



NPS President's 2023 Intent

"Technology is central to today's geopolitical competition and to the future of our national security, economy and democracy. U.S. and allied leadership in technology and innovation has long underpinned our economic prosperity and military strength."

National Security Strategy

Our nation's strategic guidance is clear, and so is our focus as we embark on a new year developing our nation's leaders. The rapid pace of technological innovation and adaptation for military application is a defining characteristic of today's security environment. Our Navy and Marine Corps top priority is **strengthening maritime dominance**. Building enduring advantage to generate and sustain integrated, all-domain naval power demands a stronger, more systematic approach to technology innovation that rapidly fields the concepts and capabilities to create advantage relative to our pacing threat, and in the pacing scenario. The Naval Postgraduate School is a critical warfighting enabler as the Department of the Navy's primary graduate education institution and the only science and technology and innovation focused education institution in the Department of Defense (DOD). We develop national security leaders by enhancing the critical and strategic thinking ability and intellectual edge of the fleet, Fleet Marine Force, and joint force.

NPS is uniquely positioned to synchronize *graduate education*, and *applied research*, and serve as a premier military education facility tailored to *innovation* and *experimentation* to restore our military's technological superiority, achieve greater impact in our highest priority defense programs, and discover next-generation technologies. Our Navy and Marine Corps must field credible capabilities in all domains to convince our rivals they have no viable means of achieving their objectives through force. NPS is the key connector bringing together the defense industrial base, the technology sector, and academia to collaborate with our operationally experienced warrior-scholars and expert faculty.

The U.S. military's comparative advantage is its people – leaders who understand both the art and science of warfare and who are able to deter conflict, but when required, defeat our adversaries. Our imperative is to develop future leaders who possess the right knowledge, skills, and competencies at the right time. NPS will continue our evolution to ensure our education and research outcomes are aligned, relevant, and impactful. Our mission, vision statement, and values guide every aspect 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*, *service*, and *collaboration*.



To achieve this vision, we will strive for a culture of excellence and impact supported by four enduring strategic priorities that enhance and expand our contribution to national defense in Education, Research, Innovation, and our Institution. These are:

- **Education:** Extend reach and increase the focus of defense-unique and naval-relevant education.
- **Research:** Increase impact of applied research that is fully informed and directly contributes to warfighting solutions.
- **Innovation:** Lead naval innovation via a collaborative ecosystem connecting warrior-scholars with academia and industry.
- **Institution:** Be a learning organization with a shared mission-focused culture developing defense leaders in modern and technologically relevant facilities.

The above align to Department of the Navy higher guidance and provide the basis of our NPS [Strategic Framework](#) that will guide our long-term transformation and our near-term execution.

Our focus for 2023 is building upon the momentum created in 2022. My priorities are:

1. **Advance Curricula Reform.** Continue transition to defense-focused, naval-relevant education program areas consolidating and aligning in-resident curricula, certificates, and short course offerings; extend the NPS campus through strategic leadership of distance learning and pilot hybrid instruction in a fleet concentration area; improve institutional assessment of academic programs, including the integration of alumni feedback to focus improvements increasing program effectiveness; pilot stackable certificates for flexible distance learning programs that facilitate continuous warfighter development and career-long learning.
2. **Advance Relevant Research.** Accelerate implementation of the Office of Research and Innovation; establish institutional support framework to enhance capabilities supporting institution priorities; initiate and foster formalized organization-to-organization relationships across the Naval Research and Development Establishment (NR&DE); cultivate cross-department projects supporting identified naval priorities; develop processes that facilitate talent alignment to projects; sustain Naval Warfare Studies Institute (NWSI) support to naval priorities (as principal liaison to naval operational commands, NWSI aligns and integrates education and research in support of warfighter and war fighting unit current and future capability needs); expand the classified research and analysis portfolio; identify capability and capacity requirements to conduct applied research at all classification levels.
3. **Foster a Culture of Innovation.** Expand education of innovation process and practice across program areas; pilot innovation capstone projects enabling DOD's efforts to ensure that relevant solutions, valuable technology, and associated capabilities are fielded more quickly; enable the Naval Innovation Exchange (NIX) teams and collaborate with external stakeholders ensuring projects are aligned to current and future programs supporting the CNO's Navigation Plan and Commandant's Force Design 2030 priorities; facilitate development of concepts, rapid prototypes, and field experimentation to accelerate the integration of emerging technologies into defense applications.



4. **Invest in our People.** Develop an inclusive, whole-of-institution civilian talent acquisition and development strategy; align recruitment, advancement, compensation, and incentives to enable institution strategic objectives; accelerate implementation of an immersion program for new faculty and staff to enhance a shared understanding the Navy and Marine Corps organization, strategic role in national security, and operational missions, functions, and priorities; expand opportunities for direct faculty engagement with the fleet, Fleet Marine Force, systems commands, and Program Executive Offices.
5. **Strengthen Fiscal Accountability.** Continue responsible financial planning and resource management across the institution; refine institutional processes to develop an annual Program Objective Memorandum (POM) submission describing funding requirements to support the Department of the Navy's graduate education needs; support the Naval Education Enterprise's Planning, Programming, Budgeting, and Execution (PPBE) process through transparency and a comprehensive requirements program enabling the NPS mission.
6. **Modernize NPS Facilities.** Continue academic and laboratory facility modernization; expand classified education and research capability and capacity; advance planning, design, and analysis for the Naval Innovation Center, an interdisciplinary, state-of-the-art Navy and Marine Corps resource tailored for technology innovation and experimentation in support of current and emerging capability requirements; develop a strategy to recapitalize research capabilities that support institutional priorities; prioritize future facility investment to achieve improved outcomes.
7. **Improve Organizational Responsiveness.** Integrate the Navy's "Get Real, Get Better" approaches to assess, understand, and improve organizational performance; collect and analyze institutional data to assess performance against key metrics; leverage organizational learning approaches as a key enabler for continuous improvement; accelerate automation of business tasks to streamline processes and reduce barriers to execution.

These priority actions will guide our institutional activities for 2023, advance towards our strategic objectives, and enable our continued transformation. We are our nation's premier defense-focused institution educating today's warfighters and future technological leaders. We must earn that title every day as we develop leaders and the innovative solutions that advance our Navy, Marine Corps, and joint force warfighting advantage.



A. E. RONDEAU



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