



2019

NAVAL POSTGRADUATE SCHOOL
ANNUAL REPORT AND FACT BOOK



2019

ANNUAL REPORT AND FACT BOOK



A Review of the 2019
Calendar Year and
AY2019 Fact Book



MISSION

The Naval Postgraduate School provides defense-focused graduate education, including classified studies and interdisciplinary research, to advance the operational effectiveness, technological leadership and warfighting advantage of the Naval service.

A MESSAGE FROM THE PRESIDENT BY ANN E. RONDEAU

"I had no idea." Marking my first year as President of Naval Postgraduate School (NPS) that is the refrain I have most often heard from first time visitors and leaders. It is a declarative statement of the impact of this remarkable university — and testifies to the prospects for its future impact. Reflecting on the past year, recognizing some of our most significant accomplishments and milestones, and anticipating the year ahead with priorities-driven focus, one thing is certain ... NPS is both a Naval and national treasure!

For 110 years, NPS has honed its value to the Department of the Navy (DON) and national defense by delivering cutting-edge technical curricula and research solutions that support the development of technology applications and outstanding leaders. Together they deliver decisive capability for Seapower and maritime dominance.

The DON's most senior leaders engaged with NPS in 2019, beginning with a visit by Chief of Naval Operations Adm. John Richardson, who returned to NPS in February to share his vision for overcoming the biggest challenges facing the Navy. We were also very pleased to have Secretary of the Navy Richard V. Spencer visit NPS multiple times in 2019, including in his endorsing presence and service as commencement speaker for the Winter Quarter Graduation ceremony.

We extended our network of partnerships in the immediate region, re-establishing agreements with Monterey's Middlebury Institute of International Studies to allow students from each institution to take courses at the other, of direct value to our reign Area Officer (FAO) and national security affairs students and engaging in promising collaboration with other higher education institutions such as UC Santa Cruz and Carnegie Mellon University. Our collaborative work continues at the federal level, such as Lawrence Livermore National Lab and Savannah River National Lab.

We also set the foundation for more partnerships with industry. Our inaugural Tech Op event, "Taking 5G to the Edge," welcomed representatives from 13 American industry companies to examine the implications of 5G on defense. These partnerships pay extraordinary dividends at the quarterly Joint Interagency Field Experimentations (JIFX), where experts from NPS, industry, academia and defense push the boundaries at the NPS Field Lab.

Our expertise is global ... In fact, researchers from NPS played key roles in the largest Central Arctic expedition in human history, the Multidisciplinary drifting Observatory for the Study of Arctic Climate (MOSAIC). And our expertise is also in space ... the NPSAT-1 satellite was launched aboard a SpaceX rocket from the Kennedy Space Center with experimental technologies — the culmination of years of work and many research theses. Our work covers the many dimensions of the physical and intellectual world in support of naval capabilities: from the deepest points of the oceans to the highest reaches of space to the world of cyber — and our work has potential to do more in support of the Fleet and Force.

With deep appreciation for optimizing the entire Fleet and Force, we are creating new opportunities for enlisted personnel. NPS' Master of Applied Cyber Operations (MACO) program is now open to senior enlisted Marines to help meet the DOD's growing need for trained cyber professionals. Additionally, we are inspiring the next generation of STEM leaders, with more than 2,200 regional students, teachers and chaperones flooded the NPS campus and its 40 interactive venues for Discover NPS Day in October.

This past year we also experienced significant loss with the passing of legendary strategist and Dean Emeritus, retired Navy Capt. Wayne P. Hughes. Wayne remains a national treasure and his "Fleet Tactics" were forever memorialized with the release of our Seapower Conversations series with him. Importantly, we have planned for and in 2020 will actualize deeper and broader applications of warfare integration into all we do at NPS through a warfare studies institute dedicated to Wayne.

Throughout 2019, NPS continued to perform its unique mission of graduate education and defense-focused research. This community of renowned scholars and dedicated students remains the intellectual hub of thought leadership and innovation in the sea service. With extraordinary pride, I complete this first year of service to NPS with a deep appreciation for the university's capability, and I look forward to our future together in abiding service to Fleet and Force.

Ann E. Rondeau



THE NAVAL POSTGRADUATE SCHOOL OVERVIEW

NPS was established as the School of Marine Engineering at the U.S. Naval Academy in 1909. In 1919, the school was renamed the Naval Postgraduate School. In 1949, as part of reorganization within the Department of Defense, Congress authorized the move of NPS from Annapolis, Maryland to Monterey, California. In 1951, NPS officially opened its doors in Monterey. Since its beginning, when the School was chartered to focus on science and technology, NPS has evolved into an institution that serves naval, defense and national security related interests by providing current and future readiness, advances in technology, and educational and operational programs that directly support all facets of national defense and homeland security.

At NPS, four world-class schools oversee 14 academic departments and over 35 research and education centers that provide 80 master's and 16 doctoral degree programs and 60 academic certificates to approximately 1,460 resident students, including more than 111 international students, as well as to 853 distributed-learning students worldwide. Non-resident courses are delivered to students through online, web-enabled, video-tele-education systems and/or by visiting faculty.

Continuous learning, refresher and transitional educational opportunities abound, and short-term executive education courses and a variety of short courses are also offered by NPS, both in Monterey and abroad.

Over 610 scholars and professionals, five percent of whom are military officers and approximately one-third of whom are tenured or tenure-track, comprise the NPS faculty. To strengthen expertise and program relevance, and to expedite research successes at NPS, a robust mix of tenured faculty, lecturers and visiting professionals integrate teaching with research, demonstrating the immediate applicability of defense-related theories to defense-related problems, many times resulting in patent-eligible technologies.

The 10-member Naval Postgraduate School advisory board functions as a sub-committee under the Boards of Advisors to the Presidents of the Naval Postgraduate School and the Naval War College. The board reports to the Secretary of Defense via the Secretary of the Navy and the Chief of Naval Operations on matters pertaining to the school and its graduate education and research programs.

THE NAVAL POSTGRADUATE SCHOOL A SHORT HISTORY

The Naval Postgraduate School was established on June 9, 1909, when Secretary of the Navy George von L. Meyer signed General Order No. 27, establishing a school of marine engineering at the United States Naval Academy in Annapolis. The Navy Secretary's order placed the small program under the direction of the Naval Academy superintendent, who placed the 10 officer-students and two Navy instructors in an attic which served as a classroom and lab.

In early 1944, more than a year before the first peace accord of World War II was signed, the Navy convened a board of respected senior officers and scholars to plan for post-war growth of the Naval Postgraduate School. The board's actions set the stage for landmark legislation in the 79th and 80th Congresses that transformed the Naval Postgraduate School into a degree-granting university with expanded research facilities, and its recommendations led to the purchase of the world-famous 627-acre Hotel Del Monte in Monterey. In December 1951, under the supervision of Rear Admiral Ernest Edward Herrmann, the 500 students, 100 faculty and staff and thousands of pounds of books and research equipment of the Naval Postgraduate School moved lock, stock and wind tunnel from Maryland to Monterey.

In its 100-year history, the Naval Postgraduate School has evolved into an institution that serves America's joint military services, homeland security officials, and dozens of nations. The School's educational and research programs continue to

evolve to meet changing Navy goals and national requirements: its innovative academic programs such as Operations Research and Space Systems have significantly influenced academe, the defense community and civilian sector. The more recent development of the cyber academic group and the energy academic group have greatly enhanced the Naval Postgraduate School's traditional technical programs while preparing officers for new strategic commitments. Today's Naval Postgraduate School is both an accredited university and a national asset that helps to prevent wars and to preserve global security.

Immediate Impact – Future Advantage – Enduring Leadership



CAPABILITIES DELIVERED



The Naval Postgraduate School (NPS) awarded 1,161 graduate degrees over the course of the 2019 Academic Year. But what was delivered to our Navy, Marine Corps, Army, Air Force and our homeland security and international partners is so much more.

At NPS, just about every student awarded a graduate degree has performed a challenging thesis or capstone research effort. And these theses are not just research questions that add to our body of knowledge ... Rather, NPS students explore research topics that are directly related to the critical issues and key operational and strategic problems they witness in the fleet and field.

A few examples ...

- **Special Operations in a 5G World: Can we Still Hide in the Shadows?**
 - **Optimizing national security through interagency education/research led by the Center for Homeland Defense and Security.**
 - **Operations research determined how combat loads impact battlefield effectiveness of the U.S. Marine Corps.**
 - **How Can the DoD Adopt Commercial-Style Artificial Intelligence for Procurement?**
- Truth be told, there is little to be validated through words on a page, but the hundreds more detailed research



THIS SYNERGISTIC COLLABORATION HAS AFFECTIONATELY COME TO BE KNOWN AS THE 'MAGIC' OF NPS, AND IT DELIVERS CAPABILITY TO THE FLEET AND FORCE."

A degree at NPS represents something more than an academic achievement ... It represents the combination of the expertise of a seasoned warrior with the academic rigor of a highly-respected university and its renowned faculty that are intellectual leaders in the most critical fields relevant to national security tactics and strategy. This synergistic collaboration has affectionately come to be known as the "magic" of NPS, and it delivers capability to the fleet and force.

A compulsory exploration of just a few student thesis titles provides an obvious direct relevance to the issues that challenge defense leaders most.

efforts that NPS students completed this past year provide a powerful set of capacity and capability.

At the Naval Postgraduate School, as we turn to a new era in naval and defense education, we encourage our Navy, Marine Corps and DOD partners to reach out to this institution – explore the innovative research of the NPS enterprise and challenge our students and take advantage of the university's applied, interdisciplinary approach to secure studies. This past year, NPS not only delivered 1,161 officers with advanced degrees, it delivered 1,161 better prepared leaders with countless capabilities to advance the fleet and force. ■

DISCOVERIES ACHIEVED

On June 25, 2019, at 2:30 a.m., a SpaceX Falcon Heavy (pictured) launched from Kennedy Space Center Launch Complex 39A in Cape Canaveral, Fla., carrying 24 satellites for deployment into orbit ... the Naval Postgraduate School's own NPSAT-1 was one of them.

"It's the end of an era," said Professor Emeritus Rudy Panholzer, former Space Systems Academic Group Chair who oversaw much of NPSAT-1's design, engineering and development executed by a team faculty, talented engineers and, of course, students.

Like much of the research at NPS, the satellite is ultimately a platform for student experimentation and discovery. Over the course of the craft's development, NPSAT-1

Graduating in June of 2019, Marine Corps Capt. Courtney Thompson's operations research thesis examined the combat load for Marines, developing a detailed algorithm to define the trade-off between added weight and survivability on the battlefield. Her research transitioned to the Marine Corps Warfighting Lab for further research.

In March of 2019, then Commander, Naval Air Forces Vice Adm. DeWolfe "Chip" Miller III brought a contingent of CNAF leadership to the campus to help position his team to tackle the daunting aviation readiness challenge by participating in the school's innovative Center for Executive Education.

"NPS is the United States Navy's institution of higher learning ... We are



NPS IS THE UNITED STATES NAVY'S INSTITUTION OF HIGHER LEARNING ... WE ARE WARRIOR SCHOLARS AND THE SCHOLAR PIECE IS HONED HERE; THERE'S JUST NOT A FINER INSTITUTION IN THE WORLD."

Vice Adm. DeWolfe Miller III
Former Commander, Naval Air Forces

supported well over 40 student theses, with countless more students contributing via directed study. And it's a functioning satellite performing technical, secure research, such as Naval Research Laboratory (NRL) experimentation to investigate space weather and support space situational awareness.

Throughout 2019, faculty/student research provided the foundation for hundreds of relevant, high-quality graduate degrees in topics directly related to what the DOD cares about. But this is only the beginning of the true impact their discoveries have on themselves and their respective services and agencies.

warrior scholars and the scholar piece is honed here; there's just not a finer institution in the world," Miller said.

And in April of 2019, the Naval Research Working Group held its latest annual meeting ... This program is solely dedicated to helping Navy and Marine Corps organizations access NPS expertise through funded research.

These are just a few examples of the application of intellect at NPS. Through innovative, interdisciplinary and sometimes classified studies, NPS faculty, student efforts are directly responsive to the needs of the Navy and DOD. There is no other institution in the world like NPS. ■

ONLY ONE NPS

Through the course of the past year, perhaps especially over 2019 given the Navy's introspection on educating its Sailors, the university is often poised a seemingly simple question.

What is unique about NPS?

In a simple set of 12 statements, Distinguished Professor **Peter Denning** and Faculty Chair **Geraldo Ferrer** answered the question quite well.

1. NPS is Navy's corporate university. Its mission, faculty, curriculum, and methods of teaching are shaped for the unique education goal of preparing warfighters for their service to the U.S.

2. NPS is a military community of naval officers, all immersed every day in an environment focused on naval knowledge to fulfill the mission.

3. NPS has attracted a critical mass of students and faculty who deliver value to the Navy every day.

4. NPS students are operations oriented. They constantly look for ways to apply their new knowledge in their military communities. With this orientation, they accelerate the pace of adoption of military innovations.

5. NPS faculty has developed 60-70 curricula with high military relevance. The theories and the applications are presented to students using a military backdrop that accelerates and enhances their ability to apply their education in the field.

6. We operate four quarters per year, with short summer and winter breaks. This is a highly efficient environment, wasting no faculty or student time. Our students are continuously immersed

in their learning experience in the time allocated for their graduate education.

7. No research money at NPS is used to develop research that will be channeled to foreign adversaries.

8. Our students have access to SCIF facilities for course work and research on classified and sensitive topics.

9. The majority of our students enter NPS holding an undergraduate degree in fields other than their NPS major. Our curricula are designed to produce fully qualified MS degree holders in a new field in minimum time, without extra year of remedial work. We deliver in two years what would take three in other universities.

10. Forty other countries send their young officers here specifically to have them develop a network of international connections and relationships. Our students have staved off crises, enhanced our relationships with allies, and promoted international military cooperation.

11. All students are required to write master's theses or capstone projects. The vast majority of these projects are oriented towards applying technology and strategy in military operational domains. Frequently, these projects are suggested by Naval leaders that require novel solutions for problems that would not be addressed otherwise.

12. If monetized, each student thesis or capstone project would equate to a consultancy report that would cost tens of thousands of dollars to get the applied knowledge and recommendations to Naval leaders. The Navy gets this added value at no extra cost as a by-product of our education program.

2019 YEAR IN REVIEW



More than 300 leading technology experts from private industry, top universities, military and government agencies converged at NPS' **Joint Interagency Field Experimentation 19-2 (JIFX)**, Feb. 4-8, to explore new ways to adapt rapidly changing technologies to a host of DOD-relevant domains, including defense support to civil authorities, autonomous systems, geospatial intelligence and cybersecurity.



NPS' International Executive Committee (IEC) hosted its annual **International Day** on the university's Academic Quad showcasing the **diversity and culture** of its international students and their families with the local community, April 27. The celebration opened the doors of NPS to the public, offering food, entertainment and cultural information of 22 different nations from around the world.



The NPS President's Board for Student Affairs hosted the university's **first-ever Women's Leadership Forum (WLF)** at the Mechanical and Aerospace Engineering Auditorium, May 31. NPS students, faculty and staff took the opportunity to take part in a candid discussion about the opportunities and challenges facing female leaders in the military community.



Lt. Sephora Fortune, a 2019 graduate of NPS' financial management program, served as a Nuclear Officer aboard the USS George Washington (CVN 73) when it responded to Haiti in the aftermath of Hurricane Matthew. Her mother led a mission and orphanage in the same location until the storm destroyed the modest facility in 2016. She is pictured showing a proposal of the Rose L. Fortune Faith Outreach Ministry.



Discover NPS Day welcomed the Central Coast to NPS, with more than 2,200 students, along with their teacher and parent chaperones, and denizens of the Monterey region, flooding the campus and its 40 interactive Science, Technology, Engineering and Mathematics (STEM) venues aimed at allowing students to see, touch, build and to be inspired as the next generation of innovators.



The Naval Postgraduate School (NPS) lost one of its most treasured teachers with the **passing of retired Navy Capt. Wayne P. Hughes**, professor of practice in military operations research and Dean Emeritus of the Graduate School of Operational and Information Sciences. A legendary strategist and Fleet Tactics Author, Hughes passed away on Dec. 3, 2019, at the age of 89.

JAN

FEB

MAR

APR

MAY

JUN

JUL

AUG

SEP

OCT

NOV

DEC

Former Secretary of the Navy Richard V. Spencer presided over the Naval Postgraduate School's (NPS) change of charge and investiture ceremony, Jan. 29, where **retired Vice Adm. Ann E. Rondeau relieved retired Vice Adm. Ronald A. Route** to become the 49th president of the university. A 38-year Navy veteran, Rondeau comes to NPS with a broad range of leadership experience.

For the first time in eight years, Naval Postgraduate School (NPS) students return to the **Middlebury Institute of International Studies (MIIS)** campus in Monterey, Calif., as part of an exchange program supporting NPS' ongoing effort to enhance partnerships with civilian institutions and academia to the benefit of its students.

The U.S. Marine Corps at NPS hosted the university's latest **Big Idea Exchange (BIX)** presenting and discussing their cutting-edge research and ideas with a greater Navy and Marine Corps audience, May 16. The BIX forum brings forward new and potentially **game-changing thinking developed by NPS faculty and students** to address grand challenges in American national security.

Executive Chairman of Enterprise Holdings, Inc. Andy Taylor, along with Enterprise board member retired Adm. James A. "Sandy" Winnefeld, former Vice Chairman of the Joint Chiefs of Staff, talked about how **innovation, leadership and Navy values impacted the company** as part of the latest Secretary of the Navy Guest Lecture (SGL) in King Auditorium, July 9.

NPS led a research mission across the Pacific Ocean which may vastly improve the Navy's understanding of **how sleep can boost crew performance during arduous amphibious operations**. Dr. Nita Shattuck, Crew Endurance Lead with **NPS' Human Systems Integration (HSI) program**, headed up a team of Navy psychologists from across the Fleet for a three-week embed.

NPS and **General Atomics Electromagnetic Systems (GA-EMS)**, provider of a diverse portfolio of aerospace and energy systems to the DOD, **finalized a three-year Cooperative Research and Development Agreement, or CRADA**, to conduct both classified and unclassified research in the area of advanced space technologies.





LEADERSHIP

President: Vice Admiral Ann E. Rondeau, USN (Ret)
Provost: Dr. Steven R. Lerman
Chief of Staff: CAPT Phil Old, USN
Dean of Students: CAPT Markus J. Gudmundsson, USN
Dean of GSDM: Dr. Keith Snider
Dean of GSEAS: Dr. Clyde Scandrett
Dean of GS0IS: Dr. Rob Dell
Dean of SIGS: Dr. James Wirtz
Dean of Research: Dr. Jeffrey Paduan
Vice Provost: Dr. Douglas Moses



STUDENT ENROLLMENT

1,497 RESIDENTIAL
820 DISTANCE LEARNING
387 CERTIFICATE

2,704
average on board

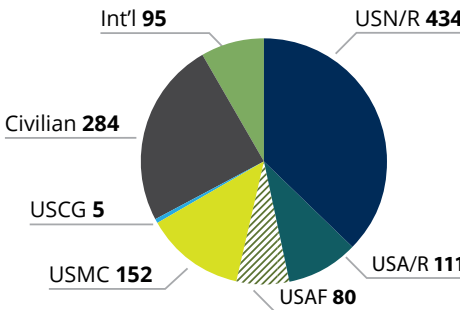


DEGREES AWARDED

1,146 Masters Degrees
11 Doctorate
4 Post Masters

1,161

NPS GRADUATE DEGREES CONFERRED BY SERVICE



FACULTY & STAFF

227 Tenure Track Faculty
347 Non-Tenure Track Faculty
42 Military Faculty
338 GS/Wage Grade staff members



RESEARCH

- Approx \$100 million in sponsored/reimbursable funding
- Research programs are aligned to NPS curricula
- NPS research is valuable to improving the security of the U.S.



FINANCES

- \$418 million Operating budget : including military salary
- \$98 million Direct Authorization: without military salary
- \$110 million Reimbursable Income



ACADEMIC FACILITIES

102 Classrooms that offer media technology
19 Classrooms with video-teleconferencing
19 Classified facilities
166 Labs



ACCREDITATION

- WASC Senior College and University Commission (WSCUC)
- Accreditation Board for Engineering and Technology (ABET)
- Association to Advance Collegiate Schools of Business (AACSB)
- Network of Schools of Public Policy, Affairs, and Administration (NASPAA)

Source: Office of Institutional Research

INSTITUTIONAL RESEARCH

NAVAL POSTGRADUATE SCHOOL
IR@nps.edu | University Circle, Monterey, CA 93943

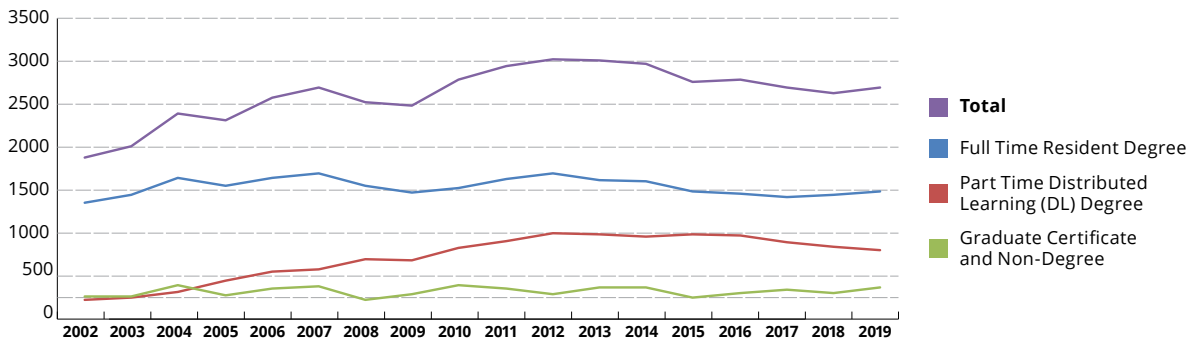
STUDENTS & PROGRAMS



NPS STUDENTS AND PROGRAMS

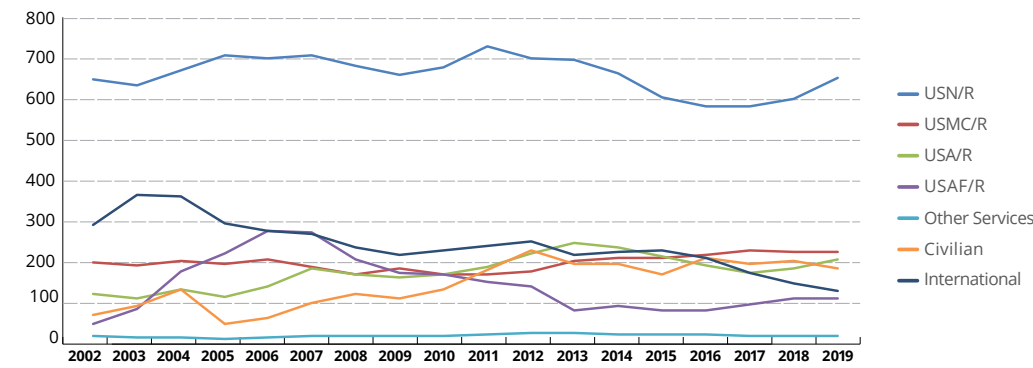
GRADUATE PROGRAM STUDENTS

By Type of Enrollment



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Full Time Resident Degree	1,366	1,464	1,660	1,563	1,649	1,707	1,565	1,487	1,536	1,647	1,712	1,633	1,616	1,494	1,479	1,432	1,459	1,497
Part Time Distributed Learning (DL) Degree	238	264	336	467	566	599	718	705	839	920	1013	1000	977	997	989	909	853	820
Graduate Certificate and Non-Degree	287	289	410	293	368	398	249	304	414	377	307	385	385	276	326	356	327	387
Total	1,891	2,017	2,405	2,324	2,584	2,704	2,531	2,496	2,789	2,944	3,031	3,018	2,979	2,767	2,794	2,697	2,639	2,704

Resident Students by Service

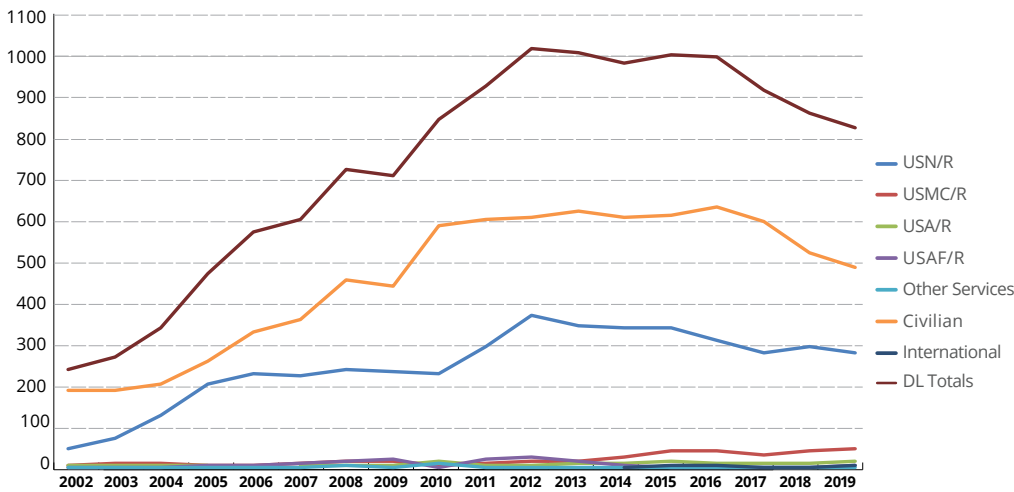


	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
USN/R	648	636	671	709	702	708	685	660	681	731	700	698	666	606	581	582	600	655
USMC/R	195	186	198	192	201	183	163	178	164	165	173	199	207	205	213	223	222	221
USA/R	115	106	126	110	134	179	163	157	165	182	216	242	231	207	187	169	179	201
USAF/R	43	80	172	217	274	269	201	167	166	145	133	74	86	74	73	88	105	106
Other Services	13	9	7	5	9	11	10	10	10	15	19	19	15	14	14	11	10	10
Civilian	63	86	126	41	56	92	114	103	127	174	223	192	191	166	204	192	199	181
Int'l	289	361	360	290	274	266	230	213	224	235	248	211	222	222	207	167	144	123
Total	1,366	1,464	1,660	1,563	1,649	1,707	1,565	1,487	1,536	1,647	1,712	1,633	1,616	1,494	1,479	1,432	1,459	1,497

Numbers may not sum to total due to rounding.

DISTANCE LEARNING DEGREE STUDENTS

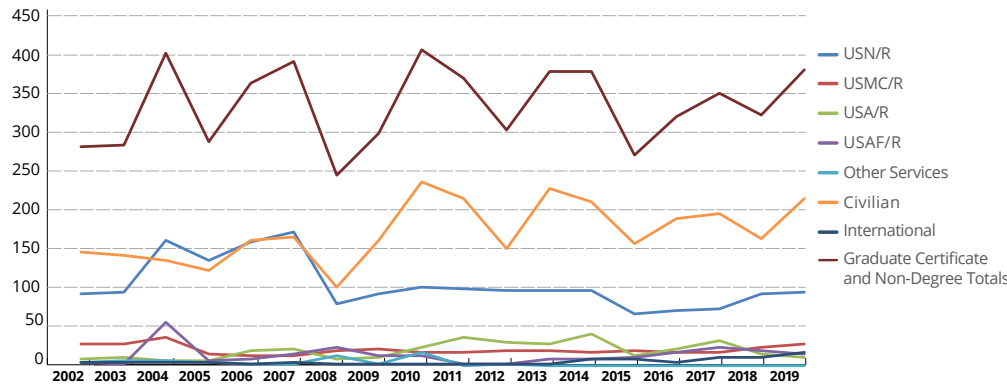
By Service



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
USN/R	44	68	124	199	226	220	234	232	226	291	366	343	335	335	306	277	291	277
USMC/R	3	7	7	6	7	11	12	13	4	9	16	17	26	39	39	31	37	43
USA/R	4	5	3	2	0	2	4	3	17	4	5	7	8	12	11	8	8	13
USAF/R	0	0	0	3	5	10	15	18	0	20	22	14	6	1	1	1	0	2
Other Services	0	1	0	0	1	1	2	1	11	0	0	0	0	0	0	0	0	0
Civilian	186	184	202	257	328	355	451	438	582	597	605	620	601	608	630	592	517	484
International	0	0	0	0	0	0	0	0	0	0	0	0	1	2	2	0	1	2
Total	238	264	336	467	566	599	718	705	839	920	1,013	1,000	977	997	989	909	853	820

AVERAGE ON BOARD STUDENT POPULATION

Graduate Certificate and Non-Degree Students by Service

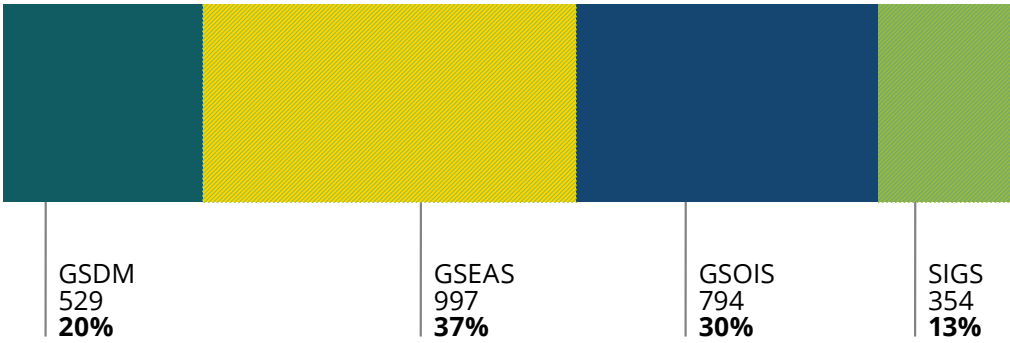


	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
USN/R	93	96	163	137	161	175	80	93	103	100	99	97	98	68	72	74	94	96
USMC/R	27	28	37	14	12	13	20	22	17	18	20	20	17	20	18	17	24	28
USA/R	9	11	7	6	20	22	8	11	24	36	31	27	40	12	22	32	15	11
USAF/R	3	1	58	6	9	16	24	13	13	2	1	8	9	10	17	24	19	15
Other Services	3	6	5	3	3	1	13	2	17	1	1	0	0	0	0	0	0	1
Civilian	148	144	137	124	164	167	103	163	241	219	153	231	214	158	192	199	166	219
International	4	4	5	4	1	5	1	1	1	2	2	2	7	8	5	10	11	18
Graduate Certificate and Non-Degree Totals	287	289	410	293	368	398	249	304	414	377	307	385	385	276	326	356	327	387

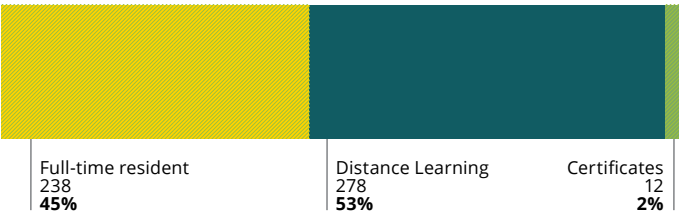
GRADUATE PROGRAM STUDENTS

By School – Average on Board 2019
(Excludes continuing education)

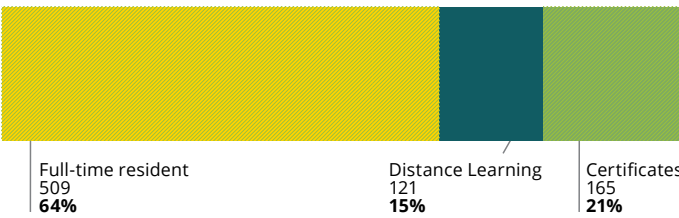
NPS (total 2673)



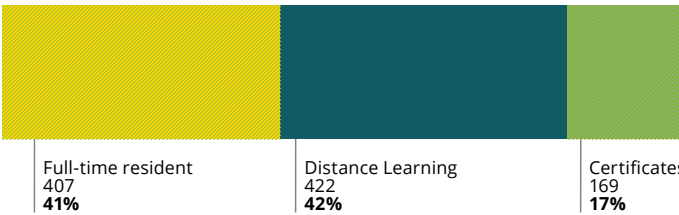
GSDM (total 528)



GSOIS (total 795)



GSEAS (total 998)



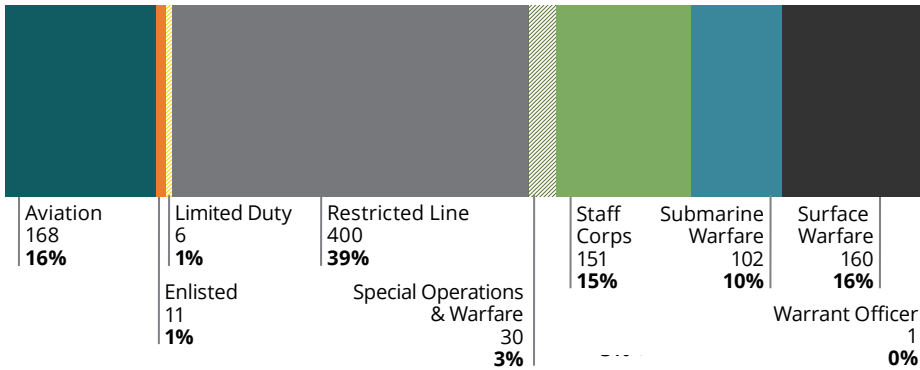
SIGS (total 354)



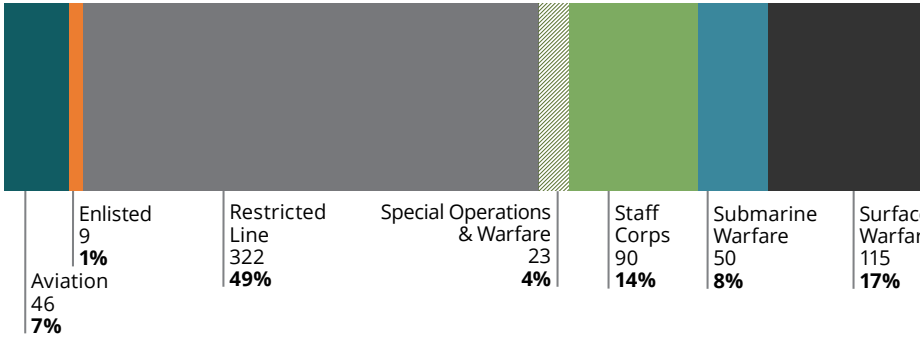
GRADUATE PROGRAM STUDENTS

By USN/R Community – Average on Board 2019

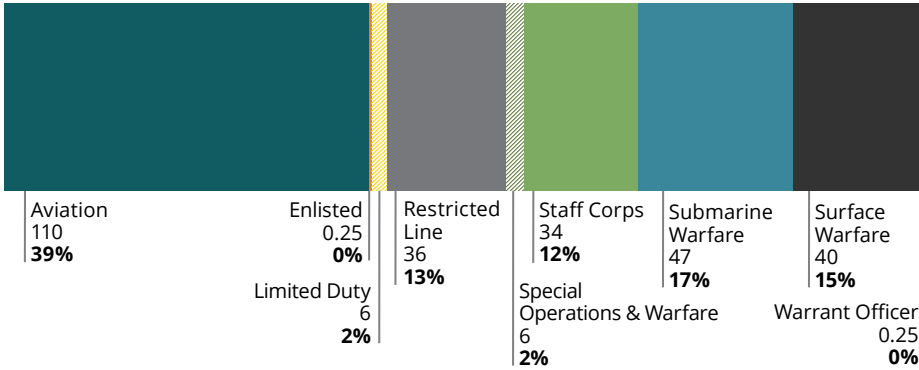
TOTAL USN/R Communities (total 1028)



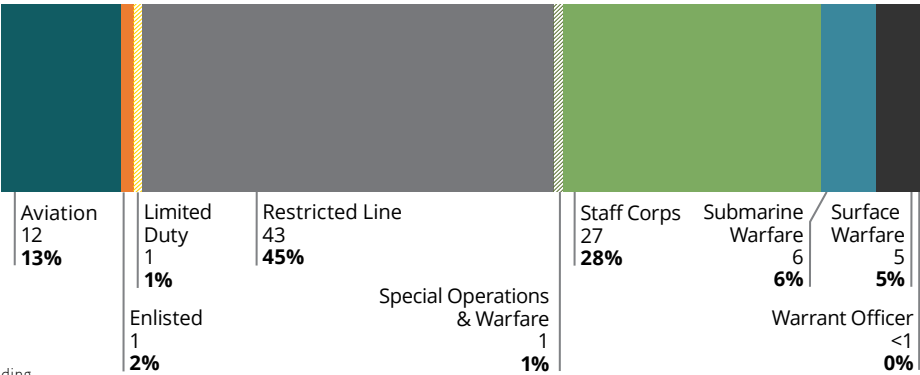
Full-time Resident (total 655)



Distance Learning (total 277)



Certificates (total 96)



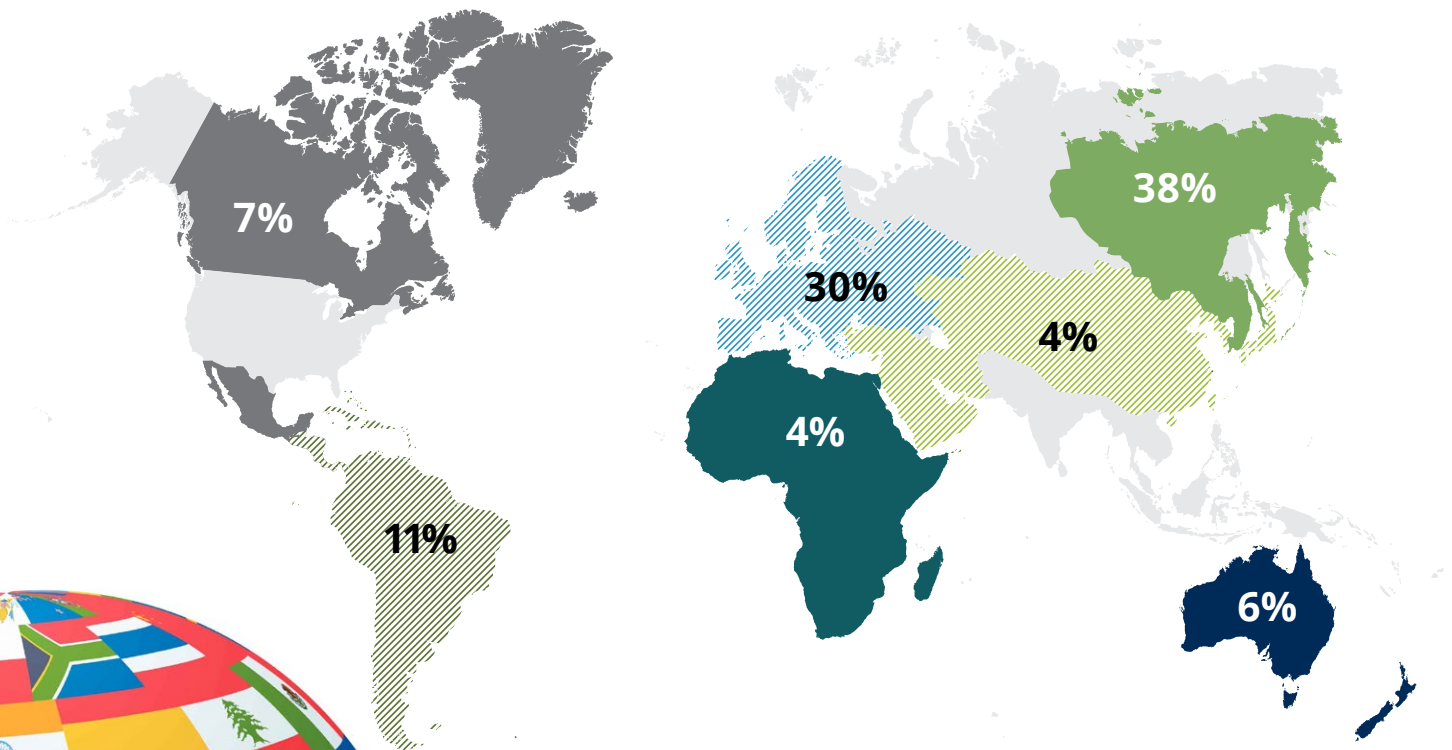
Numbers may not sum to total due to rounding.

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INTERNATIONAL RESIDENT DEGREE STUDENTS

By Region – Average on Board 2019

Australia and New Zealand	Africa	Europe	Far/Near East
Australia	Cameroon	Albania	Indonesia
7	Mali	Bulgaria	Japan
Total	Mauritius	Denmark	Korea
7	Nigeria	Finland	Mongolia
North America	Uganda	Georgia	Nepal
Canada	Total	Germany	Philippines
4	5	Greece	Singapore
Mexico	Caribbean, Central and South America	Netherlands	Sri Lanka
5	Brazil	Norway	Taiwan
Total	Chile	Poland	Thailand
9	0	Portugal	Total
Central/East Asia and Middle East	Colombia	Romania	47
Bahrain	Guyana	Slovakia	
1	1	Sweden	
Iraq	Peru	Switzerland	
1	2	Turkey	
Israel	Total	Ukraine	
Jordan	14		
Pakistan			
Saudi Arabia			
1			
Total			
6			



Degree Students	
Africa	5
Australia & New Zealand	7
Caribbean, Central & South America	14
Central/East Asian & Middle East	6
Europe	37
Far/Near East	47
North America	9
Total	123

Military officers from more than 110 allied nations have studied at the university, often bringing their families with them. The cultural exchange builds lifelong relationships between NPS' U.S. students and their international colleagues.

Numbers may not sum to total due to rounding.

GRADUATE DEGREE ENROLLMENT

All degrees by Curricula – Average on Board 2019

Resident Programs	Curriculum Number	USN	USMC	Intl Military & Civilian	U.S. Civilian	Other Services	Grand Total
GSDM							
Acquisitions & Contract Management	815	21	12	2	0	30	65
Defense Business Management	809	0	0	0	1	0	1
Defense Systems Analysis	817	0	12	1	0	1	14
Defense Systems Management (International)	818	0	0	2	0	0	2
Financial Management	837	47	9	1	0	0	57
Financial Management (Energy Specialty)	838	0	0	0	0	0	0
Information Systems Management MBA	870	4	0	1	0	2	7
Manpower Systems Analysis	847	27	14	4	0	1	46
Materiel Logistics Support Management	827	10	9	1	0	1	20
Resource Planning/Mgmt for Int'l Defense	820	0	0	1	0	0	1
Supply Chain Management	819	13	0	1	0	1	15
Systems Acquisition Management	816	3	0	0	0	7	9
Transportation Management	814	0	0	0	0	1	1
GSDM Total		124	55	14	1	44	238
GSEAS							
Aerospace Engineering	609	6	0	0	0	1	7
Applied Mathematics	380	1	0	0	0	9	9
Applied Mathematics (PhD)	381	0	0	0	1	1	2
Combat Systems Science & Engineering	533	34	4	10	0	2	49
Electrical Systems Engineering – Energy Focus	593	0	0	0	0	1	1
Electronic Systems Engineering	590	46	15	11	1	1	73
Electronic Systems Engineering (PhD)	594	7	0	1	0	0	8
Engineering Acoustics (PhD)	536	0	0	2	0	0	2
Meteorology	372	0	0	0	0	2	2
Meteorology (PhD)	387	2	0	0	0	1	3
Meteorology and Oceanography (METOC)	373	35	0	2	0	0	37
Naval/Mechanical Engineering	570	38	0	1	1	0	39
Naval/Mechanical Engineering – Energy Focus	563	5	0	0	0	0	5
Naval/Mechanical Engineering (PhD)	573	1	0	0	2	0	3
Oceanography	440	0	0	4	0	0	4
Oceanography (PhD)	443	3	0	0	0	0	3
Applied Physics (PhD)	537	2	0	0	2	0	4
Space Systems Engineering	591	20	0	0	0	0	20
Space Systems Engineering (PhD)	597	0	0	0	2	0	2
Space Systems Operations	366	16	10	0	0	2	28
Space Systems Operations (Intl)	364	0	0	0	0	0	0

Numbers may not sum to total due to rounding.

GRADUATE DEGREE ENROLLMENT

All degrees by Curricula *continued*

	Systems Engineering	580	18	0	5	0	2	25
	Systems Engineering (PhD)	581	0	0	0	3	0	4
	Systems Engineering (PhD) (Hybrid)	582	0	0	0	0	0	0
	Systems Engineering Analysis	308	14	0	1	0	0	14
	Systems Engineering Management-System Acquisition	522	0	0	0	0	43	43
	Undersea Warfare	525	25	0	0	0	0	25
	Undersea Warfare (International)	526	0	0	5	0	0	5
GSEAS Total		271	28	39	12	65		414
GSOIS								
	Applied Cyber Operations	336	6	0	0	0	0	6
	Computer Science	368	29	21	7	16	1	74
	Computer Science (PhD)	384	0	0	0	2	0	2
	Cyber Systems and Operations	326	37	0	0	0	3	40
	Human Systems Integration	362	0	0	1	0	1	2
	Information Sciences (PhD)	474	1	1	0	11	2	14
	Information Sciences (PhD) (Hybrid)	473	0	0	0	5	0	5
	Information Strategy and Political Warfare	698	0	0	2	0	24	26
	Information Systems & Technology	370	0	24	2	0	1	27
	Information Warfare	595	0	19	0	0	0	19
	Joint Cmd, Cntrl, Comm, Comp/Intel (C4I) Sys	365	0	4	1	0	1	6
	Modeling, Virtual Environments & Simulation	399	1	10	5	0	2	18
	Modeling, Virtual Environments & Simulation (PhD)	398	1	0	0	0	1	2
	Network Operations and Technology	386	28	0	0	0	1	29
	Operations Analysis	360	42	28	9	1	18	97
	Operations Analysis (PhD)	382	0	2	0	0	0	2
	Operations Research Logistics Analysis	361	15	0	0	0	0	15
	Special Operations	699	19	1	19	1	80	119
GSOIS Total		178	111	45	34	134		502
SIGS								
	Civil-Military Relations	685	0	0	3	0	0	3
	Combating Terrorism: Policy and Strategy	693	0	0	11	0	0	11
	Europe and Eurasia	684	13	9	4	1	10	37
	Far East, Southeast Asia, Pacific	682	24	10	1	1	13	48
	Homeland Defense and Security	692	0	1	0	130	6	137
	Homeland Security and Defense	691	11	0	1	0	3	15
	Middle East, South Asia, Sub-Saharan Africa	681	14	6	0	0	22	42
	Security Studies (PhD)	694	2	0	0	2	2	6
	Strategic Studies	688	5	0	6	0	4	15
	Western Hemisphere	683	14	3	0	0	14	31
SIGS Total		82	28	26	134	74		343
RESIDENT TOTAL		655	221	123	181	317		1497

Numbers may not sum to total due to rounding.

GRADUATE DEGREE ENROLLMENT *continued*

Distance Learning Programs	Curriculum Number	USN	USMC	Intl Military & Civilian	U.S. Civilian	Other Services	Grand Total
GSDM							
Contract Management (DL)	835	2	1	0	36	5	44
Executive Master of Business Administration (DL)	805	121	17	0	0	0	138
Executive Master of Business Administration(DL-Civ)	807	0	0	0	65	0	65
Program Management (DL)	836	1	4	0	27	0	32
GSDM Total		124	22	0	127	5	278
GSEAS							
Aerospace Engineering (DL)	608	0	0	0	1	1	2
Aviation Systems Engineering (DL)	312	18	4	0	5	6	32
Electronic Systems Engineering (DL)	592	0	0	0	60	2	63
Mechanical Engrg for Nuclear Trained Officers (DL)	572	39	0	0	1	0	39
Naval Test Pilot/Mechanical & Aerospace Engineering Program (DL)	613	6	2	0	0	0	7
Reactors - Mechanical/Electrical Engineering (DL)	571	17	0	0	0	0	17
Systems Engineering (DL)	311	15	5	0	171	0	191
Systems Engineering (PhD)	581	0	0	0	5	0	5
Systems Engineering (PhD) (Hybrid)	582	0	0	0	6	0	6
Systems Engineering Management - Systems and Program Management (DL)	722	0	0	0	24	0	24
Systems Engineering Management-PD21(DL)	721	4	0	0	27	1	31
Underwater Acoustic Systems (DL)	535	1	0	0	6	0	6
GSEAS Total		98	10	0	304	10	422
GSOIS							
Cost Estimating and Analysis (DL)	379	1	1	1	35	0	37
Human Systems Integration (DL)	359	19	4	1	7	0	31
Information Sciences (PhD) (Hybrid)	473	0	0	0	7	0	7
Systems Analysis (DL)	363	36	6	0	5	0	46
GSOIS Total		56	11	2	52	0	121
DL Total		277	43	2	484	15	820



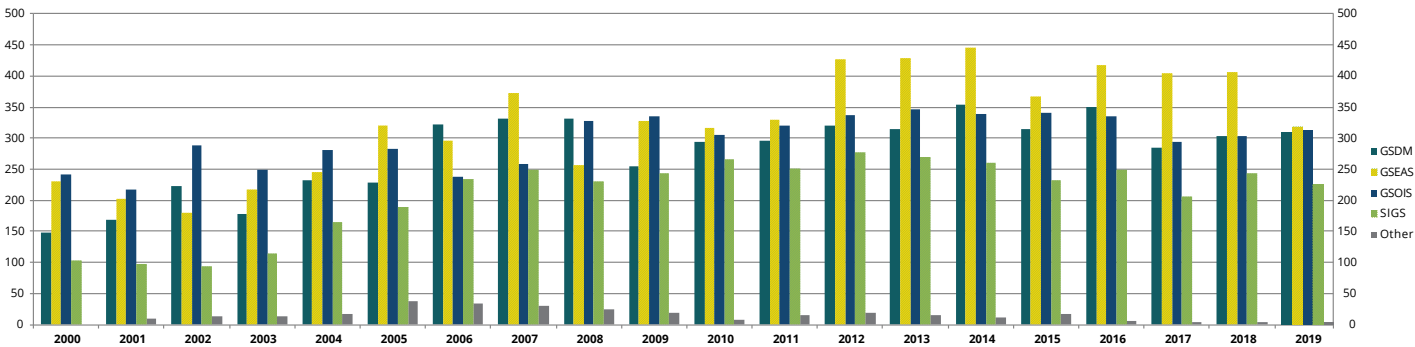
GRADUATE DEGREES CONFERRED ACADEMIC YEAR 2019

Graduate School of Defense Management	308
EMBA Executive Master of Business Administration	95
MBA Master of Business Administration	132
MS Contract Management	17
MS Management	38
MS Program Management	26
Graduate School of Engineering and Applied Sciences	317
EAAC — ENGINEERING ACOUSTICS ACADEMIC COMMITTEE	8
M Engineering Acoustics	4
MS Engineering Acoustics	3
PhD Engineering Acoustics	1
ECE — ELECTRICAL AND COMPUTER ENGINEERING	72
EE Electrical Engineer	4
MEng Electrical Engineering	33
MS Electrical Engineering	30
MS Engineering Science (Electrical Engineering)	3
PhD Electrical Engineering	2
MA — APPLIED MATHEMATICS	6
MS Applied Mathematics	6
MAE — MECHANICAL AND AEROSPACE ENGINEERING	64
MS Astronautical Engineering	10
MS Engineering Science (Aerospace Engineering)	9
MS Engineering Science (Mechanical Engineering)	16
MS Mechanical Engineering	29
MR — METEOROLOGY	11
MS Meteorology	2
MS Meteorology and Physical Oceanography	7
PhD Meteorology	2
OC — OCEANOGRAPHY	10
MS Meteorology and Physical Oceanography	7
MS Physical Oceanography	2
PhD Physical Oceanography	1
PH — PHYSICS	20
MS Applied Physics	13
MS Combat Systems Technology	1
MS Physics	5
PhD Applied Physics	1
SE — SYSTEMS ENGINEERING	106
MS Engineering Systems	21
MS Systems Engineering	73
MS Systems Engineering Management	10
PhD Systems Engineering	2
SP — SPACE SYSTEMS ACADEMIC GROUP	14
MS Space Systems Operations	14
PROVOST OVERSIGHT (OTHER)	6
MS Systems Engineering Analysis	6
Graduate School of Operational and Information Sciences	310
CS — COMPUTER SCIENCE	54
MS Computer Science	44
MS Modeling, Virtual Environments and Simulation	10
DA — DEFENSE ANALYSIS	97
MS Defense Analysis (Financial Management)	2
MS Defense Analysis (Irregular Warfare)	67
MS Defense Analysis (National Security Affairs)	6
MS Defense Analysis (Terrorist Operations & Financing)	3
MS Information Strategy and Political Warfare	19
IS — INFORMATION SCIENCES	52
MS Applied Cyber Operations	6
MS Cyber Systems and Operations	7
MS Information Technology Management	15

GRADUATE DEGREES CONFERRED ACADEMIC YEAR 2019 *continued*

MS Information Warfare Systems Engineering	10
MS Network Operations and Technology	10
MS Systems Technology (Command, Control, and Communications)	2
PhD Information Sciences	2
OR — OPERATIONS RESEARCH	107
M Cost Estimating and Analysis	20
M Human Systems Integration	12
M Systems Analysis	22
MS Applied Science (Operations Research)	2
MS Human Systems Integration	1
MS Operations Research	50
School of International Graduate Studies	226
NSA — NATIONAL SECURITY AFFAIRS	226
MA Security Studies (Civil-Military Relations)	6
MA Security Studies (Combating Terrorism: Policy and Strategy)	11
MA Security Studies (Europe and Eurasia)	32
MA Security Studies (Far East, SE Asia, the Pacific)	29
MA Security Studies (Homeland Security and Defense)	80
MA Security Studies (Middle East, South Asia, Sub-Saharan Africa)	37
MA Security Studies (Strategic Studies)	9
MA Security Studies (Western Hemisphere)	22
NPS TOTAL	1161

Degrees Conferred by Academic School



SCHOOLS	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
GSMD	148	169	223	177	233	229	322	331	331	255	293	295	321	315	354	315	351	285	303	308
GSEAS	231	202	179	217	245	320	295	372	257	328	317	329	426	428	446	366	418	404	407	311
GSOIS	241	217	289	249	280	282	237	259	327	335	305	321	337	346	338	340	335	294	303	310
SIGS	103	98	93	115	165	190	234	249	230	243	265	250	277	269	261	232	249	206	243	226
Other	-	10	14	13	17	38	34	30	25	18	8	15	18	15	12	16	5	4	4	6
Total	723	696	798	771	940	1,059	1,122	1,241	1,170	1,179	1,188	1,210	1,379	1,373	1,411	1,269	1,358	1,193	1,260	1,161

NPS RESEARCH & SPONSORED PROGRAMS

RESEARCH & SPONSORED PROGRAMS

PROGRAM OVERVIEW

The Naval Postgraduate School (NPS) has robust sponsored research and education programs. Per U.S. code, Title 10 -- §8541, NPS will "... provide advanced instruction and professional and **technical education and research opportunities...**" Sponsored programs (research, education, and professional development) are integral to the Naval Postgraduate School mission. The research programs support graduate education by providing militarily relevant thesis topics that address issues from the current needs of the Fleet and Joint Forces to the science and technology required to sustain long-term superiority of the Navy/DoD. Research varies from the fundamental to the applied and covers all levels of classification. Sponsored research includes:

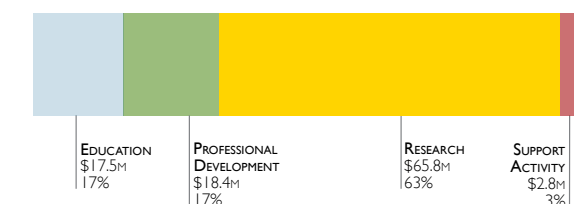
- Basic and Applied Research
- Individual and Interdisciplinary Group Projects
- Fleet Support
- Cooperative Research and Development Agreements

Sponsored education programs include integrated graduate education and research in space systems, total-ship systems engineering, combat systems, systems engineering and homeland security and defense, supplemented by off-campus graduate and certificate programs.

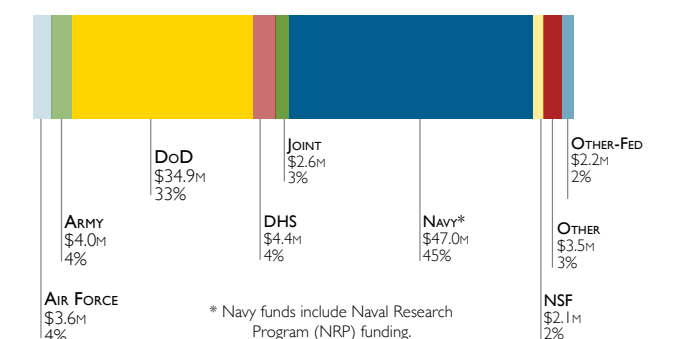
Professional development programs utilize NPS faculty expertise and student experience to support various communities within the Navy and DoD through short courses and web-based services.

SPONSORED PROGRAM EXPENDITURES 1 October 2018–30 September 2019 Total Expenditures: \$104.4M

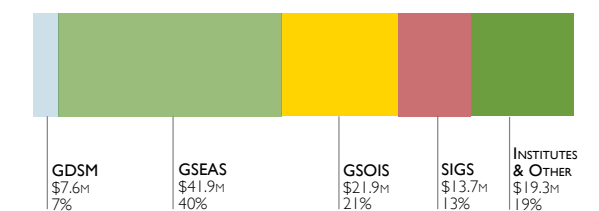
BY TYPE OF ACTIVITY.....



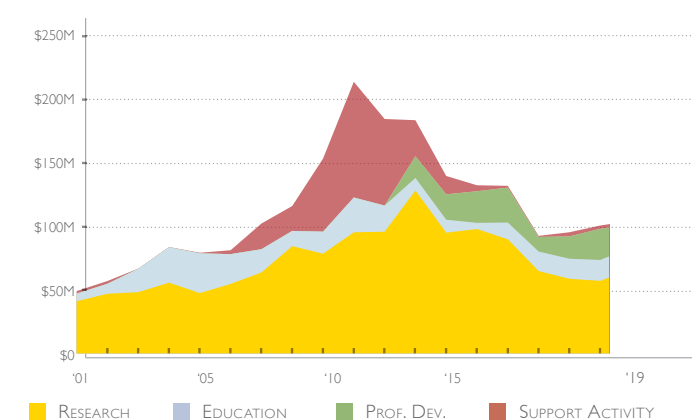
BY SPONSOR



BY NPS ORGANIZATION



SPONSORED PROGRAM PROFILE FY 2001-2019 (Funds Expended)



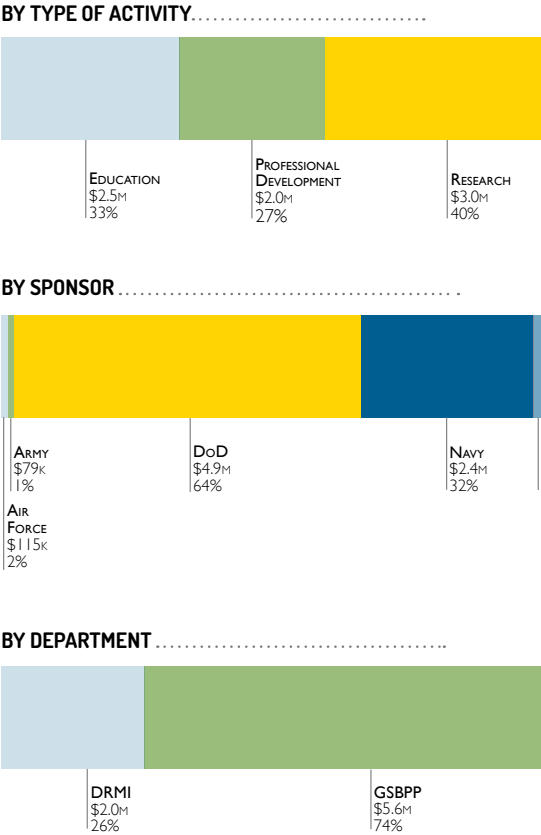
In FY19, NPS had available over \$108.6M (not including carryover funds from prior years) in sponsored program funding. Total expenditures in FY19 exceeded \$104.4M.

GRADUATE SCHOOL OF DEFENSE MANAGEMENT

The Graduate School of Defense Management (formerly Graduate School of Business and Public Policy) offers unique residential defense-focused MBA and Master of Science in Management programs, plus master's degrees in four other DoD-relevant areas. Faculty research is an important component of the school and strives to support military and public policy decision making, problem solving, and policy setting; improve operational and administrative processes, and organizational effectiveness; contribute knowledge to academic disciplines; and advance the mission of graduate education. Faculty research results have been featured in general media, used in Congressional testimony and incorporated in public policy issues.

The research program is fully integrated into the educational process. Curriculum sponsors and other DoD organizations fund faculty research; students participate in these faculty projects and undertake research of their own in their capstone MBA projects, and faculty research results are incorporated into classroom instruction. Topics and issues can be grouped into five broad functional areas: acquisition program and contracting management; budgeting and financial management; operations and logistics management; economics and manpower systems analysis; and management and leadership, strategy and change, and communications.

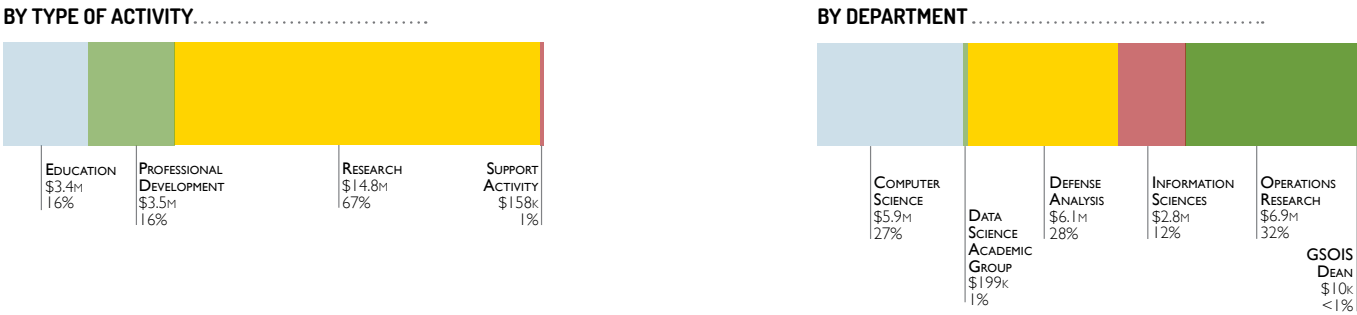
TOTAL EXPENDITURES: \$7.6m



GRADUATE SCHOOL OF OPERATIONAL AND INFORMATION SCIENCES

GSOIS resident and distance learning programs consist of 21 technical curricula that award master of science and Ph.D. degrees across four academic departments (Computer Science, Defense Analysis, Information Science, and Operations Research) and the Cyber Academic Group. Responding to the needs of naval and military customers, graduate education and research focus on important military domains: information science and technology; computer science; artificial intelligence; cyber systems and operations; operations analysis and operational logistics; data science; human-systems integration; and special operations. The emphasis of sponsored research is on the development, integration, and application of mathematical, scientific, and technical skills that contribute to advances and improvement in military systems and operations, and related areas of national defense and security.

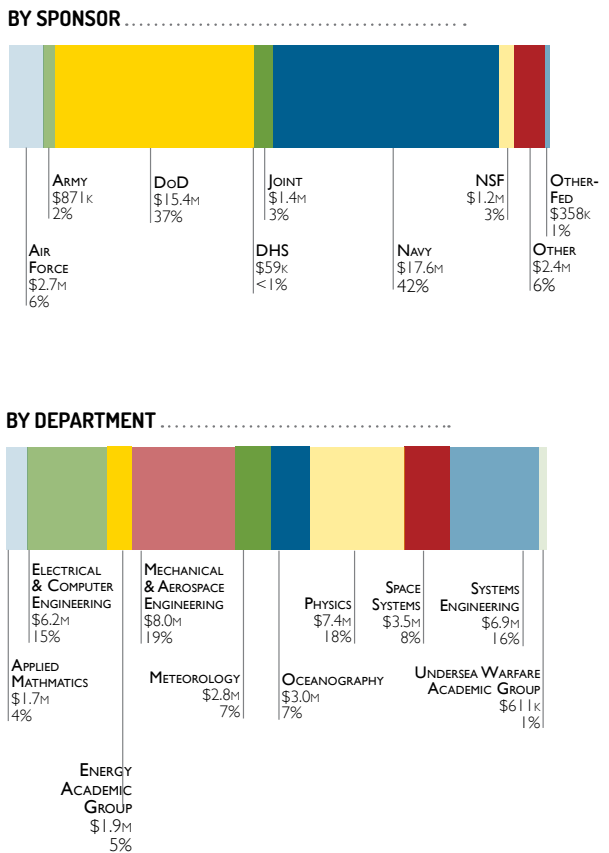
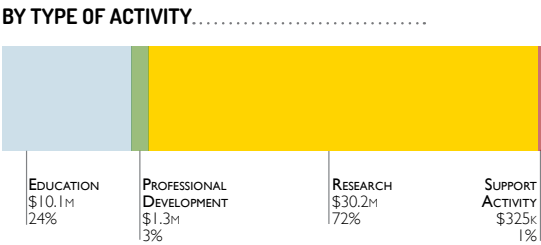
TOTAL EXPENDITURES: \$21.9m



GRADUATE SCHOOL OF ENGINEERING AND APPLIED SCIENCES

GSEAS education leads to the master of science, engineer, and doctor of philosophy degrees awarded by seven technical academic departments (applied math, electrical and computer engineering, mechanical and aerospace engineering, meteorology, physics, oceanography, systems engineering) and three interdisciplinary academic groups (space systems, undersea warfare, and energy). These offer degree programs tailored to the Navy and defense community, while providing technical foundations for student theses interdisciplinary faculty and student research projects. Research centers and unique laboratory facilities (e.g. autonomous vehicle research, spacecraft research and design, remote sensing, rocket propulsion and combustion, electronic warfare & signal processing, ocean acoustics, atmospheric modelling & forecasting, multi-intelligence studies & data science, space-systems research, computer & communication networks, materials research, cyber warfare & cryptanalysis, undersea warfare, advanced sensors, and weapon effects & analysis) add rigor to the resident academic and sponsored programs.

TOTAL EXPENDITURES: \$41.9m

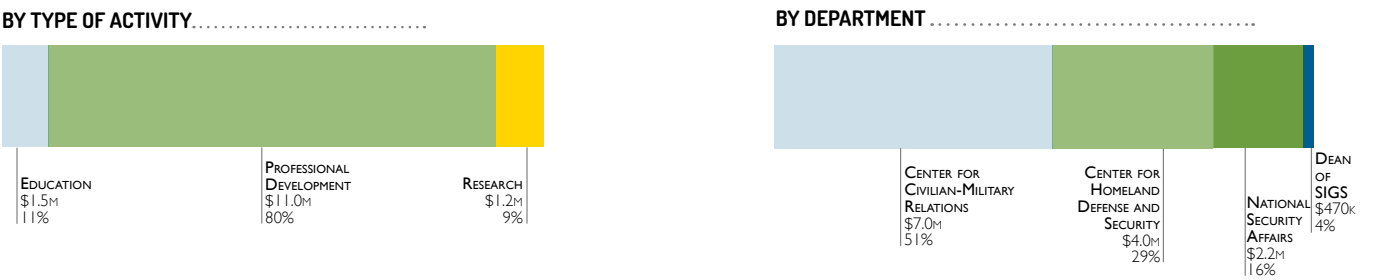


SCHOOL OF INTERNATIONAL GRADUATE STUDIES

The School of International Graduate Studies (SIGS) specializes in research and graduate education focused on security studies, international relations, regional security and area studies, international political economy, and U.S. security policy. Programs identify and address security challenges, develop civilian and military interagency alliances, and strengthen multilateral and bilateral defense cooperation between the U.S. and other nations.

SIGS components include the department of National Security Affairs, Center for Civil-Military Relations, Center for Homeland Defense and Security, and the International Graduate Programs Office.

TOTAL EXPENDITURES: \$13.7m



EXECUTIVE EDUCATION & PROFESSIONAL DEVELOPMENT

EXECUTIVE EDUCATION & PROFESSIONAL DEVELOPMENT

NPS EXECUTIVE EDUCATION

The Naval Postgraduate School (NPS) extends world-class executive education and professional development (EE/PD) programs to mid and senior-grade professionals who are unable to take the time out of their careers to attend degree programs, or who need targeted information at their locations on their time schedules. In addition to degree and certificate courses offered for credit, Schools, Centers, Departments, Institutes and other organizations of NPS provide executive education, numerous short courses, seminars, fly-away teams and conferences to meet specific sponsors' needs. NPS' short courses do not award academic credit, but selected short courses may award continuing education units (CEUs). The majority of EE/PD programs are provided by five separate units at NPS, with additional smaller EE/PD programs within several of NPS' academic departments.

CEE

The Center for Executive Education (CEE) designs and delivers a wide variety of executive education programs as part of the Navy Executive Development Program (NEDP) for Flag Officers, SES's, Captains, GS-15's and select Command/Fleet/ Force Master Chiefs. CEE programs address the strategic-level executive needs of senior Navy leaders and are designed to provide the knowledge, skills, and tools needed to manage and lead effectively in complex DoD organizations.

CCMR

The Center for Civil-Military Relations (CCMR) provides unique executive education and advisory programs that meet US and partner mutual interests, build partner capacity, and advance interagency and international cooperation. CCMR is a primary security cooperation provider, with efforts focused on civil-military relations, policy and governance, management and acquisition, peacekeeping, combating violent extremism, disaster preparedness and response, and supporting the security cooperation community. In 2019 CCMR was renamed to the Institute for Security Governance (ISG) and is a Defense Security Cooperation Agency (DSCA) and no longer reports into NPS.

DRMI

The Defense Resources Management Institute (DRMI) conducts professional education programs in resources management and analytical decision making for military officers of all services as well as civilian officials from the U.S. and over 170 partner nations. This provides a unique opportunity for U.S. students to collaborate, share, and learn with international participants.

RSEP

The Regional Security Education Program (RSEP) provides deploying Naval Forces with information regarding security challenges for the regions in which they will deploy and operate. The training is given to Carrier Strike Groups (CSG) and Amphibious Readiness Groups (ARG) staffs to provide them with a better understanding of the cultural and security challenges they face on deployment.

CHDS

The Center for Homeland Defense and Security (CHDS) develops and offers an array of educational resources to the national homeland security enterprise that significantly advance the strategic and critical thinking abilities of its emergency management leadership.

ACADEMIC DEPARTMENTS

While the majority of EE/PD activity at NPS occurs in the five programs mentioned, many of the academic departments within the four Graduate Schools also provide EE/PD courses that complement their academic programs.

2019 QUICK FACTS:

STUDENT ENROLLMENT

After a multi-year increasing trend, total attendance in EE/PD decreased in 2019, with 277 courses offered to over 14k students.

EE/PD FUNDING

2019 EE/PD funding overall was over \$29mil, a \$3mil increase over 2018.

STUDENT TYPES

The largest group of EE/PD students, at 43% overall, were U.S. Navy students in 2019.

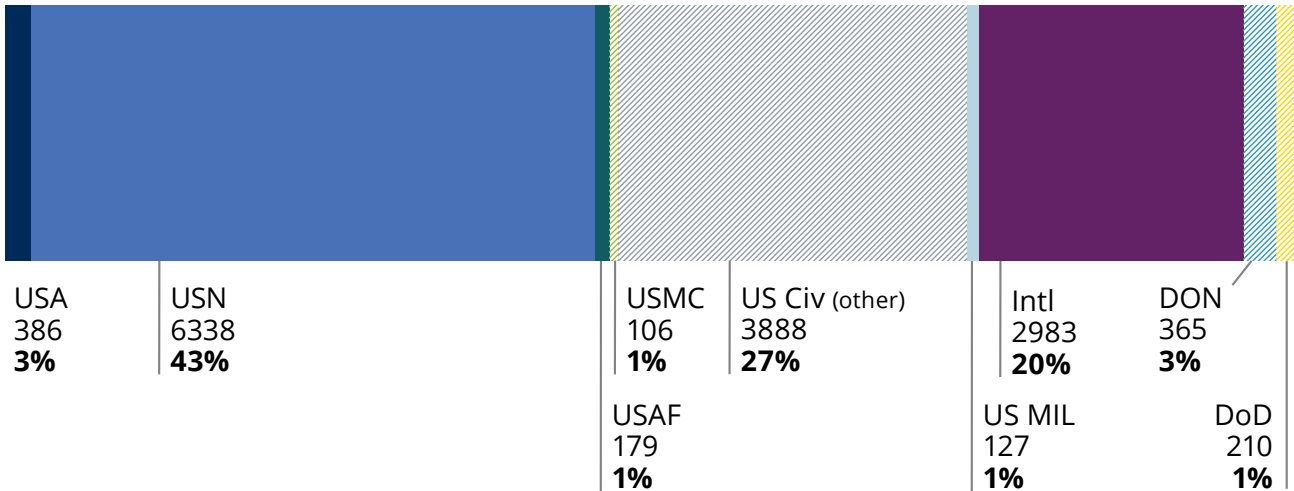
LOCATIONS

57% of NPS' EE/PD courses were conducted in the U.S., 105 courses taught abroad, another 10 courses at sea and 4 courses online or via distance learning.

TOTAL STUDENTS ENROLLED

By Affiliation – 14,582 total students with known affiliation

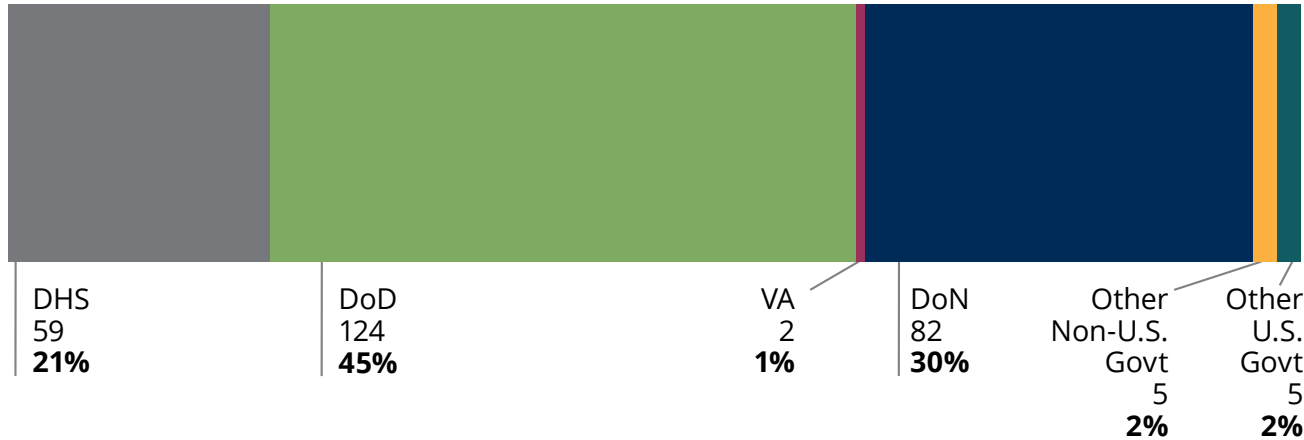
The largest group of EE/PD students, at 48% overall, was from the Department of Defense (DoD) in 2019.



TOTAL COURSES EXECUTED

By Sponsor – 277 total courses

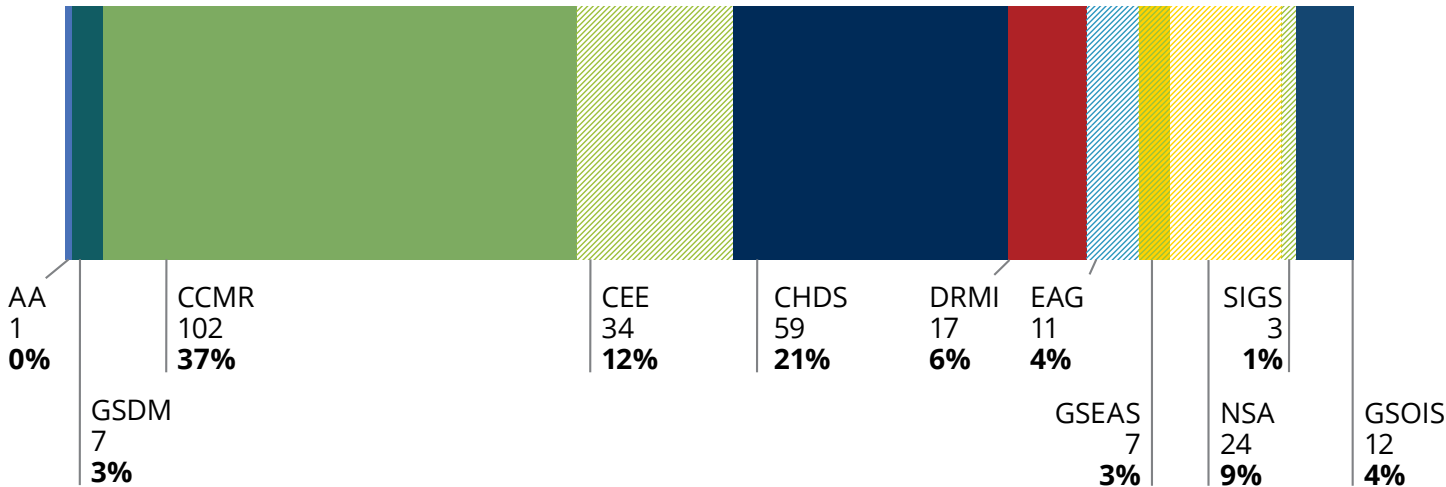
Over 95% of the course sponsorship came from the three main sponsors (DoD, DON, DHS) in 2019.



TOTAL COURSES

By Organization – 277 total courses

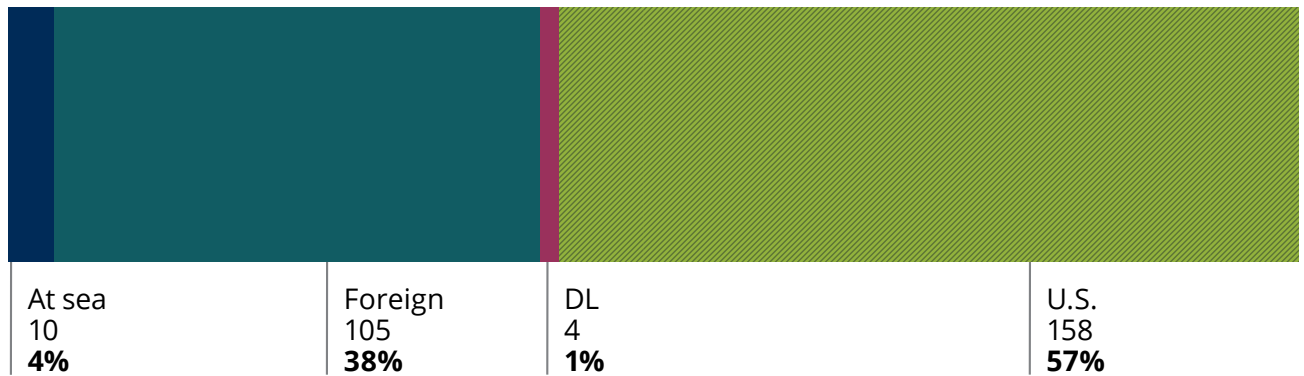
CCMR courses offered significantly decreased due to a re-alignment. It is now aligned under the Defense Security Cooperation Agency (DSCA) and renamed the Institute for Security Governance (ISG).



TOTAL COURSES EXECUTED

By location – 277 total courses

Unlike previous years, the majority of NPS' EE/PD courses were conducted in the U.S.



NPS FACULTY

NAVAL POSTGRADUATE SCHOOL

NPS FACULTY

FACULTY BY RANK

Tenure Track

RANK	GSDM	GSEAS	GSOIS	SIGS	RESEARCH	ADMIN	TOTAL
PROFESSOR	16	43	28	8	1	2	98
ASSOCIATE PROFESSOR	17	31	22	12	--	2	84
ASSISTANT PROFESSOR	13	14	14	4	--	--	45
TOTAL	46	88	64	24	1	4	227

Non-Tenure Track

RANK	GSDM	GSEAS	GSOIS	SIGS	RESEARCH	ADMIN	TOTAL
SENIOR LECTURER	21	12	25	6	--	3	67
LECTURER	12	10	8	11	--	11	52
PROFESSOR OF THE PRACTICE	5	9	4	--	--	--	18
RESEARCH PROFESSOR	--	7	5	--	--	--	12
RESEARCH ASSOCIATE PROFESSOR	2	11	9	1	--	--	23
RESEARCH ASSISTANT PROFESSOR	--	9	2	1	--	--	12
ADMINISTRATIVE FACULTY	1	2	4	3	--	9	19
ASSOCIATE FACULTY	9	52	67	10	2	4	144
TOTAL	50	112	124	32	2	27	347
GRAND TOTAL	96	200	188	56	3	31	574

Graduate School of Defense Management (GSDM)
Graduate School of Engineering and Applied Sciences (GSEAS)
Graduate School of Operational and Information Sciences (GSOIS)
School of International Graduate Studies (SIGS)

NPS Faculty Distribution

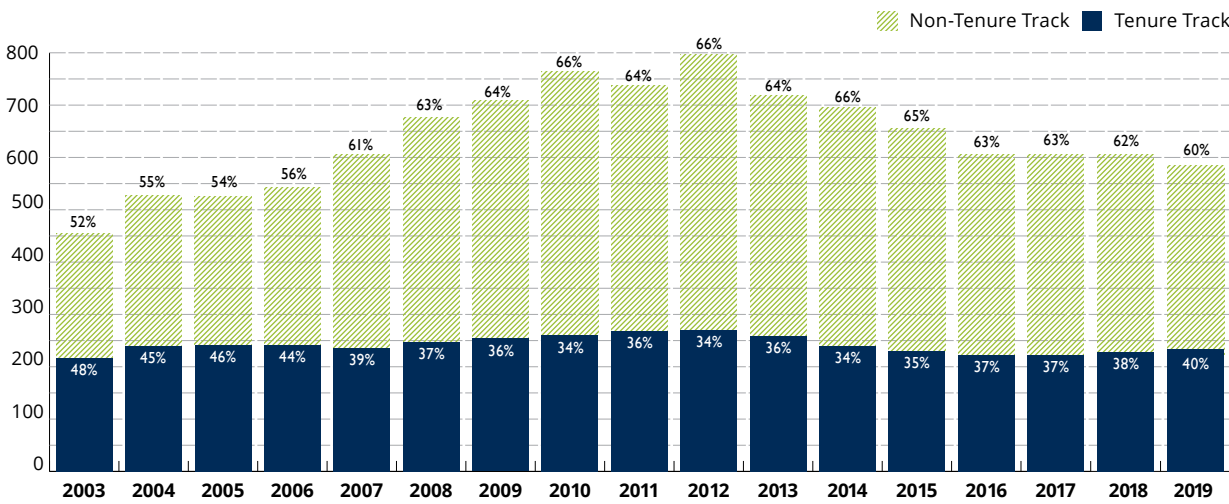
	GSDM	GSEAS	GSOIS	SIGS	RESEARCH	ADMIN	TOTAL
TENURE TRACK	46	88	64	24	1	4	227
NON-TENURE TRACK	50	112	124	32	2	27	347
TOTAL	96	200	188	56	3	31	574

NPS Faculty Distribution

	GSDM	GSEAS	GSOIS	SIGS	RESEARCH	ADMIN	TOTAL
	96	200	188	53	3	31	574
PERCENTAGE	17%	35%	33%	9%	1%	5%	100%

TENURE TRACK/Non-TENURE TRACK FACULTY

Trend since 2003



Source: Faculty Administration

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
TENURE TRACK	48%	45%	46%	44%	39%	37%	36%	34%	36%	34%	36%	34%	35%	37%	37%	38%	40%
NON-TENURE TRACK	52%	55%	54%	56%	61%	63%	64%	66%	64%	66%	64%	66%	65%	63%	63%	62%	60%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

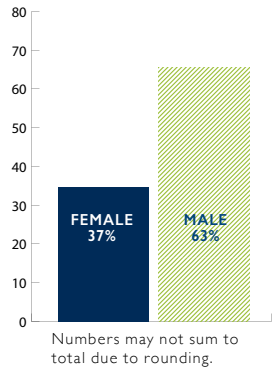
FACULTY AND STAFF 2019

By Ethnicity

	Black/African American	American Indian/Alaskan Native	Asian	Native Hawaiian/Pacific Islander	Hispanic	White	Two or More	Total
NPS GS/WG	32	1	46	5	33	181	40	338
NPS FACULTY	3	4	43	2	21	477	24	574
TOTAL	35	5	89	7	54	658	64	912

By Gender

	FEMALE	MALE	TOTAL
NPS GS/WG	185	153	338
NPS FACULTY	140	434	574
TOTAL	325	587	912



Numbers may not sum to total due to rounding.

NPS RESOURCES



NPS RESOURCES

INFORMATION TECHNOLOGY AND COMMUNICATIONS SERVICES

NPS Systems

Networks	Provider	Site
EDU	CENIC	nps.edu
HPR	CENIC	hpr.nps.edu
MIL	DREN	nps.navy.mil
Public (for guests)	CENIC	Public.nps.edu
DoDNet	NPS	Monterey DoD Interconnect: DMDC, PERSEREC, DLIFLC, NRL, FNMOC, NPS
"PACBell" Commercial ISP	AT&T	Research Network
Classified Networks	Various	Various

User Accounts

Type	FY15	FY16	FY17*	FY18	FY19
Resident Students	1,860	1,686	1,427	1,608	1,668
DL Students	1,383	1,556	1,623	1,645	1,558
Faculty	754	730	550	553	735
Staff	810	794	1,168	1,234	841
Contractors	292	272	468	514	397
Total Accounts	5,099	5,038	5,236	5,554	5,199

Education Technologies

Description	FY15	FY16	FY17	FY18	FY19
Learning Resource Center application	289	274	274	277	277
Video Bridge Ports	80	80	80	80	80
ISDN Channels available to Video Bridge	0	0	0	0	0
ISDN Gateway Channels	253	253	253	253	253
VTC Equipped Spaces	42	36	57	53	43
VTC Meeting Rooms	28	14	18	18	19
VTC or VTE Specialized Classrooms & Studios	15	24	39	39	24
Multimedia presentation systems	133	130	130	130	130
Class hours recorded & streamed via the Internet	6,012	6,416	6,302	6,359	3,388
Participant hours attended via web-conferencing system (beginning FY14)	102,341	104,211	106,641	108,287	189,995
Logins to the learning management system (not distinct users)	1,692,040	1,013,306	1,037,324	1,111,503	1,131,434

Source: Information Technology and Communications Services
*Data source changed to student information system
¹ This reflects the total number of available Video-conferencing facilities. Previous editions only accounted for facilities managed by ITACS.
² Class hours delivered through web-conferencing consists of expected growth and an increasing trend away from streaming classes via the Internet

INFORMATION TECHNOLOGY AND COMMUNICATIONS SERVICES

High Performance Computing (HPC)

Description	FY15	FY16	FY17	FY18	FY19
HPC supercomputer processors	4,290	4,698	5,166	4,516	6,140
HPC supercomputer users	356	327	180 ¹⁵	474	688
HPC disk space	2 PB	3.2PB	3.2 PB	3.2 PB	3.2 PB
Linux computers on campus	300 ¹	286 ¹	242 ¹	224	173 ¹
Linux users on campus	600	722	748	704	756

¹Decrease due to virtualization
¹⁵Decrease due to expired account cleanup

Corporation for Education Network initiatives in California (CENIC)

State research and education network (CalREN) links University of California campuses and system, California State University campuses and system, University of Southern California, Cal Tech, Stanford University and the Naval Postgraduate School, as well as providing connectivity to other national high-speed networks such as LambdaRail and Internet2.

Defense Research Engineering Network (DREN)

DOD's recognized research and engineering network. Robust, high-capacity, low-latency nation-wide network that provides connectivity between and among the HPCMP's geographically dispersed high performance computing (HPC) user sites, HPC Centers, and other networks.

Monterey Peninsula Department of Defense Net

Regional DoD consortium with physical infrastructure linking Fleet Numerical Meteorology and Oceanography Center (FN-MOC), Defense Manpower Data Center (DMDC), Naval Postgraduate School (NPS), Naval Research Lab, and Defense Language Institute – Foreign Language Center (DLI-FLC).

University and Defense Partnership Navy Higher Education IT Consortium

Naval Postgraduate School, Naval War College, and Naval Academy CIO's working to develop higher education-based collaborations to maximize effectiveness of technology use at each of the three institutions.



Source: Information Technology and Communications Services

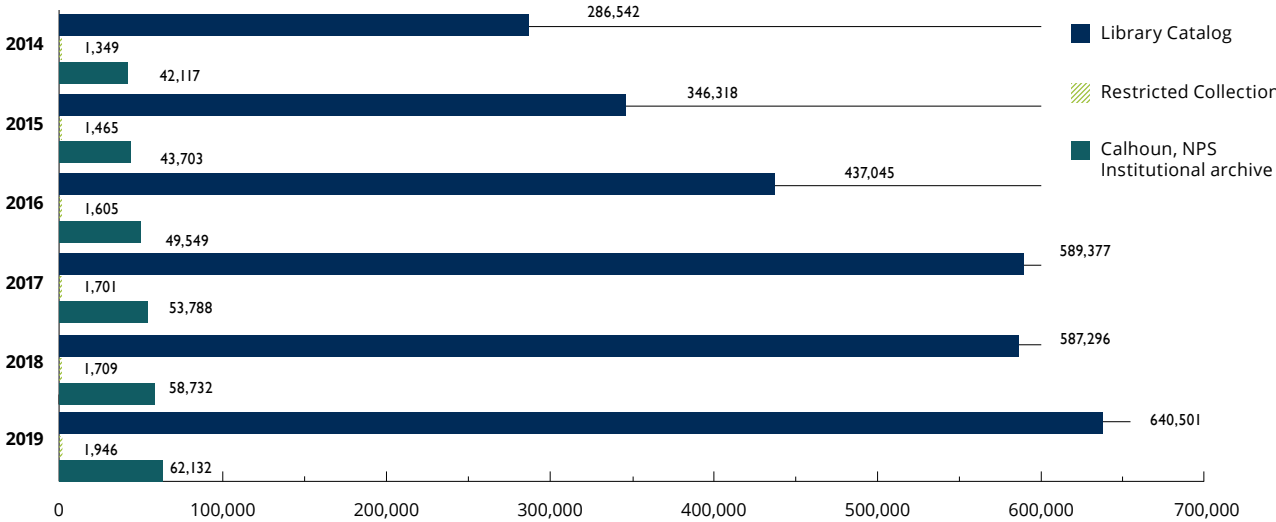
DUDLEY KNOX LIBRARY

Quick Facts

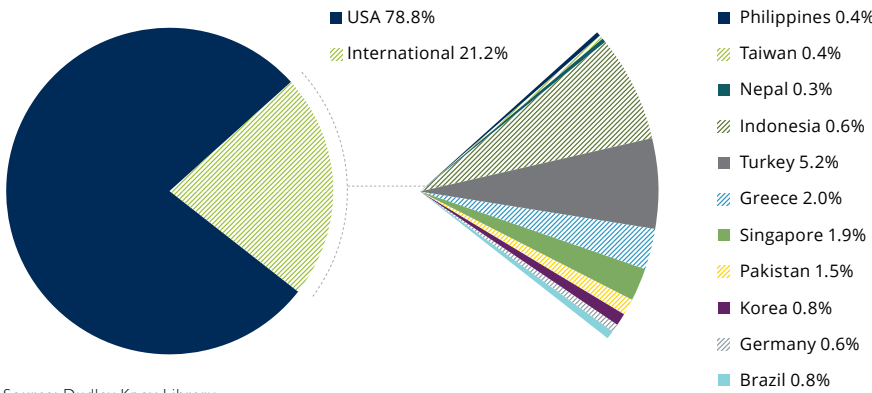
DESCRIPTION	2015	2016	2017	2018	2019
Library staff FTE	28	27	26	25	21.5
Average weekly hours (Sunday-Saturday); extended hours during finals weeks	78	78	78	78	78
eResources available in library catalog (books, journals, reports & more)	391,486	377,192	589,377	587,296	640,051
eResources available in Restricted Collection (Restricted NPS Thesis, NPS Reports, etc.)	1,465	1,605	1,701	1,709	1,946
eResources in NPS Archive: Calhoun	43,703	49,549	53,788	58,732	63,132
On-site Library visits	313,199	280,376	281,393	272,037	260,761
Average daily library visits (on-site)	909	808	842	829	1,014
Average daily library visits (virtual)*	--	4,737	4,813	1,746	2,011
Hours students used collaborative study spaces	>8,200	8,164	24,051.75	28,267.25	28,851
Students receiving library instruction	2,746	2,435	2,501	2,432	2,191
Library instruction sessions offered (face-to-face and virtual)	146	126	138	149	134

*2018 changed to Google Analytics Sessions for counting virtual vists

Number of Electronic Resources



NPS Alumni Registered for AY2019 Library Access
Top Countries (N=3,530)

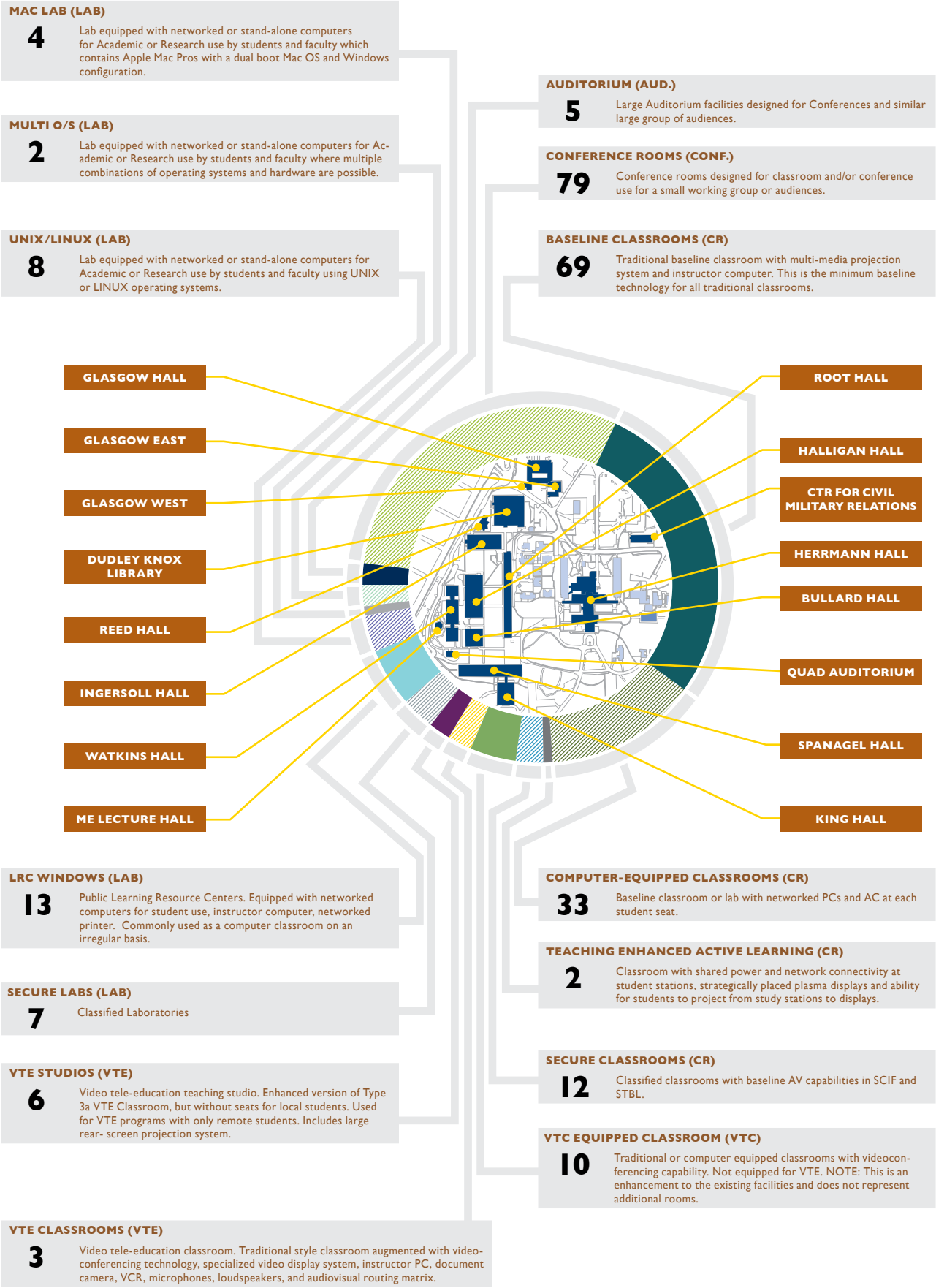


Source: Dudley Knox Library

Alumni

YEAR	TOTAL
2009	1222
2010	1540
2011	1851
2012	2098
2013	2430
2014	2754
2015	3040
2016	3279
2017	3530
2018	3975
2019	4250

ACADEMIC FACILITIES



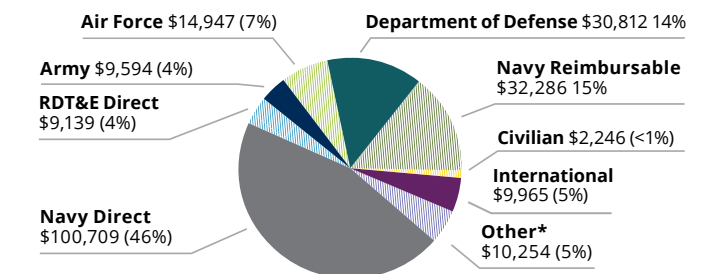
Source: Facilities Management (2014)

FINANCIALS & PROGRAMS

FINANCIALS & PROGRAMS

NPS FY2019 Revenue By Source – Direct and Reimbursable \$220 Million

	PERCENTAGE	\$K
Direct		
Navy Direct	46%	\$100,709
RDT&E Direct	4%	\$9,139
Reimbursable		
Army	4%	\$9,594
Air Force	7%	\$14,947
Department of Defense	14%	\$30,812
Navy Reimbursable	15%	\$32,286
Civilian	1%	\$2,246
International	5%	\$9,965
Other*	5%	\$10,254
		\$219,952



*Other = Dept. of Energy, Homeland Security, Dept. of Justice, Dept. of State, Dept. of Veterans Affairs, Executive Office of the President, NASA, National Science Foundation

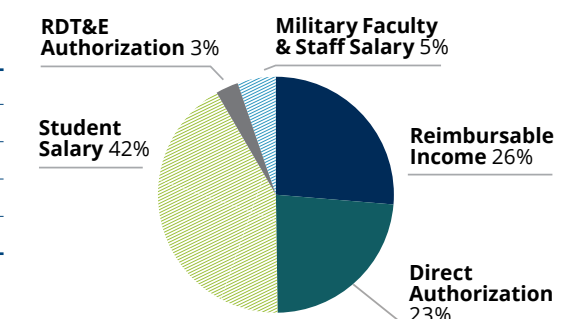
NPS FY2019 Expenditures By Category – Direct and Reimbursable \$220 Million



NPS TOTAL FINANCIAL RESOURCES

Total Operations & Military Salary – Budget by Source, FY2019

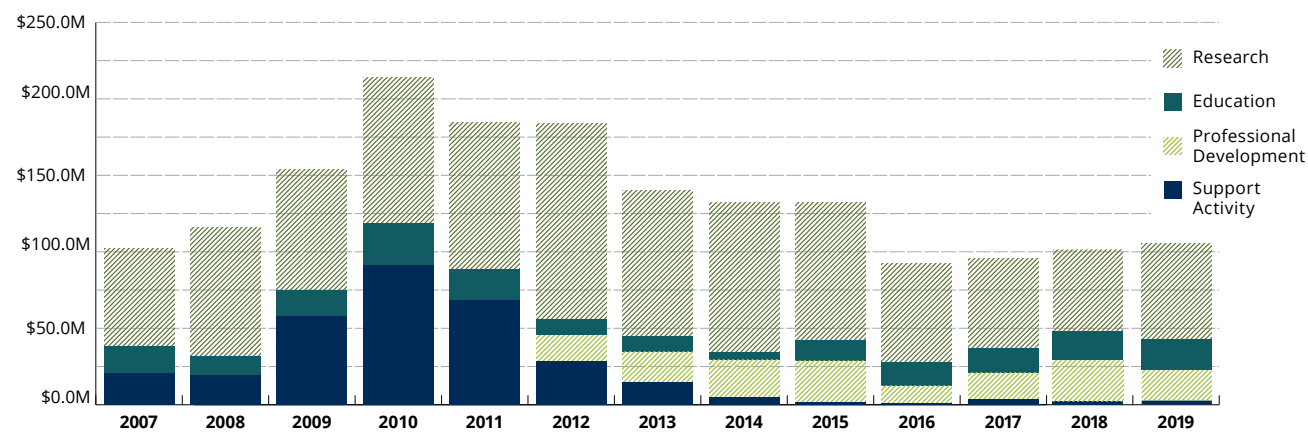
BUDGET ITEM	\$ ALLOCATED (IN MILLIONS)	PERCENTAGE
Reimbursable Income	\$110	26%
Direct Authorization	\$98	23%
Student Salary	\$175	42%
RDT&E Authorization	\$13	3%
Military Faculty & Staff Salary	\$22	5%
TOTAL	\$418	100%



Source Comptroller: Financial numbers reflect total budgeted, not actual execution which will change with prior-year adjustments.

NPS SPONSORED PROGRAM FUNDING

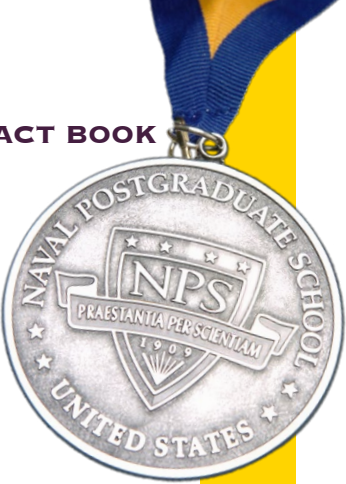
Sponsored Program Funding Execution
By Product Line (In Millions of Dollars)



	2007	2008	2009	2010	2011	2012	2013*	2014*	2015*	2016*	2017*	2018*	2019*
Support Activity	\$20.3	\$19.6	\$57.6	\$91.2	\$68.3	\$28.4	\$14.5	\$4.7	\$1.4	\$8.54	\$3.3	\$2.6	\$2.8
Professional Development	-	-	-	-	-	\$17.2	\$20.1	\$24.9	\$27.6	\$11.5	\$17.6	\$24.6	\$18.4
Education	\$18.3	\$12.0	\$17.3	\$27.4	\$20.6	\$9.9	\$10.2	\$4.9	\$13.2	\$15.4	\$15.8	\$16.4	\$17.5
Research	\$63.8	\$84.5	\$78.6	\$95.4	\$95.9	\$128.3	\$95.1	\$98.0	\$89.9	\$64.9	\$58.8	\$57.2	\$65.8
Total	\$102.4	\$116.1	\$153.5	\$214.1	\$184.7	\$183.8	\$139.8	\$132.5	\$132.1	\$92.6	\$95.5	\$100.8	\$104.4

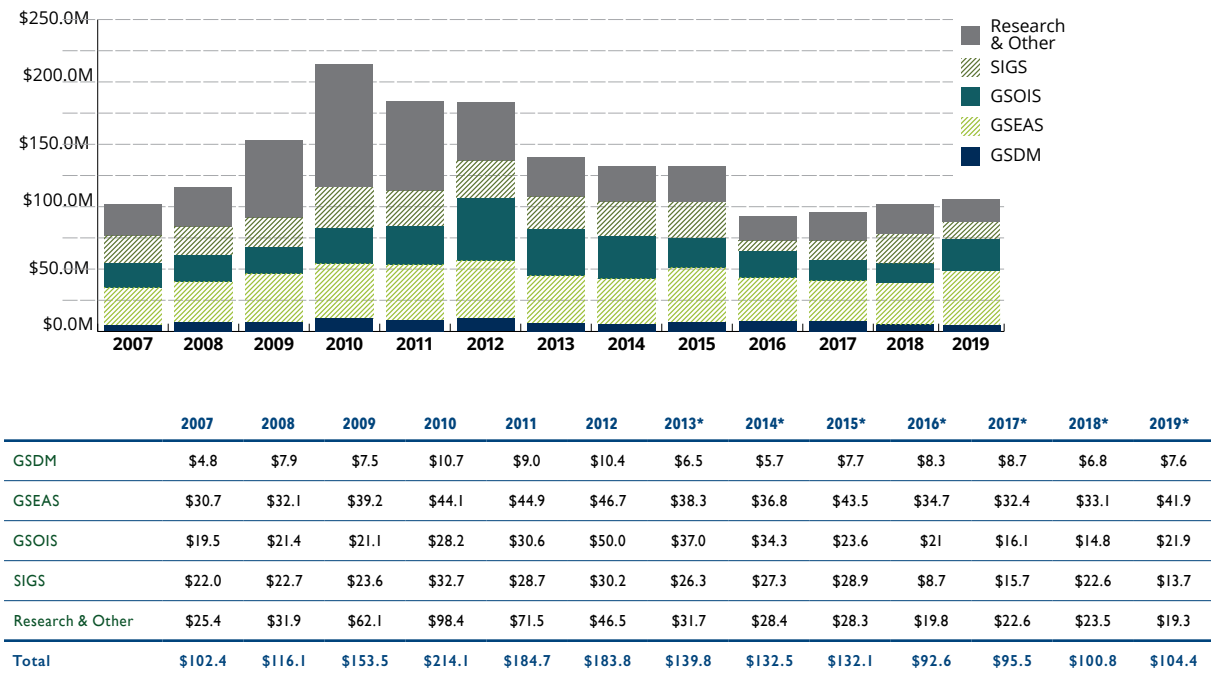
* Includes Naval Research Program execution under Reimbursable Research
** Excludes tuition from resident programs





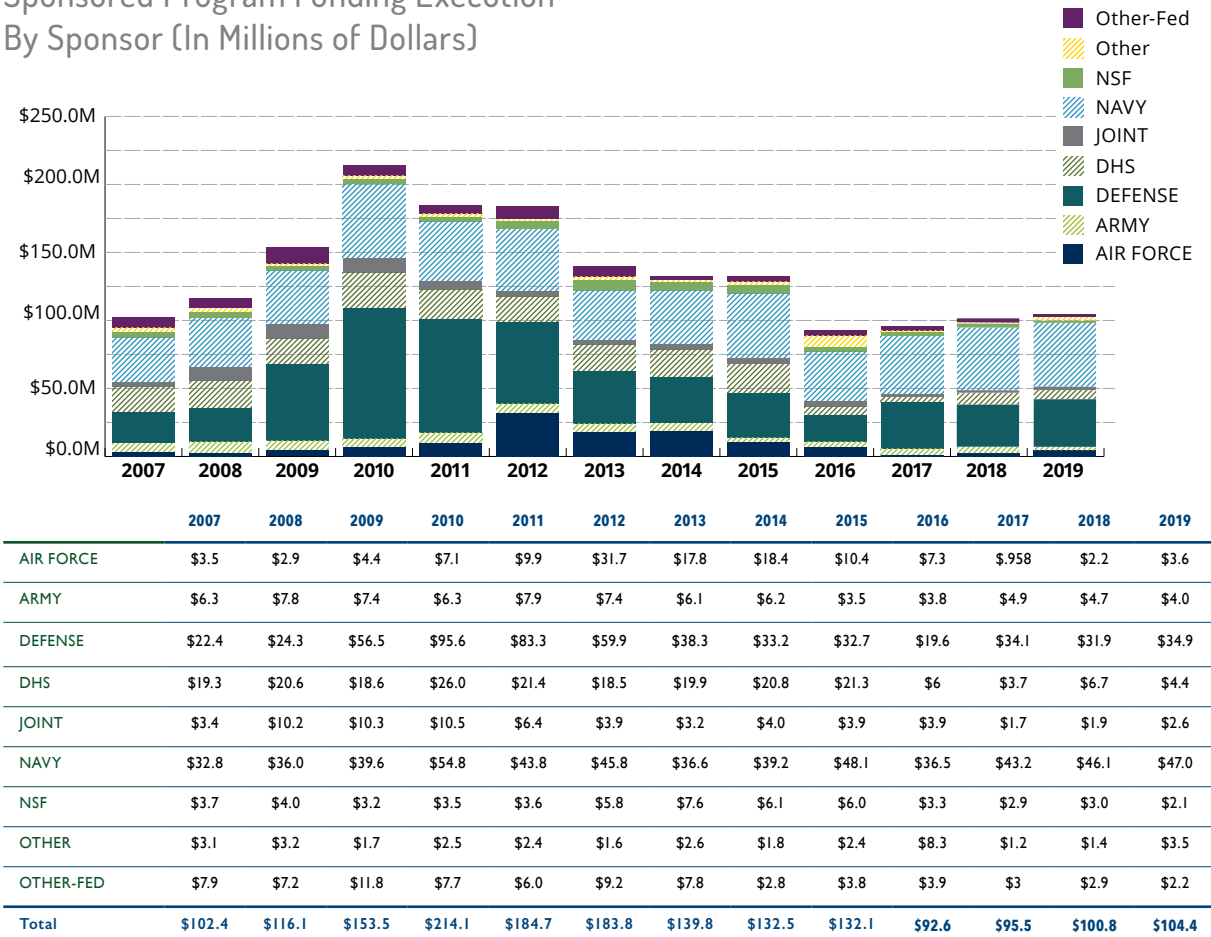
NPS FINANCIAL OPERATIONS

Sponsored Program Funding Execution By Division (In Millions of Dollars)



* Includes Naval Research Program execution under Reimbursable Research

Sponsored Program Funding Execution By Sponsor (In Millions of Dollars)



Source: Research Sponsored Programs Office (RSPO)

NPS HALL OF FAME HONOREES

The NPS Hall of Fame recognizes the accomplishments of NPS' most distinguished alumni and friends who, through the attainment of positions at the highest levels of public service, have made the greatest contributions to society, their nations and to the Naval Postgraduate School.

Vice Admiral Jan E. Tighe (Ret.)
(Presented 15 June 2018)

The Honorable Jack R. Borsting
(Posthumous induction presented 27 Apr 2017)

Cmdr. Everett Alvarez, Jr. (Ret.)
(Presented 27 March 2015)

General Keith B. Alexander, USA (Ret.)
(Presented 21 June 2013)

Colonel Walt Havenstein, USMCR (Ret.)
(Presented 30 Nov 2012)

Admiral Eric T. Olson, USN (Ret.)
(Presented 30 Nov 2012)

Admiral Stanley Arthur, USN (Ret.)
(Presented 2 Dec 2011)

Dr. J. Phillip (Jack) London
(Presented 2 Dec 2011)

Vice Admiral Pat Tracey, USN (Ret.)
(Presented 3 Dec 2010)

Admiral T. Joseph Lopez, USN (Ret.)
(Presented 3 Dec 2010)

Vice Admiral Thomas J. Hughes, USN (Ret.)
(Posthumous induction presented 3 Dec 2010)

General Apichart Penkitti, Permanent Secretary for Defense, Thailand (Ret.)
(Presented 30 July 2010)

Admiral Michael Mullen, USN (Ret.)
(Presented 11 Aug 2009)

General Michael Hagee, USMC (Ret.)
(Presented 23 May 2009)

The Honorable Dan Albert, Mayor of Monterey (Ret.)
(Presented 23 Feb 2007)

BOARD OF ADVISORS TO THE PRESIDENT, NPS

Non-Federal Membership

Board Member	Title	Affiliation
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Ms. Sally Donnelly	Chief Strategist/Senior Advisor	Secretary of Defense
Dr. Gwen Hall	Chief of Staff	American Public University System
The Honorable William J. Haynes	VP, General Counsel and Corporate Secretary	CSRA, Inc.
Dr. Maren Leed Holmes	Project Manager, Navy Digital Warfare Office	The John's Hopkins University Applied Physics Lab
Dr. Katherine McGrady	President	Center for Naval Analyses
Dr. Elizabeth Pate-Cornell	Professor	Stanford University
Honorable G. Kim Wincup	Senior Advisor	Center for Strategic Intl. Studies

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Board Member	Title	Affiliation
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Rear Adm. David J. Hahn, USN	Chief of Naval Research	Office of Naval Research
Maj. Gen. John S. Kem, USA	Commandant	U.S. Army War College

In 2010, a new committee comprised of the Board of Advisors for both the Naval Postgraduate School and the Naval War College was established. The committee formerly referred to as the NPS Board of Advisors is now a permanent subcommittee of the new joint committee.

IMMEDIATE IMPACT
FUTURE ADVANTAGE
ENDURING LEADERSHIP



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