



April 24, 2015

William R. Gates PhD
Dean
Naval Postgraduate School
Graduate School of Business and Public Policy
555 Dyer Road
Monterey CA 93943-5197
UNITED STATES

Via Email: bgates@nps.edu

Dear Dean Gates:

It is my pleasure to inform you that the peer review team recommendation to extend accreditation for the master's degree programs in business offered by Naval Postgraduate School is concurred with by the Continuous Improvement Review Committee and ratified by the Board of Directors. Congratulations to you, the faculty, the students, the staff, and all supporters of the Graduate School of Business and Public Policy.

One purpose of peer review is to stimulate further continuous improvement of quality programs. As noted in the team report, the School is to be commended on the following strengths and effective practices:

1. Research Centers. These are a source of many benefits including: engagement with real world problems for both faculty and students, applied research opportunities that can sometimes be directed to academic journals, thesis projects that connect the curriculum with research, faculty salary support, access to research data, and attractive opportunities to create and support PA faculty.
2. There is a strong, symbiotic relationship between students, faculty and sponsors, both in terms of curriculum and research.
3. Students. From junior to senior faculty, all see the ability to work with these mature and motivated students as an asset, as well as a faculty recruiting tool.
4. Faculty Commitment to Teaching/Students. The faculty members sincerely care about teaching and enjoy their interactions with students. It is a priority, and there is open discussion about this among the faculty. The students also appreciate this and know they are fortunate.
5. Teaching Development and Support. There is excellent faculty support for teaching development and innovation. This was specifically mentioned by the junior faculty.
6. Leadership. The dean is widely lauded for his visibility and his engagement of faculty in important strategic and process initiatives. Military faculty voiced a very positive evaluation of how he helps them understand their role, the bigger picture, and how they fit into the degree programs.
7. Junior Faculty Support. Junior faculty members feel very supported by the tenured faculty with respect to research, teaching, on-boarding, and P&T mentoring.
8. Faculty Mix. Students know that they are in a special program with respect to the broad mix of faculty including military personnel, civilians, academics, and practitioners. They feel that this mix ideally meets their instructional needs.

9. Experiential learning. Resident students are especially appreciative of experiential classes and projects, such as online simulations, that reinforce learning. They also mentioned, specifically, design thinking, classes that force them to appreciate and defend differing viewpoints, the ability to practice multiple presentation styles, and the ability to obtain certifications that are career-relevant, such as DAU.

Additionally, in the interest of continuous improvement, the School should begin to address the following items and be prepared to update the Committee on progress made in the Continuous Improvement Review Application that is discussed below:

1. The GSBPP is in a difficult budgetary situation in that it does not control many of the levers that affect it and is constrained by limitations on generating additional revenue; in particular, it cannot generate a profit on any program, cannot transfer resources derived from one program to support another, and is not allowed to solicit funds from individuals or organizations on its own. This requires a delicate balancing act in the best of times. Under current federal government circumstances, especially for the military services, the challenges are magnified. The School should develop contingency plans for addressing different possible outcomes of the current avenues of financing. It may be impossible to control the outcomes themselves, but some scenario planning will prepare it to respond quickly to sudden changes in its environment. (Standard 3: Financial Strategies and Allocation of Resources)
2. The academic qualifications of faculty in one subject area, Acquisition, and two degree programs, MS in Contract Management and MS in Program (Systems Acquisition) Management, raise questions. The School argues that these are such applied areas that Scholarly Academic (SA) faculty are difficult to identify. However, as the acquisitions field is a subset of the Operations Management discipline, GSBPP should consider hiring an SA qualified faculty member which would contribute to the intellectual rigor of work in this area. (2013 Standard 15: Faculty Qualifications and Engagement).

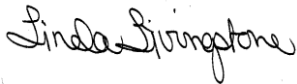
Your School has achieved accreditation for five additional years. The next on-site continuous improvement review occurs in the fifth year, 2019-2020. A timeline specific to your visit year is attached.

Please note that your Continuous Improvement Review Application will be due on July 1st, two years prior to your review year. This application initiates the continuous improvement review process. In this application you will be expected to provide an update on progress in addressing the concerns stated above in addition to other relevant information for initiation of the next continuous improvement review.

Please refer to the [Continuous Improvement Review Handbook](#) for more information regarding the processes for continuous improvement reviews. The handbook is evolving and will be updated frequently to provide the most current process improvements. Please monitor the website to make certain that you have the most current version.

Again, congratulations from the Accreditation Council and AACSB International - The Association to Advance Collegiate Schools of Business. Thank you for participating in the continuous improvement review process and for providing valuable feedback that is essential to a meaningful and beneficial review.

Sincerely,



Linda Livingstone, Chair
Board of Directors

cc: Peer Review Team
Thomas M. Begley, Chair
Lawrence B. Pulley, Team Member
Sarah F. Gardial, Team Member

SCOPE OF ACCREDITATION
Continuous Improvement Review March 2014

Name of Institution: Naval Postgraduate School

Name of Business Academic Unit: Graduate School of Business and Public Policy

List of Degree Programs Reviewed:

MBA

- ACQUISITIONS (SYSTEMS ACQUISITION MANAGEMENT, ACQUISITION & CONTRACT MANAGEMENT)
- LOGISTICS (SUPPLY CHAIN MANAGEMENT, MATERIAL LOGISTICS MANAGEMENT; TRANSPORTATION MANAGEMENT)
- FINANCIAL MANAGEMENT; FINANCIAL MANAGEMENT – ENERGY
- INFORMATION SYSTEMS MANAGEMENT
- DEFENSE MANAGEMENT

MSM

- DEFENSE SYSTEMS MANAGEMENT
- MANPOWER SYSTEMS ANALYSIS

EXECUTIVE MBA (FINANCIAL MANAGEMENT)

MS IN PROGRAM MANAGEMENT (PROGRAM MANAGEMENT (ACQUISITION))

MS IN CONTRACT MANAGEMENT (CONTRACT MANAGEMENT (ACQUISITION))

MASTER OF ARTS IN MANAGEMENT (FINANCIAL MANAGEMENT) – PHASED OUT 2014

CONTINUOUS IMPROVEMENT REVIEW TIMELINE - Visit 2019-2020

<u>15-16</u> (July 1 – June 30)	<u>16-17</u> (July 1 – June 30)	<u>17-18</u> (July 1 – June 30)	<u>18-19</u> (July 1 – June 30)	<u>19-20</u> (July 1 – June 30)
<ul style="list-style-type: none"> Review and Refine Strategic Management Plan 	<ul style="list-style-type: none"> Review and Refine Strategic Management Plan 	<ul style="list-style-type: none"> Review and Refine Strategic Management Plan 	<ul style="list-style-type: none"> Review and Refine Strategic Management Plan 	<ul style="list-style-type: none"> Review and Refine Strategic Management Plan
<ul style="list-style-type: none"> Complete Key Data and Accreditation Data Sections of the <i>Business School Questionnaire</i> for prior academic year 	<ul style="list-style-type: none"> Complete Key Data and Accreditation Data Sections of the <i>Business School Questionnaire</i> for prior academic year 	<ul style="list-style-type: none"> Complete Key Data and Accreditation Data Sections of the <i>Business School Questionnaire</i> for prior academic year 	<ul style="list-style-type: none"> Complete Key Data and Accreditation Data Sections of the <i>Business School Questionnaire</i> for prior academic year 	<ul style="list-style-type: none"> Complete Key Data and Accreditation Data Sections of the <i>Business School Questionnaire</i> for prior academic year
		<ul style="list-style-type: none"> July 1, 2017 - *Submit Review Application with signed cover letter requesting accreditation review and preferred visit dates. 	<ul style="list-style-type: none"> Work with AACSB to select Peer Review Team from nominations, peer and aspirant groups 	<ul style="list-style-type: none"> *Submit Fifth Year Report
		<ul style="list-style-type: none"> *Submit List of Degree Programs including Catalogs (or online link in lieu of Catalogs) 	<ul style="list-style-type: none"> Work with AACSB to set the visit date 	<ul style="list-style-type: none"> *Submit Executive Summary
		<ul style="list-style-type: none"> *Submit request for exclusion of degree programs including justification for the request 		<ul style="list-style-type: none"> * Submit Situational Analysis <p><i>*Submitted together</i></p>
		<ul style="list-style-type: none"> *Submit List of Comparison Groups (Peer, Competitive, and Aspirant) <p><i>*Submitted together</i></p>		<ul style="list-style-type: none"> Accreditation Statistical Reports will be distributed to applicant and team members by AACSB upon request only
		<ul style="list-style-type: none"> Committee on Accreditation Policy (CAP) rules on exclusions and the scope of the accreditation visit 		<ul style="list-style-type: none"> Work with Peer Review Team to prepare the Visit Schedule
		<ul style="list-style-type: none"> Return Date and Team Suggestions as Requested (March 2018) 		<ul style="list-style-type: none"> Peer Review Team Visit