-relevant research outcomes.
- *People:* We develop academic and administrative leaders.
- *Organization:* We achieve organizational excellence.

The above four pillars align to Department of the Navy higher guidance and provide a strategic framework to develop and publish the "NPS 2030 Vision and Strategy" that will guide our long-term transformation and our near-term execution efforts.



Deliberate planning and measurable execution will be our focus for 2022. My priorities are:

1. **Accelerate Curricula Reform.** Develop and transition to integrated multi-discipline education programs aligned to the competencies necessary for excellence in warfighting. The core of NPS' curricula is science, technology, engineering, and mathematics (STEM), analysis and analytics, emerging technology and future capabilities, and strategic competition. Develop flexible high-quality defense-focused education programs that facilitate a continuum of career-long learning. Expand problem-solving networks and partnerships.
2. **Advance Relevant Research.** Leverage the Naval Warfare Studies Institute (NWSI) to develop strategic partners and enhance analytic support to service and operational headquarters. Actively promote NPS research potential and a portfolio that connects outcomes to relevant warfighting challenges. Increase basic and applied research directly aligned to classified and unclassified problems. Expand experimentation and accelerate the integration of emerging technologies into defense applications. Increase capacity to respond to emergent warfighter analytic requirements.
3. **Improve Organizational Responsiveness.** Shift from our traditional structure to a more agile "One University" approach – more integrated, interdisciplinary, and interconnected. Implement a flatter organizational design that enables greater agility by reducing barriers to alignment, efficiency, and effectiveness. Reinvigorate organizational assessment and learning processes, and scale process improvement throughout the institution.
4. **Expand Faculty Development.** Implement an immersion program for new faculty that promotes understanding the Navy and Marine Corps organizational and operational missions, functions, and tasks. Update institutional policies to ensure they strengthen our institutional values and four organizational pillars. Increase opportunities for direct faculty engagement with the Fleet and Fleet Marine Force.
5. **Enhance Fiscal Accountability.** Strengthen responsible financial planning and resource management across all levels of the organization. Support the Naval Education Enterprise's the Program, Planning, Budget, and Execution (PPBE) process. Develop a Program Objective Memorandum (POM) submission to describe future funding requirements to support the Department of the Navy's graduate education needs.
6. **Modernize NPS Facilities.** Update facilities and recapitalize research labs. Expand classified education and research capability and capacity. Prioritize future facility investment to achieve improved outcomes.

These priorities guide our mission activities for 2022 and enhance our NPS transformation efforts. We will continue to strive to be the premier defense-focused institution educating today's warfighters and technical leaders who develop innovative solutions to advance the Navy, Marine Corps, and our Joint force warfighting advantage.



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