



NAVAL  
POSTGRADUATE  
SCHOOL

***Systems Engineering Distance Learning  
Education Summit***

*31 August 2020*

by

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Dr. Warren Vaneman

Dep Associate Chair for Marketing, Outreach & Engagement

Monterey, California

[WWW.NPS.EDU](http://WWW.NPS.EDU)



# Welcome to our Education Summit





## Education

BS Naval Engineering (Management & Technology), USNA 1979  
 MS Management (Financial Management), NPS 1992  
 DPA Public Administration, Golden Gate University, 2003

## NPS Experience

Faculty member since 1992  
 GSDM, Meyer Institute, GSEAS Department of Systems Engineering

## Teaching and Academic Service Experience

NPS- Acquisition, Financial, Performance and Program Management, Public Policy, Leadership  
 USNA- LEAD program for Company Officers  
 DAU- ACQ201, SYS201 and SYS301 (DAU early days road warrior)  
 AA- 312 program and PO- 282, 242 and 721 programs

## Associate Chair for DPO

Serve as PM for all DL programs oversee all DL functions  
 Manage the business of distance learning  
 Work closely with all NPS stakeholders and external sponsors

## Active Duty Experience

Retired F4/F14 Naval Flight Officer  
 WESTPAC Cruise, CV64 USS Constellation (F14)  
 Around-the-World Cruise, CV43 USS Coral Sea (F4)  
 Officer Programs Officer, NRD St. Louis  
 Air Operations Officer, CVN65 USS Enterprise





## ▼ Education

- Ph.D., M.S., Virginia Tech (2002/1997) Industrial & Systems Engineering
- B.S., SUNY Maritime College (1986) Meteorology & Oceanography
- JPME Certificate, Naval War College (2009)

## ▼ NPS Experience

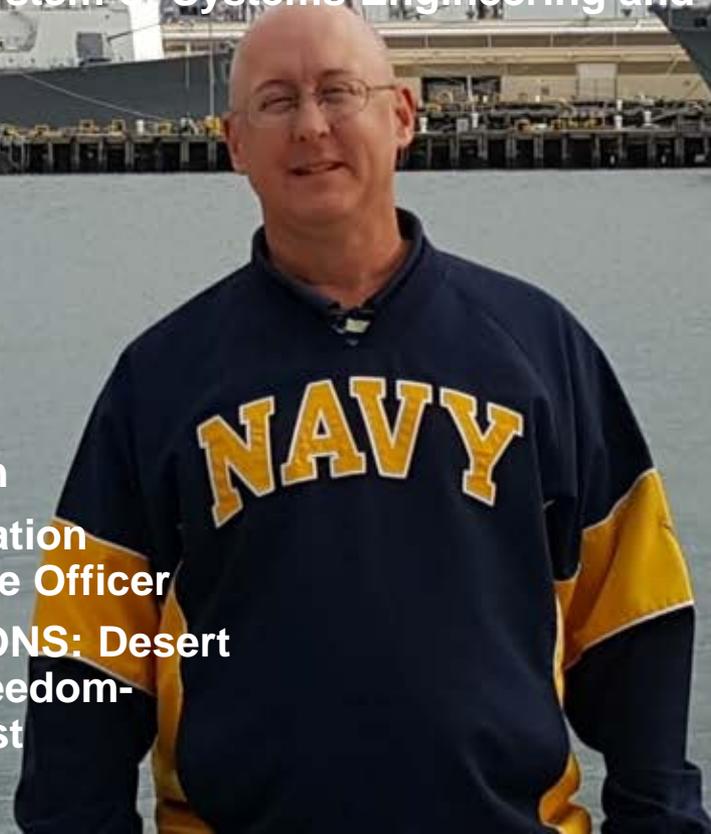
- Professor of Practice since 2012
- Research and teaching focus on System of Systems Engineering and Model-Based System Engineering

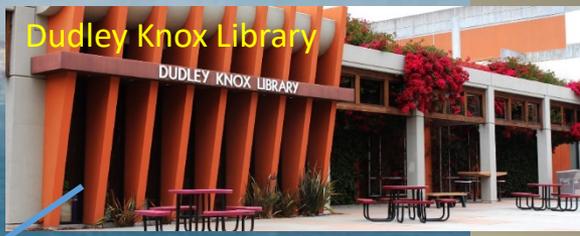
## ▼ U.S. Government Civilian Experience

- Director, International R&D
- Chief Architect
- Lead Systems Engineer
- Modeling & Simulation Lead

## ▼ Military Experience

- Retired U.S. Navy Reserve Captain
- Qualified Surface Warfare, Information Dominance Warfare & Space Cadre Officer
- MAJOR CAMPAIGNS & OPERATIONS: Desert Shield/Desert Storm, Enduring Freedom-Afghanistan, Operation Burnt Frost





Dudley Knox Library



Starbucks



Trident Room Pub

Systems Engineering Department  
Bullard Hall

King Hall  
Graduation Ceremony Auditorium





# Naval Postgraduate School



## ENROLLMENT 2018

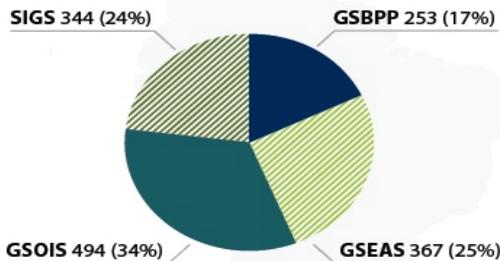
**AVG. STUDENT ENROLLMENT: 2,639**

Resident.....1459  
 Distance Learning.....853  
 Certificate & Non-Degree.....327

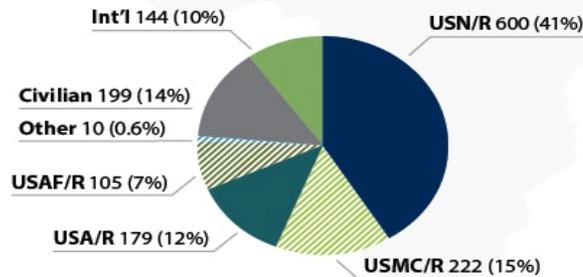
**DEGREES AWARDED: 1,260**

Master .....1,247  
 Ph.D.....11  
 Post-Master .....2

**AVG. RESIDENT DEGREE STUDENT ENROLLMENT BY SCHOOL**



**AVG. RESIDENT DEGREE STUDENT ENROLLMENT BY SERVICE**



## FACULTY AND STAFF

**TENURE-TRACK AND TENURED FACULTY: 231**

Have Ph.D.....100%  
 Distinguished.....8%

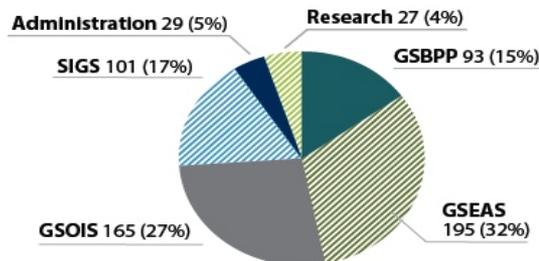
**NON TENURE-TRACK FACULTY: 379**

**MILITARY FACULTY: 35**

**GS/WAGE GRADE STAFF: 342**

Full-time.....98%  
 Part-time.....2%

**FACULTY BY SCHOOL**



## LEADERSHIP

### President

Ann E. Rondeau  
 Vice Admiral, USN (Ret.)

### Provost

Dr. Steven R. Lerman

### Chief of Staff

CAPT Markus J. Gudmundsson, USN

### Vice Provost

Dr. Douglas Moses

### Dean of Students

CDR Kenneth Ferguson, USN

### Dean of Research

Dr. Jeffrey Paduan

### Assoc. Provost, Graduate Education

Dr. Raluca Gera

### Assoc. Provost, Faculty Affairs

Dr. Michael Freeman

## GRADUATE SCHOOLS

**Graduate School of Business and Public Policy (GSBPP)**

Dr. Keith F. Snider

**Graduate School of Engineering and Applied Sciences (GSEAS)**

Dr. Clyde Scandrett, Dean

**Graduate School of Operational and Information Sciences (GSOIS)**

Dr. Gordon McCormick, Dean

**School of International Graduate Studies (SIGS)**

Dr. James Wirtz, Dean



# *SE Mission and Vision*

The **Mission** of the Systems Engineering department is to provide a relevant, tailored, quality graduate systems engineering education in a manner that meets the needs of the United States Government in order to increase the combat effectiveness of U.S. and Allied armed forces and to enhance the security of the United States.

The Systems Engineering Department's **vision** is to be the recognized leader in defense systems engineering education and research among both its stakeholders and its peer institutions. We will create a learning and research environment balanced in challenge and encouragement that develops each student's full mastery of systems engineering principles and their ethical application in government, industry, and the community.

**The close integration of teaching and research, combined with time proven “hands-on,” lab-oriented pedagogy, are critical to the success of engineering education.**



# Accreditation and Recognition



*Senior College and University Commission*

- WSCUC Accreditation (for all of NPS)
  - Regional accreditation done on 10-year cycle
  - Curriculum Review process recognized as a “best practice”
  - Educational Effectiveness is the major focus



Engineering  
Accreditation  
Commission

- ABET Accreditation (for Engineering Programs)
  - One of only three ABET accredited SE Masters Programs in the US
  - Accreditation recertified in August 2020.



- Nationally ranked by *US News and World Report*
  - Manufacturing, Industrial, and Systems Engineering Graduate Programs



# Systems Engineering Department by the Numbers



- 43 faculty and staff
- Blend of academic, military, and industry backgrounds to provide a broad perspective on systems engineering
- Operate 13 educational programs (4 resident/9 DL) with 500 students
- Ongoing and active research in model-based systems engineering, autonomous systems, total ship systems, systems-of-systems, system acquisition, more....
- Systems Engineering Department founded in 2002 – our 18<sup>th</sup> anniversary is in September 2020

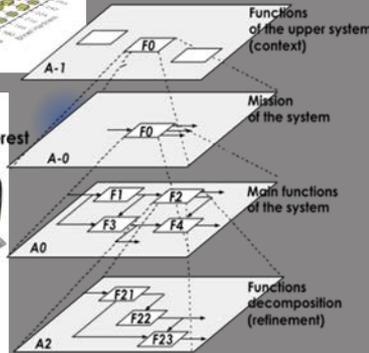
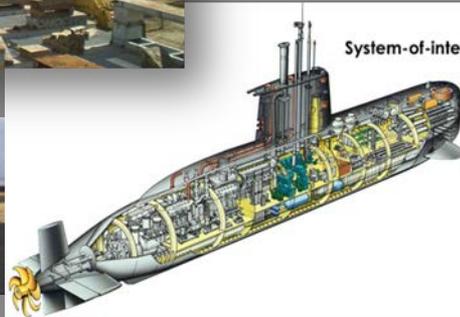
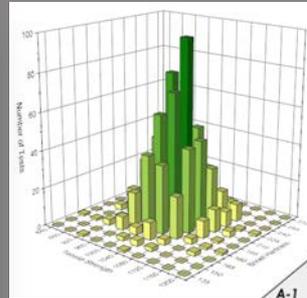
Position	Number
Professor	3
Associate Professor	6 Tenured or Tenure Track
Assistant Professor	
Professor of Practice	6
Lecturer	11
Research Associate	5
Laboratory Engineer	2
Administrative Support	3
TOTAL	43



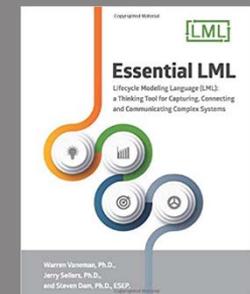
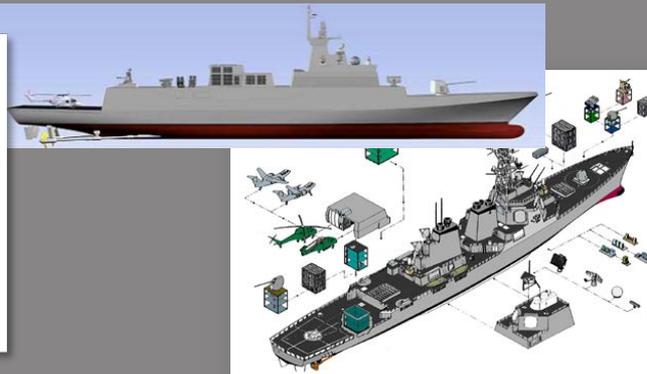
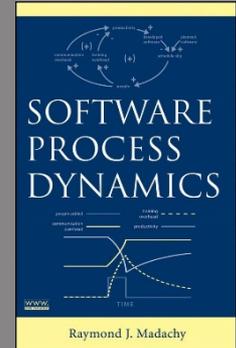
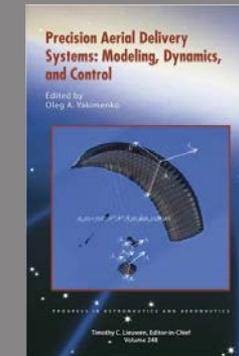
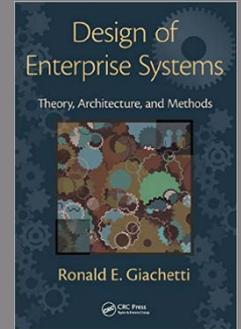
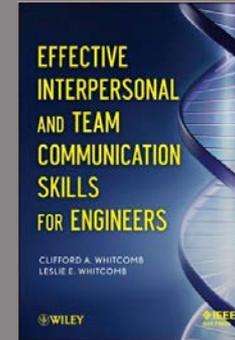
# Our Faculty Teach and ...



## Conduct Research



## Author Books

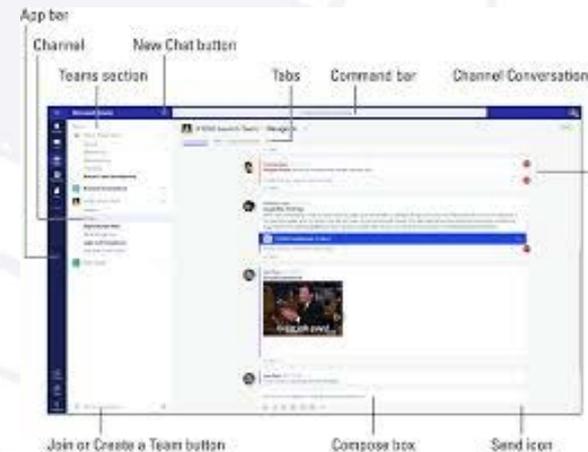
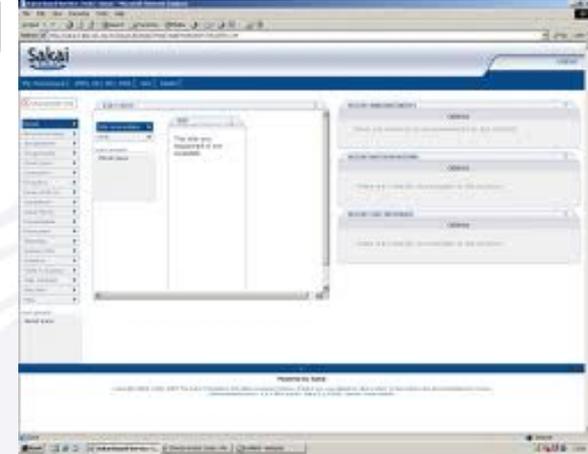




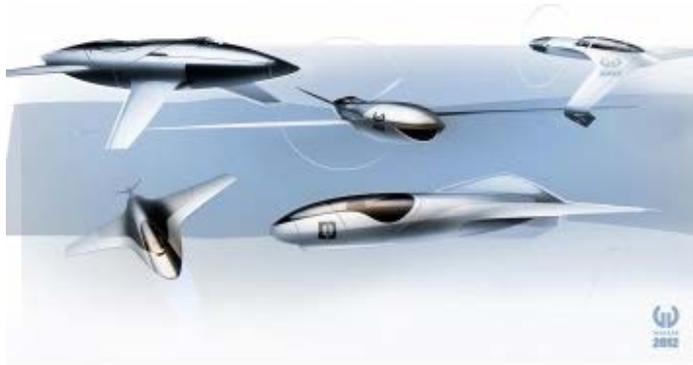
- For organizations with a strategic vision to provide **world-class** systems engineering, systems integration and systems engineering management services
- Master degrees 16 courses by distance education using **blended delivery approach** over the internet (synchronous and/or asynchronous) either as full up curricula (311, 711, 721, 722) or as stackable certificates
- Typically degree programs offer as **two courses** per quarter and stackable certificate programs as **one course** per quarter
- PhD in SE (582) offered with **one or two course** option
- Each DL synchronous course offer as one continuous (3) hour session on one day per week (times/days vary)
- **All synchronous** sessions are delivered by ZoomGov and/or MS Teams web-conferencing and are recorded



- Collaborative Learning Environment
  - Sakai web-based courseware
- Multiple Teaching Types for DL Education
  - Synchronous/Asynchronous Web Browser Based
    - *Zoom for Gov and/or MS Teams* used for teaching synchronously
      - Video, Voice, Chat, Desktop Sharing
    - *Sakai* used for teaching asynchronously
- SE Computer Lab Available Worldwide
- NPS Library Resources Available Worldwide
  - Books, Journals, Databases all on-line
- On-Site Face-to-Face Classrooms
  - Classroom facilities located in Washington, DC (Pax River, MD) and San Diego, CA



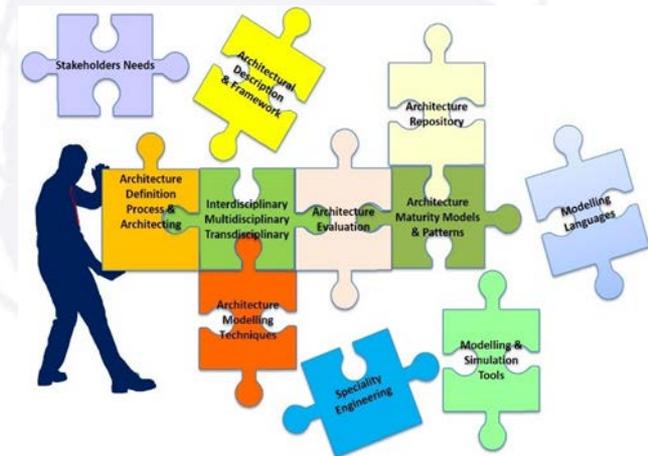
**Critical Thinking** – the art of analyzing and evaluating your thinking with the aim of continuously improving it



**Model-Based Systems Engineering** – an analytical approach that helps manage complexity



**Design Thinking** – a creative problem-solving approach that fosters innovative solutions





# You Are the Heart of Our SE Ecosystem

## SE/SEM DL Masters Curricula

- 311 – Systems Engineering
- 312 – Aviation Systems Engineering (USN-TPS grads)
- 711 – Systems Engineering Management – System Integrated Development
- 721 – Systems Engineering Management – Product Development
- 722 – Systems Engineering Management – Program Management

## DL Certificates Curricula

- 282 Systems Engineering Fundamentals Certificate
- 242 Reliability and Maintainability Engineering Certificate
- 232 Lead Systems Integrator Certificate
- New Stackable Certificate Program

## DL Doctorate Curricula

- 582 Ph.D. in Systems Engineering

## Degrees

- MS in Systems Engineering (ABET)
- MS in Engineering Systems
- MS in Systems Engineering Management
- MS in Product Development (721 only)
- Ph.D. in Systems Engineering



**Over 2500 graduates since department was founded in 2002**



# DL Masters Curricula Details

<b>Curricula Requirements &amp; Features</b>	<b>311</b>	<b>711</b>	<b>721</b>	<b>722</b>
<b>Undergraduate GPA</b>	<b>2.2</b>	<b>2.2</b>	<b>2.6</b>	<b>2.2</b>
<b>Undergraduate Engineering, Technical or Scientific degree</b>	<b>Yes</b>	<b>No</b>	<b>Preferred</b>	<b>No</b>
<b>College Calculus</b>	<b>Yes</b>	<b>No</b>	<b>No</b>	<b>No</b>
<b>Engineering, Acquisition, Product Development or related experience</b>	<b>3 years</b>	<b>3 years</b>	<b>5 years</b>	<b>3 years</b>
<b>Curriculum tailorable feature</b>	<b>Domain</b>	<b>Domain</b>	<b>Electives</b>	<b>Electives</b>
<b>On campus and industry trip feature</b>	<b>No</b>	<b>No</b>	<b>Yes</b>	<b>No</b>
<b>DAU equivalencies (see notes)</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
<b>Supports stackable certificate concept</b>	<b>Yes</b>	<b>Yes</b>	<b>No</b>	<b>No</b>
<b>Up to 12 quarter transfer credits</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
<b>Capstone Assessment</b>	<b>Project</b>	<b>Project</b>	<b>Thesis</b>	<b>Project</b>
<b>Cohort starts per year</b>	<b>Quarterly</b>	<b>Quarterly</b>	<b>Fall</b>	<b>Fall</b>
<b>Degree Earned</b>	<b>MSSE/ES</b>	<b>MSSEM</b>	<b>MSSEM/PD</b>	<b>MSSEM</b>



NAVAL  
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# 721-Joint Executive SEM-PD21

## ***An Executive Graduate Education Program for Defense***

**Offered in partnership with MIT's "Educational Consortium for  
Product Development Leadership in the 21st Century" (PD21)**

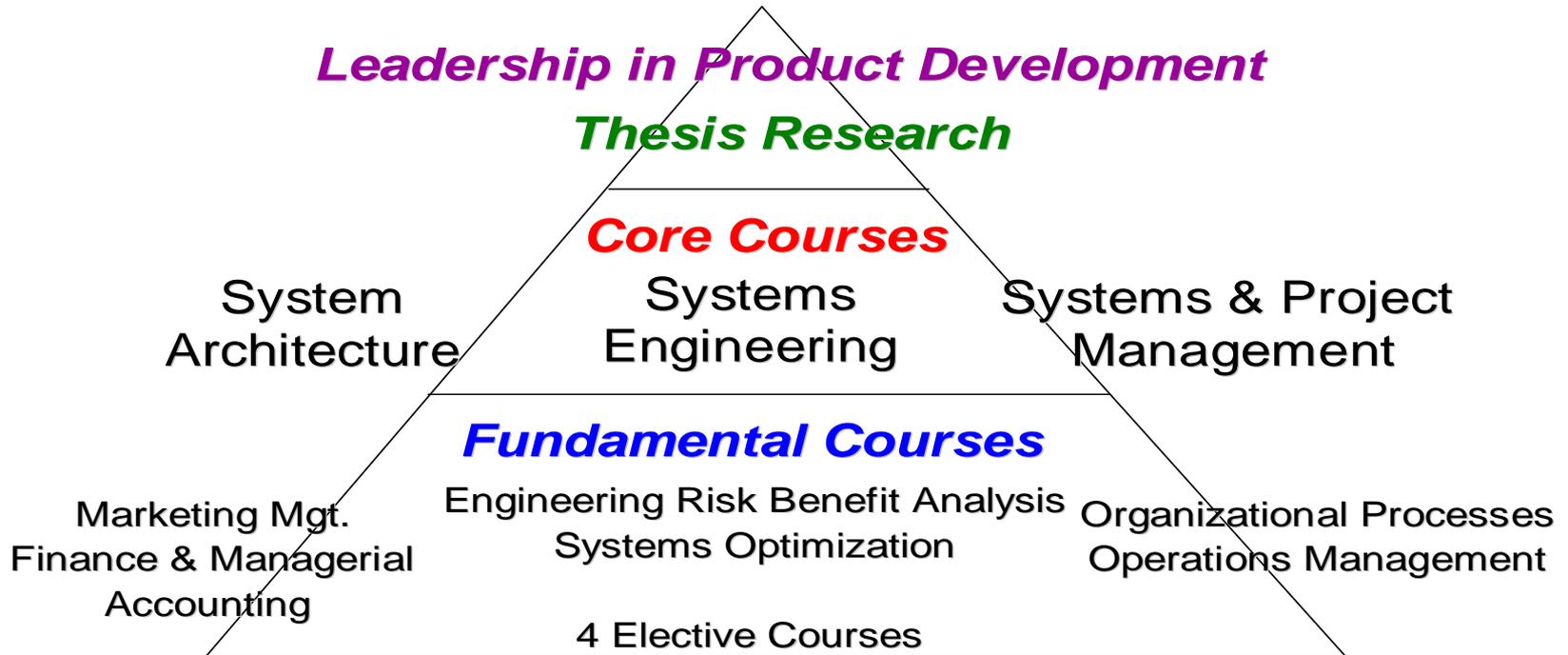
***A Distributed Learning Program with Unique Joint Focus  
Joint Services***

**Joint Engineering & Management  
Joint Government & Industry**

**OPEN TO ALL QUALIFIED MILITARY OFFICERS,  
FEDERAL GOVERNMENT CIVILIANS AND  
A LIMITED NUMBER OF DEFENSE CONTRACTOR CIVILIANS**



## *Curriculum Design*





- **Industry Visits**

- **Northeast:** MIT, Lincoln Labs, EMC, NUWC-Newport, Raytheon, Army Natick Soldier System Center, Draper Labs, iRobot
- **Northwest:** Boeing, Microsoft, Nordstroms, ISE, NUWC-Keyport, BC Shipyard, Sage Fly-Fishing, Starbucks, Amazon
- **Silicon Valley:** Lockheed-Martin, Apple, Sun Microsystems, Cisco, Brocade Networks, Intel, Northrop-Grumman, Google, Tesla
- **Southwest:** Honeywell, Raytheon and Boeing
- **Hawaii:** Hilo Hattie, Naval Shipyard, Nova Drydock, A/F Space Ops, TIC, PACOM, MITRE, NOAA, UofHI, Pelatron, Navatek, Seal Delivery Team-1, Kona Scientific, Haleakala Solar,
- **Midwest:** Chicago Board of Trade, Boeing, Motorola Mobility, Product Development Technologies, Northrop-Grumman, Ford
- **International:** Amsterdam, Singapore and Rome

- **Symposia/Sponsor events:**

- MIT- PD21 consortium and various SE related research symposia
- INCOSE, INFORMS & other professional symposia/conferences
- NPS - Systems Engineering Educational Continuum (SEEC)



# 721 Student Thesis Impact

NPS PD21 alumni, John Gwin, (earned MSSEM in 2017) Senior System Engineer at NSWC Panama City, FL is awarded the 2019 MAVERICK award from USSOCOM at the Special Operations Forces Industry Conference (SOFIC) in Tampa, FL for changing the requirements on the Seal Delivery Vehicle, which resulted in budget and schedule improvements for the MK-11 SDV Program.

**Thesis Title: Design, Certification, and Maintenance Criteria for Wet Combat Submersibles (classified)**





# 721 Industry Trip to Seattle June 2019



The PD21 Program includes industry trips to learn how industry does systems engineering, product and service development, and learn other industry best practices

- Amazon
- Starbucks
- Microsoft
- ProductCon
- (Netflix and others)
- NAVSEA Keyport





# 722 Army DACM Curriculum Design

Qtr	Yr/Qtr	Course Title	Course Title
1	FALL	Probability and Statistics for HSI	Effective Interpersonal and Team Communications
2	WTR	Fundamentals of Engineering Project Management	Fundamentals of Systems Engineering
3	SPRG	System Suitability	Contracting
4	SUM	System Verification & Validation	Modeling & Simulation in Acquisition
5	FALL	System Manufacturing, Development & Production	Engineering Economics and Cost Estimation
6	WTR	Foundations of Cyberspace Operations	Management of Advanced Systems Engineering
7	SPRG	Systems Software Engineering	SEM Capstone Project
8	SUM	System Evolution & Technology Assessment	SEM Capstone Project

SE Certificate	Sponsor Required	Elective	Capstone
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# SEM Capstone Project – Army

Winning team for the capstone competition. *Soldier-borne sensors* – the use of UAVs for over-the-hill reconnaissance. The team used a UAV to capture videos at Fort Ord, and then used over 50 human subjects to evaluate the ability of soldiers to use the video capture to obtain situational awareness.

**2019 December grads:**

**MAJ Ronnie Bush**  
**CPT Carlos Sheiloh**  
**MAJ Earl Dean**  
**CPT Eric Kim**  
**MAJ Amy Miranda**





# Stackable Certificate Overview

- The SE Department is partitioning its DL program offerings into stackable certificates
- Stackable certificates will enhance the value proposition to sponsors and students
  - Sponsors can fund only those certificates for which they have an immediate need
  - Students will be able to earn a MS degree by adding together certificates
- Supports new Engineering & Technical Management career field initiative and aligns with competency based frameworks
  - Offers a customization approach to advanced education in systems engineering and systems engineering management
  - Provides workforce developers SE relevant options in fundamental, core and specialization areas in time sequenced fashion



# Stackable Certificates lead to Degree

- SE offers DL graduate certificates and degree programs that are tailorable to sponsors and their students
- Stackable certificates can meet master's degree curricula requirements leading to MSSE, MSES or MSSEM degrees
- Certificates are identified by tiers and are typically taken in sequence but not necessarily as it varies by certificate
- Each tier certificate can be tailored dependent on the ultimate curricula (311 or 711) and degree desired

Tier I SE Fund Cert pick one  4 Courses	Tier II SE/SEM Core Cert pick one  4 Courses	Tier III SE/SEM Domain Cert pick one  4 Courses	Tier IV SE/SEM Cap Cert pick one  4 Courses
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# Stackable Certificate 311 Design

Qtr	Yr/Qtr	Course Title	Course Title
1		Fundamentals of Systems Engineering	Probability and Statistics for SE
2		Fundamentals of Engineering Project Management	Capability Engineering
3		System Suitability	Engineering Economics and Cost Estimation
4		SE CERT Focus Course and/or 311 Elective	Systems Architecting and Design
5		SE Domain Specialty Track	Systems Integration and Development
6		SE Domain Specialty Track	Capstone Project
7		SE Domain Specialty Track	Capstone Project
8		SE Domain Specialty Track	Capstone Project

Tier I  
SE Certificate

Tier II  
SE Core Certificate

Tier III  
SE Domain Certificate

Tier IV  
SE Capstone



# Stackable Certificate 711 Design

Qtr	Yr/Qtr	Course Title	Course Title
1		Fundamentals of Systems Engineering	Effective Interpersonal and Team Communications
2		Fundamentals of Engineering Project Management	Probability and Statistics for HSI
3		System Suitability	Engineering Economics and Cost Estimation
4		SE CERT Focus Course and/or 711 Elective	Human Factors in Systems Design
5		SEM Domain Specialty Track	Risk Analysis & Management of Engineering Systems
6		SEM Domain Specialty Track	Management of Advanced Systems Engineering
7		SEM Domain Specialty Track	Capstone Project
8		SEM Domain Specialty Track	Capstone Project

Tier I SE Certificate	Tier II SEM Core Certificate	Tier III SEM Domain Certificate	Tier IV SEM Capstone
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## SE Certificates

- 130 SE Capstone (Capstone)
- 131 Systems Capability & Design (Core)
- 132 System of Systems Engineering (Domain)
- 133 Model-based Systems Engineering (Domain)
- 134 Aviation Systems (Domain)
- 135 Systems Test & Evaluation (Domain)
- 136 Directed Energy Systems (Domain)
- 137 System Safety Engineering (Domain)
- 138 Digital Engineering (Domain)



## **SEM Certificates**

- 170 SEM Capstone (Capstone)
- 171 Systems Integrated Development (Core)
- 172 Systems Technology & Advancement (Domain)
- 173 Systems Program Management (Domain)

## **Existing Certificates**

- 282 Systems Engineering (Fundamentals)
- 232 Lead Systems Integration (Domain)
- 242 Reliability & Maintainability Engineering (Domain)



# Systems Engineering DL Programs

## A New Stackable Approach to Customization

<b>SE Fundamentals</b> 282 Certificate DL 4 quarters	<b>SE/SEM Core Certs</b> 131-SCD/171-SID DL 4 quarters	<b>SE/SEM Domain Certs</b> 232/242/130s/170s DL 4 quarters	<b>Other Domain Certs</b> Data Science/Others DL 4 quarters
3 + 1 focus course	4 courses	4 courses	4 courses
Project-based	Project-based	Project-based	Project-based
Stackable	Stackable	Stackable	Stackable
25-30 per cohort	25-30 per cohort	25-30 per cohort	25-30 per cohort
Tier I ~ 100 students	Tier II ~ TBD	Tier III ~ TBD	Tier III- Other Depts



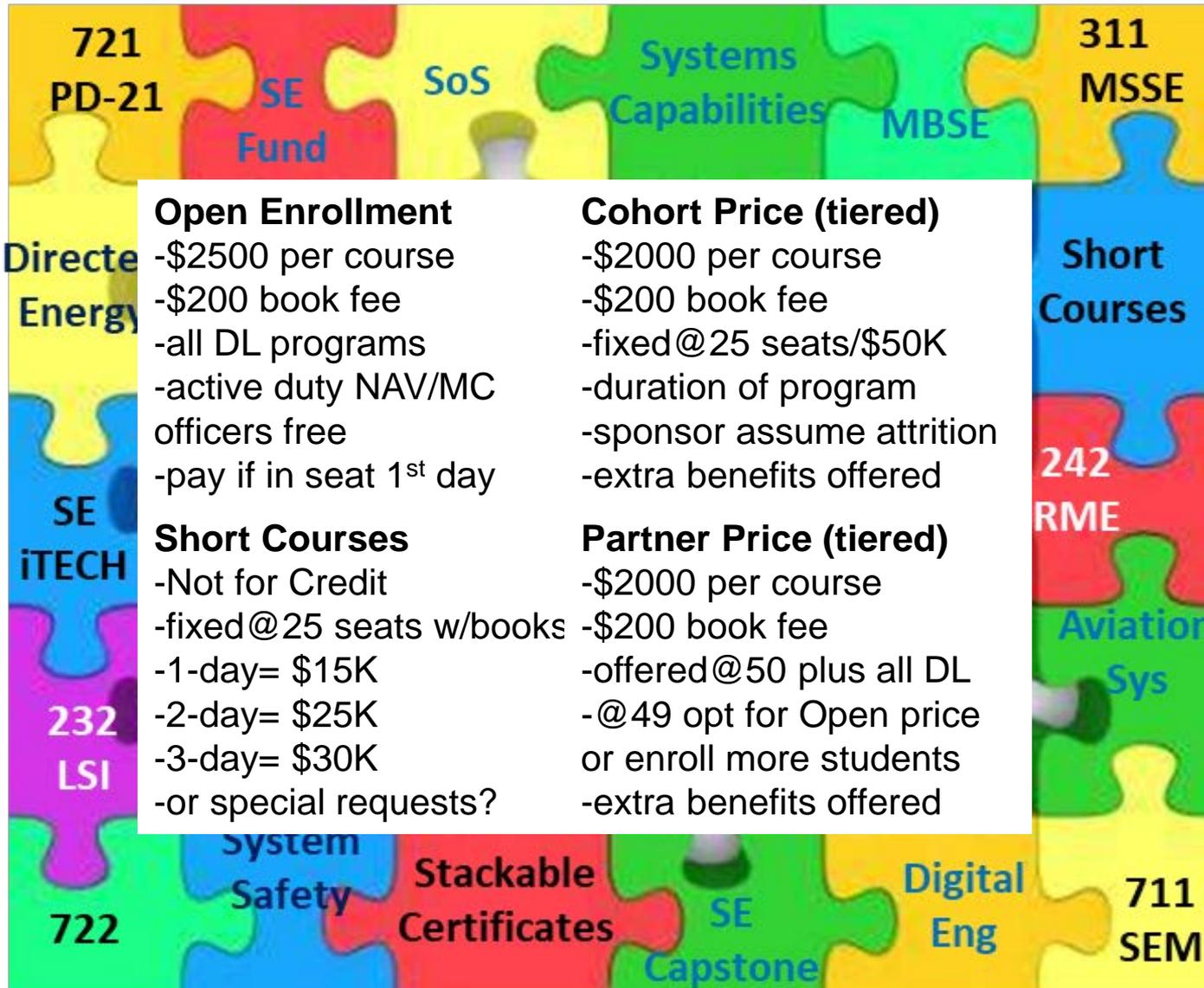
<b>Stackable Certificates</b> Tier I- SE Fundamentals Tier II- SE/SEM Core Tier III- Domain Focus Tier V- Capstone Final	<b>SE/SEM Capstone</b> 130-SEC/170-SEMC DL 4 quarters 4 courses	<b>SEM Masters</b> 711/721/722 DL 8 quarters 16 courses full up	<b>SE Masters</b> 311/312 DL 8 quarters 16 courses full up	<b>PhD in SE</b> 582 Resident/DL 12 quarters 6 courses min
<b>All curricula leading to a master's degree are designed for stackable certificate completion or can be taken as a full up DL degree program</b>	<b>Capstone Project</b> Stackable 25-30 per cohort Tier IV- Final	<b>Thesis/Project</b> 4 Stackable Certs 25-30 per cohort ~100 students	<b>Capstone Project</b> 4 Stackable Certs 25-30 per cohort ~200 students	<b>Dissertation</b> Tailored to each 3 per quarter ~15 students



- Candidates can apply to start any quarter
  - Rolling admissions process
  - \$2500 per course without books (\$200 extra book fee)
- Program tailored to the individual
- Nominally \$30K for degree (12 course segments)
  - Minimum of six (6) courses above the masters
  - Typically six (6) dissertation related segment
    - Possible to complete with published minimum of three (3)
  - Option for 1 or 2 courses per quarter (2-5 years)
  - Must pass comprehensive exams before commencing dissertation research
  - Limited campus visits as required
    - Typically to meet with advisors and take exams



# SE Distance Learning (DL) Tuition Pricing



<p><b>Open Enrollment</b></p> <ul style="list-style-type: none"> <li>- \$2500 per course</li> <li>- \$200 book fee</li> <li>- all DL programs</li> <li>- active duty NAV/MC officers free</li> <li>- pay if in seat 1<sup>st</sup> day</li> </ul> <p><b>Short Courses</b></p> <ul style="list-style-type: none"> <li>- Not for Credit</li> <li>- fixed @ 25 seats w/books</li> <li>- 1-day = \$15K</li> <li>- 2-day = \$25K</li> <li>- 3-day = \$30K</li> <li>- or special requests?</li> </ul>	<p><b>Cohort Price (tiered)</b></p> <ul style="list-style-type: none"> <li>- \$2000 per course</li> <li>- \$200 book fee</li> <li>- fixed @ 25 seats / \$50K</li> <li>- duration of program</li> <li>- sponsor assume attrition</li> <li>- extra benefits offered</li> </ul> <p><b>Partner Price (tiered)</b></p> <ul style="list-style-type: none"> <li>- \$2000 per course</li> <li>- \$200 book fee</li> <li>- offered @ 50 plus all DL</li> <li>- @ 49 opt for Open price or enroll more students</li> <li>- extra benefits offered</li> </ul>
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- **What is an SE iTech Outreach Seminar?**
  - *A Systems Engineering Innovation & Technology Outreach Seminar for Research, Education and Practice*
- **What is purpose of SE iTech Outreach Seminar?**
  - *The SE iTech Outreach Seminar offers two-hour lectures on SE related Innovation and Technology topics important to our SE sponsors and stakeholders delivered onsite or by virtual methods at key Navy & DOD commands or regional areas @ No Cost*
  - *It offers the engineering and technical management workforce a relevant learning opportunity led by SE faculty sharing cutting-edge engineering and engineering management innovations and technology advances in research, education and practice*
- **How are SE iTech Outreach Seminars scheduled?**
  - *SE leadership picks topics of interest and locations based on technology trends, faculty interests and/or workforce concentrations*
  - *SE sponsors and stakeholders can request specific topics for their commands or workforces*



- a **shortened timeframe** to develop educated leaders for the engine that drives SE **innovations**
- more **satisfied** customers through **systems-oriented** design, management and engineering
- immediate **application** of learned knowledge and skills to current, as well as future, programs or projects
- **retention** of key leadership talent in a highly competitive market environment
- utilization of **state-of-the art** SE concepts and tools
- opportunity to **tailor** the curriculum and the educational experience to corporate needs
- access to the **latest advances** in systems engineering



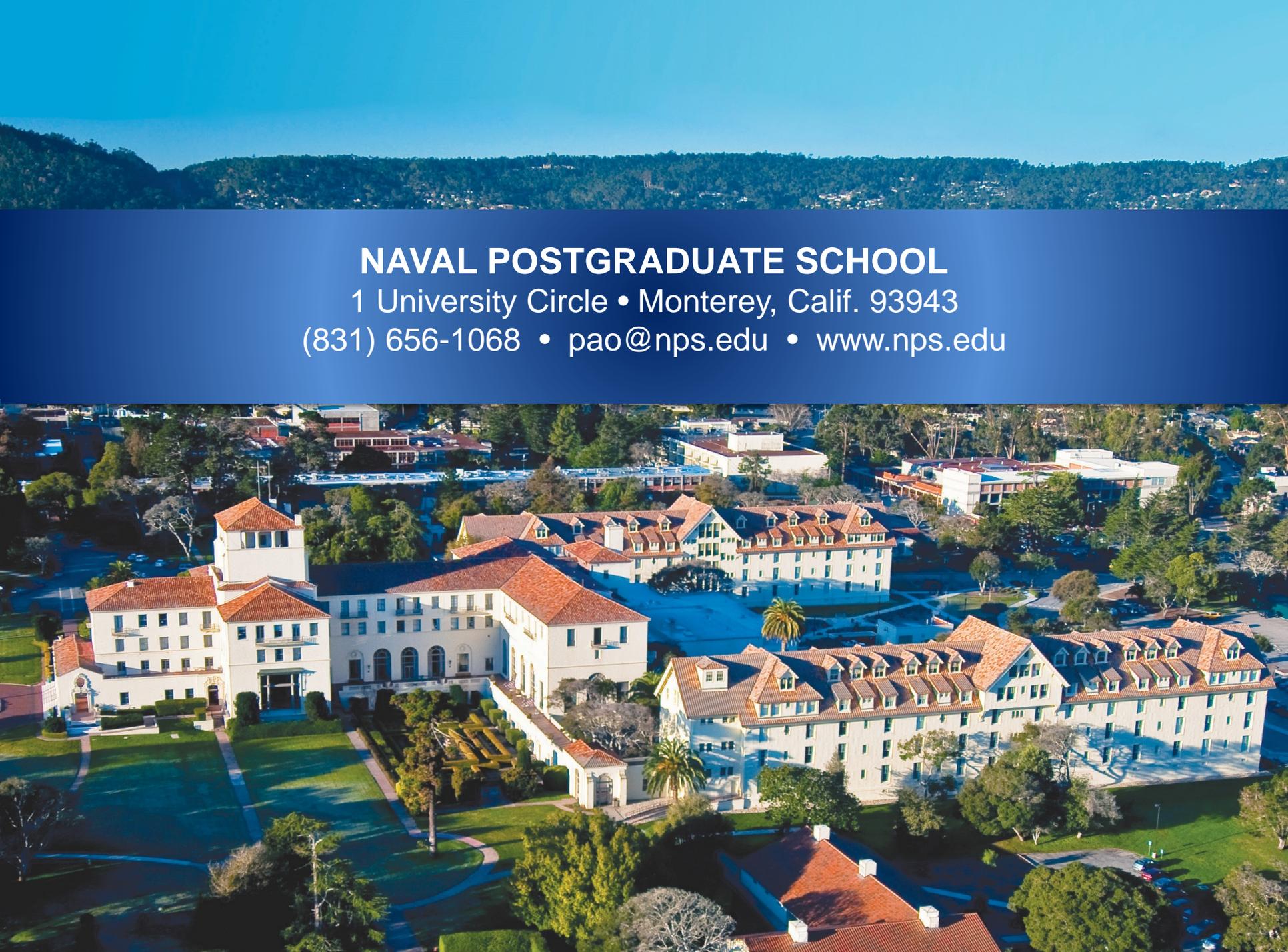
# Education Summit Summary

- ✓ Highly ranked & accredited graduate programs
- ✓ Knowledgeable, skilled, and experience in delivery of DL education content
- ✓ Large DL student body (average 350-400 enrolled)
- ✓ Large and diverse faculty with relevant experience for SE of large, complex weapon systems in the DoD
- ✓ Focus on critical thinking, design thinking and MBSE
- ✓ Highly tailorable SE and SEM degree programs with new emphasis on time sequenced stackable certificates
- ✓ Open tuition price \$2500 per course but tiered pricing to \$2000 per course for sponsors doing more business
- ✓ Active research in department – rich, relevant projects
- ✓ Visit SE DL website at <https://nps.edu/web/seet/distant>



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