2014

NAVAL POSTGRADUATE SCHOOL

ANNUAL REPORT & FACT BOOK

NAVAL POSTGRADUATE SCHOOL MISSION

THE NAVAL POSTGRADUATE SCHOOL (NPS) PROVIDES RELEVANT AND UNIQUE ADVANCED EDUCATION AND RESEARCH PROGRAMS TO INCREASE THE COMBAT EFFECTIVENESS OF COMMISSIONED OFFICERS OF THE NAVAL SERVICE TO ENHANCE THE SECURITY OF THE UNITED STATES. IN SUPPORT OF THE FOREGOING, AND TO SUSTAIN ACADEMIC EXCELLENCE, NPS AND THE DON FOSTER AND ENCOURAGE A PROGRAM OF RELEVANT AND MERITORIOUS RESEARCH WHICH BOTH SUPPORTS THE NEEDS OF THE NAVY AND DEPARTMENT OF DEFENSE (DOD) WHILE BUILDING THE INTELLECTUAL CAPITAL OF THE NAVAL POSTGRADUATE SCHOOL FACULTY.

On the Cover: *Naval Postgraduate School students stand for a portrait in front of the university's main administration building, Herrmann Hall, April 29, 2014. The portrait represents the overall diversity of the approximately 1,600 resident students during the peak Summer quarter. As a Navy command, NPS' largest contingent of students are of course U.S. Navy officers, encompassing just under 50 percent of the overall population. But the university also boasts large communities of Marine Corps, Army and Air Force officers as well. In addition, DOD civilians, the U.S. Coast Guard, and international officers from approximately 30-50 partner nations around the world join first responders from local, state, federal and tribal entities from across the nation in attending NPS.*

2014

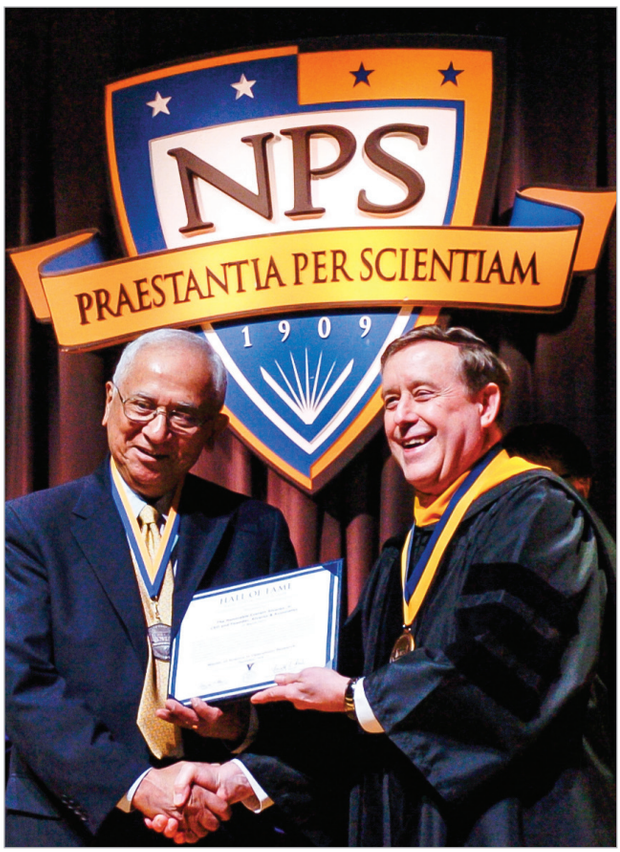
NAVAL POSTGRADUATE SCHOOL

ANNUAL REPORT & FACT BOOK

Sharpening the Spear

A MESSAGE FROM THE PRESIDENT

BY RONALD A. ROUTE, VICE ADMIRAL, U.S. NAVY (RET.)



The Naval Postgraduate School (NPS) plays an important role in the development of Navy and Marine Corps future leaders and decision makers by providing defense-focused, relevant graduate education and research programs. This impact is not limited to the sea services, however, due to NPS' truly joint environment. Alongside our Navy and Marine Corps students are officers of the Army, Air Force and Coast Guard, as well as service members from allied and partnered nations along with select Department of Defense civilians and homeland security professionals from across the nation.

Educating this diverse community of national and domestic security practitioners provides NPS with an outstanding opportunity to advance the effectiveness of our U.S. Armed Forces and homeland security professionals. Across the force, one will often hear that the men and women of the military reside at the "Tip of the Spear." Given our mission of advanced education and research, ultimately designed to improve combat effectiveness, then I believe it is the function of the Naval Postgraduate School to be "Sharpening the Spear."

Our world-class faculty works with our students to help them be more productive, more effective, and better prepared to serve as the tip of our nation's spear. The work performed here contributes to military operations at all levels, from the deckplates through the Pentagon, and serves the direct needs of our combatant commanders. And when our students complete their rigorous studies, they return to the fleet and field – to the Tip of the Spear – where they will use the advanced skills and capabilities developed here at NPS to outthink and out-perform the enemy. That is what is meant by "Sharpening the Spear," and it's something we are very proud of.

Throughout the past year, there have been countless examples of how this institution executes its mission of advanced education and research, we've taken the opportunity to highlight just a few of them on the pages that follow. But one of the more compelling pieces of evidence was released in June 2014, when the National Research Council produced its Congressional report on advanced, specialized education in the military services. The report was resoundingly positive, noting the benefits of the DOD's graduate education institutions far "outweighed their costs," providing opportunities that simply would not exist at civilian institutions of higher education.

As we have begun to look ahead to 2015 and beyond, we have placed a concerted effort on developing a long-range strategic plan for the university. This plan will provide our academic departments, faculty and research centers with an aligned vision of how our institution will continue to provide the advanced education and research the services have come to depend on us for.

Regardless of the threats that emerge over the coming years, or the missions that our nation's leadership call upon us to execute, the U.S. Armed Forces are and always will remain at the Tip of the Spear, and the Naval Postgraduate School stands ready to keep it sharpened.

AN INTRODUCTION TO THE NAVAL POSTGRADUATE SCHOOL

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 a 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 that provide 85 Master's, 16 doctoral degree programs and certificates to approximately 1,615 resident students, including more than 222 international students, as well as to 977 distributed-learning students worldwide. Three research institutes, multiple secure research facilities and 30 centers of excellence add to the wealth of resources. 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 740 scholars and professionals, six percent of whom are military officers and over 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 15-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 latter 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.

A SHORT HISTORY OF NPS

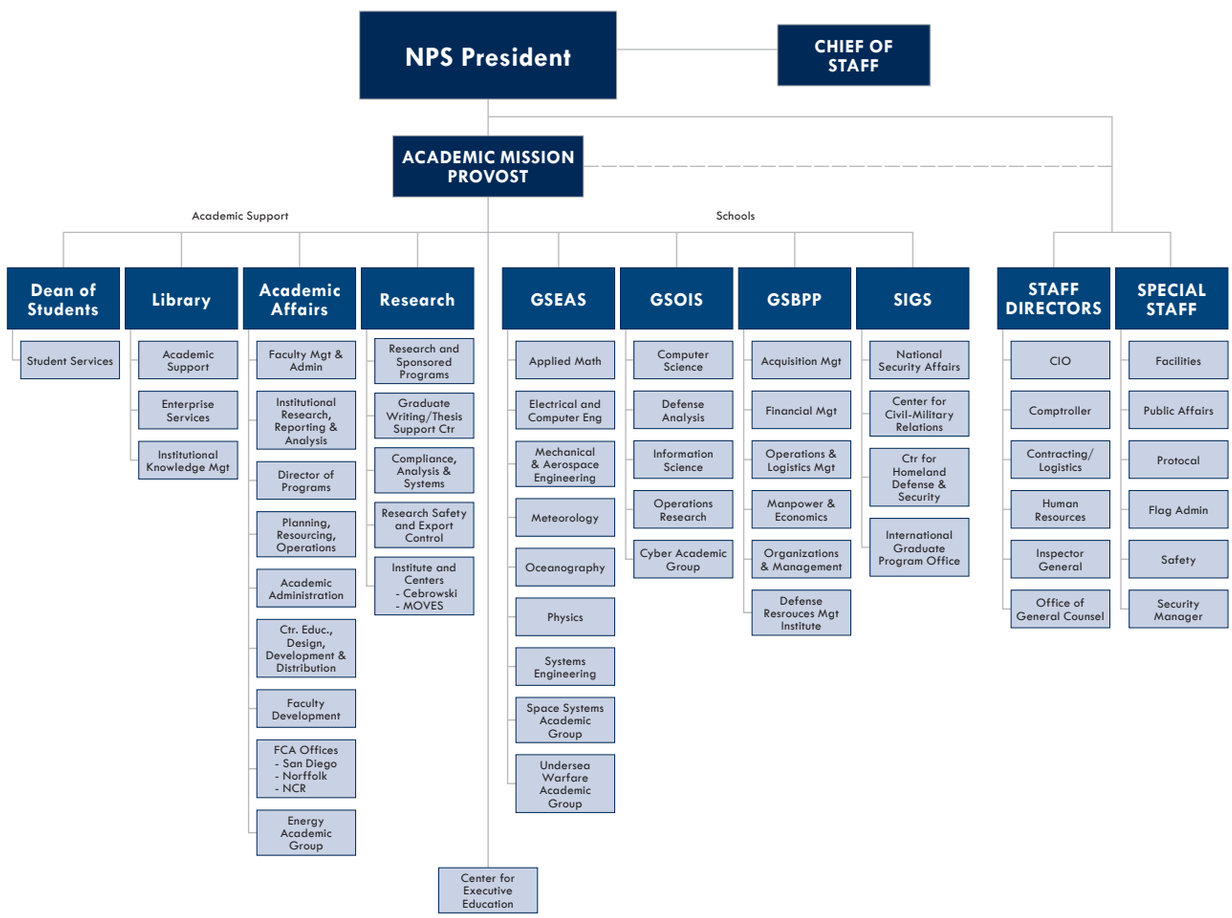
The Naval Postgraduate School was established on June 9, 1909, when Secretary of the Navy George von L. Meyer signed General Order No. 27, establishing the School of Marine Engineering at the United States Naval Academy in Annapolis. The Navy Secretary's order placed the small program under the direction 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.

On October 31, 1912, Meyer signed Navy General Order No. 233, which renamed the school the Postgraduate Department of the Naval Academy. The order established courses of study for its 25 officer-students in ordnance and gunnery, electrical engineering, radio telegraphy, naval construction, and civil and marine engineering.

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-plus 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.

ORGANIZATIONAL STRUCTURE

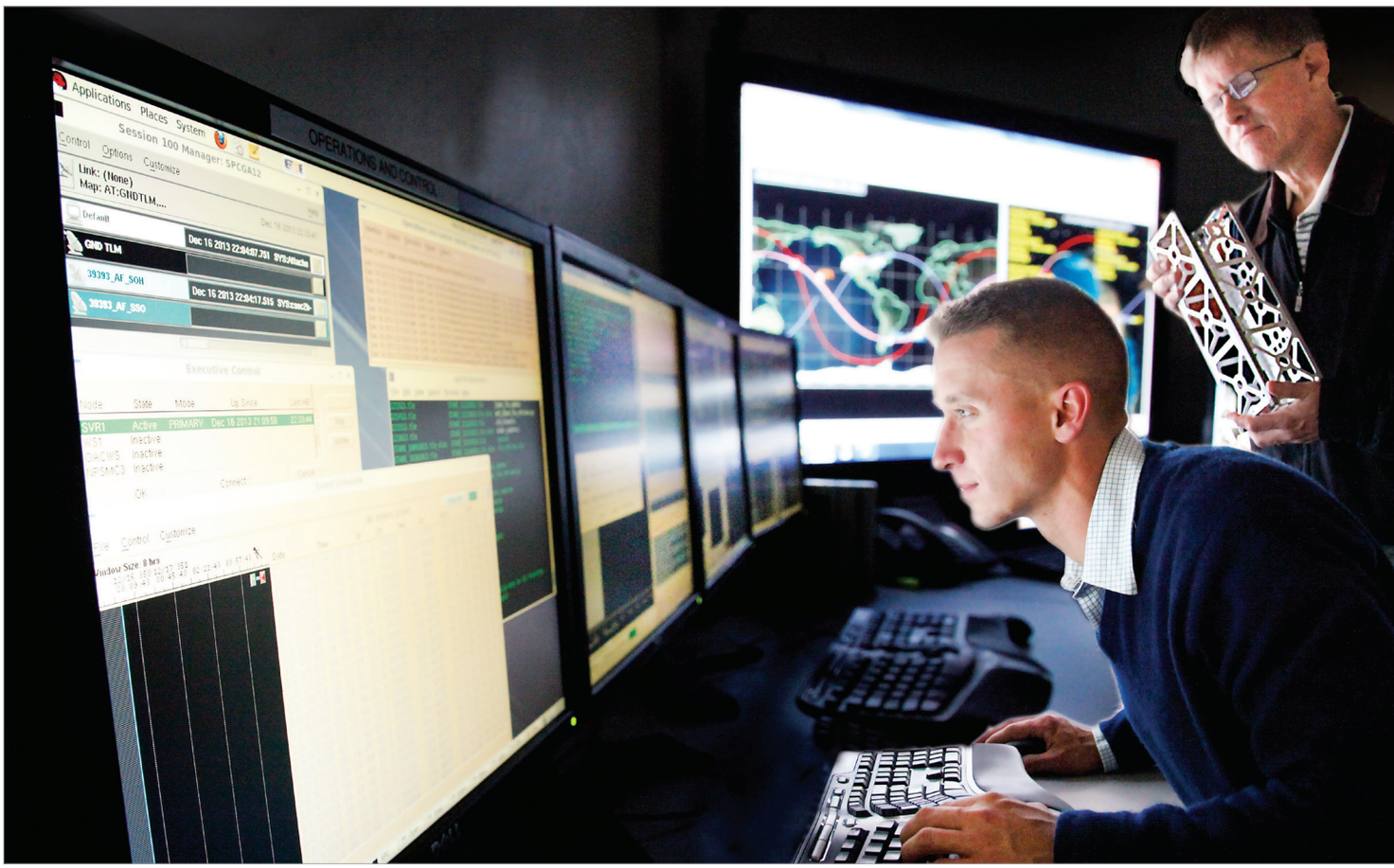


ACCREDITATION

As an institution, NPS is accredited by the Senior College Commission of the Western Association of Schools and Colleges (WASC). That accreditation was reaffirmed in 1999 and again in 2011. In addition to regional accreditation, the GSEAS Electrical, Systems, Mechanical and Astronautical Engineering degree programs are reviewed and accredited by the Accreditation Board for Engineering and Technology (ABET). The Graduate School of Business and Public Policy is reviewed and accredited by the Association to Advance Collegiate Schools of Business (AACSB). The Master of Business Administration program and the Master of Science in Management program are accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA).

YEAR IN REVIEW

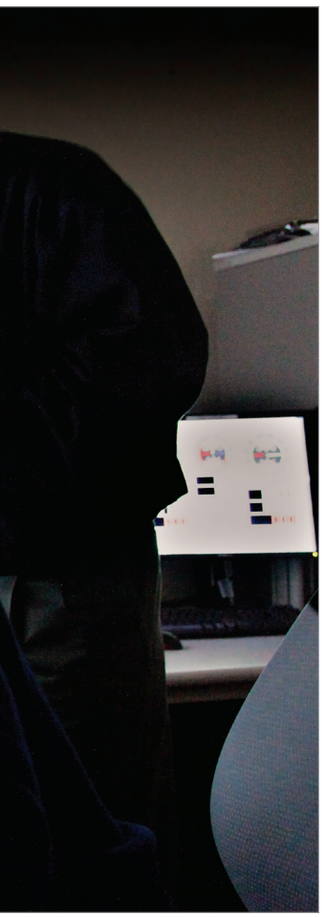
SUPPORTING THE COMBATANT COMMANDER



NPS Research Associate Brian Wood and student Marine Corps Capt. Clayton Jarolimek monitor the SNAP-3 CubeSat inside NPS' Mobile CubeSat Command and Control (MC3) center. Wood and Jarolimek are assessing the communications utility of CubeSat technologies in support of the U.S. Southern Command.

Department of Operations Research Associate Professor Nita Shattuck is awarded the Surface Navy Association Literary Award, Jan. 15, 2014, for her research into watch schedule optimization in relation to operational readiness and peak performance.

A delegation of civilian and military leaders from Algeria and Tunisia attend a three-week workshop, Jan. 16, 2014, tailored to the Northern African nations to provide a foundational knowledge of international maritime and land-based border security.



Critical to the successful execution of the Naval Postgraduate School mission is educational and research programs that provide tangible, direct support to Combatant Commanders across the Department of Defense.

In January 2014, following the successful launch of a specially-modified CubeSat dubbed the Space and Missile Defense Command Nano-Satellite-3 (SNAP-3), NPS' Space Systems Academic Group and Distributed Information Systems and Experimentation (DISE) program began an ambitious international CubeSat program in partnership with the U.S. Southern Command. The goal … to evaluate how low-cost space communications capabilities can support information sharing and tactical communication across the remote and densely-forested areas common to the Southcom area of operations.

NPS space systems student, U.S. Marine Corps Capt. Clayton Jarolimek, is working with DISE researcher Brian Wood on the SNAP-3 assessment. "One of the things that drew me to this was my past experience on the ground without satellite communication in Helmand Province, Afghanistan," said Jarolimek. "If adopted, SNAP-3 has the potential to bring satellite communications down to squad size units on the ground.

"I will be conducting an analysis of the architecture of the constellation of the SNAP-3 network," continued Jarolimek. "I hope to be able to make recommendations to the U.S. Army's Space and Missile Defense Command and look at the manner in which the Marine Corps may be able to benefit from this technology as it is realized."

From the continued evolution of homeland security and support of the U.S. Northern Command mission, to the strategic complexities of the rebalance to the Pacific, direct support to the Combatant Commander is a persistent driving force behind NPS' unique graduate education and research programs.

U.S. Marine Corps Gen. John F. Kelly, Southcom Commander, speaks to a packed King Auditorium, Feb. 16, 2014, noting, "Schools like NPS are invaluable … The fact that we can ask NPS to look at something specific, be it drugs, economics or other areas of interest that are beyond the scope of my staff's expertise, is very important."

Department of National Security Affairs Assistant Professor Sophal Ear discusses the political economy of Asia, Feb. 21, 2014, with students enrolled in a unique graduate certificate program in Asia-Pacific studies in preparation for future deployments to the region.

EDUCATING THE FLEET AND FORCE

The latest Master of Cost Estimating and Analysis graduating cohort is honored during a ceremony in the Hall of Heroes in the Pentagon in April 2014. NPS' one-of-a-kind degree program, focused on the development of competent, skilled DOD cost estimators, is delivered completely over distance learning technologies.

In March 2014, NPS Department of Oceanography researchers begin deploying unique, university-developed sensors to better understand ocean/ice processes in the Arctic's marginal ice zone. In partnership with the Office of Naval Research, the effort hopes to improve existing Arctic Process Models.

For the first time, on March 8, 2014, NPS alumnus Lt. Eric Priest meets with Phil Jones, the 75-year-old recipient of Priest's bone marrow thanks to a transplant operation while Priest studied mechanical engineering at NPS.

In addition to the 1,600-plus resident students on the university's Monterey campus, the Naval Postgraduate School has put considerable effort into evolving the field of distance education, providing the Navy, Marine Corps, and all of DOD with an accessible graduate education in a defense relevant field.

In April 2014, in the Pentagon's Hall of Heroes, a small group of personnel from varied offices in the DOD headquarters celebrated the completion of their Master of Cost Estimating and Analysis (MCEA) degrees. The MCEA program is the kind of degree program that only NPS can successfully execute, where a collective of faculty expertise in operations research, defense acquisition, and more is readily accessible for the betterment of the field.

"The MCEA program is unique [to NPS] because other universities can't put a program like this together, especially for the price we do," said NPS Department of Operations Research (OR) Professor Dr. Daniel Nussbaum. "There is a whole body of cost estimating that had not really been organized for a degree program."

"The program is intended to teach new and experienced cost estimators how to more effectively determine the cost of large DOD weapons systems," added OR lecturer Greg Mislick. "To do so, you have to have a curriculum that teaches not only cost estimation techniques, but it must also discuss how to operate the budget of a program, teach how the DOD and U.S. Navy acquisition processes work, and how hardware systems are developed."

Graduates of this unique program have come from Los Angeles Air Force Base, U.S. Naval Air Systems Command, Naval Sea Systems Command, Naval Surface Warfare Center, and the Pentagon. And perhaps even more important is that this small group of MCEA graduates reflects only a very small percentage of NPS' nearly 1,000 students who obtained a defense-relevant graduate degree via distance learning in 2014.

Graduate of NPS' Center for Homeland Defense and Security and District of Columbia Police Chief, Cathy L. Lanier details her department's lessons learned from the tragic Washington Navy Yard shooting during CHDS' annual Alumni Professional Exchange conference, March 5, 2014.

Chief of Naval Operations Adm. Jonathan Greenert congratulates NPS financial management student Lt. Garold Munson on his award of the 2013 Submarine Junior Officer of the Year, April 11, 2014. Munson was honored with the award for his tour with 17 Squadron on USS Nevada.

REAL-WORLD, RELEVANT RESEARCH

U.S. Navy Lt. Adam Sinsel, Information Technology Specialist Malcolm Mejia, and U.S. Marine Corps Capt. Robert Schulz, from left, participate in a Weapons of Mass Destruction Intelligence, Surveillance, and Reconnaissance (WMD ISR) experimentation program aboard the Polish Vessel Copernicus, May 9, 2014.

On May 2, 2014, the Senate confirms NPS alumnus Robert O. Work as Deputy Secretary of Defense. A retired Marine Corps colonel, Work graduated from the university's space systems operations program in 1990.

Representatives of the U.S. Army Pacific Command present students in NPS' War Gaming Applications class with a plaque recognizing their significant contributions in supporting operational and strategic planning efforts for a recent joint theater exercise, May 28, 2014.

Research at the Naval Postgraduate School is performed in support of our students' pursuit of graduate education, but our students are officers of U.S. Armed Forces, and each of them enters the university with a wealth of operational experience to apply to their theses. Student research at NPS, like its academic programs, is grounded in relevance to real-world, national security challenges.

Take an unthinkable example … a terrorist organization acquires a weapon of mass destruction (WMD) utilizing chemical, biological, radiological and nuclear (CBRN) agents. How do we work with our maritime partners, across international borders, to detect, track and neutralize such a threat?

This question, and all its complexity, lies at the heart of NPS Department of Information Sciences Professor Alex Bordetsky's research into improving WMD intelligence, surveillance and reconnaissance (ISR). Bordetsky brought together an international team of NPS students, U.S., Polish and Norwegian Special Forces, NATO observers and industry representatives to conduct a large-scale WMD ISR experimentation program at sites throughout Northwest Poland, May 6-12, 2014.

The program was conducted in several phases, and included efforts in Sensitive Site Exploitation, wave relay networking with gamma detector integration, ad hoc networking across large distances, and robotic system and autonomous underwater vehicle integration.

"We are looking at all of the different components, at various levels, that are necessary to conduct WMD ISR," Bordetsky said. "In our current experiments, we are experiencing a rapid, collective design process because we are working in conjunction with real operators, in action, who are adopting the technology solutions that we are integrating in real time."

Real operators, seeking real solutions, for rapid integration … a true characteristic of student research at the Naval Postgraduate School.

NPS leadership join Naval Nuclear Propulsion Director Adm. John Richardson, right, in presenting Naval Reactors Professional Development Program graduates Lt. j.g. Steven Holdcroft, center, and Lt. j.g. James Steele, second from right, with their Mechanical Engineering master's degrees at the Washington Navy Yard in May 2014.

Marine Corps students participating in the Motivating Others Through Outreach (MOTO) program gather for a group photo with Central Coast High School (CCHS) students during the CCHS graduation ceremony, June 6, 2014. MOTO is a student-led mentoring and outreach program dedicated to the local school for at-risk youth.

MASTERS OF THE EM DOMAIN

Doctoral students Lt. Cmdr. Corey Cherrett, left, and Lt. Travis Wendt, center, and NPS Department of Meteorology Associate Professor Qing Wang discuss plans to integrate NPS' wave-glider autonomous surface vehicles into various data collection phases of the CASPER research program.

NPS students Lt. Cmdr. David Tully, left, and Marine Corps Capt. Kristofer Skidmore, right, performed a detailed, on-site analysis of a cold-formed steel construction system for humanitarian assistance/disaster relief operations, July 2014, as part of their NPS MBA program.

Defense Analysis Professor Nancy Roberts leads an exercise in design thinking in one of the campus labs for the innovative problem-solving methodology. Roberts hopes to make NPS the military's creative, problem-solving center using design thinking.

Chief of Naval Operations Adm. Jonathan Greenert has been a vocal proponent of the importance of electromagnetic (EM) spectrum research, and one of the hottest areas of study involves the environmental effects on EM wave propagation.

In August 2014, principal investigator Department of Meteorology Professor Qing Wang was joined by colleagues from six universities in kicking off the Coupled Air-Sea Processes and EM-Ducting Research (CASPER) program, a multiyear, multidisciplinary study to better model EM wave propagation.

"The electromagnetic (EM) spectrum is an unseen but integral part of our daily personal lives. And, it is essential to our military operations. Failing to use it effectively will be the difference between victory and defeat," said Greenert during a 2012 conference.

"The need for precise prediction of the EM environment becomes more of an issue as Electromagnetic Maneuver Warfare (EMW) grows as a major warfighting component in the current and future Navy," said Wang. "This is the main reason that the Department of Defense, particularly the Office of Naval Research, supports extensive research efforts such as CASPER.

"NPS Department of Meteorology faculty and students have been actively involved in this research area for years and will continue to be leaders in this field of important Navy applications," continued Wang. "CASPER and similar research projects give our students the opportunity to explore highly Navy-relevant research topics, which I think is important to their educational experience at NPS."

The application of research to the Navy and DOD's most pressing issues … At NPS, it's a priority for nearly every research effort that is underway across campus.

NPS President retired Vice Adm. Ronald A. Route congratulates STEM summer intern Samuel Villavicencio after a brief presentation of his research project, Aug. 22, 2014. Dozens of interns from nearby Hartnell Community College participate in internships across the NPS campus each summer.

U.S. Marine Corps Capt. Ronald Garrick from Manpower and Reserve Affairs presents a thesis idea to an NPS student during the Thesis Research Working Group (TRWG) meeting on the NPS campus, Aug. 25, 2014. The TRWG affords sponsors an opportunity to present students research subjects that could immediately impact the fleet.

ADVANCING THE SECRETARY'S GOALS

Assistant Secretary of the Navy – Energy, Installations & Environment retired Vice Adm. Dennis McGinn, left, holds a roundtable discussion with several NPS students during a campus visit, Oct. 29. McGinn traveled to NPS to see first hand the work that students and faculty are doing to meet Secretary of the Navy Ray Mabus' energy independence goals.

Lt. Will Curtin, a student in the mechanical engineering program, demonstrates the creation of a carbon nano-fiber foam in the NPS Functional Materials Laboratory, September 2014. The advanced nanostructure has broad military and civilian applications.

Oceanography students deploy several sensor stations in an effort to gather data about the tidal zone at nearby Del Monte Beach, Oct. 6, 2014. Field work is an integral component to many graduate studies, but is not limited to just the oceanography department at NPS.

The Naval Postgraduate School is in the unique position to advance the skill sets of officers throughout the Navy, Marine Corps, and across the Armed Services – and every one of these students has been chosen to lead, and will return to the fleet and force to lead.

When Secretary of the Navy Ray Mabus detailed his energy independence goals, a pillar of their success rested on a change in culture across the sea services. In late October 2014, the man charged with making the Secretary's vision a reality, Assistant Secretary of the Navy – Energy, Installations & Environment retired Vice Adm. Dennis McGinn, spent a couple of days at NPS to see first hand the work that students and faculty are doing to answer Mabus' call to transform the service's dependence on fossil fuels.

"I want to say unequivocally that the Naval Postgraduate School is a national asset," said McGinn. "I think NPS has the waterfront covered with our energy portfolio."

Indeed NPS does have the energy front covered … multiple degree programs across disciplines with a dedicated focus on energy; a broad spectrum of advanced, applied research projects in materials sciences, biofuels, optimization and efficiency studies, and many more; and, a bi-weekly Defense Energy Lecture series, where the nation's brightest minds in energy relevant fields present their efforts to university students in the varied energy curricula.

The bottom line, energy has already become culture at NPS, and the institution stands ready to lead the service in bringing that culture to the fleet. Through the education of its students, and the continued advanced research underway across campus, it isn't a question of if the Navy's culture will change, it is merely a question of when.

Operations research alumnus, and former Chairman of the Joint Chiefs of Staff, retired Adm. Michael G. Mullen is officially appointed to the National Academy of Engineering, the premier scientific advisory body to the U.S. Congress.

Researchers with NPS' Center for Interdisciplinary Remotely-Piloted Aircraft Studies (CIRPAS) are pictured inside their hangar in nearby Marina. CIRPAS operates manned and unmanned research aircraft in support of the military and science communities.

THE PAYOFF

The Navy's newest amphibious assault ship, USS America (LHA 6), is pictured while pulling in for one of several port visits and training engagements with partner nations throughout North and South America while transiting to its homeport of San Diego in mid-2014.

Chief of Naval Operations Adm. Jonathan W. Greenert meets with university President retired Vice Adm. Ronald A. Route, Provost Dr. Douglas A. Hensler, and Commander, Naval Surface Forces Vice Adm. Thomas S. Rowden during a campus visit, Nov. 14, 2014.

NPS Department of Defense Analysis Chair Professor John Arquilla opens the university's first ever Big Ideas Exchange (BIX), Dec. 5, 2014. BIX is an NPS initiative designed to spread the word on new and potentially game-changing ideas developed by NPS students and faculty that address grand challenges in U.S. national security.

When graduates complete their studies at the Naval Postgraduate School, it is their singular purpose to return to their respective service with an advanced set of skills to more effectively accomplish their missions. It is a return on an investment.

This is that return … the USS America, the first of the America-class amphibious assault ships, and an engineering wonder. With a displacement of 45,000 tons, the America is as large as many allied nation aircraft carriers. Her technologically-advanced, green power plant is projected to save an average of $15 million in fuel costs every six months. And at her helm, and throughout her wardroom, are graduates from the Naval Postgraduate School.

NPS graduate Capt. Robert A. Hall, Jr., is America's commanding officer, while another NPS alumnus, Capt. Wayne Baze, is America's executive officer.

"The America is a very complex system with engineering systems throughout, [and] my engineering background really helps a lot," Hall said. "Going to NPS gave me a broader perspective of the Navy. You get to spend time with officers from different communities, different services and international students; it really helps you to broaden your horizons. I highly recommend it to all of my junior officers."

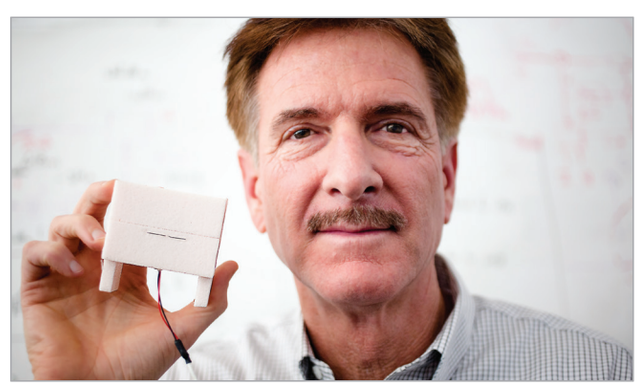
"Attending NPS increased my loyalty to the [Navy] as a whole, because I think if we value our people we want them to develop personally and professionally and part of that is education," added Baze.

NPS alumni extend well into Wardroom as well. Lt. Kyle Franklin, America's meteorology and oceanography (METOC) officer, and Lt. Cynthia Duke, America's shipboard intelligence officer, are also both NPS graduates.

With the America commissioned, and now stationed in her homeport in San Diego, she stands poised to serve her role to the Fleet. And the Naval Postgraduate School is proud to play a role in her ability to project power around the world.

Dr. Anthony Gannon, NPS student Cmdr. Rex Boonyobhas, and Dr. Garth Hobson, from left, stand near a wind-powered chiller production and storage unit installed to explore air conditioning via renewable energy sources, Nov. 2014.

Professor David Jenn with NPS' Department of Electrical and Computer Engineering holds his recently patented Dipole with an Unbalanced Microstrip Feed antenna, Dec. 14. The tiny antenna, known in the industry as a "rectenna," captures ambient electromagnetic waves and converts them to usable current.



NAVAL

2014 FACT BOOK

INSTITUTIONAL RESEARCH, REPORTING, AND ANALYSIS

NAVAL POSTGRADUATE SCHOOL

IRRA@nps.edu

1 University Circle, Monterey, CA 93943

2014 QUICK FACTS

ORGANIZATION LEADERSHIP

President:	Ronald A. Route Vice Admiral, U.S. Navy (Ret.)
Provost:	Dr. Douglas A. Hensler
Vice Provost:	Dr. Douglas Moses
Chief of Staff:	Capt. Deidre McLay, USN
Dean of Students:	Capt. Matthew R. Vandersluis, USN
Dean of GSBPP:	Dr. William Gates
Dean of GSEAS:	Dr. Clyde Scandrett
Dean of GSOIS:	Dr. Gordon McCormick
Dean of SIGS:	Dr. James Wirtz
Dean of Research:	Dr. Jeffrey Paduan
University Librarian:	Eleanor Uhlinger

STUDENTS AVERAGE ON BOARD

Resident Degree:	1,616
Distance Learning Degree:	977
Certificate:	288
Total Students:	**2,881**

TOTAL NUMBER OF DEGREES AWARDED

Master:	1,348
Ph.D.:	25
Engineer:	38
Total:	**1,411**

NPS GRADUATES — DEGREES CONFERRED BY SERVICE:

U.S.

USN/R	511
USA/R	162
USAF	49
USMC	116
USCG/NOAA	9
Civilian	429
U.S. Total	**1,276**

INT'L

Army	61
Air Force	13
Navy	38
Marine Corps	0
Civilian	21
Int'l Total	**135**
Grand Total	**1,411**

FACULTY

- 238 Tenure Track Faculty
- 458 Non-Tenure Track Faculty
- 48 Military Faculty

STAFF

- 356 GS/Wage Grade staff members

RESEARCH

- Over $130 million in sponsored research funding
- Research programs are aligned to NPS curricula
- Research at NPS is valuable to improving the national security of the United States.

FINANCES

- Operating budget: $469 million including military salary
- Direct Authorization: $88 million without military salary
- Reimbursable Income: $182 million

ACADEMIC FACILITIES

- 114 classrooms that offer media technology
- 21 classrooms with video-teleconferencing
- 7 secured facilities

ACCREDITATION

- Western Association of Schools and Colleges (WASC)
- 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)

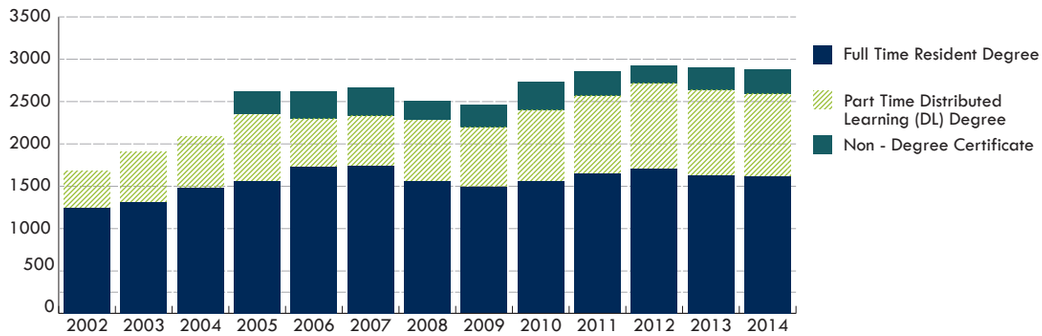
Source: Office of Institutional Research, Reporting and Analysis (IRRA)

STUDENTS & PROGRAMS

GRADUATE PROGRAM STUDENTS

BY TYPE OF ENROLLMENT

AVERAGE ON BOARD TRENDS SINCE 2002

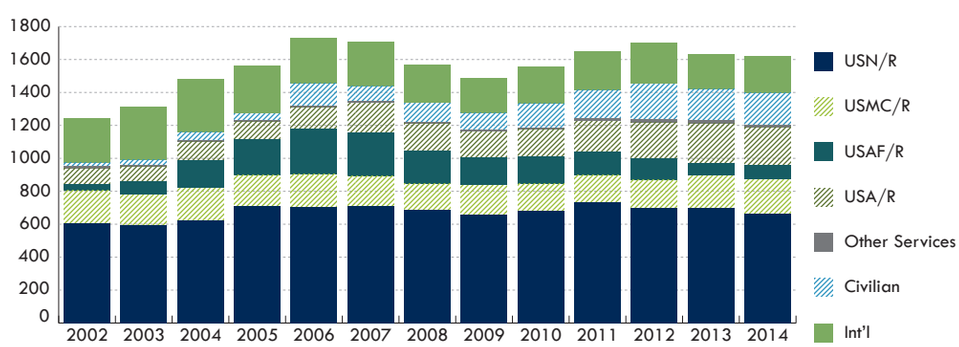


	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Full Time Resident	1,244	1,314	1,481	1,560	1,732	1,739	1,566	1,489	1,557	1,647	1,707	1,633	1,616
Part Time Distributed Learning (DL)	442	590	605	788	565	599	717	705	840	922	1,014	1,001	977
Non-Degree Certificate	0	0	0	270	323	331	225	268	329	291	206	270	288
Total	**1,686**	**1,904**	**2,086**	**2,618**	**2,620**	**2,669**	**2,508**	**2,462**	**2,726**	**2,860**	**2,927**	**2,904**	**2,881**

AVERAGE ON BOARD STUDENT POPULATION

BY SERVICE

RESIDENT STUDENTS/TRENDS SINCE 2002



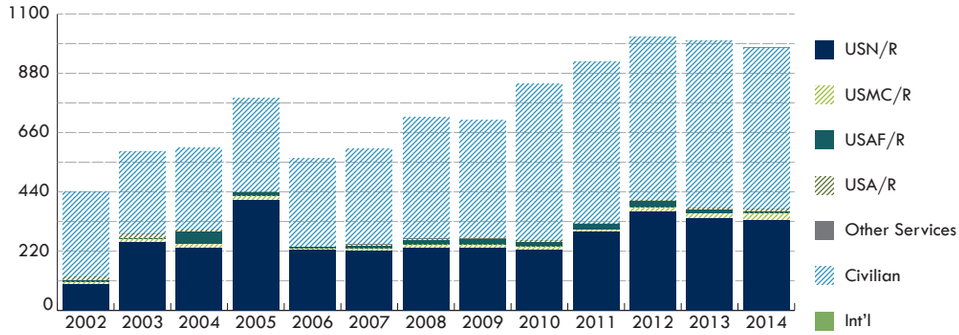
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
USN/R	607	597	624	709	707	713	685	660	681	732	697	697	666
USMC/R	198	182	195	192	200	180	163	178	164	166	173	199	207
USAF/R	39	79	0	216	273	263	201	166	166	145	132	74	86
USA/R	98	95	116	108	132	179	163	158	165	183	215	242	231
Other Services	13	8	6	6	8	11	10	10	10	15	19	18	15
Civilian	17	30	49	41	137	93	114	104	149	175	217	192	191
Int'l	272	323	323	290	275	267	230	213	224	236	248	211	222
Total	**1,244**	**1,314**	**1,481**	**1,562**	**1,732**	**1,706**	**1,566**	**1,489**	**1,557**	**1,647**	**1,699**	**1,633**	**1,616**

Source: Office of Institutional Research, Reporting and Analysis (IRRA)

AVERAGE ON BOARD STUDENT POPULATION

BY SERVICE

DISTANCE LEARNING DEGREE STUDENT TRENDS SINCE 2002

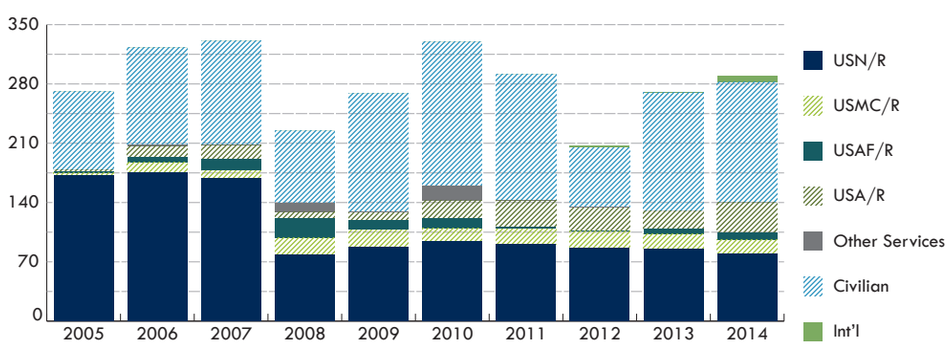


	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
USN/R	98	252	234	408	226	220	234	232	226	291	366	343	335
USMC/R	8	15	12	17	6	11	12	13	11	9	16	17	26
USAF/R	5	2	46	11	5	10	15	18	17	20	22	14	6
USA/R	14	15	7	6	0	2	3	3	4	5	5	7	8
Other Services	0	0	0	0	0	1	2	1	0	0	0	0	0
Civilian	317	306	306	346	328	355	451	438	582	597	605	620	601
Int'l	0	0	0	0	0	0	0	0	0	0	0	0	1
	442	**590**	**605**	**788**	**565**	**599**	**717**	**705**	**840**	**922**	**1,014**	**1,001**	**977**

AVERAGE ON BOARD STUDENT POPULATION

BY SERVICE

NON DEGREE STUDENT TRENDS SINCE 2005



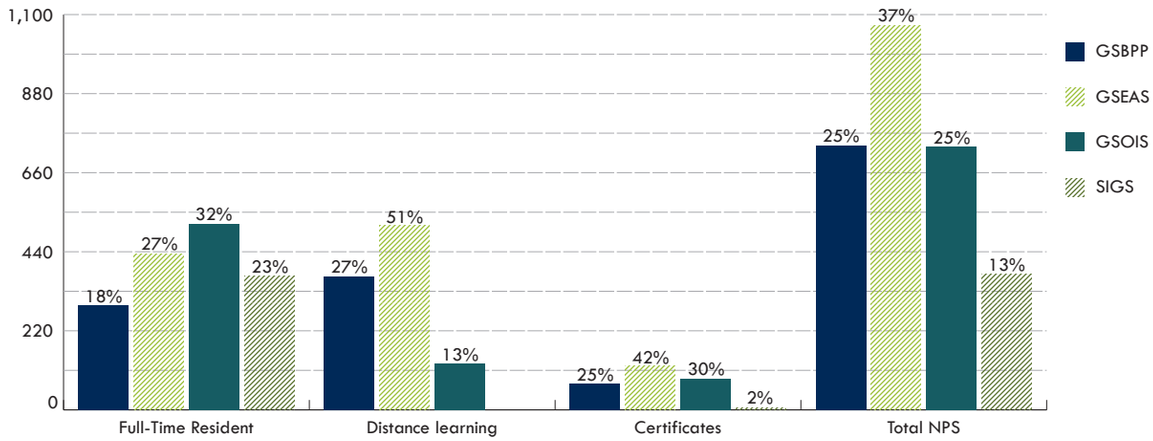
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
USN/R	172	175	169	78	87	94	91	86	85	80
USMC/R	3	13	9	20	21	16	18	20	18	16
USAF/R	2	6	13	23	11	12	2	1	6	8
USA/R	2	13	17	8	9	20	31	27	21	36
Other Services	0	2	1	11	1	17	1	1	0	0
Civilian	92	114	122	85	140	171	148	70	140	142
Int'l	0	0	0	0	0	0	0	2	1	7
NON-DEGREE CERTIFICATE TOTALS	**270**	**323**	**331**	**225**	**268**	**329**	**291**	**206**	**270**	**288**

Source: Office of Institutional Research, Reporting and Analysis (IRRA)

GRADUATE PROGRAM STUDENTS

BY SCHOOL

AVERAGE ON BOARD 2014



SCHOOL	Full-Time Resident	Distance Learning	Certificate	Total
Graduate School of Business and Public Policy	291	372	73	736
Graduate School of Engineering and Applied Sciences	435	513	122	1,070
Graduate School of Operational and Information Sciences	518	128	86	732
School of International Graduate Studies	373	0	6	379
Total	**1,616**	**1,013**	**288**	**2,917**

Source: Office of Institutional Research, Reporting and Analysis (IRRA)

RESIDENT DEGREE STUDENTS

BY SCHOOL AND SERVICE

AVERAGE ON BOARD 2014

SCHOOL	NAVY	MARINE CORPS	ARMY	AIR FORCE	CIVILIAN	INT'L	OTHER	TOTAL
GSBPP	148	47	33	23	5	30	6	291
GSEAS	276	30	24	8	32	62	4	435
GSOIS	148	102	130	9	31	94	4	518
SIGS	94	28	44	46	124	36	1	372
Total	**666**	**206**	**231**	**86**	**192**	**222**	**14**	**1,616**

DISTANCE LEARNING DEGREE STUDENTS

BY SCHOOL AND SERVICE

AVERAGE ON BOARD 2014

SCHOOL	NAVY	MARINE CORPS	ARMY	AIR FORCE	CIVILIAN	INT'L	OTHER	TOTAL
GSBPP	158	14	0	2	139	1	0	314
GSEAS	124	10	3	5	376	0	0	517
GSOIS	53	2	6	0	86	0	0	146
SIGS	0	0	0	0	0	0	0	
Total	**335**	**26**	**8**	**7**	**601**	**1**	**0**	**977**

CERTIFICATE NON-DEGREE STUDENTS

BY SCHOOL AND SERVICE

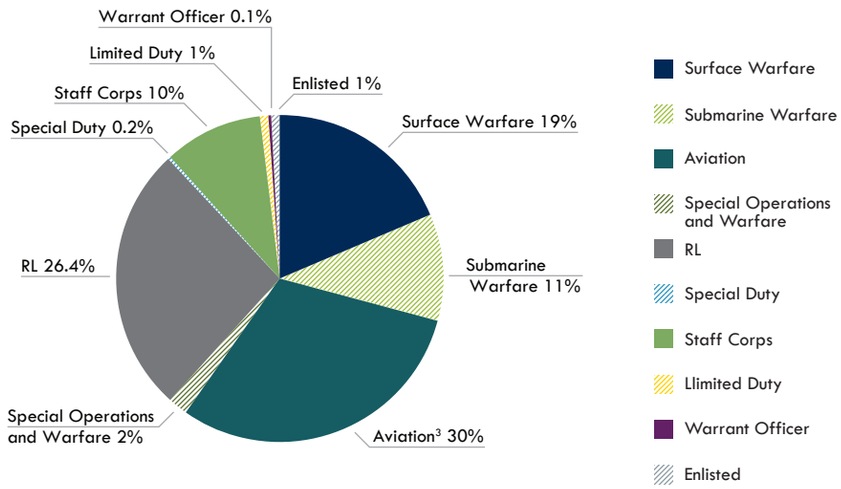
AVERAGE ON BOARD 2014

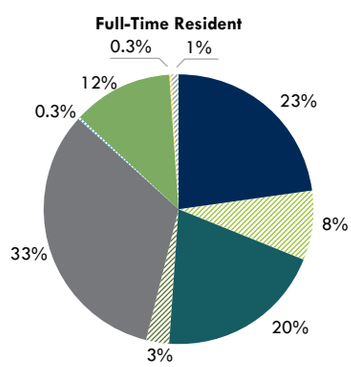
SCHOOL	NAVY	MARINE CORPS	ARMY	AIR FORCE	CIVILIAN	INT'L	OTHER	TOTAL
GSBPP	0	9	32	1	31	0	0	73
GSEAS	39	3	0	1	79	1	0	122
GSOIS	38	4	5	3	32	5	0	86
SIGS	2	0	0	3	0	2	0	6
Total	**79**	**16**	**36**	**8**	**142**	**7**	**0**	**288**

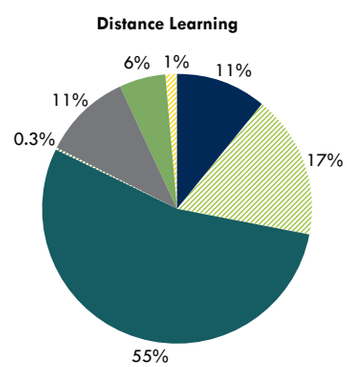
Source: Office of Institutional Research, Reporting and Analysis (IRRA)

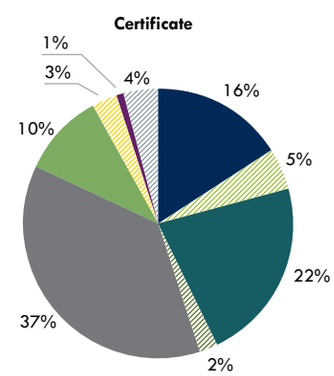
GRADUATE PROGRAM STUDENTS

BY USN/R COMMUNITY AVERAGE ON BOARD 2014









USN/R Community	Full-Time Resident	Distance Learning	Certificates	Total
Surface Warfare[1]	153	37	16	206
Submarine Warfare[2]	55	57	5	117
Aviation[3]	133	182	22	337
Special Operations and Warfare[4]	19	1	2	22
RL[5]	219	35	37	291
Special Duty[6]	2	0	0	2
Staff Corps[7]	80	19	10	109
Limited Duty[8]	2	4	3	9
Warrant Officer	0	0	1	1
Enlisted	4	0	4	8
Total	**667**	**335**	**100**	**1,102**

[1]Surface warfare designators: 111x,116x
[2]Submarine warfare designators: 112x,117x
[3]Aviation designators: 130X,131X,132X,137x,139x
[4]Special operations & warfare designators: 113X,118X,114x,119x
[5]RL:120x,121x,123x,144x,146x,14xx,15xx,171x,172x,17xx,180x,181x,182x,183x
[6]Special Duty: 16xx,17xx
[7]Staff Corps: 210x,220x,230x,250x,270x,290x,310x,316x,410x,510x
[8]Limited Duty: 611x,612x,613x,615x,616x,618x,621x,623x,626x,628x,629x,63xx,64xx,65xx

Source: Office of Institutional Research, Reporting and Analysis (IRRA)

GRADUATE DEGREE CURRICULA

ALL DEGREES/STUDENTS

RESIDENT PROGRAMS	CURRICULUM #	U.S. MILITARY	INTERNATIONAL MILITARY & CIVILIAN	U.S. CIVILIAN	TOTAL NPS
GSBPP					
Acquisitions & Contract Management	815	54	1	3	58
Defense Business Management	809		2		2
Defense Systems Analysis	817	14			14
Defense Systems Management (International)	818			3	3
Financial Management	837	68	1	1	70
Financial Management (Energy Specialty)	838	8	1		9
Information Systems Management MBA	870	6		2	8
Management (Financial) (Mixed-Mode)	834	11			11
Manpower Systems Analysis	847	43		12	54
Material Logistics Support Management	827	17		4	21
Resource Planning/Mgmt for International Defense	820			3	3
Supply Chain Management	819	12		1	13
Systems Acquisition Management	816	24		3	26
GSBPP TOTAL		**256**	**5**	**30**	**291**
GSEAS					
Applied Mathematics	380	10		1	11
Combat Systems Science & Engineering	533	36	2	15	53
Electrical Systems Engineering - Energy Focus	593	1			1
Electronic Systems Engineering	590	49	4	15	68
Meteorology	372	5	1		6
Meteorology and Oceanography (METOC)	373	33		1	34
Naval/Mechanical Engineering	570	48	4	12	64
Naval/Mechanical Engineering - Energy Focus	563	1			1
Oceanography	440	3	1	3	8
Space Systems Engineering	591	31	5		35
Space Systems Operations	366	18			18
Space Systems Operations (International)	364			2	2
Systems Engineering	580	45	2	8	55
Systems Engineering (PhD)	581	4	14	1	19
Systems Engineering Analysis	308	30		1	31
Undersea Warfare	525	29			29
Undersea Warfare (International)	526			3	3
GSEAS TOTAL		**341**	**32**	**62**	**435**
GSOIS					
Applied Cyber Operations	336	4			4
Computer Science	368	54	17	9	80
Cyber Systems and Operations	326	34			34
Human Systems Integration	362	3		1	4
Information Sciences	474	5	4	2	11
Information Systems & Technology	370	34	2	3	40
Information Warfare	595	15		8	23
Joint Cmd, Cntrl, Comm, Comp/Intel (C4I) Sys	365	3		4	8
Joint Information Operations	698	12		1	12
Joint Operational Logistics	361	13		2	15
Modeling, Virtual Environments & Simulation	399	16	1	8	25
Network Operations and Technology	386	14			14
Operations Analysis	360	81	1	17	99
Operations Analysis (Energy)	358	3			3
Remote Sensing	475	1	1		2
Software Engineering (Resident & DL)	369	2	4		5
Special Operations	699	103	1	40	143
GSOIS TOTAL		**394**	**31**	**94**	**518**

Source: Office of Institutional Research, Reporting and Analysis (IRRA)

RESIDENT PROGRAMS	CURRICULUM #	U.S. MILITARY	INTERNATIONAL MILITARY & CIVILIAN	U.S. CIVILIAN	TOTAL NPS
SIGS					
Civil-Military Relations	685			8	8
Combating Terrorism: Policy and Strategy	693	2	1	11	14
Defense Decision-Making and Planning	687	3	1	1	4
Europe and Eurasia	684	34	1	1	36
Far East, Southeast Asia, Pacific	682	54		8	61
Homeland Defense and Security	692	4	115		118
Homeland Security and Defense	691	17	1		17
Middle East, South Asia, Sub-Saharan Africa	681	54	3	2	59
Security Studies	694	4	3		7
Stabilization and Reconstruction	686			2	2
Strategic Studies	688	11		2	14
Western Hemisphere	683	31		2	33
SIGS		**213**	**124**	**36**	**373**
RESIDENT PROGRAM TOTAL		**1203**	**191**	**222**	**1616**

DISTANCE LEARNING PROGRAMS	CURRICULUM #	U.S. MILITARY	INTERNATIONAL MILITARY & CIVILIAN	U.S. CIVILIAN	TOTAL NPS
GSBPP					
Contract Management (DL)	835	4		28	32
Executive Master of Business Administration (DL)	805	160	1	3	163
Executive Master of Business Administration (DL-Civ)	807			52	52
Management (Financial) (Mixed-Mode)	834	4			4
Program Management (DL)	836	7		57	64
GSBPP TOTAL		**174**	**1**	**139**	**314**
GSEAS					
Electronic Systems Engineering (DL)	592	3		46	49
Mechanical Engrg for Nuclear Trained Officers (DL)	572	66		2	67
Naval Test Pilot/Mechanical & Aerospace Engineering Program (DL)	613	24			24
Reactors - Mechanical/Electrical Engineering (DL)	571	9			9
Space Systems Operations (DL)	316	0		1	1
Systems Engineering (DL)	311	28		271	298
Systems Engineering Management-PD21 (DL)	721	10		34	44
Underwater Acoustic Systems (DL)	535	2		23	25
GSEAS TOTAL		**141**	**0**	**376**	**516**
GSOIS					
Cost Estimating and Analysis (DL)	379	1		48	49
Cyber Systems and Operations (DL)	327			12	12
Human Systems Integration (DL)	359	13		12	24
Software Engineering (Resident & DL)	369	1		8	9
Systems Analysis (DL)	363	46		7	53
GSOIS TOTAL		**60**	**0**	**86**	**146**
DISTANCE LEARNING PROGRAM TOTAL		**375**	**1**	**601**	**977**

Source: Office of Institutional Research, Reporting and Analysis (IRRA)

INTERNATIONAL RESIDENT DEGREE STUDENTS

BY REGION

PEAK QUARTER ENROLLMENT, SUMMER 2014

Australia and New Zealand	
Australia	5
New Zealand	1
Total	**6**

North America	
Canada	4
Mexico	5
Total	**9**

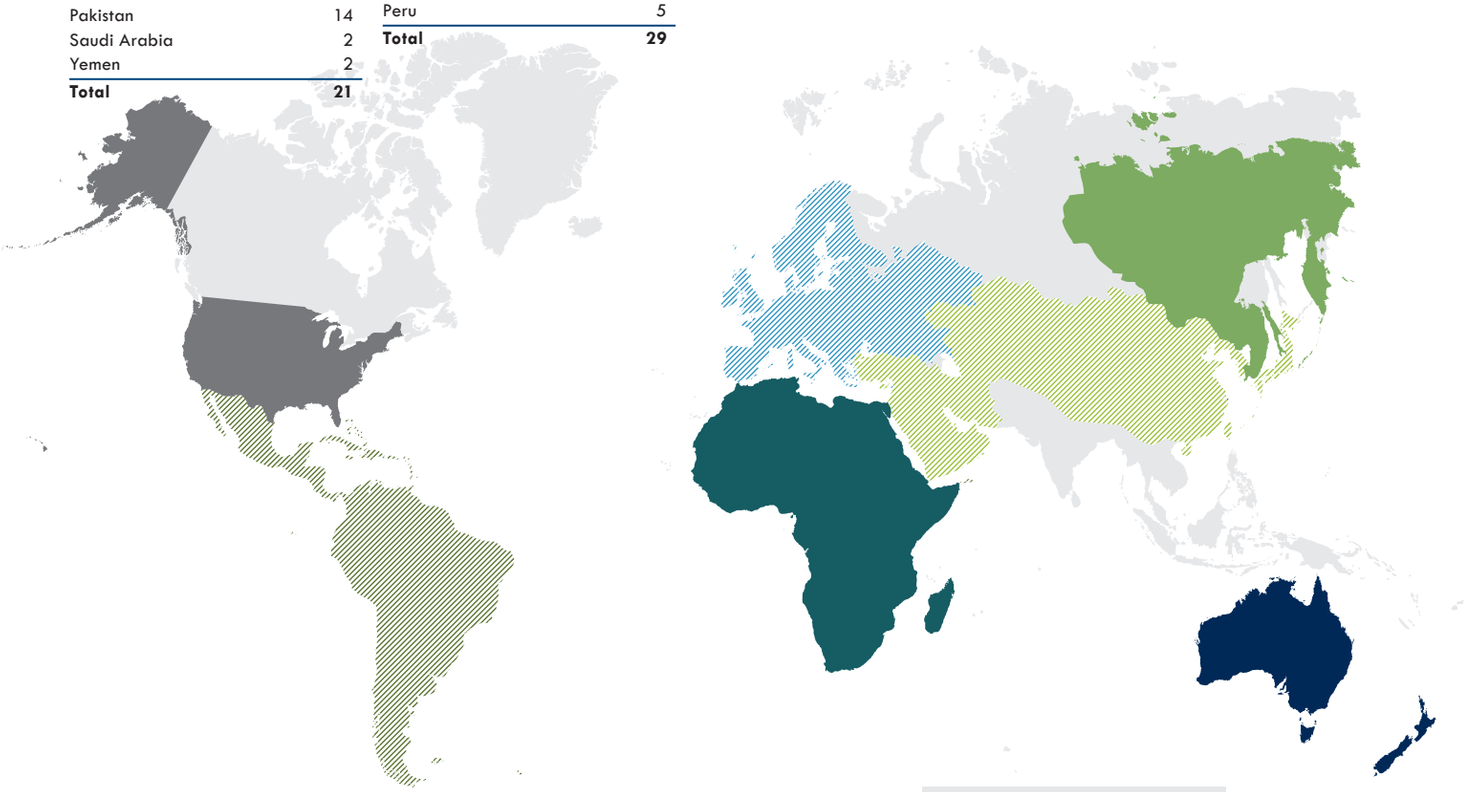
Central/East Asia and Middle East	
Bahrain	2
Israel	1
Jordan	1
Lebanon	1
Pakistan	14
Saudi Arabia	2
Yemen	2
Total	**21**

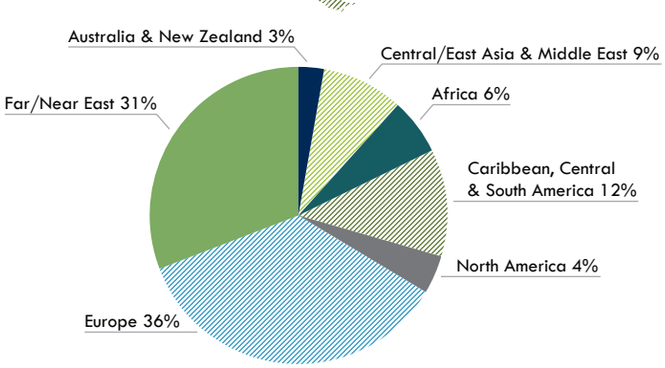
Africa	
Mauritius	1
Nigeria	2
Tanzania	1
Tunisia	6
Uganda	3
Total	**13**

Caribbean, Central and South America	
Argentina	2
Belize	1
Brazil	13
Chile	2
Colombia	4
El Salvador	1
Paraguay	1
Peru	5
Total	**29**

Europe	
Albania	1
Bulgaria	3
Denmark	1
Germany	12
Greece	5
Hungary	3
Moldova	1
Netherlands	2
Norway	5
Portugal	1
Sweden	4
Switzerland	2
Turkey	43
Ukraine	2
Total	**85**

Far/Near East	
Indonesia	13
Japan	1
Kazakhstan	1
Korea	7
Malaysia	2
Nepal	4
Philippines	2
Singapore	31
Taiwan	10
Thailand	2
Total	**73**



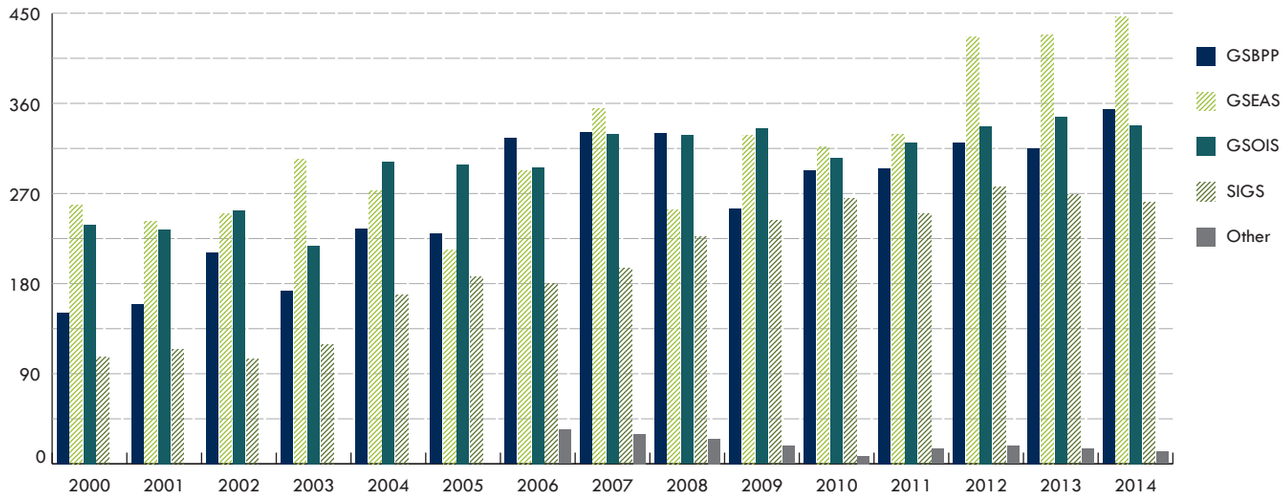


Degree Students Int'l Student, Peak Qrt Enrollment	
Australia & New Zealand	6
Central/East Asian & Middle East	21
Africa	13
Caribbean, Central & South America	29
North America	9
Europe	85
Far/Near East	73
Total =	**236**

Source: Office of Institutional Research, Reporting and Analysis (IRRA)

DEGREES CONFERRED BY ACADEMIC SCHOOL

TREND SINCE 2000



SCHOOLS	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
GSBPP	151	159	211	173	235	230	325	331	330	255	293	295	321	315	354
GSEAS	258	242	250	304	273	214	293	355	254	328	317	329	426	428	446
GSOIS	239	234	253	218	302	299	296	329	328	335	305	321	337	346	338
SIGS	107	114	105	119	169	187	180	195	227	243	265	250	277	269	261
Other	-	-	-	-	-	-	34	30	25	18	8	15	18	15	12
Total	**755**	**749**	**819**	**814**	**979**	**930**	**1,128**	**1,240**	**1,164**	**1,179**	**1,188**	**1,210**	**1,379**	**1,373**	**1,411**

Source: Office of Institutional Research, Reporting and Analysis (IRRA)

DEGREES CONFERRED

ACADEMIC YEAR 2014

DEGREES CONFIRMED	TOTAL
GRADUATE SCHOOL OF BUSINESS AND PUBLIC POLICY	
EMBA Executive Master of Business Administration	128
MA Management	9
MBA Master of Business Administration	130
MS Contract Management	8
MS Management	34
MS Program Management	45
GSBPP TOTAL	**354**
GRADUATE SCHOOL OF ENGINEERING AND APPLIED SCIENCES	
EAAC - ENGINEERING ACOUSTICS ACADEMIC COMMITTEE	**20**
MS Engineering Acoustics	6
M Engineering Acoustics	14
ECE - ELECTRICAL AND COMPUTER ENGINEERING	**75**
EE Electrical Engineer	1
MEng Electrical Engineering	27
MS Electrical Engineering	41
PhD Electrical Engineering	6
MA - APPLIED MATHEMATICS	**7**
MS Applied Mathematics	7
MAE - MECHANICAL AND AEROSPACE ENGINEERING	**82**
AstE Astronautical Engineer	1
ME Mechanical Engineer	9
MS Astronautical Engineering	12
MS Engineering Science (Astronautical Engineering)	12
MS Engineering Science (Mechanical Engineering)	11
MS Mechanical Engineering	34
PhD Astronautical Engineering	1
PhD Mechanical Engineering	2
MR - METEOROLOGY	**19**
MS Meteorology and Physical Oceanography	17
PhD Meteorology	2
OC - OCEANOGRAPHY	**7**
MS Physical Oceanography	5
PhD Physical Oceanography	2
OR - OPERATIONS RESEARCH	**1**
MS Operations Research	1
PH - PHYSICS	**25**
MS Applied Physics	16
MS Combat Systems Technology	2
MS Physics	5
PhD Applied Physics	1
PhD Engineering Acoustics	1
SE - SYSTEMS ENGINEERING	**193**
MS Engineering Systems	22
MS Systems Engineering	139
MS Systems Engineering Management	32
SP - SPACE SYSTEMS ACADEMIC GROUP	**16**
MS Space Systems Operations	16
USWAG - UNDERSEA WARFARE ACADEMIC GROUP	**1**
MS Applied Science (Acoustics)	1
PROVOST OVERSIGHT	**12**
MS Systems Engineering	5
MS Systems Engineering Analysis	7
GSEAS TOTAL	**438**

Source: Office of Institutional Research, Reporting and Analysis (IRRA)

GRADUATE SCHOOL OF OPERATIONAL AND INFORMATION SCIENCES	
CAG - CYBER ACADEMIC GROUP	**23**
MS Applied Cyber Operations	3
MS Cyber Systems and Operations	20
CS - COMPUTER SCIENCE	**63**
MS Computer Science	40
MS Modeling, Virtual Environments and Simulation	17
PhD Computer Science	2
PhD Modeling, Virtual Environments and Simulation	2
PhD Software Engineering	2
DA - DEFENSE ANALYSIS	**96**
MS Defense Analysis	1
MS Defense Analysis (Financial Management)	4
MS Defense Analysis (Information Operations)	1
MS Defense Analysis (Irregular Warfare)	59
MS Defense Analysis (National Security Affairs)	10
MS Defense Analysis (Terrorist Operations & Financing)	12
MS Information Operations	9
IS - INFORMATION SCIENCES	**50**
MS Information Systems and Operations	1
MS Information Technology Management	26
MS Information Warfare Systems Engineering	8
MS Network Operations and Technology	8
MS Remote Sensing Intelligence	3
MS Sys Technology (Command, Control & Communications)	3
PhD Information Sciences	1
OR - OPERATIONS RESEARCH	**106**
M Cost Estimating and Analysis	27
M Human Systems Integration	7
M Systems Analysis	20
MS Human Systems Integration	2
MS Operations Research	48
PhD Operations Research	2
GSOIS TOTAL	**338**

SCHOOL OF INTERNATIONAL GRADUATE STUDIES	
NSA - National Security Affairs	261
MA Sec Studies (Mid East, S Asia, Sub-Saharan Africa)	41
MA Security Studies (Far East, SE Asia, the Pacific)	42
MA Security Studies (Western Hemisphere)	25
MA Security Studies (Europe and Eurasia)	34
MA Security Studies (Civil-Military Relations)	5
MA Security Studies (Stabilization & Reconstruction)	3
MA Security Studies (Strategic Studies)	6
MA Security Studies (Homeland Security and Defense)	88
MA Sec Studies (Combating Terrorism: Policy & Strategy)	6
MA Security Studies (Defense Decision-Making and Planning)	10
PhD Security Studies	1
SIGS	**261**
NPS TOTAL	**1411**

Source: Office of Institutional Research, Reporting and Analysis (IRRA)

NPS EXECUTIVE EDUCATION AND PROFESSIONAL DEVELOPMENT PROGRAM

The Naval Postgraduate School (NPS) has strong executive education and professional development (EE/PD) programs that extend the reach of its graduate programs to mid- or senior-grade professionals who are unable to take the time out of their careers to attend degree programs, or who require targeted education provided at their locations on their time schedules. In addition to degree and certificate courses offered for credit, Schools, Centers, Departments, Institutes and other organizations at NPS provide executive education, numerous short courses, seminars, and conferences to meet specific student and sponsor needs. NPS short courses do not award academic credit.

While the largest share of EE/PD activity happens within the School of International Graduate Studies, all of NPS graduate schools offer EE/PD short course programs in some fields. Major EE/PD organizations at NPS include:

- School of International Graduate Studies (SIGS)
- Center for Civil-Military Relations (CCMR)
- Center for Executive Education (CEE)
- Defense Resources Management Institute (DRMI)
- Center for Homeland Defense and Security (CHDS)
- Graduate School of Business and Public Policy (GSBPP), several departments
- Graduate School of Operational and Information Sciences (GSOIS), all departments
- Graduate School of Engineering and Applied Sciences (GSEAS), several departments

The EE/PD short course education NPS offers falls into one of three categories:

- Type 1 – Courses with closed enrollment. Student pre-registration occurs in advance of the course.
- Type 2 – Courses with open enrollment. Student enrollment occurs at the start of the course.
- Type 3 – Exercises, workshops or seminars. No participant enrollment as students.

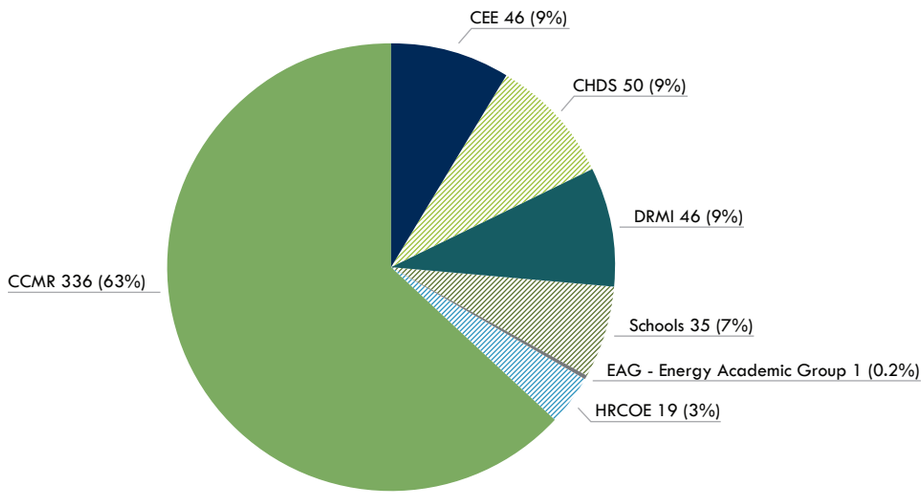
2014 EE/PD QUICK FACTS:

- NPS enrolled over 26,000 students in short courses in 2014.
- NPS EE/PD activities totaled $58M in 2014.
- CCMR is the dominant provider of short courses at NPS, with 63% of the courses delivered and 56% of the students served.
- The dominant sponsor of EE/PD at NPS is the Department of Defense (71% of EE/PD courses in 2014), with Department of the Navy second (10%).

Source: Office of Institutional Research, Reporting and Analysis (IRRA)

TOTAL COURSES EXECUTED

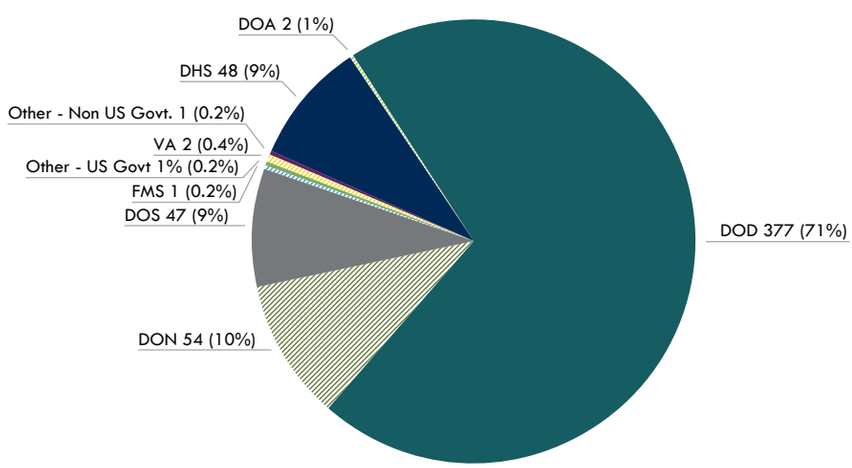
BY ORGANIZATION – 533 TOTAL COURSES



CCMR provides 63% of NPS' EE/PD courses to 56% of NPS' EE/PD students. The rest of the campus provides short course education to the remaining 44% of students, both in the U.S. and across the globe.

TOTAL COURSES EXECUTED

BY SPONSOR – 533 TOTAL COURSES

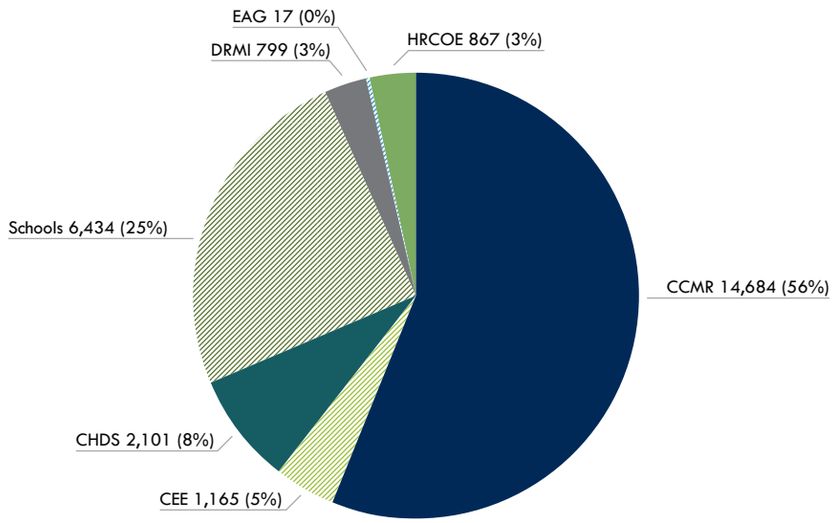


Most of the EE/PD conducted by NPS was reimbursably funded by DOD, with DON the second largest sponsor of EE/PD.

Source: Office of Institutional Research, Reporting and Analysis (IRRA)

TOTAL STUDENTS ENROLLED

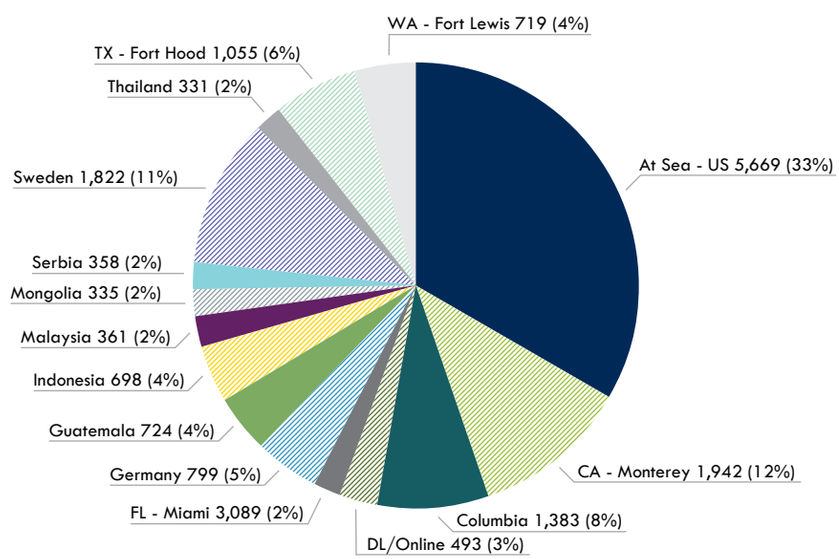
BY ORGANIZATION – 26,033 TOTAL STUDENTS



Nearly 80% of NPS' EE/PD students attend SIGS programs within CCMR or RSEP.

TOP 15 CONCENTRATION OF STUDENTS

BY LOCATION OF INSTITUTE – 26,033 TOTAL STUDENTS

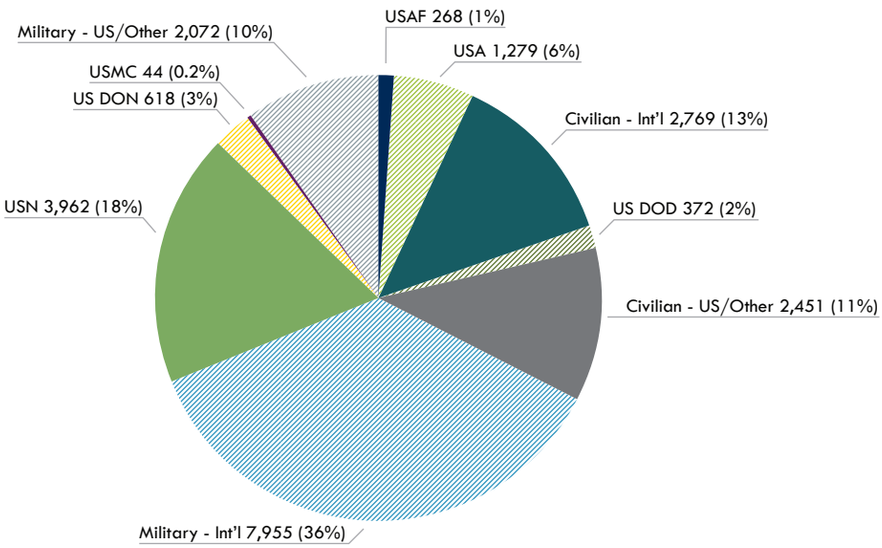


Nearly one-fourth of all of NPS' EE/PD students are educated on board deployed ships as part of the RSEP program in SIGS. The chart shows the top 15 locations for EE/PD education, with deployed education comprising one third of the top 15 and courses on our campus in Monterey the largest land-based concentration of education.

Source: Office of Institutional Research, Reporting and Analysis (IRRA)

TOTAL STUDENTS BY AFFILIATION

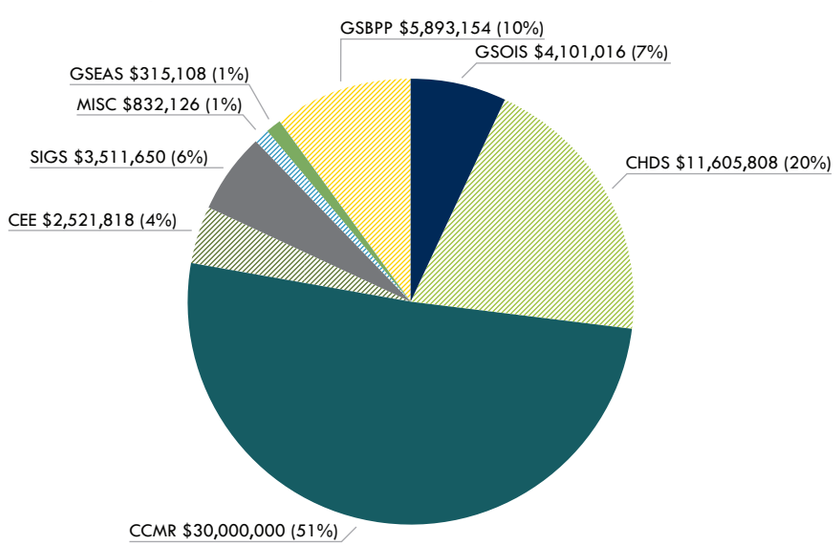
TOTAL STUDENTS WITH KNOWN AFFILIATION – 22,135



The majority of the NPS' EE/PD students for whom an affiliation is known are international military personnel. International personnel populate EE/PD residential courses at twice the rate of the next largest group, US Navy Personnel.

TOP EE/PD FUNDING

BY ORGANIZATION – $58.78MIL



Source: Office of Institutional Research, Reporting and Analysis (IRRA)

FACULTY

FACULTY BY RANK

TENURE TRACK

RANK	GSBPP	GSEAS	GSOIS	SIGS	RESEARCH	ADMIN	TOTAL
PROFESSOR	12	52	30	5	0	2	101
ASSOCIATE PROFESSOR	29	31	28	12	0	1	101
ASSISTANT PROFESSOR	13	9	8	6	0	0	36
TOTAL	**54**	**92**	**66**	**23**	**0**	**3**	**238**

NON–TENURE TRACK

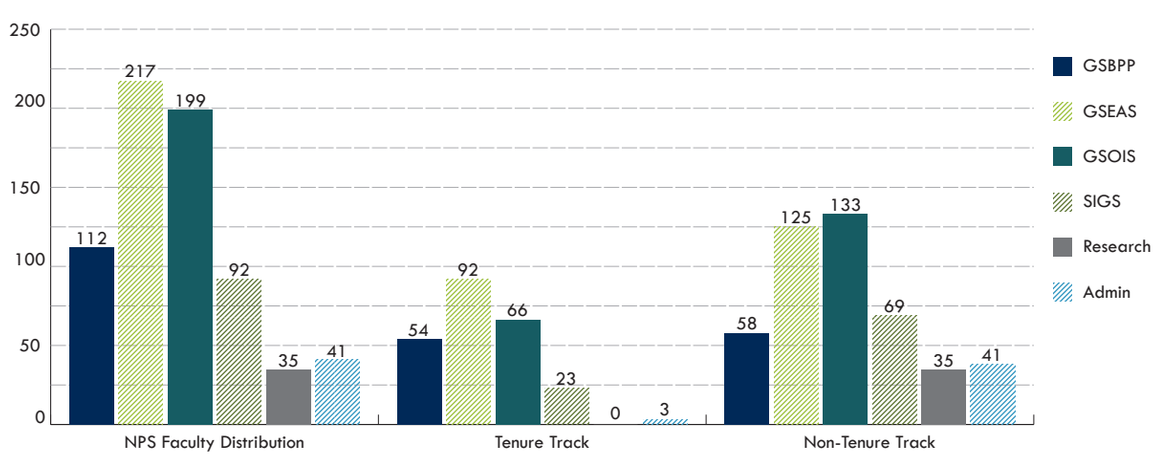
RANK	GSBPP	GSEAS	GSOIS	SIGS	RESEARCH	ADMIN	TOTAL
SENIOR LECTURER	15	12	15	20	0	5	67
LECTURER	24	15	20	12	0	14	85
PROFESSOR OF THE PRACTICE	3	10	3	0	2	0	18
RESEARCH PROFESSOR	0	13	5	1	2	0	21
RESEARCH ASSOCIATE PROFESSOR	5	12	6	1	4	0	28
RESEARCH ASSISTANT PROFESSOR	0	10	6	2	0	0	18
ADMINISTRATIVE FACULTY	0	0	1	4	1	8	14
FACULTY ASSOCIATE	11	53	77	29	26	11	207
TOTAL	**58**	**125**	**133**	**69**	**35**	**38**	**458**
GRAND TOTAL	**112**	**217**	**199**	**92**	**35**	**41**	**696**

Graduate School of Business and Public Policy (GSBPP)
Graduate School of Engineering and Applied Sciences (GSEAS)
Graduate School of Operational and Information Sciences (GSOIS)
School of International Graduate Studies (SIGS)

FACULTY DISTRIBUTION

TENURE TRACK

BY SCHOOL

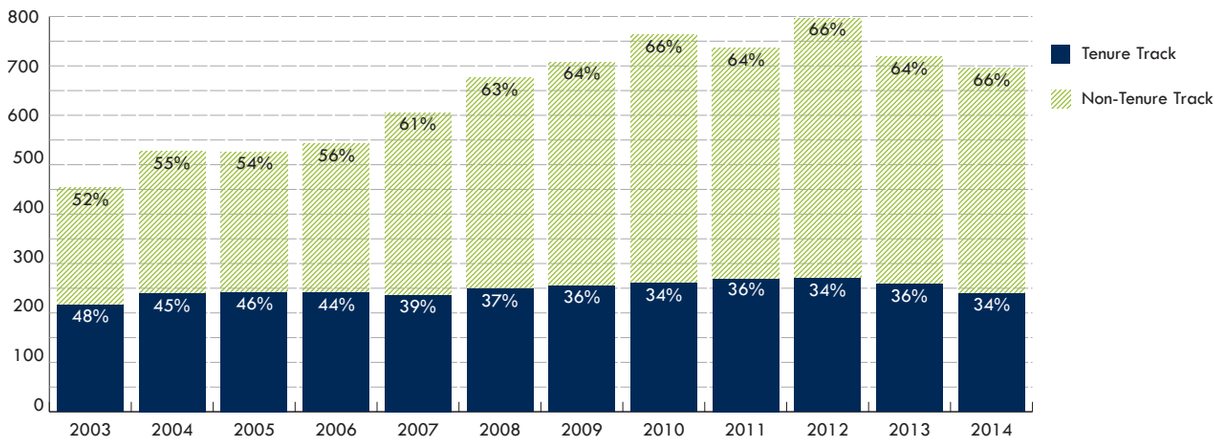


Source: Office of Institutional Research, Reporting and Analysis (IRRA)

TENURE TRACK/NON-TENURE TRACK FACULTY

TREND SINCE 2003

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
TENURE TRACK	216	240	242	241	236	248	254	260	269	270	259	239
NON-TENURE TRACK	238	288	283	301	369	428	454	504	468	527	460	457
TOTAL	**454**	**528**	**525**	**542**	**605**	**676**	**708**	**764**	**737**	**797**	**719**	**696**



FACULTY AND STAFF 2014

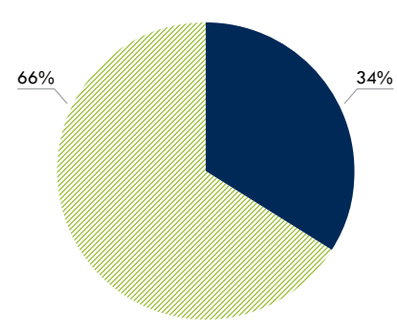
BY ETHNICITY

	Black/African American	American Indian/Alaskan Native	Asian/ Pacific Islander	Hispanic	White	Unknown	Two or More	Total
NPS GS/WG	42	4	59	29	221	0	1	356
NPS FACULTY	6	2	56	20	526	86	0	696
TOTAL	**48**	**6**	**115**	**49**	**747**	**86**	**1**	**1052**

BY GENDER

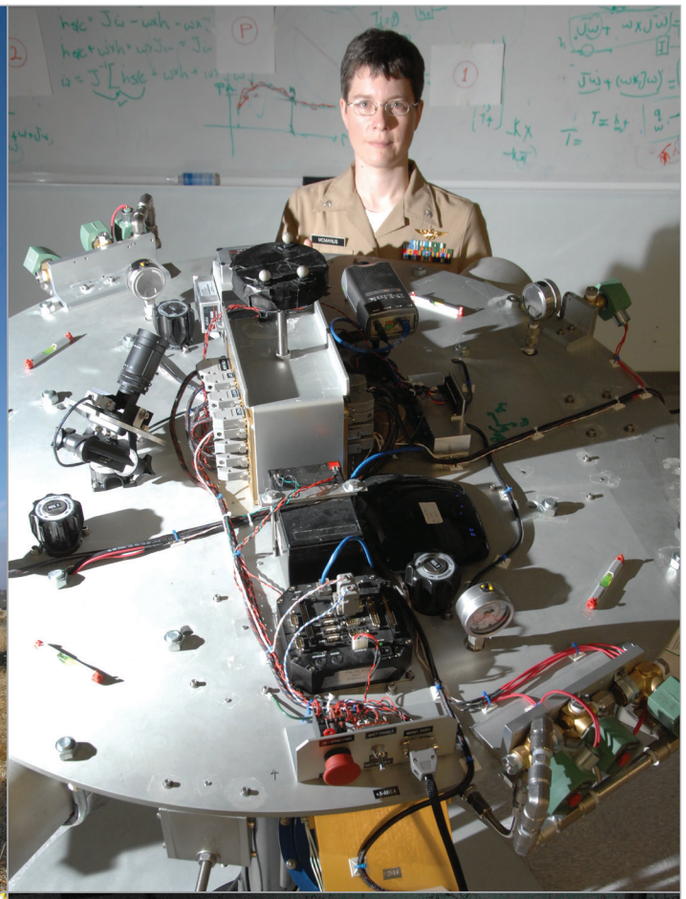
	FEMALE	MALE	TOTAL
NPS GS/WG	212	144	356
NPS FACULTY	172	524	696
TOTAL	**384**	**668**	**1052**

	FEMALE	MALE	TOTAL
NPS GS/WG	55%	22%	34%
NPS FACULTY	45%	78%	66%
TOTAL	**100%**	**100%**	**100%**



Source: Office of Institutional Research, Reporting and Analysis (IRRA)

RESOURCES



INFORMATION TECHNOLOGY & COMMUNICATIONS SERVICES

QUICK FACTS 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

QUICK FACTS USER ACCOUNTS

Type	FY12	FY13	FY14
Resident Students	2069	2261	2816
DL Students	1382	3111	2265
Faculty	967	1150	1056
Staff	1174	1672	1474
Contractors	356	483	475
Total Accounts	**7527**	**8677**	**8086**

QUICK FACTS EDUCATION TECHNOLOGIES

Description	FY12	FY13	FY14
Learning Resource Center application	288	289	289
Video Bridge Ports	60	80	80
ISDN Channels available to Video Bridge	256	256	256
ISDN Gateway Channels	0	253	253
VTC Equipped Spaces	42	42	42
VTC Meeting Rooms	27	27	27
VTE Specialized Classrooms & Studios	15	15	15
Multimedia presentation systems	133	133	133
Class hours recorded & streamed via the Internet	5,259	5,612	5,862
Participant hours attended via web-conferencing system (beginning FY14)	11,624	12,369	100,675
Learning Management systems usage (logins)	4,484	6,447	7,821

Source: Information Technology and Communications Services

HIGH PERFORMANCE COMPUTING (HPC)

Description	FY13	FY14
Linux computers on campus	40	375
Linux users on campus	250	500
HPC supercomputer processors	1,340	3,154
HPS supercomputer users	150	210
HPC disk space	475 TB	475 TB

UNIVERSITY EDUCATION PARTNERSHIPS

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.

INTERNET2

National high-speed, high-capacity network; U.S. university-led consortium with partners in industry and government accelerating development of tomorrow's internet.

DEFENSE PARTNERSHIPS

Educational and research partners of NPS that have established links to distributed technology tools: Synchronous Collaboration System, Learning Management System, Video capture, Video editing system and Podcasting. These partnerships include: Defense Language Institute-Foreign Language Center (DLIFLC), DOD Foreign Area Officer Program, Commander Navy Installation Command (CNIC), DOD Educational Information Security Working Group, and 23 DOD Educational Institutions

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 (FNMOC), Defense Manpower Data Center (DMDC), Naval Postgraduate School (NPS) and the Defense Personnel Security Research Center.

DOD EDUCATIONAL INFORMATION SECURITY WORKING GROUP

Twenty-three DOD educational institutions that focus on network and information security – collaborate electronically throughout the year to solve security related problems

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.

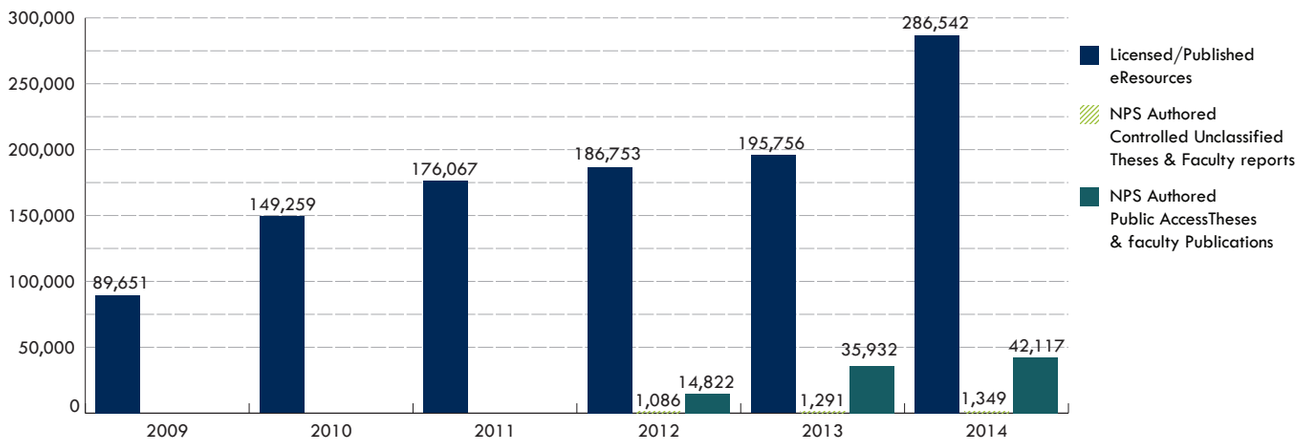
Source: Information Technology and Communications Services

DUDLEY KNOX LIBRARY

QUICK FACTS

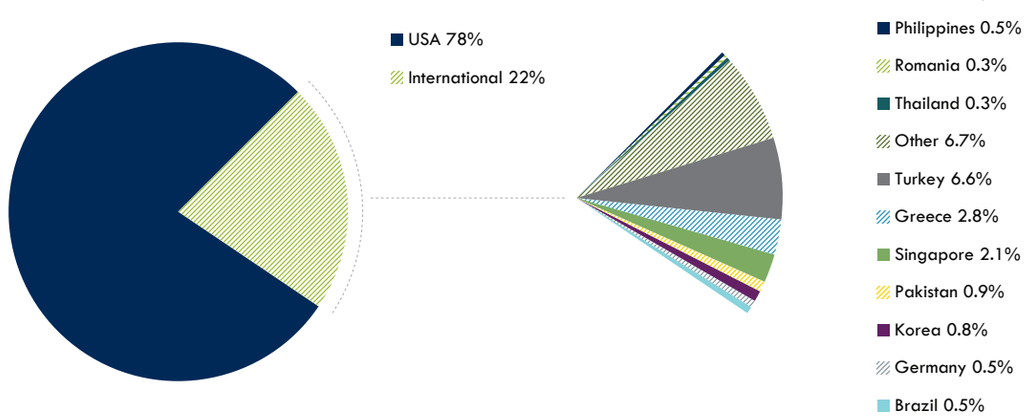
NUMBER	DESCRIPTION
26	Library staff FTE (12 MLIS or Masters' degrees)
78	Average weekly hours (Sunday - Saturday); open additional hours each finals week
330,008	eResources available 24/7 (books, journals, reports & more)
1,349	NPS-authors' controlled unclassified (CUI) eResources: theses, dissertations, and technical reports
42,117	NPS-authors' public access eResources: theses, dissertations, journal articles, book chapters, and more
309,745	Onsite Library visits (up 19% over FY13)
1,786	Average daily library visits (onsite and virtual)
> 8,000	Hours students used collaborative study spaces
2,348	Number of students receiving library instruction
132	Number of library instructional sessions (189 classroom hours) (face-to-face and virtual)

NUMBER OF ELECTRONIC RESOURCES



2010 increase due to new EBRARY titles FY12 added Controlled Access Catalog & Calhoun

NPS ALUMNI REGISTERED FOR FY2014 LIBRARY ACCESS TOP COUNTRIES (N=2,754)



Source: Dudley Knox Library

ACADEMIC FACILITIES

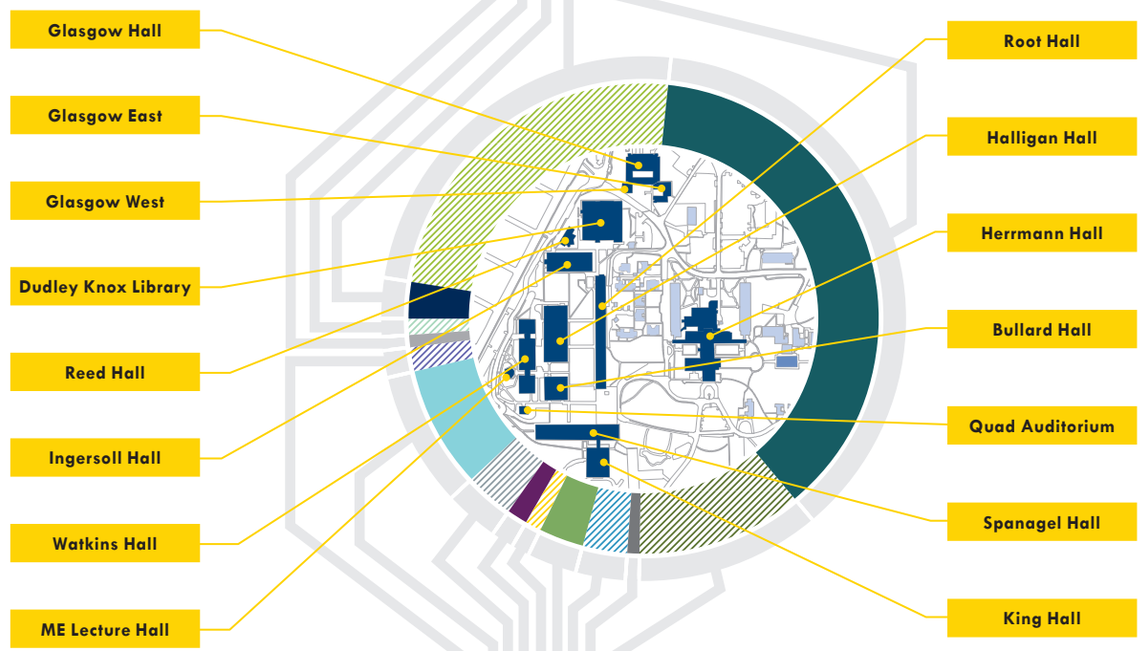
AUDITORIUM (AUD.)
6 Large Auditorium facilities designed for Conferences and similar large group of audiences.

MAC LAB (LAB)
2 Lab equipped with networked or stand-alone computers for Academic or Research use by students and faculty which contains Apple Mac Pros with a dual boot Mac OS and Windows configuration.

MULTI O/S (LAB)
2 Lab equipped with networked or stand-alone computers for Academic or Research use by students and faculty where muliple combinations of operating systems and hardware are possible.

CONFERENCE ROOMS (CONF.)
56 Conference rooms designed for classroom and/or conference use for a small working group or audiences.

BASELINE CLASSROOMS (CR)
86 Traditional baseline classroom with multi-media projection system and instructor computer. This is the minimum baseline technology for all traditional classrooms.



UNIX/LINUX (LAB)
4 Lab equipped with networked or stand-alone computers for Academic or Research use by students and faculty using UNIX or LINUX operating systems.

LRC WINDOWS (LAB)
19 Public Learning Resource Centers. Equipped with networked computers for student use, instructor computer, networked printer. Commonly used as a computer classroom on an irregular basis.

VTC EQUIPPED CLASSROOM (VTC)
8 Traditional or computer equipped classrooms with videoconferencing capability. Not equipped for VTE.
NOTE: This is an enhancement to the existing facilities and does not represent additional rooms.

VIDEO INSTRUCTION SUITES (VTE)
3 Video studios equipped for VTE or Elluminate use.

VTE STUDIOS (VTE)
3 Video tele-education teaching studio. Enhanced version of Type 3a VTE Classroom, but without seats for local students. Used for VTE programs with only remote students. Includes large rear- screen projection system.

COMPUTER-EQUIPPED LABS (CR)
26 Baseline classroom or lab with networked PCs and AC at each student seat.

TEACHING ENHANCED ACTIVE LEARNING (CR)
2 Classroom with shared power and network connectivity at student stations, strategically placed plasma displays and ability for students to project from study stations to displays.

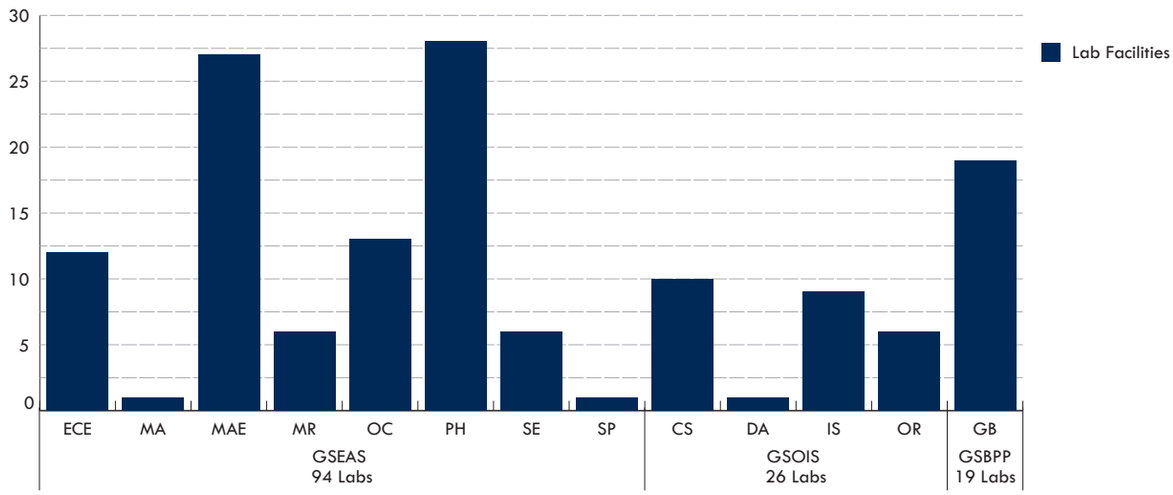
SECURE CLASSROOMS (CR)
7 Traditional classrooms with baseline AV capabilities in SCIF, STBL and other Secure Labs/ Classrooms

VTE CLASSROOMS (VTE)
7 Video tele-education classroom. Traditional style classroom augmented with videoconferencing technology, specialized video display system, instructor PC, document camera, VCR, microphones, loudspeakers, and audiovisual routing matrix.

Source: Facilities Management (2014)

NPS LAB FACILITIES

NPS has 139 labs across 3 academic schools used to support our education and research programs.



MAJOR REPRESENTATIVE LAB FACILITIES BY DEPARTMENT AND SCHOOL

GSEAS

Dept	LAB NAME	SPONSOR	LAB DESCRIPTION
ECE	RADAR & EL. WARFARE SYSTEMS LAB	OPNAV N1	The Radar Lab complex contains 15 Radar Systems and 10 various Electronic Warfare Systems. The facilities provide operating systems in support of instructional courses in Radar and Electronic Warfare principles.
	OPTICAL ELECTRONICS LAB	OPNAV N1	Optical technology is an effective war-fighting and information-providing tool. This lab provides experimental facilities in fiber optics, lasers, and Electro-optics.
MA	LEARNING RESOURCE CENTER MATH	NPS	Lab provides instruction ranging from programming to computer architecture, database systems, computer graphics, artificial intelligence, computer networks and advanced programming.
MAE	MARINE PROPULSION LABORATORY	OPNAV N86	This lab includes the marine propulsion lab, the rocket propulsion lab, and the turbo-propulsion lab. The marine propulsion lab includes gas turbine and diesel engines. This forms the core of the instructional program in marine power and propulsion.
	THERMAL ENGINEERING LABORATORY	OPNAV N86	Used mainly for instruction in heat transfer by convection phenomena of single and multi-phase flows and includes facilities for measurement of temperature change and fluid motion in a range of systems.
MR	MARINE ATMOSPH. BOUNDARY LAYER & MEAS. LAB	OPNAV N096	Access to a variety of observation sites enables the lab to provide near Real-time data from the coastal region. Utilizes in-situ and remote sensing instrumentation systems for both teaching and research.
	ATMOSPHERIC ANALYSIS AND FORECASTING FOR WMD/HLS	OPNAV N096	Lab provides the modeling, measurement and software tools to address atmospheric aspects of WMD and HLS issues for DOD.
OC	NAVAL OCEAN ANALYSIS AND PREDICTION (NOAP) LAB	OPNAV N096 / RR*	Supports environmental research in Joint Warfare and SOLIC, environmental effects on mine warfare, ocean analysis and prediction, and littoral zone modeling.
	RADAR AND DRIFTER LABORATORY	OPNAV N096 / RR*	Involved in direct measurements of ocean surface circulation in both coastal and open-sea environments. Real-time telemetry provides access to HF radar data and drifting buoy data, and brings these data to the lab, classroom, and the WWW.

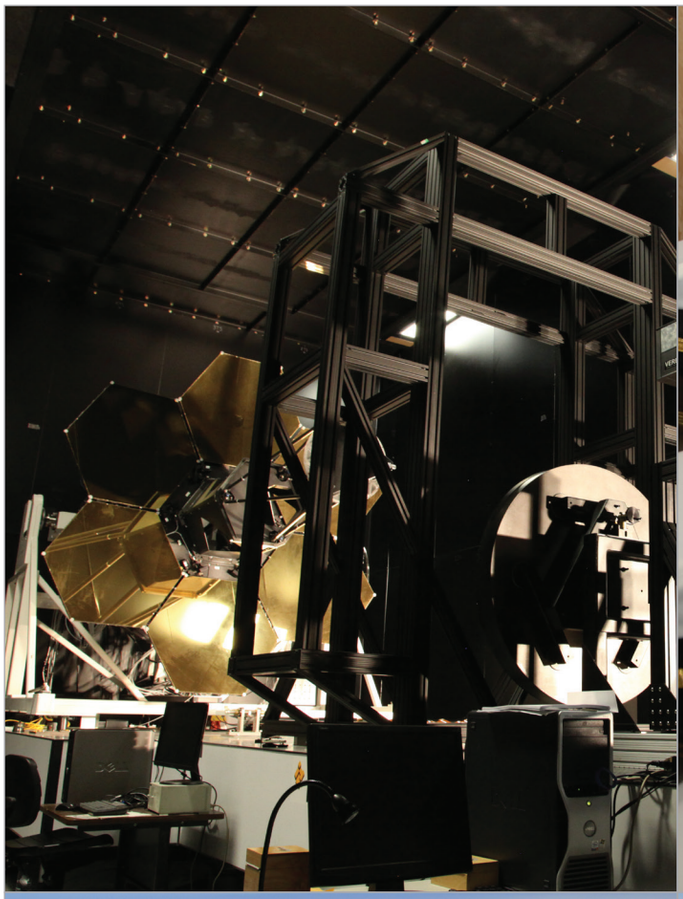
Source: Facilities Management (2014)

MAJOR REPRESENTATIVE LAB FACILITIES BY DEPARTMENT AND SCHOOL

Dept	LAB NAME	SPONSOR	LAB DESCRIPTION
PH	THRESHOLD CATHODE TEST FACILITY	RR*	Basic R&D experimental laboratory for developing advanced components for High Power Microwave Directed Energy Weapons. Includes ultra-high vacuum system, pulsed power, and various diagnostics.
	RAILGUNS AND DISCHARGES LABORATORY	RR*	Focus Area. Problems regarding railguns and transient electrical discharges are investigated in this laboratory. Problems in transient electrical discharges include discharge initiation history and temporal behavior after the initiation phase.
SE	SYSTEMS ENGINEERING DEMONSTRATIONS LABORATORY	Navsea SP	This laboratory maintains computers, special systems engineering software, and other software supporting class exercises, student thesis and capstone projects, and faculty research. (90% Instruction + 10% Research)
SP	SMALL SATELLITE LABORATORY	NRO NNSOC	This lab supports the space systems curricula through reimbursable instruction and research by development of small satellite and space flight experiments.
GSOIS			
CS	INTRODUCTORY COMPUTER SECURITY LAB	OPNAV N1	This lab is primarily used by the Center for Information Security Studies and Research (CISR). It is an "air-gapped" lab dedicated to studies of network vulnerabilities, intrusion detection, secure system management and computer forensics;
	COMP. INFORM. SECURITY (CISR) LAB	OPNAV N1 / RR*	Primarily used by INFOSEC and CISR. It is dedicated to studies of information assurance, computer security, high assurance system architecture and authentication. Used to introduce students to studies in high assurance systems, steganography, public key
DA	COMMON OPERATIONAL RESEARCH ENVIRONMENT LAB (CORE)	OPNAV N1 / RR*	The Common Operational Research Environment (CORE) Lab will allow testing of new analytical technologies and methods addressing the problems of terrorism, networked adversaries, irregular warfare, and insurgency
IS	NAVAL SIMULATION SYSTEM LABORATORY	OPNAV N1 / RR*	Mixed use laboratory dedicated to the support of instruction as well as reimbursable and direct funded basic and applied research projects.
	RIDDLR / WIRELESS WARFARE / NEMESIS LAB	OPNAV N1 / RR*	Mixed use laboratory dedicated to the support of instruction as well as reimbursable and direct funded basic and applied research projects.
OR	HUMAN SYSTEMS INTEGRATION LAB (HSIL)	OPNAV N1	Human Systems Integration Lab. This lab provides specialized Human Factors equipment, which measure some characteristic of human physiology.
	OPTIMIZATION COMPUTER LAB	OPNAV N1	Computationally intensive optimization.
GSBPP			
GB	APPLIED NETWORK PC LABORATORY	OPNAV N1	This lab provides hands-on instruction with microcomputer architecture and local area Network Design.
	ACQUISITION CONTRACTING COMPUTER LABORATORY	OPNAV N1 / RR*	Develop analytical and critical thinking abilities of students through the use of computer simulations and other management analysis tools.

RR=Reimbursable Research*

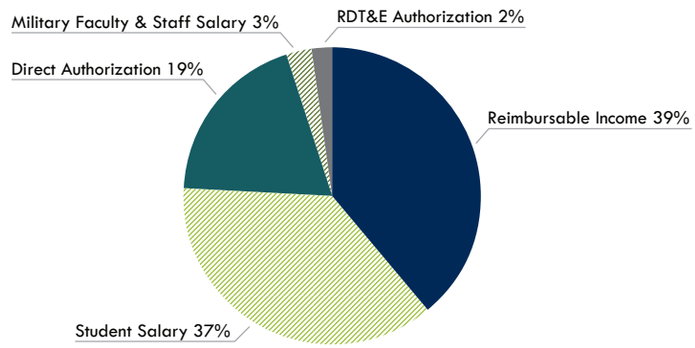
Source: Facilities Management (2014)



FINANCIAL

TOTAL OPERATIONS & COMMUNITY IMPACT

BUDGET BY SOURCE, FY2014

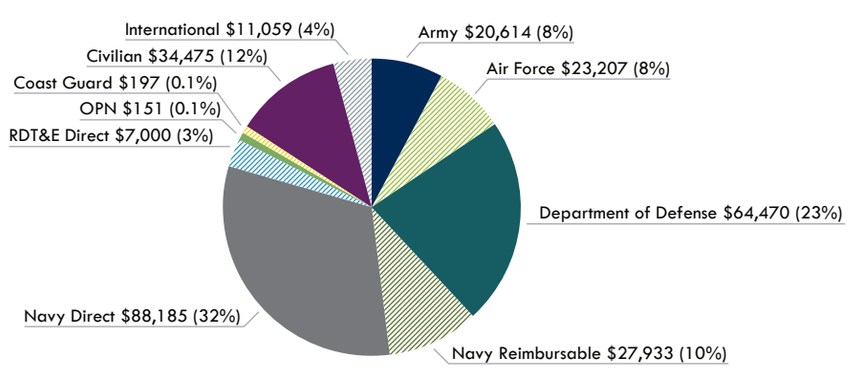


BUDGET ITEM	$ ALLOCATED (IN MILLIONS)
Reimbursable Income	$181.9
Student Salary	$176.4
Direct Authorization	$88.2
RDT&E Authorization	$7.0
Military Faculty & Staff Salary	$16.0
TOTAL	**$469.5**

NPS FY2014 REVENUE

BY SOURCE

DIRECT AND REIMBURSABLE



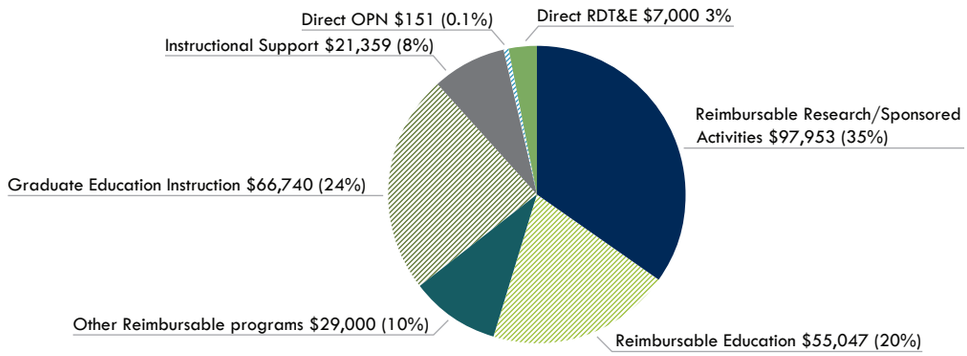
Source	%	$K
Army	7.4%	$20,614
Air Force	8.4%	$23,207
Department of Defense	23.2%	$64,470
Navy Reimbursable	10.1%	$27,933
Navy Direct	31.8%	$88,185
RDT&E Direct	2.5%	$7,000
OPN	0.1%	$151
Coast Guard	0.1%	$197
Civilian	12.4%	$34,475
International	4.0%	$11,059
Total		**$277,291**

Source: Comptroller

NPS FY 2014 EXPEDITURES

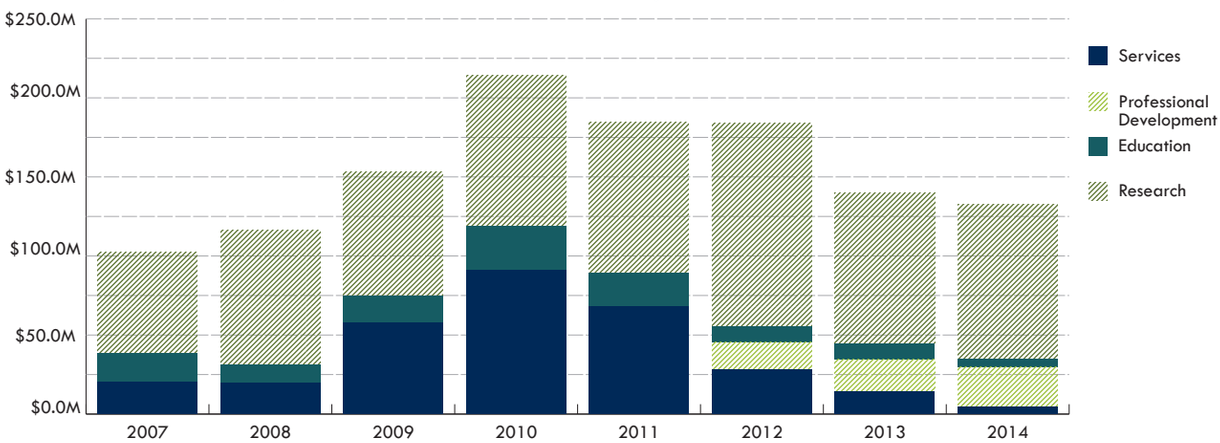
BY CATEGORY

DIRECT AND REIMBURSABLE $277.3 MILLION



FY07–FY14 SPONSORED RESEARCH FUNDING EXECUTION

BY PRODUCT LINE (IN MILLIONS OF DOLLARS)



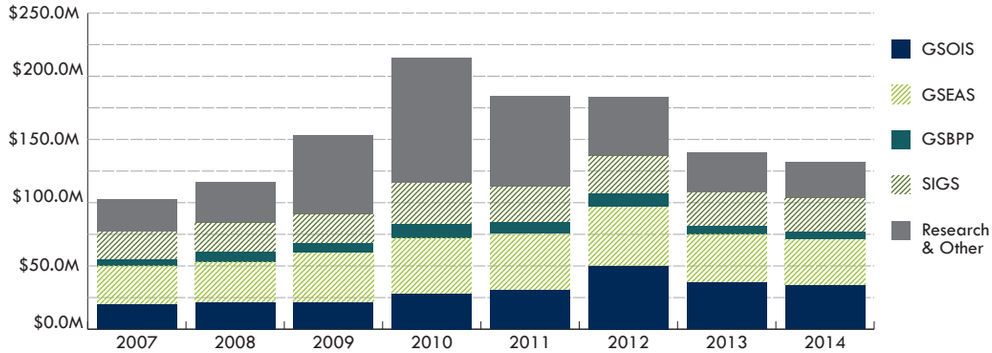
	2007	2008	2009	2010	2011	2012	2013	2014
Services	$20.3	$19.6	$57.6	$91.2	$68.3	$28.4	$14.5	$4.7
Professional Development*	-	-	-	-	-	$17.2	$20.1	$24.9
Education	$18.3	$12.0	$17.3	$27.4	$20.6	$9.9	$10.2	$4.9
Research	$63.8	$84.5	$78.6	$95.4	$95.9	$128.3	$95.1	$98.0
Total	**$102.4**	**$116.1**	**$153.5**	**$214.1**	**$184.7**	**$183.8**	**$139.8**	**$132.5**

**Note: Professional Development Excludes PD/EE from CCMR and partial from DRMI*

Source: Comptroller (Top)
Source: Research Sponsored Programs Office (RSPO) (Bottom)

FY07–FY14 SPONSORED RESEARCH FUNDING EXECUTION

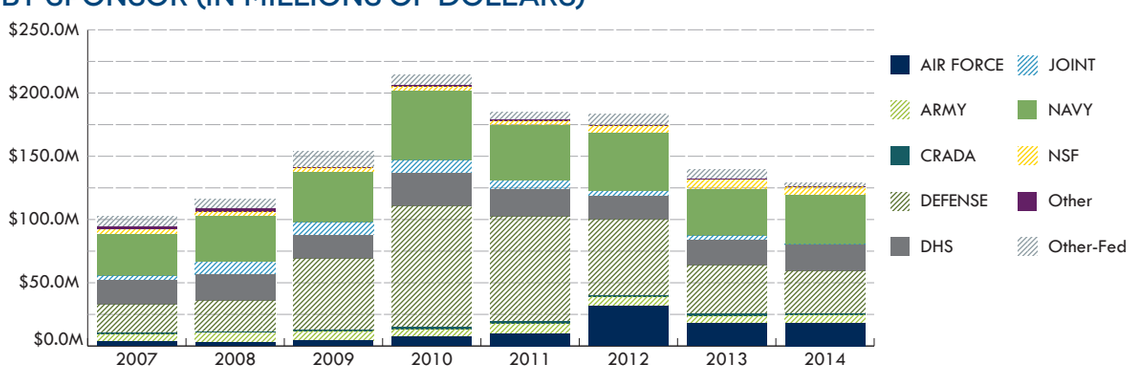
BY DIVISION (IN MILLIONS OF DOLLARS)



	2007	2008	2009	2010	2011	2012	2013	2014
GSOIS	$19.5	$21.4	$21.1	$28.2	$30.6	$50.0	$37.0	$34.3
GSEAS	$30.7	$32.1	$39.2	$44.1	$44.9	$46.7	$38.3	$36.8
GSBPP	$4.8	$7.9	$7.5	$10.7	$9.0	$10.4	$6.5	$5.7
SIGS	$22.0	$22.7	$23.6	$32.7	$28.7	$30.2	$26.3	$27.3
Research & Other	$25.4	$31.9	$62.1	$98.4	$71.5	$46.5	$31.7	$28.4
Total	**$102.4**	**$116.1**	**$153.5**	**$214.1**	**$184.7**	**$183.8**	**$139.8**	**$132.5**

FY07–FY14 SPONSORED RESEARCH FUNDING EXECUTION

BY SPONSOR (IN MILLIONS OF DOLLARS)



	2007	2008	2009	2010	2011	2012	2013	2014
AIR FORCE	$3.5	$2.9	$4.4	$7.1	$9.9	$31.7	$17.8	$18.4
ARMY	$6.3	$7.8	$7.4	$6.3	$7.9	$7.4	$6.1	$6.2
CRADA	$864K	$728K	$983K	$1.6	$1.6	$1.0	$1.9	$1.4
DEFENSE	$22.4	$24.3	$56.5	$95.6	$83.3	$59.9	$38.3	$33.2
DHS	$19.3	$20.6	$18.6	$26.0	$21.4	$18.5	$19.9	$20.8
JOINT	$3.4	$10.2	$10.3	$10.5	$6.4	$3.9	$3.2	$4.0
NAVY	$32.8	$36.0	$39.6	$54.8	$43.8	$45.8	$36.6	$39.2
NSF	$3.7	$4.0	$3.2	$3.5	$3.6	$5.8	$7.6	$6.1
OTHER	$2.2	$2.5	$755K	$954K	$840K	$595K	$691K	$390K
OTHER-FED	$7.9	$7.2	$11.8	$7.7	$6.0	$9.2	$7.8	$2.8
Total	**$102.4**	**$116.1**	**$153.5**	**$214.1**	**$184.7**	**$183.8**	**$139.8**	**$132.5**

Source: Research Sponsored Programs Office (RSPO)

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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.

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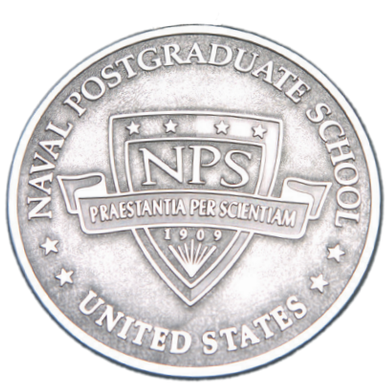

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(831)656-1068 | www.nps.edu | pao@nps.edu

1 University Circle, Monterey, CA 93943