

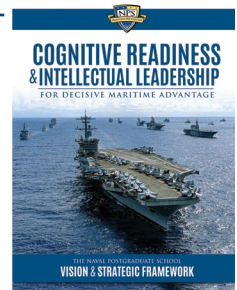


NPS PRESIDENT'S 2024 INTENT

Get Real, Get *Even Better**



For two years NPS has undertaken the transformation of our institution as described in the foundational document *NPS Vision and Strategic Framework*. Team NPS's efforts in that endeavor have resulted in significant improvements to the foundations of all four core pillars of our transformation journey: *Education, Research, Innovation*, and the *Institution*. We are changing our culture, our business processes, our organizational design and our value proposition to the Navy, the Marine Corps, and the Joint Force. We are getting both Real and Better. While we have much to be proud of, there is more to be done.



EDUCATION

Extend reach and increase the focus of defense-unique and naval-relevant education

RESEARCH

Increase the impact of applied research that is fully informed and directly contributes to warfighting solutions

INNOVATION

Lead naval innovation via a collaborative ecosystem connecting warrior-scholars with academia and industry

INSTITUTION

Enabled by a learning organization with a shared mission-focused culture developing defense leaders in modern and technologically relevant facilities.

Rapid gains have been made, which has left some gaps and fissures in the foundation of our transformation that if left uncorrected would prevent NPS from reaching our full potential in the current time and in our future. 2024 will be dedicated to identifying those gaps and strengthening the foundation upon which our vision for the future of NPS will be built.

I am not signaling that we will take a pause in our important transformation work — the NPS Strategic Framework includes long-term objectives we must still pursue to achieve our Vision. Instead, we will apply the same urgency and dedication that we did to *lay* the foundation of transformation to strengthening that foundation even more. We will Get Real, and we will Get *Even Better*.

This year, within each of the four transformation pillars, we will execute mission with specific focus on:

- 1. **Invest in our People.** Our people, and our team, are the heart, mind and energy of NPS. We must continue to grow and strengthen both the NPS community and the individuals who form, shape and exemplify our culture.
- *Improve trust and respect within the NPS community.* Our education mission is an all-hands effort and can only be achieved in an environment where Faculty, Staff, and Students trust, respect, and communicate effectively with one another. Each of us shall be treated with the dignity and respect that we all deserve. We owe this to each other, and we will improve our culture in this regard through the efforts below.



- *Increase our sense of community.* We cannot accomplish our mission without establishing a vibrant campus community with strong connections between all stakeholders. The structures and events that underpin our community, our sense of belonging at NPS, and our common sense of purpose remain atrophied following the pandemic. We shall strive to revive and re-invent these structures, and to further strengthen the cross-organizational bonds between us.



- *Increase transparency and understanding.* Fundamental to improving both trust and cooperation amongst us will be increasing our understanding of how each of us affect the other in the execution of our mission. To that end we will strive to increase transparency in both decision making and operations both across and within our organizational units. This requires an increased effort to communicate at, and between, every level at NPS.
- *Balance staffing.* Staffing shortages have placed both NPS as an institution and our relationships between each other under significant stress. Through innovative hiring methods and improved processes, we will redouble our efforts to increase our staffing levels to meet mission requirements, particularly in those organizations that support our academic and research missions.
- *Develop the people in our faculty and staff.* We must continue to build the strength of our institution by investing directly in the development of our people. This will be achieved in many forms, including internal mentorship, formal leadership education, discipline-specific continuing education, and many others. Be innovative in this endeavor to keep our people on the cutting edge of their professions.

2. Execute the mission in a resource-constrained environment. In addition to executing our baseline mission in an austere budget environment, we must also continue to execute high-value unfunded mission tasking until dedicated resources become available. Somewhat paradoxically, NPS must show that we can accomplish elements of our transformation strategy *before* they are fully funded by the Navy. These are necessary efforts for transformation to proceed.

- *Increase classified teaching and research.* Recognizing that increased classified work, where appropriate, is critical both to cutting-edge teaching and research and NPS's relevance to the Fleet, we will continue the work of NPS's Classified Teaching and Research Task Force to ensure that enabling facilities, policies and internal culture are aligned to that end.
- *Excel in wargaming.* The CNO has directed NPS to expand its mission into large-scale operational wargaming and has tasked us specifically with executing two wargames in 2024: in PACOM and in SOUTHCOM. These wargames directly demonstrate NPS's relevance to the operational fleets through a new venue, and future resourcing depends upon successful execution.
- *Build NPS Hawaii.* Similarly, COMPACFLT has asked NPS to deliver certificates and short courses to both his staff and local operational units in Pearl Harbor. This important expansion of our education mission gives NPS direct and immediate impact on our operating forces in the Pacific. Increased resourcing from the Navy will follow continued growth and effort by NPS in this endeavor.





- 3. Understand our requirements, both internal and external.** To both operate efficiently and justify increased funding in the future we must understand and articulate both what we are doing and how much it costs to do it, in detail.
- *Identify both funded and unfunded requirements.* Over many years NPS has accepted, for good reasons, a wide variety of informal tasking without associated resources. Wargaming and NPS Hawaii (as previously described) are good examples. We must identify each of these unfunded tasks in order to make a holistic assessment of their value, and then either seek resourcing or consider ceasing activity in that area. Similarly, we must understand in detail what we have been formally tasked and resourced to do so that we may accurately articulate our resourcing needs.
 - *Refine the faculty workload model.* To optimize our mission output, we must codify the NPS faculty workload model to define expected course loads as well as service and research requirements. This formalization of our model will improve both the understanding and transparency of workload expectations and will also greatly improve our ability manage our human capital.
 - *Understand the cost of NPS education, in detail.* The most significant case of identifying the cost of our requirements is that of our primary mission: educating our warrior-scholars. In the past we have had difficulty articulating the cost of adding an additional student at NPS, or conversely the number of students we can no longer educate due to a reduction in resourcing. The reduction or subtraction of a notional student requires changes to the number of classes, sections, labs, faculty, and support staff at NPS. To ensure that NPS receives needed resources, we must understand those costs in detail.
- 4. Plan and prepare for future resourcing increases.** Due to Team NPS's hard work on both baseline mission execution and on transformation, NPS's star is on the rise. Your work has been noticed, and because of it there is the real potential for significant increases in resourcing. Specifically, although funding is not certain, we need to be prepared to receive and execute resources for both the Naval Innovation Center (NIC) at NPS and simultaneous modernization of several of our main buildings. To be prepared to efficiently apply those resources to the improvement of NPS we will need a solid foundation of effective business processes and detailed institutional knowledge and self-assessment.

NPS is on a very good vector. While continuing to deliver both cutting-edge research and highly educated warrior scholars to the Fleet, Marine Force, and joint force we have also made great strides in laying the foundation of transformation at NPS. In continuing to shore up that foundation in preparation for future growth and improvement we must continue to Get Real, and we will Get *Even Better*.*

A. E. RONDEAU
President, Naval Postgraduate School

* "Get, Real Get Better" is the U.S. Navy's continuous improvement program, and is the standard of leadership and problem-solving for leaders at all levels. For more: <https://grgb.navy.mil/GRGB-Overview/About-GRGB/>



MISSION

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

VISION

The Naval Postgraduate School will become the nation's leading institution for defense higher education and applied research, delivering transformative solutions and innovative leaders for decisive U.S. seapower and national defense.