



NAVAL  
POSTGRADUATE  
SCHOOL



# 2011 FACT BOOK





NAVAL  
POSTGRADUATE  
SCHOOL

# Fact Book 2011

Office of Institutional Research  
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# Quick Facts 2011

## ORGANIZATION LEADERSHIP

*President*

Vice Adm. Daniel T. Oliver, USN (Ret.)

*Executive Vice President and Provost*

Dr. Leonard Ferrari

*Chief of Staff*

Col. Zoë Hale, USAF

*Dean of Students*

Capt. Alan Poindexter, USN

## STUDENTS AVERAGE ON BOARD

Resident Degree .....	1,647
Distance Learning Degree .....	921
Certificate .....	291
<b>Total Students .....</b>	<b>2,859</b>

## TOTAL NUMBER OF DEGREES AWARDED

BS .....	2
Master .....	1,179
Ph.D. ....	14
Engineer .....	15
<b>Total .....</b>	<b>1,210</b>

## RESIDENT GRADUATION RATE

Average Graduation Rate .....	91%
Average Time to Degree .....	20 months

## NPS GRADUATES

### DEGREES CONFERRED BY SERVICE:

#### *U.S.A.*

---

USA/R .....	96
USAF .....	127
USMC .....	85
USN/R .....	448
USCG/NOAA .....	8
Civilian .....	299
<b>U.S.A. Total .....</b>	<b>1,063</b>

Source: Office of the Registrar and Office of Institutional Research

## NPS GRADUATES DEGREES CONFERRED BY SERVICE:

### *International*

---

Army .....	47
Air Force .....	19
Navy .....	54
National Guard .....	2
Civilian.....	25
<b>International Total .....</b>	<b>147</b>
<b>Grand Total.....</b>	<b>1,210</b>

## FACULTY

- 737 tenure, tenure-track, and non-tenure faculty (includes administrative faculty)
- 14% of tenure-track full professors are distinguished
- An additional 8% of instructional faculty are military — bringing operational expertise

## STAFF

596 GS/Wage Grade staff members  
(430 Full-Time and 166 Part-Time)

## RESEARCH

- 11 Cooperative Research and Development Agreements (CRADA)
- Over \$180 million in sponsored program funding
- Research at NPS is valuable to improving the national security of the United States

## FINANCES

- Operating budget is \$630.5 million including military salary
- Direct Authorization \$93.8 million without military salary
- Reimbursable Income \$357.4 million

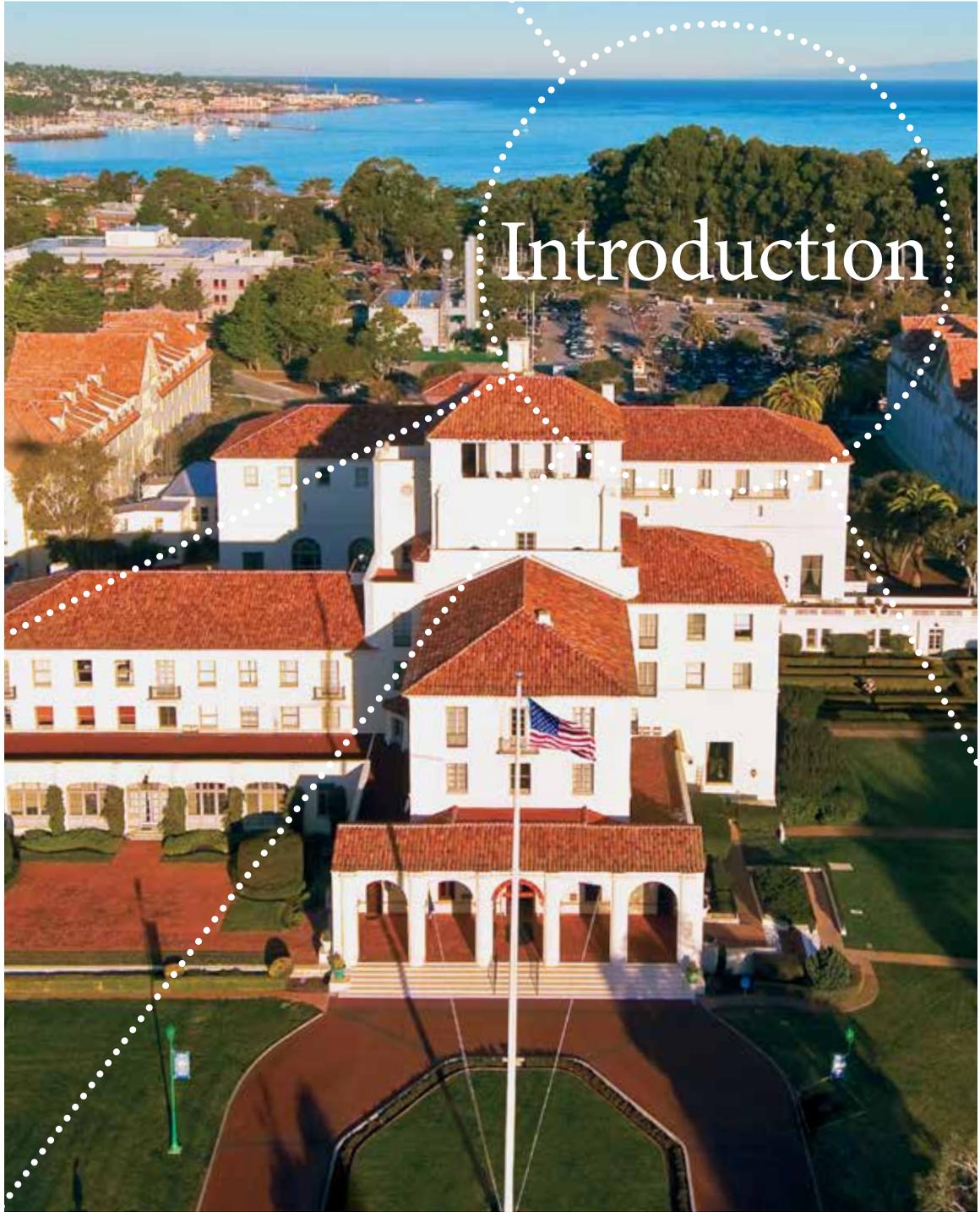
## ACADEMIC FACILITIES

77 classrooms that offer media technology  
13 classrooms with video-teleconferencing  
3 classified facilities

## ACCREDITATION

- Western Association of Schools and Colleges (WASC)
- Accreditation Board for Engineering and Technology (ABET)
- The Association to Advance Collegiate Schools of Business (AACSB)
- National Association of Schools of Public Affairs and Administration (NASPAA)

Source: Office of the Registrar and Office of Institutional Research



# Introduction

# Naval Postgraduate School Mission

The Naval Postgraduate School (NPS) provides high-quality, relevant and unique advanced education and research programs that increase the combat effectiveness of the Naval Services, other Armed Forces of the U.S. and our partners, to enhance our national security.

## Overview

NPS was established as the School of Marine Engineering at the U.S. Naval Academy in 1909. In 1919, the school was renamed the Naval Postgraduate School. In 1949, as part of the 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 68 master's, 18 doctoral degree programs and certificates to approximately 1,760 resident students, including more than 250 international students, as well as to 990 distributed-learning students worldwide. Four institutes, multiple secure research facilities and 33 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, short-term executive education courses and a variety of short courses are also offered by NPS, both in Monterey and abroad.

Over 730 scholars and professionals, eight 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 solutions, many times resulting in patent-eligible technologies.

The 15-member Naval Postgraduate School's advisory board functions as a sub-committee under the Board 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 the Naval Postgraduate School

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

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-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 expand 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 centers for Stabilization and Reconstruction Studies, Homeland Defense and Security, and the National Security Institute 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

NPS is comprised of four graduate schools, four institutes, a Center for Executive Education, and many research centers.

## THE FOUR GRADUATE SCHOOLS

The four schools — the Graduate School of Business and Public Policy (GSBPP), the Graduate School of Engineering and Applied Sciences (GSEAS), the Graduate School of Operational and Information Sciences (GSOIS), and the School of International Graduate Studies (SIGS) — were formally established in the first half of academic year 2001. Each school was created as a collective grouping of academic departments. In the tables to follow, curricula from each department were used to categorize prior year data and reflect historic trends in terms of the current four graduate schools.

## THE FOUR RESEARCH INSTITUTES

Four research institutes — the MOVES Institute for Defense Modeling and Simulation, the Wayne E. Meyer Institute of Systems Engineering, the Cebrowski Institute for Innovation and Information Superiority, and the National Security Institute — provide specialized research venues for military-related priority projects for the Navy and Department of Defense.

## RESEARCH CENTERS

Several research centers have been established at NPS under the auspices of the Vice President and Dean of Research. A research center is a group of faculty and staff with a significant concentration of expertise in a particular area of practical applications. Every center supports the NPS educational mission and displays a clear benefit to NPS, the Navy and/or the Department of Defense.

# Accreditation

As an institution, NPS is accredited by the Senior College Commission of the Western Association of Schools and Colleges (WASC). NPS completed a reaccreditation process in 2009–2010 with full 10-year reaccreditation granted in 2011. In addition to regional accreditation, the Graduate School of Engineering and Applied Science's Electrical, 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 Masters in Business Administration program is additionally accredited by the National Association of Schools of Public Affairs and Administration (NASPAA).

# Definitions

## ACADEMIC YEAR

The NPS academic year runs from October to September with four graduation ceremonies, one for each term.

## AVERAGE ON BOARD

The Naval Postgraduate School operates on a modified quarterly school year — every three months new students arrive and new classes begin. Unlike many civilian universities, the summer quarter is a full three-month quarter. These factors combine with traditional military transfers, occurring at two peak times during the year, create widely varying numbers of student on board (i.e., enrolled) from one quarter to the next. The Average On Board (AOB) student count is derived by averaging enrollments, that is, unduplicated headcounts, from each of the four quarters. AOB is used to describe the annual trends in student numbers, primarily for those seeking a degree.

## ENROLLMENT

Enrollment is the unduplicated student headcount for a single quarter. Much of the data collected for comparison purposes by the federal government, accrediting agencies and other organizations are based on the fall term. For most institutions, the fall term, beginning in August or September, is the term of highest enrollment. Because of the unique four-quarter academic year at NPS, the term of highest enrollment is the summer (or fourth) quarter which begins in July and ends in September. Fourth quarter data are provided to those above-mentioned agencies requesting data. These data are also provided in the tables that follow.

## DISTANCE LEARNING

Distance Learning consists of non-traditional delivery methods that expand learning beyond the traditional classroom: online, web-based technologies, short courses, outreach programs by visiting NPS faculty, and video-tele-education courses.

# Board of Advisors to the President, Naval Postgraduate School

## NON-FEDERAL MEMBERSHIP

<b>Board Member</b>	<b>Title</b>	<b>Affiliation</b>
<b>Vice Adm. Lee Gunn, USN (Ret.) <i>Board Chair</i></b>	<b>President</b>	<b>Institute for Public Research, CNA Corp.</b>
Mr. Walter Anderson	President	NOVIUM Learning
Honorable Michael Bayer	President/CEO	Dumbarton Strategies
Honorable Dr. Jack Borsting	Professor and Dean Emeritus	University of Southern California
Dr. Robert R. Fossum	Consultant/Sr. Research Scientist	
Vice Adm. David E. Frost, USN (Ret.)	President	Frost and Associates
Adm. Timothy J. Keating, USN (Ret.)	Consultant	
Dr. E. Jan Kehoe	Faculty/Educational Consultant	Walden University
Dr. Elisabeth Paté-Cornell	Professor and Chair	Stanford University
Honorable G. Kim Wincup	Consultant	

## FEDERAL EX-OFFICIO MEMBERSHIP

<b>Board Member</b>	<b>Title</b>	<b>Affiliation</b>
Lt. Gen. David S. Fadok, USAF	Commander/President	Air University
Maj. Gen. Raymond C. Fox, USMC	Commanding General	Marine Corps Training and Education Command
Rear Adm. Matthew L. Klunder, USN	Chief of Naval Research	Office of Naval Research
Maj. Gen. Gregg F. Martin, USA	Commandant	Army War College
Vice Adm. Scott R. Van Buskirk, USN	Deputy Chief of Naval Operations for MPTE/ Chief of Naval Personnel	OPNAV (N1)

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

# Degree Offerings

## The Graduate School of Business and Public Policy

Executive Master of Business Administration  
Master of Business Administration  
Master of Executive Management

MS Contract Management  
MS Management  
MS Program Management

## The Graduate School of Engineering and Applied Sciences

Astronautical Engineer's Degree  
Electrical Engineer's Degree  
Mechanical Engineer's Degree  
MEng Electrical Engineering  
M Engineering Acoustics  
MS Applied Mathematics  
MS Applied Physics  
MS Applied Science (Acoustics)  
MS Applied Science (Operations Research)  
MS Applied Science (Physical Oceanography)  
MS Applied Science (Signal Processing)  
MS Astronautical Engineering  
MS Combat System Technology  
MS Computer Engineering  
MS Computer Science  
MS Electrical Engineering  
MS Engineering Acoustics  
MS Engineering Science  
MS Engineering Science (Astronautical Engineering)  
MS Engineering Science (Electrical Engineering)  
MS Engineering Science (Mechanical Engineering)  
MS Engineering Systems

MS Meteorology and Physical Oceanography  
MS Mechanical Engineering  
MS Meteorology  
MS Physical Oceanography  
MS Physics  
MS Operations Research  
MS Space Systems Operations  
MS Systems Engineering  
MS Systems Engineering Management  
MS Product Development  
MSME Mechanical Engineering  
PhD Applied Mathematics  
PhD Applied Physics  
PhD Astronautical Engineering  
PhD Electrical Engineering  
PhD Engineering Acoustics  
PhD Mechanical Engineering  
PhD Meteorology  
PhD Physical Oceanography  
PhD Physics  
PhD Systems Engineering  
PhD Systems Engineering Management

*Source: Office of the Registrar*

## The Graduate School of Operational and Information Sciences

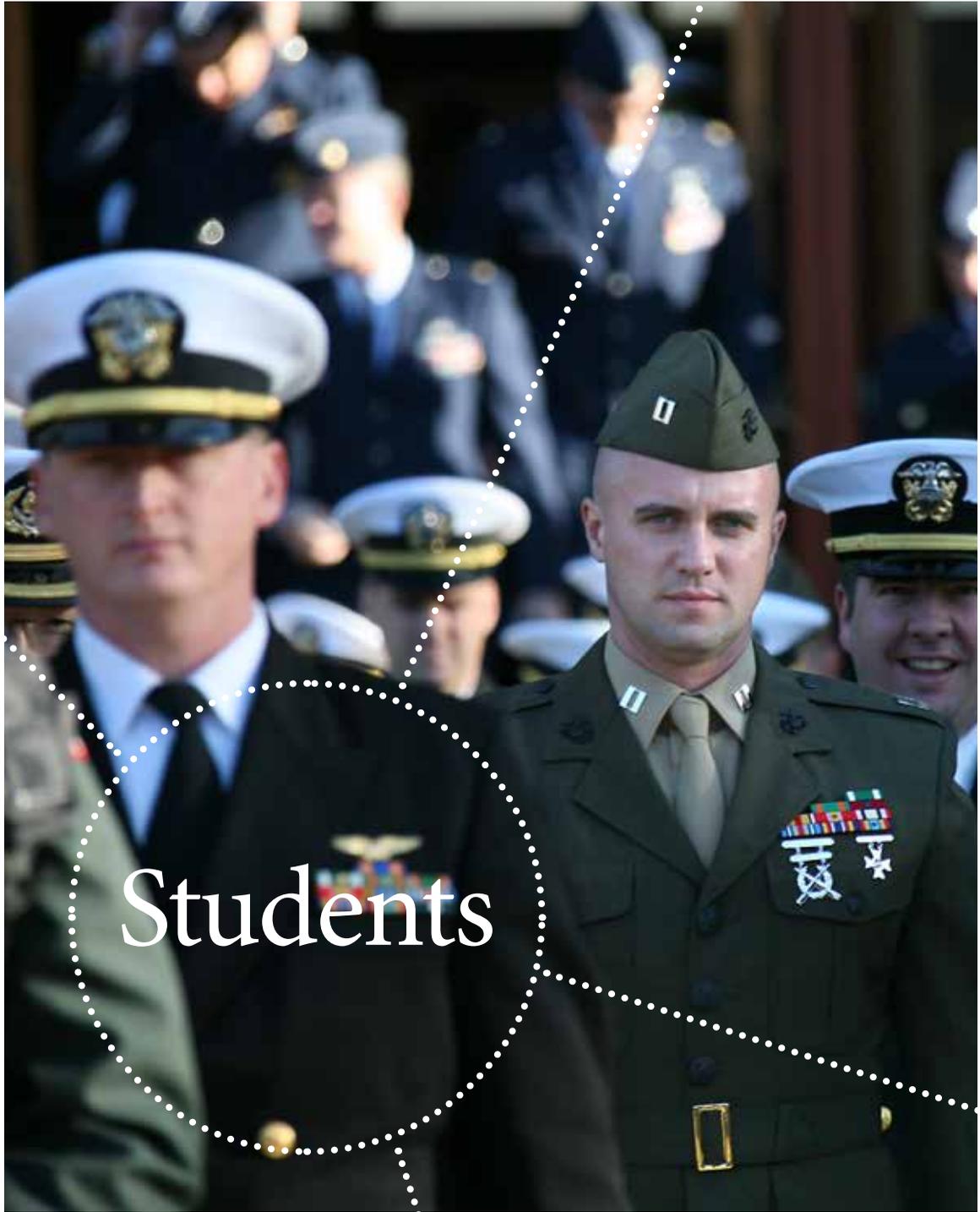
BS Computer Science  
M Computer Technology  
M Cost Estimating and Analysis  
M Human Systems Integration  
M Systems Analysis  
MA Identity Management and Cyber Security  
MA National Security Affairs  
MS Applied Science (Operations Research)  
MS Computer Science  
MS Cyber Systems and Operations  
MS Defense Analysis  
MS Electronic Warfare Systems Engineering  
MS Human Systems Integration  
MS Information Operations  
MS Information Systems and Operations  
MS Information Technology Management  
MS Information Warfare Systems Engineering  
MS Modeling Virtual Environments and Simulation  
MS Operations Research  
MS Remote Sensing Intelligence  
MS Software Engineering  
MS Systems Technology (Cmd, Ctrl, Comm.)  
MS Systems Engineering Analysis  
MSA Master of System Analysis  
PhD Computer Science  
PhD Information Sciences  
PhD Modeling Virtual Environments and Simulation  
PhD Operations Research  
PhD Software Engineering

## The School of International Graduate Studies

MA Security Studies (Europe and Eurasia)  
MA Security Studies (Far East, SE Asia, the Pacific)  
MA Security Studies (Mid East, S Asia, Sub-Saharan Africa)  
MA Security Studies (Western Hemisphere)  
MA Security Studies (Civil-Military Relations)  
MA Security Studies (Combating-Terrorism: Policy and Strategy)  
MA Security Studies (Defense Decision-Making and Planning)  
MA Security Studies (Homeland Security and Defense)  
MA Security Studies (Stabilization and Reconstruction)  
PhD Security Studies

## Other

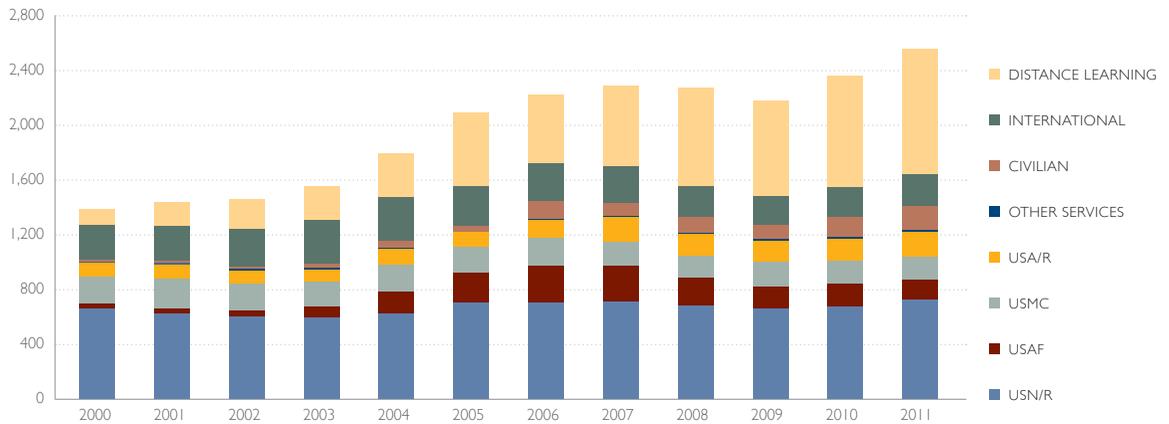
MS Systems Engineering Analysis  
PhD Systems Engineering Analysis



Students

# Average On Board Student Population by Service

ALL DEGREES STUDENTS TRENDS SINCE 2000



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
USN/R	665	629	607	597	624	709	707	713	685	660	681	732
USAF	31	35	39	79	168	216	273	263	201	166	166	145
USMC	200	215	198	182	195	192	200	180	163	178	164	166
USA/R	102	109	98	95	116	108	132	179	163	158	165	183
Other Services	10	12	13	8	6	6	8	11	10	10	10	15
Civilian	10	13	17	30	49	41	137	93	114	104	149	175
International	261	256	272	323	323	290	275	267	230	213	224	236
<b>RESIDENT TOTALS</b>	<b>1,279</b>	<b>1,269</b>	<b>1,244</b>	<b>1,314</b>	<b>1,481</b>	<b>1,562</b>	<b>1,732</b>	<b>1,706</b>	<b>1,566</b>	<b>1,489</b>	<b>1,557</b>	<b>1,647</b>
Distance Learning	111	180	221	247	322	541	501	600	719	707	819	921
<b>GRAND TOTALS</b>	<b>1,390</b>	<b>1,449</b>	<b>1,465</b>	<b>1,561</b>	<b>1,803</b>	<b>2,103</b>	<b>2,233</b>	<b>2,306</b>	<b>2,285</b>	<b>2,196</b>	<b>2,376</b>	<b>2,568</b>

# Degree Program Students by Type of Enrollment

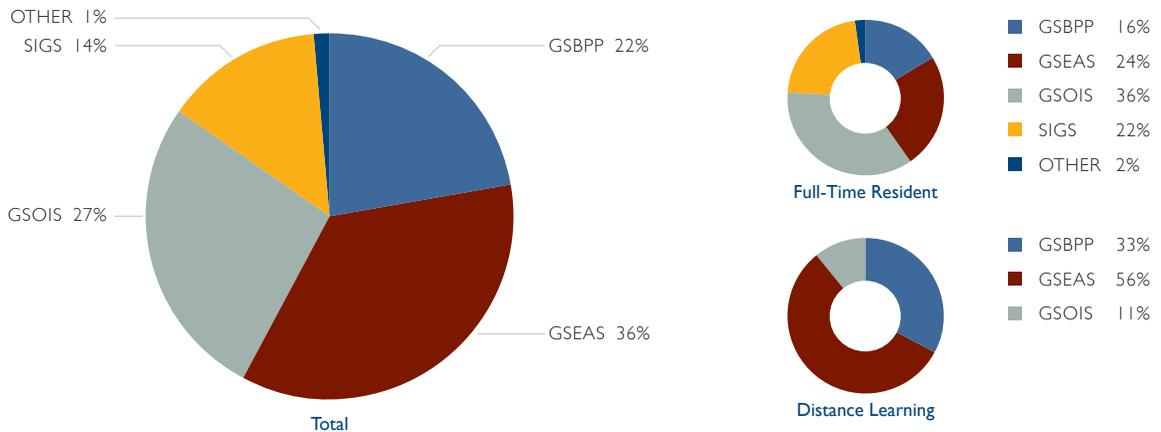
AVERAGE ON BOARD TRENDS SINCE 2000

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Full Time Resident	1,279	1,269	1,244	1,314	1,481	1,560	1,732	1,739	1,566	1,489	1,557	1,647
Distance Learning	111	180	221	247	322	523	501	847	719	707	819	921
<b>Total</b>	<b>1,390</b>	<b>1,449</b>	<b>1,465</b>	<b>1,561</b>	<b>1,803</b>	<b>2,083</b>	<b>2,233</b>	<b>2,586</b>	<b>2,285</b>	<b>2,196</b>	<b>2,376</b>	<b>2,568</b>

Source: Office of the Registrar and Office of Institutional Research

# Degree Program Students by School

PEAK QUARTER ENROLLMENT • SUMMER 2011



SCHOOL	FULL-TIME RESIDENT	DISTANCE LEARNING	TOTAL
Graduate School of Business and Public Policy	290	327	617
Graduate School of Engineering and Applied Sciences	424	556	980
Graduate School of Operational and Information Systems	632	107	739
School of International Graduate Studies	381	0	381
Other	38	0	38
<b>Total</b>	<b>1,765</b>	<b>990</b>	<b>2,755</b>

# Resident Degree Students by School and Service

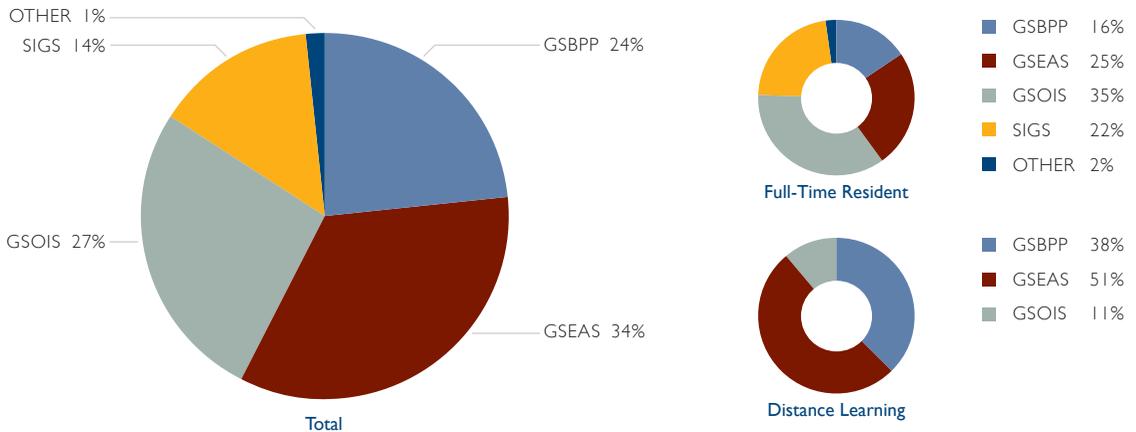
PEAK QUARTER ENROLLMENT • SUMMER 2011

SCHOOL	NAVY	MARINE CORPS	ARMY	AIR FORCE	CIVILIAN	INT'L	OTHER	TOTAL
Graduate School of Business and Public Policy	126	60	21	35	3	44	1	290
Graduate School of Engineering and Applied Sciences	281	23	19	22	14	58	7	424
Graduate School of Operational and Information Systems	214	95	135	32	35	116	5	632
School of International Graduate Studies	76	28	31	58	148	34	6	381
Other	33	0	2	0	1	2	0	38
<b>Total</b>	<b>730</b>	<b>206</b>	<b>208</b>	<b>147</b>	<b>201</b>	<b>254</b>	<b>19</b>	<b>1,765</b>
<b>Total %</b>	<b>41%</b>	<b>12%</b>	<b>12%</b>	<b>8%</b>	<b>11%</b>	<b>15%</b>	<b>1%</b>	<b>100%</b>

Source: Office of the Registrar and Office of Institutional Research

# Degree Program Students by School

AVERAGE ON BOARD 2011



SCHOOL	FULL-TIME RESIDENT	DISTANCE LEARNING	TOTAL
Graduate School of Business and Public Policy	258	346	604
Graduate School of Engineering and Applied Sciences	405	473	878
Graduate School of Operational and Information Systems	582	102	684
School of International Graduate Studies	366	0	366
Other	36	0	36
<b>Total</b>	<b>1,647</b>	<b>921</b>	<b>2,568</b>

# Resident Degree Students by School and Service

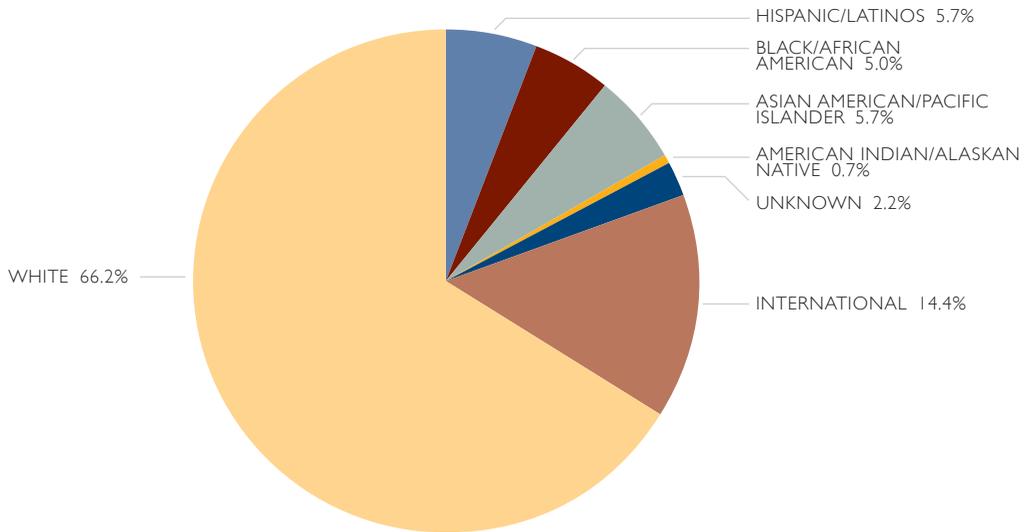
AVERAGE ON BOARD 2011

SCHOOL	NAVY	MARINE CORPS	ARMY	AIR FORCE	CIVILIAN	INT'L	OTHER	TOTAL
Graduate School of Business and Public Policy	129	42	19	30	4	35	1	258
Graduate School of Engineering and Applied Sciences	269	20	15	23	18	56	4	405
Graduate School of Operational and Information Systems	216	73	118	25	35	111	5	582
School of International Graduate Studies	85	31	29	67	117	33	5	366
Other	33	0	2	0	1	1	0	36
<b>Total</b>	<b>732</b>	<b>166</b>	<b>183</b>	<b>145</b>	<b>175</b>	<b>236</b>	<b>15</b>	<b>1,647</b>
<b>Total %</b>	<b>44%</b>	<b>10%</b>	<b>11%</b>	<b>9%</b>	<b>11%</b>	<b>14%</b>	<b>1%</b>	<b>100%</b>

Source: Office of the Registrar and Office of Institutional Research

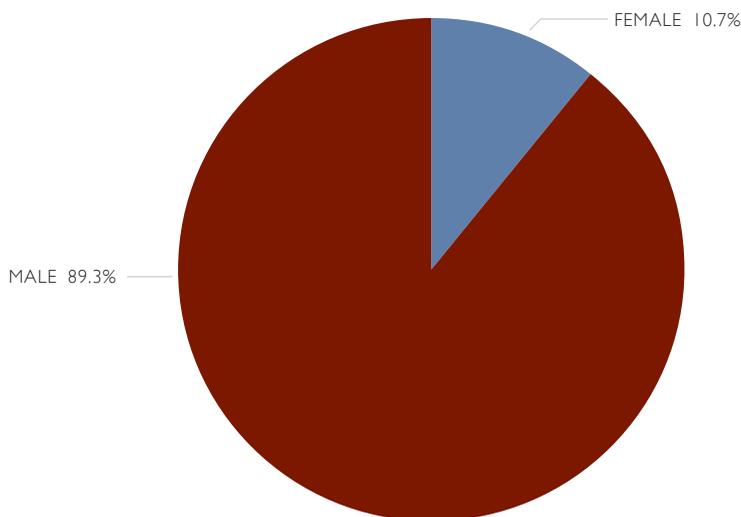
# Resident Degree Students by Ethnicity

PEAK QUARTER ENROLLMENT • SUMMER 2011



# Resident Degree Students by Gender

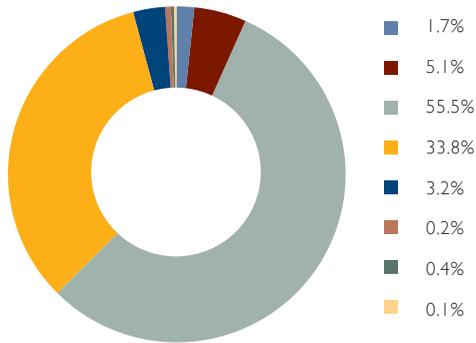
PEAK QUARTER ENROLLMENT • SUMMER 2011



Source: Office of the Registrar and Office of Institutional Research

# U.S. Military Forces by Grade, Rank and Service

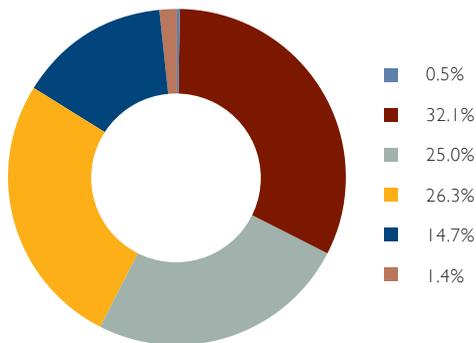
RESIDENT DEGREE STUDENTS  
PEAK QUARTER ENROLLMENT • SUMMER 2011



GRADE	RANK	NAVY/R	AIR FORCE	ARMY/R	MARINE CORPS
O1	2nd Lt./Ensign	2%	3%	—	—
O2	1st Lt./Lt. j.g.	7%	5%	—	5%
O3	Capt./Lt.	66%	37%	19%	65%
O4	Lt. Cmdr./Maj.	20%	52%	72%	30%
O5	Capt./Lt. Col./Lt. Cmdr.	4%	3%	5%	—
O6	Capt./Col.	1%	—	1%	—
W3	CW3	—	—	2%	—
W4	CW4	—	—	1%	—
<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

# International Military Forces by Grade, Rank and Service

RESIDENT DEGREE STUDENTS  
PEAK QUARTER ENROLLMENT • SUMMER 2011



GRADE	RANK	INT'L NAVY	INT'L AIR FORCE	INT'L ARMY	INT'L MARINE CORPS	INT'L COAST GUARD
O1	Ensign	1%	—	—	—	—
O2	1st Lt./Lt. j.g.	28%	34%	37%	—	100%
O3	Capt./Lt.	35%	22%	16%	25%	—
O4	Lt. Cmdr./Maj.	28%	19%	28%	25%	—
O5	Cmdr./Lt. Col./Lt. Cmdr.	6%	22%	19%	50%	—
O6	Capt./Col.	2%	3%	—	—	—
<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: Office of Institutional Research

# Curricula by U.S. and International 2011 Enrollment

Programs	U.S. Military	International Military and Civilian	U.S. Civilian
Systems Engineering and Analysis	*	*	*
Operations Analysis	*	*	*
Computer Science	*	*	*
Software Engineering (Resident and DL)	*	*	*
Information Systems and Technology	*	*	*
Modeling, Virtual Environments and Simulation	*	*	*
Oceanography	*	*	*
Information Sciences	*	*	*
Combat Systems Sciences and Technology	*	*	*
Naval/Mechanical Engineering	*	*	*
Electronic Systems Engineering	*	*	*
Stabilization and Reconstruction	*	*	*
Defense Decision-Making and Planning	*	*	*
Special Operations	*	*	*
Financial Management	*	*	*
Systems Engineering (DL)	*		*
Space Systems Operations (DL)	*		*
Systems Analysis (DL)	*		*
Meteorology	*		*
Cost Estimating and Analysis (DL)	*		*
Undersea Warfare	*		*
Mechanical Engineering for Nuclear Trained Officers (DL)	*		*
Space Systems Engineering	*		*
Electronic Systems Engineering (DL)	*		*
Homeland Security and Defense	*		*
Homeland Defense and Security	*		*
Security Studies	*		*
Systems Engineering Management - PD21 (DL)	*		*
Executive Master of Business Administration (DL)	*		*
Executive Master of Business Administration (DL-Civ)	*		*
Program Management (DL)	*		*
Information Systems and Operations	*		
Joint Operational Logistics	*	*	

DL = Distance Learning

Source: Office of Institutional Research

# Curricula by U.S. and International 2011 Enrollment

Programs	U.S. Military	International Military and Civilian	U.S. Civilian
Human Systems Integration	*	*	
Joint Cmd, Cntrl, Comm, Comp/Intel (C4I) Sys	*	*	
Space Systems Operations	*		
Meteorology and Oceanography (METOC)	*	*	
Applied Mathematics	*	*	
Reactors - Mechanical/Electrical Engineering (DL)	*		
Systems Engineering	*	*	
Information Warfare	*	*	
Middle East, South Asia and Sub-Saharan Africa	*	*	
Far East, Southeast Asia, Pacific	*	*	
Western Hemisphere	*	*	
Europe and Eurasia	*	*	
Civil-Military Relations	*	*	
Combating Terrorism: Policy and Strategy	*	*	
Joint Information Operations	*	*	
Transportation Management	*		
Acquisitions and Contract Management	*	*	
Systems Acquisition Management	*	*	
Defense Systems Analysis	*		
Supply Chain Management	*	*	
Material Logistics Support Management	*	*	
Manpower Systems Analysis	*	*	
Information System Management MBA	*	*	
Computer Science (DL)			*
Executive Management			*
Defense Business Management			*
Contract Management (DL)			*
Space Systems Operations (International)		*	
Undersea Warfare (International)		*	
Electronic Warfare Systems (International)		*	
Defense Systems Management (International)		*	
Resource Planning/Management for International Defense		*	

Source: Office of Institutional Research

DL = Distance Learning

# International Resident Students by Region

PEAK QUARTER ENROLLMENT • SUMMER 2011

## AUSTRALIA

Australia	4
<b>Total</b>	<b>4</b>

## NORTH AMERICA

Canada	2
Mexico	1
<b>Total</b>	<b>3</b>

## CENTRAL/EAST ASIA AND MIDDLE EAST

Bahrain	2
Israel	1
Jordan	2
Pakistan	10
Saudi Arabia	6
United Arab Emirates	3
<b>Total</b>	<b>24</b>

## AFRICA

Algeria	1
Cameroon	1
Malawi	1
Mauritius	1
Seychelles	1
Tunisia	9
Uganda	1
<b>Total</b>	<b>15</b>

## CARIBBEAN, CENTRAL AND SOUTH AMERICA

Argentina	2
Brazil	5
Chile	2
Colombia	4
<b>Total</b>	<b>13</b>

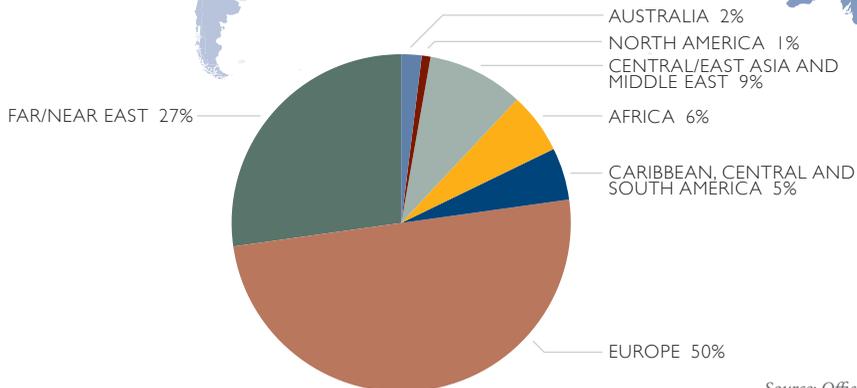
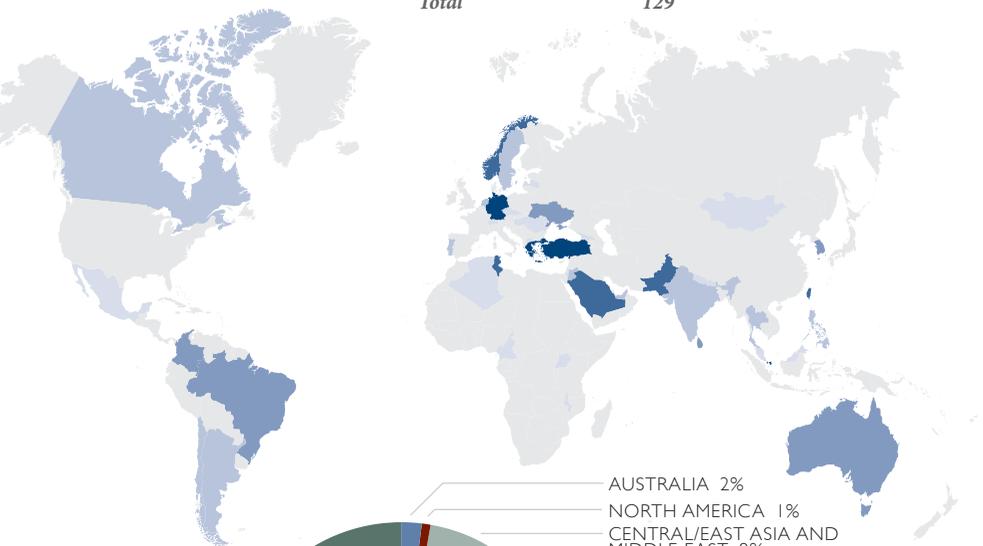
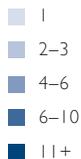
## EUROPE

Albania	1
Czech Republic	1
Georgia	1
Germany	11
Greece	34
Hungary	1
Latvia	1
Macedonia	1
Moldova	1
Netherlands	2
Norway	7
Portugal	2
Romania	1
Sweden	3
Switzerland	1
Turkey	57
Ukraine	4
<b>Total</b>	<b>129</b>

## FAR/NEAR EAST

East Timor	1
India	2
Korea	4
Malaysia	1
Maldives	2
Mongolia	1
Nepal	1
Philippines	2
Singapore	38
Sri Lanka	4
Taiwan	10
Thailand	2
<b>Total</b>	<b>68</b>

### NUMBER OF STUDENTS BY COUNTRY



Source: Office of the Registrar

# Short-Term and Certificate Course Programs

GLOBAL OUTREACH • FISCAL YEAR 2011

## Mobile Education Teams (METs)

27,650 U.S. students instructed: Regional Security Education Program (RSEP)

6,575 U.S. students instructed: Leadership Development and Education for Sustained Peace (LDESP)

192 METs with 8,453 participants

Visited 44 countries

- International Defense Management Course
- Budget Preparation, Execution and Accountability
- Post-Conflict Job Creation
- Civil-Military Response to Terrorism
- Civil-Military Pre-Survey
- Civil-Military Relations
- International Negotiations
- Building Linkages Between the Legislature and the Military
- Peace Support Operations
- Preparing for Peacekeeping
- Defense Reform Work Plan Development
- Joint Humanitarian Operations
- Regional Security Threats
- Maritime Terrorism

## On-Campus Short Courses

29 In-resident courses with 660 participants

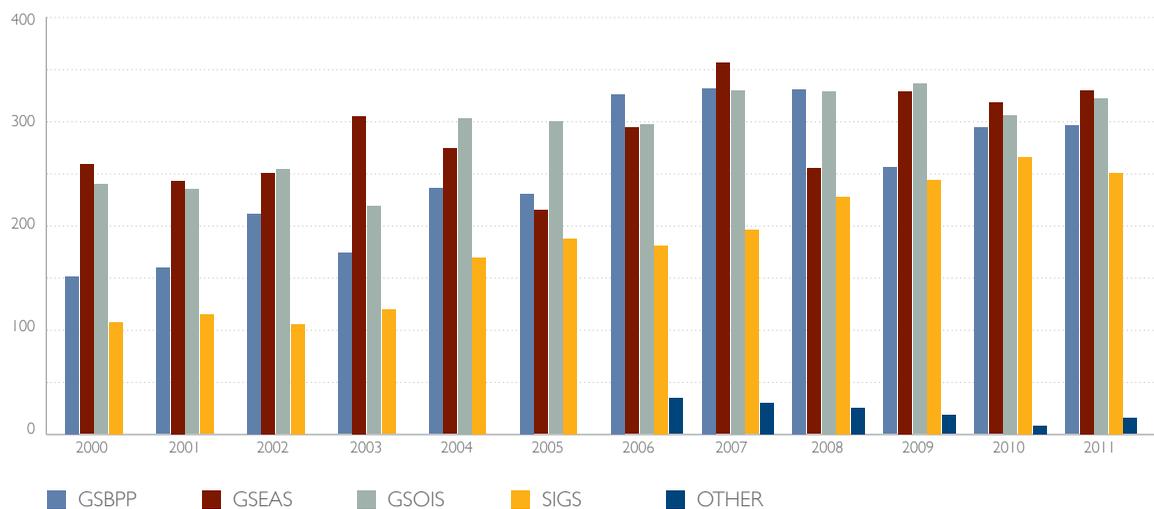
- Defense Resource Management Course
- Senior Defense Resources Management Course
- Defense Restructuring
- Planning Peace Operations
- Streamlining Government through Outsourcing and Privatization
- Principles of Defense Acquisition
- International Defense Transformation
- Stabilization and Reconstruction
- Principles of Procurement and Contracting

## Overall

Participants from 77 countries (METs, Short Courses, Graduate Students)

# Degrees Conferred by Academic School

TREND SINCE 2000



SCHOOL	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Graduate School of Business and Public Policy (GSBPP)	151	159	211	173	235	230	325	331	330	255	293	295
Graduate School of Engineering and Applied Sciences (GSEAS)	258	242	250	304	273	214	293	355	254	328	317	329
Graduate School of Operational and Information Sciences (GSOIS)	239	234	253	218	302	299	296	329	328	335	305	321
School of International Graduate Studies (SIGS)	107	114	105	119	169	187	180	195	227	243	265	250
Other	-	-	-	-	-	-	34	30	25	18	8	15
<b>Total</b>	<b>755</b>	<b>749</b>	<b>819</b>	<b>814</b>	<b>979</b>	<b>930</b>	<b>1,128</b>	<b>1,240</b>	<b>1,164</b>	<b>1,179</b>	<b>1,188</b>	<b>1,210</b>

Source: Office of Institutional Research

# Degrees Conferred

ACADEMIC YEAR 2011

Degree	Total	Degree	Total
BS Meteorology	2	MS Human Systems Integration	10
EE Electrical Engineer	2	MS Information Operations	9
MEng Electrical Engineering	6	MS Information Systems and Operations	5
ME Mechanical Engineer	7	MS Information Technology Management	26
EMBA Executive Master of Business Administration	122	MS Information Warfare Systems Engineering	13
M Executive Management	2	MS Management	25
M Systems Analysis	32	MS Mechanical Engineering	28
MA Security Studies (Civil-Military Relations)	5	MS Meteorology	2
MA Sec Studies (Combating-Terrorism: Policy and Strategy)	6	MS Meteorology and Physical Oceanography	11
MA Security Studies (Defense Decision-Making and Planning)	37	MS Modeling Virtual Environments and Simulation	12
MA Security Studies (Europe and Eurasia)	19	MS Operations Research	55
MA Security Studies (Far East, SE Asia, the Pacific)	25	MS Physical Oceanography	4
MA Security Studies (Homeland Security and Defense)	79	MS Physics	9
MA Sec Studies (Mid East, S Asia, Sub-Saharan Africa)	60	MS Program Management	27
MA Security Studies (Stabilization and Reconstruction)	3	MS Remote Sensing Intelligence	2
MA Security Studies (Western Hemisphere)	15	MS Software Engineering	9
MBA Master of Business Administration	108	MS Space Systems Operations	20
MS Applied Mathematics	8	MS Systems Engineering	122
MS Applied Physics	14	MS Systems Engineering Analysis	11
MS Applied Science (Operations Research)	1	MS Systems Engineering Management	9
MS Astronautical Engineering	11	MS Systems Technology (Cmd., Ctrl., Comm.)	9
MS Combat Systems Technology	1		
MS Computer Science	33	PhD Applied Physics	1
MS Contract Management	11	PhD Computer Science	1
MS Defense Analysis (Information Operations)	3	PhD Engineering Acoustics	1
MS Defense Analysis (Irregular Warfare)	63	PhD Information Sciences	1
MS Defense Analysis (National Security Affairs)	5	PhD Meteorology	1
MS Defense Analysis (Terrorist Operations and Financing)	18	PhD Modeling Virtual Environments and Simulation	2
MS Electrical Engineering	40	PhD Operations Research	2
MS Electronic Warfare Systems Engineering	10	PhD Physical Oceanography	3
MS Engineering Acoustics	6	PhD Security Studies	1
MS Engineering Science (Mechanical Engineering)	4	PhD Software Engineering	1
MS Engineering Systems	20		

**Grand Total 1,210**

Source: Office of Institutional Research

# NPS Hall of Fame Honorees

The NPS Hall of Fame recognizes the accomplishments of NPS's 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.

- The Honorable James Roche, Secretary of the Air Force (Ret.) (Presented 27 Sep 01)
- The Honorable Thomas White, Secretary of the Army (Ret.) (Presented 27 Sep 01)
- Professor Lui Pao Chuen, Chief Def. Scientist, Singapore Minister of Defence (Presented 28 Mar 02)
- Vice Admiral Arthur Cebrowski, USN (Ret.) (Presented 13 Jan 03)
- General John A. Gordon, USAF (Ret.) (Presented 16 Sep 04)
- Admiral Henry Mauz, USN (Ret.) (Presented 19 Nov 03)
- Admiral James D. Watkins, USN (Ret.) (Presented 20 Apr 05)
- Admiral Wayne E. Meyer, USN (Ret.) (Presented 23 Feb 06)
- The Honorable Dan Albert, Mayor of Monterey (Ret.) (Presented 23 Feb 07)
- General Michael Hagee, USMC (Ret.) (Presented 23 May 09)
- Admiral Michael Mullen, USN (Ret.) (Presented 11 Aug 09)
- General Apichart Penkitti, Permanent Secretary for Defence, Thailand (Presented 30 July 10)
- Vice Admiral Thomas J. Hughes, USN (Ret.) (Posthumous induction presented 3 Dec 10)
- Admiral T. Joseph Lopez, USN (Ret.) (Presented 3 Dec 10)
- Vice Admiral Pat Tracey, USN (Ret.) (Presented 3 Dec 10)
- Dr. J. Phillip (Jack) London (Presented 2 Dec 11)
- Admiral Stanley Arthur, USN (Ret.) (Presented 2 Dec 11)

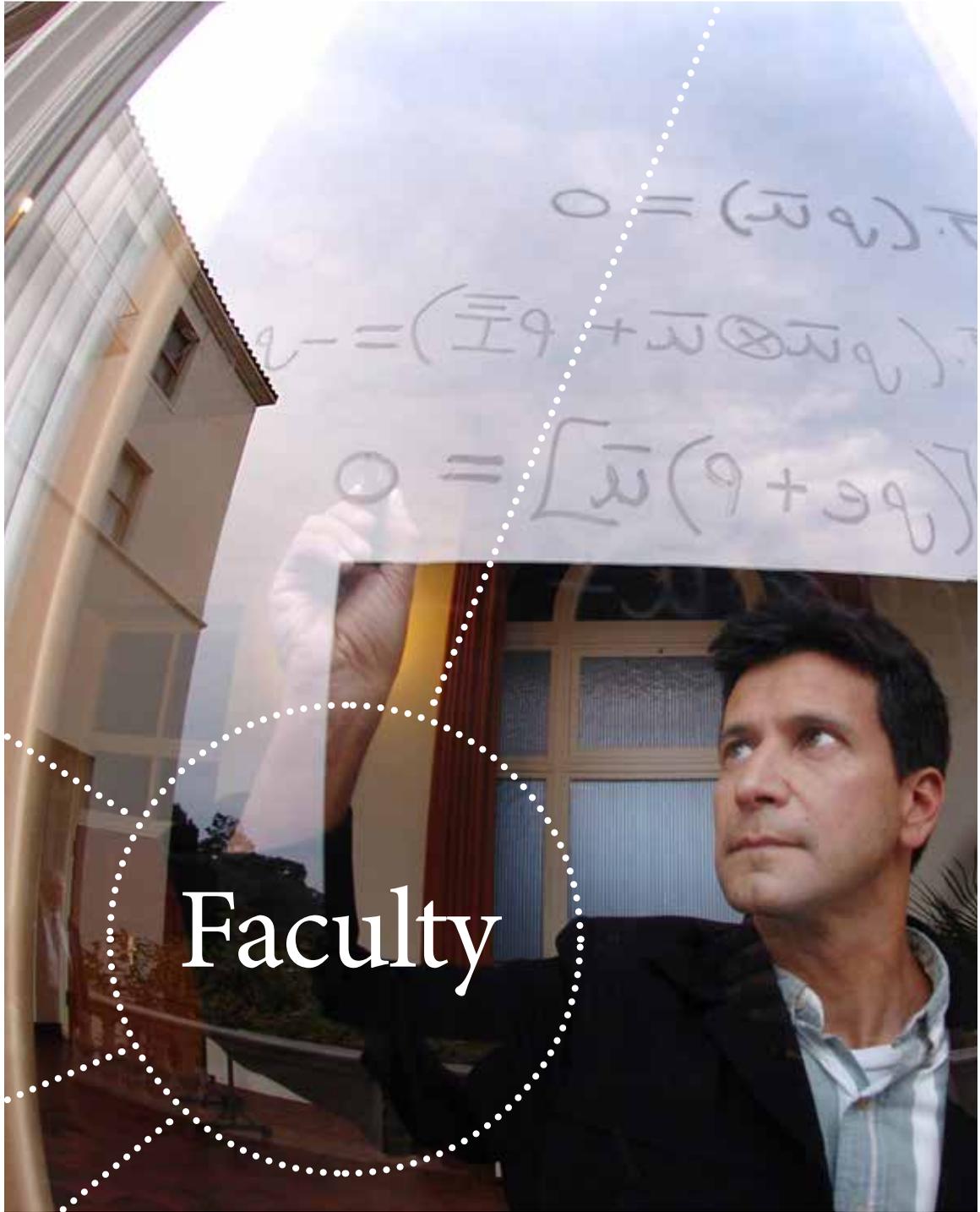
## Selected Distinguished Alumni

Name	Achievements
Gen. Keith Alexander, USA	Director, Nat'l Sec. Agency (DIRNSA), CCSS and Commander, US Cyber Command
Adm. Stanley Arthur, USN (Ret.)	Former Vice Chief of Naval Operations
Capt. Jeffrey Bacon, USN (Ret.)	Creator of Broadside Cartoons
Vice Adm. Roger F. Bacon, USN (Ret.)	Former Assistant Chief of Naval Operations for Undersea Warfare
Vice Adm. Phillip Balisle, USN (Ret.)	Former Commander, Naval Sea Systems Command
Rear Adm. Stanley Bozin, USN	Director, Office of Budget, Office of the Assistant SECNAV for Financial Management and Comptroller
Rear Adm. Michael A. Brown, USN	Deputy Assistant Secretary for Cyber Security and Communications
Vice Adm. Nancy E. Brown, USN	Director, Command, Control, Communications and Computer Systems, The Joint Staff
Capt. Daniel W. Bursch, USN (Ret.)	Astronaut, Veteran of four space flights and Expedition 4, a six and a half month stay aboard the International Space Station, NPS Centennial Spokesperson
Rear Adm. Philip J. Coady Jr., USN (Ret.)	Former Director of the Navy's Surface Warfare Division
Rear Adm. Dan W. Davenport, USN	Chief of Staff, US Joint Forces Command
Rear Adm. Patrick W. Dunne, USN (Ret.)	Former President, Naval Postgraduate School
Vice Adm. Mark E. Ferguson III, USN	55th and Current Chief of Naval Personnel
Capt. Stephen Frick, USN (Ret.)	Astronaut, Veteran of 2 space flights to the International Space Station
Rear Adm. James B. Greene Jr. USN (Ret.)	Acquisition Chair of Naval Postgraduate School
Vice Adm. Lee F. Gunn, USN (Ret.)	Former Inspector General of the Department of the Navy
Rear Adm. Charles S. Hamilton II, USN	Former Program Executive Officer for Ships (PEO Ships)
Rear Adm. Cecil D. Haney, USN	Director, Naval Warfare Integration Group
Rear Adm. Elizabeth A. Hight, USN	Vice Director, Defense Information Systems Agency

# Selected Distinguished Alumni

Name	Achievements
Col. David Hillmers, M.D., USMC (Ret.)	Astronaut, physician and veteran of 4 space flights
Capt. Sam Houston, USN (Ret.)	Apollo 11 hero, using his meteorological knowledge helped divert a catastrophic splashdown of Apollo 11
Vice Adm. Thomas J. Hughes, USN (Ret.)	Former President and CEO Navy Federal Credit Union. <i>Deceased.</i>
Capt. Wayne P. Hughes Jr., USN (Ret.)	Former Dean of the Graduate School of Operational and Information Sciences
Vice Adm. Harvey E. Johnson Jr., USCG (Ret.)	Vice President for National Preparedness and Response Solutions at BAE Systems
Rear Adm. John M. Kelly, USN	Commander, Naval Warfare Development Command
Lt. Gen. Richard S. Kramlich, USMC	Director, Marine Corps Staff and Deputy Commandant for Installations and Logistics
Lt. Cmdr. Marvin Langston, PhD, USN (Ret.)	Former Department of Navy Deputy Chief Info. Officer
Vice Adm. William Landay III, USN	Director, Defense Security Coop. Agency
Capt. Donald M. Layton, USN (Ret.)	Developed innovative methods for SIGINT shadowing of Japanese fleet movements
Lt. Gen. Chan Lee, ROKAF	Superintendent of the Republic of Korea Air Force Academy
Vice Adm. Michael A. LeFever, USN	Commander, Office of the Defense Representative, Pakistan
Vice Adm. Keith W. Lippert, USN	14th Director, Defense Logistics Agency
Capt. Michael Lopez-Alegria, USN (Ret.)	Astronaut, veteran of three space flights and a seven month mission aboard the International Space Station
Rear Adm. Archer M. Macy Jr., USN	Director, Joint Integrated Air and Missile Defense Organization, Dep. Director for Force Protection J-8, the Joint Staff
Vice Adm. Justin McCarthy SC, USN	Director, Material Readiness and Logistics, N4 OPNAV Staff
Lt. Col. Carlos Noriega, USMC (Ret.)	Astronaut, veteran of two space flights
Adm. Eric T. Olson, USN	Commander, USSOCOM; First Naval Officer to command U.S. Special Operations Command and first Navy Seal 3 and 4 star admiral
Capt. Alan Poindexter, USN	Astronaut, veteran of two space flights
Vice Adm. John Scott Redd, USN (Ret.)	Served as the first Director of the National Counterterrorism Center
Capt. Kenneth Reightler Jr., USN (Ret.)	Astronaut, veteran of two spaceflights
Cmdr. Carter “Buzz” Savage, USN (Ret.)	Deputy Assistant Secretary of Energy, Director of Advanced Fuel Cycle Program in Department of Energy’s Office of Nuclear Energy
Capt. Winston Scott, USN (Ret.)	Astronaut, veteran of two space flights and author of <i>Reflections from Earth Orbit</i>
Rear Adm. Kenneth Slaght, USN	Commander, Space and Naval Warfare Systems Command
Vice Adm. Stanley Szemborski, USN	Principal Deputy Director, Program Analysis and Evaluation, Office of Sec. of Defense
Rear Adm. (Sel.) Jan Tighe, USN	Executive Assistant to Director of National Security Agency (DIRNSA), CCSS and Commander, U.S. Cyber Command
Vice Adm. Patricia A. Tracey, USN (Ret.)	The first woman to achieve the rank of Vice Admiral in the US Navy; Former Chief, CNET
Lt. Gen. Thomas R. Turner, USA (Ret.)	The former Commanding General of the United States Army North, Fort Sam Houston, Texas
Maj. Gen. Michael A. Vane, USA	Chief of Staff for Doctrine, Concepts, and Strategy, and former Commanding General, U.S. Army North (Fifth Army)
Gen. William S. Wallace, USA (Ret.)	Former Commanding General, U.S. TRADOC
Col. Jeff Williams, USA (Ret.)	Astronaut, veteran of one shuttle mission and two six month tours aboard the International Space Station
Capt. John A. Zangardi, USN (Ret.)	Former Deputy Director Warfare Integration Programs

Source: NPS Alumni Relations Office



Faculty

# Faculty by Rank

Rank	GSBPP	GSEAS	GSOIS	SIGS	INSTITUTES	OTHER ACADEMIC PROGRAMS	ADMIN	TOTAL
<b>TENURE TRACK</b>								
Distinguished Professor	1	10	3	2				16
Professor	8	51	28	10			2	99
Associate Professor	18	33	30	17		2	1	101
Assistant Professor	15	10	11	16		1		53
<b>Total</b>	<b>42</b>	<b>104</b>	<b>72</b>	<b>45</b>		<b>3</b>	<b>3</b>	<b>269</b>
<b>NON-TENURE TRACK</b>								
Research Professor		1	45					46
Research Associate Professor	1	7	13	1	7	1		30
Research Assistant Professor		11	5	4				20
Senior Lecturer	24	14	21	22	2	6	3	92
Lecturer	17	12	12	16		4	1	62
Professor Of The Practice		9	2	1	2		2	16
Research/Ed/Admin Associate	5	34	53	21	34	2	15	164
Visiting Faculty	11	4	4					19
No Academic Rank			1	2		1	15	19
<b>Total</b>	<b>58</b>	<b>92</b>	<b>156</b>	<b>67</b>	<b>45</b>	<b>14</b>	<b>36</b>	<b>468</b>
<b>Grand Total</b>	<b>100</b>	<b>196</b>	<b>228</b>	<b>112</b>	<b>45</b>	<b>17</b>	<b>39</b>	<b>737</b>

FACULTY BY RANK COUNTS DO NOT INCLUDE RESEARCH ASSISTANTS.

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)

Source: Office of Academic Planning as of Sept. 30 2011 and Office of Institutional Research

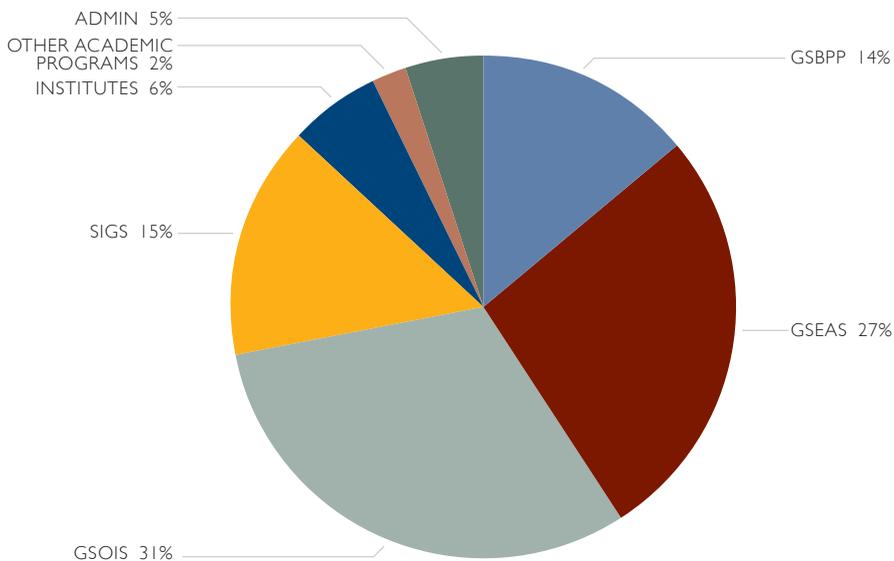
# Tenure Track vs. Non-Tenure Track Faculty

## BY SCHOOL

SCHOOL	TENURE TRACK	NON-TENURE TRACK	TOTAL
Graduate School of Business and Public Policy (GSBPP)	42	58	100
Graduate School of Engineering and Applied Sciences (GSEAS)	104	92	196
Graduate School of Operational and Information Sciences (GSOIS)	72	156	228
School of International Graduate Studies (SIGS)	45	67	112
Institutes		45	45
Other Academic Programs	3	14	17
Admin	3	36	39
<b>Total</b>	<b>269</b>	<b>468</b>	<b>737</b>

# Faculty Distribution

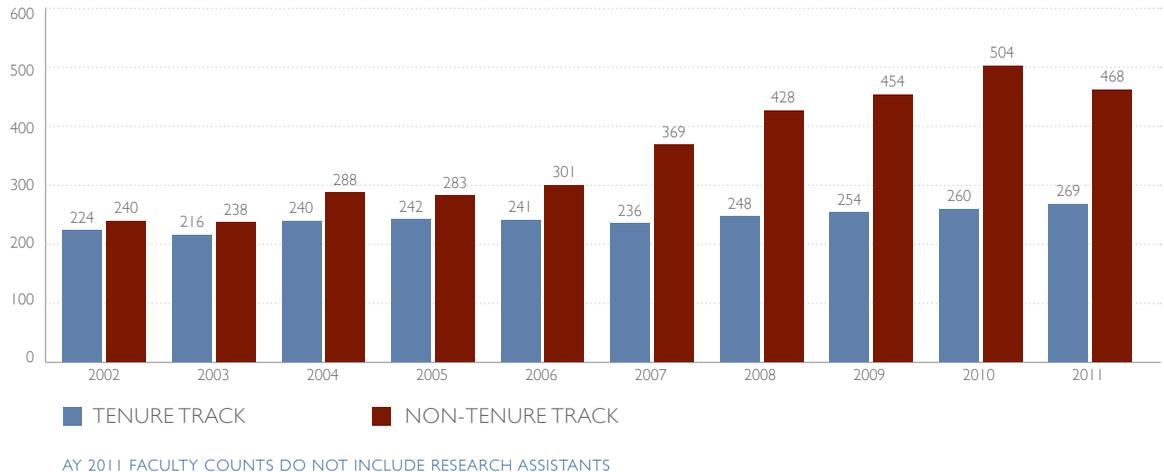
## BY SCHOOL



Source: Office of Academic Planning as of Sept. 30 2011 and Office of Institutional Research

# Tenure Track/Non-Tenure Track Faculty

TRENDS SINCE 2002



## Student Faculty Ratio (SFR) By School

PEAK QUARTER • SUMMER 2011

SCHOOL	RATIO
Graduate School of Business and Public Policy (GSBPP)	9.6
Graduate School of Engineering and Applied Sciences (GSEAS)	9.3
Graduate School of Operational and Information Sciences (GSOIS)	11.8
School of International Graduate Studies (SIGS)	5.9
<b>Total</b>	<b>9.0</b>

Source: Office of Academic Planning as of Sept. 30 2011 and Office of Institutional Research

# Faculty and Staff 2011

## BY ETHNICITY

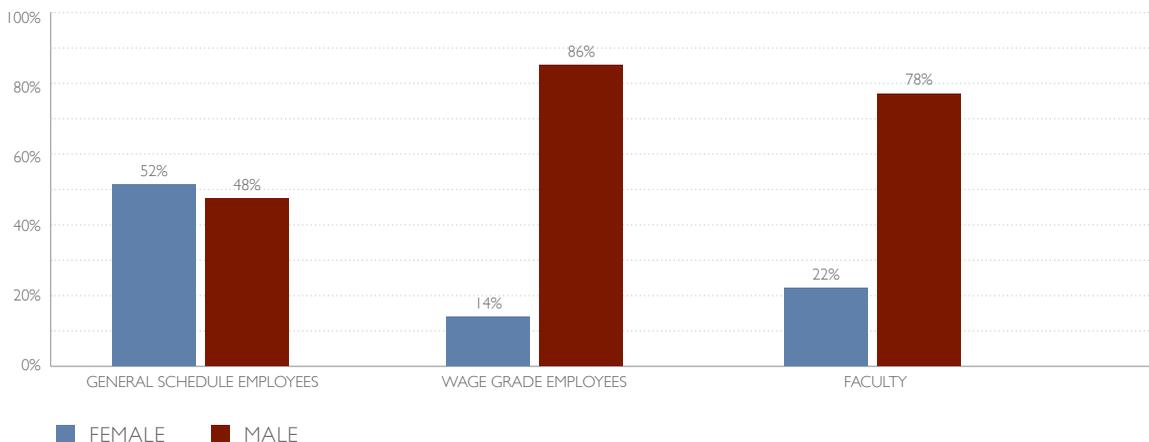
	BLACK/AFRICAN AMERICAN	AMERICAN INDIAN/ ALASKAN NATIVE	ASIAN AND PACIFIC ISLANDER	HISPANIC	WHITE	UNKNOWN	TOTAL
NPS GS	55	7	97	48	382	-	589
NPS WG	-	-	1	1	5	-	7
NPS FACULTY	4	2	48	18	505	160	737
<b>Total</b>	<b>59</b>	<b>9</b>	<b>146</b>	<b>67</b>	<b>892</b>	<b>160</b>	<b>1,333</b>

GS = GENERAL SCHEDULE EMPLOYEES

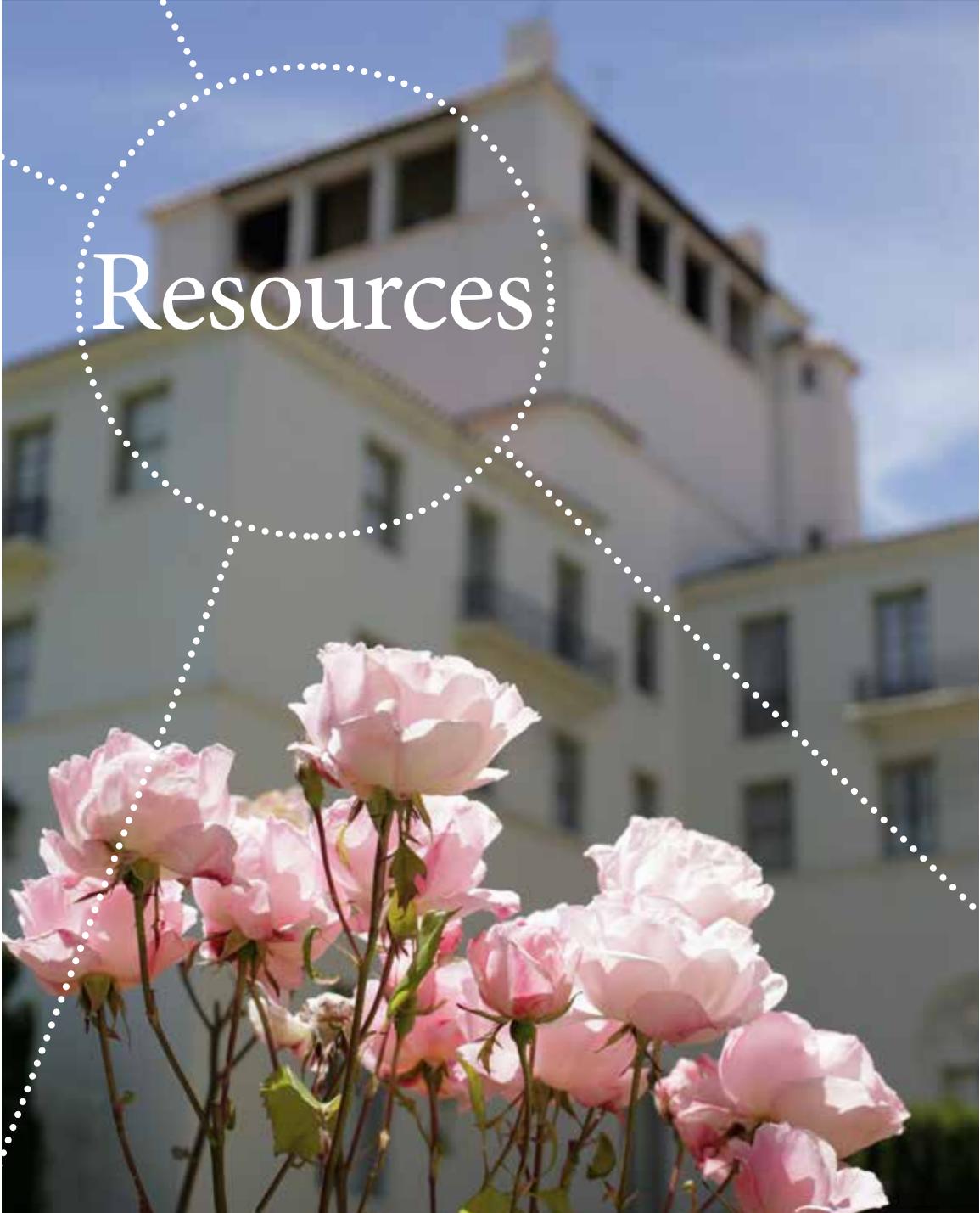
WG = WAGE GRADE EMPLOYEES

# Faculty and Staff 2011

## BY GENDER



Source: Office of Academic Planning as of Sept. 30 2011 and Office of Institutional Research



# Resources

# Size of NPS Systems

## MULTIPLE NETWORKS

EDU — nps.edu — CENIC  
 HPR — hpr.nps.edu — CENIC  
 MIL — nps.navy.mil — DREN  
 Public (for guests) — public.nps.edu — CENIC  
 DoDNet — (Monterey DoD Interconnect — DMDC,  
 PERSEREC, DLIFLC, NRL, FNMOC, NPS)  
 PACBell Research Network

## WIRELESS

Wireless Access Coverage.....94%  
 Number of buildings covered by wireless ..... 30  
 Average number of systems connected wirelessly..... 700

## ACCOUNTS (USER ACCOUNTS)

Staff..... 1,165  
 Faculty..... 913  
 Resident Students ..... 2,069  
 DoDNet accounts (DLIFLC and FNMOC) ..... 318  
 Distance Learning Students ..... 1,382  
 Contractors..... 432  
 Shared business mailboxes ..... 282  
**Total ..... 6,561**

## WEB SERVICES

Total Page views annually  
 Extranet.....20,540,173  
 Intranet .....7,045,443

## USER DATA

Profile and network storage ..... 18.3 TB  
 Group Shares.....5.6 TB  
 Virtualized server storage/Databases.....21.2 TB  
 Total backup/recover storage ..... 39 TB  
 Total number of trouble tickets in 2011 ..... 58,377

## ACADEMIC APPLICATIONS

Learning Resource Center applications..... 288  
 External e-Mail Received..... 14,810,605 per year  
 Approximately 53,931 e-mails/day classified as spam  
 using Barracuda  
 Number of unique malware blocked from infecting  
 workstations on the network ..... 380  
 Of all malware blocked, 39% was captured using the  
 daily scheduled Anti-Virus scans  
 Of all malware blocked, 43% was captured using  
 continuous Auto-Protect

In FY11 there was a significant increase in the number of incidents detected and resolved, due to improvements to intrusion detection tools.

Estimated number of SPAM messages  
 around the world in 2011 ..... 7 TRILLION  
 Total cost avoided by NPS due to effective  
 use of SPAM Firewall.....\$1.53M  
 Number of operating system and application  
 patches applied across the network..... 167,112

## TELECOMMUNICATIONS

VOIP installed..... 435  
 Analog subscribers ..... 3,323  
 Reliability of phone system ..... 98%  
 Average number of conference calls/month ..... 128  
 Average number of connection/month ..... 532  
 Total number of minutes for all Conferences ..... 8,324

## HIGH PERFORMANCE COMPUTING (HPC)

Number of Linux workstations..... 40  
 Number of Linux users ..... 250  
 Number of HPC Supercomputer processors ..... 1,340  
 Number of Supercomputer users ..... 150  
 Current HPC disk space.....475 TB  
 (The average monthly computation performed on the Hamming  
 Supercomputer would take 25 years to perform on a single CPU).

## EDUCATIONAL TECHNOLOGY

Forty-Eight Point Multipoint Control Unit (MCU)/  
 Video Bridge ..... 1  
 ISDN Video-Conferencing Circuits..... 165  
 Multimedia Presentation Systems ..... 132  
 Video-Conferencing Facilities ..... 42<sup>1</sup>  
 Video Tele-Education Systems..... 10  
 6,194 Class hours recorded and streamed via the Internet  
 in FY11  
 10,068 Class hours recorded and delivered through web-  
 conferencing system in FY11<sup>2</sup>  
 833,360 Logins to the Learning Management System in FY11  
 3,054 Courses hosted on the Learning Management System<sup>3</sup>

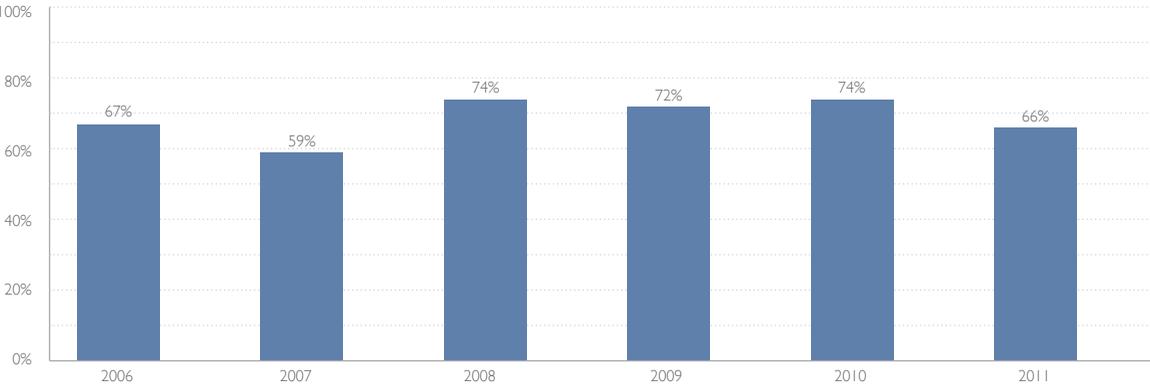
<sup>1</sup> This reflects the total number of available Video-conferencing facilities. Previous editions only accounted for facilities managed by ITACS.

<sup>2</sup> Class hours delivered through web-conferencing consists of expected growth and an increasing trend away from streaming classes via the Internet.

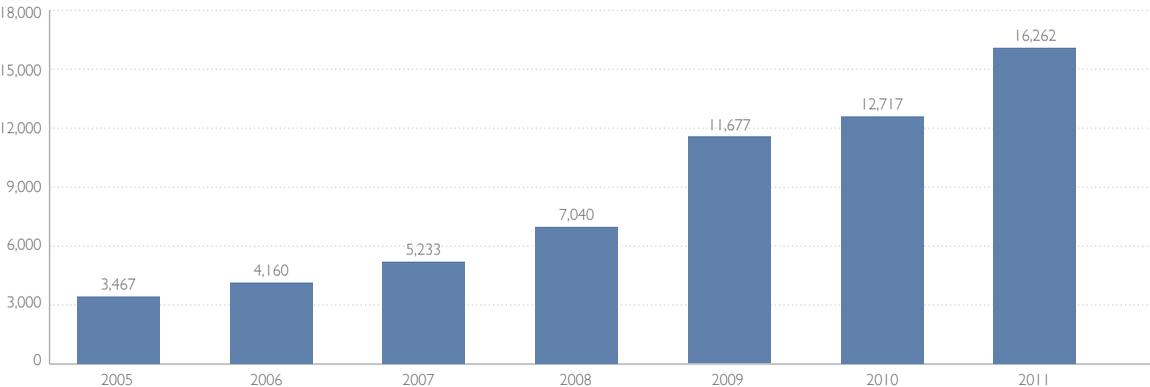
<sup>3</sup> The drop is due to no longer running Blackboard and Sakai simultaneously, BB went offline at the end of FY10.

Source: Information Technology and Communications Services

# Percentage of SPAM Blocked

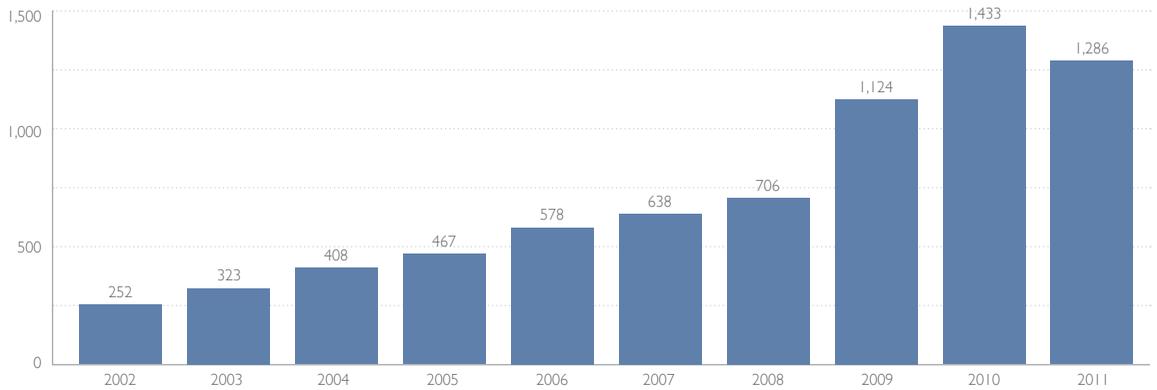


# Hours of Class Content Captured on Streaming Media

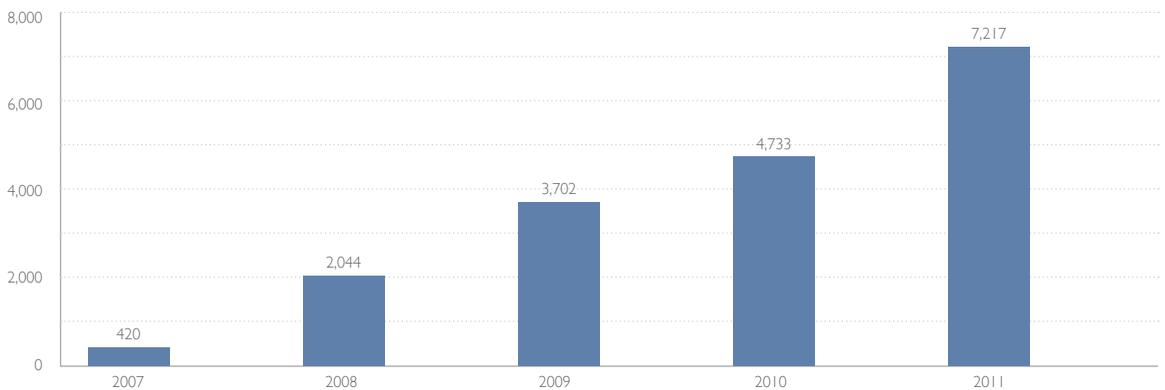


Source: Information Technology and Communications Services

# Number of Learning Management System Courses Created



# Number of Web-Based Synchronous Collaboration Sessions



Source: Information Technology and Communications Services

# Information Technology and Communications Services 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 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, Naval Research Laboratory, Defense Language Institute, Defense Manpower Data Center, Naval Postgraduate School, and the Defense Personnel Security Research Center.

## NAVY HIGHER EDUCATION IT CONSORTIUM

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

## EDUCATIONAL 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)

## UNIVERSITY CALIFORNIA SAN DIEGO — CALIT2

Membership in the Optiputer initiative serving as the optical networking foundation for research and supercomputer collaborations between NPS and more than two dozen universities around the world.

## DOD EDUCATIONAL INFORMATION SECURITY WORKING GROUP

23 DoD educational institutions that focus on network and information security — collaborate electronically throughout the year to solve security related problems.

## CINEGRID

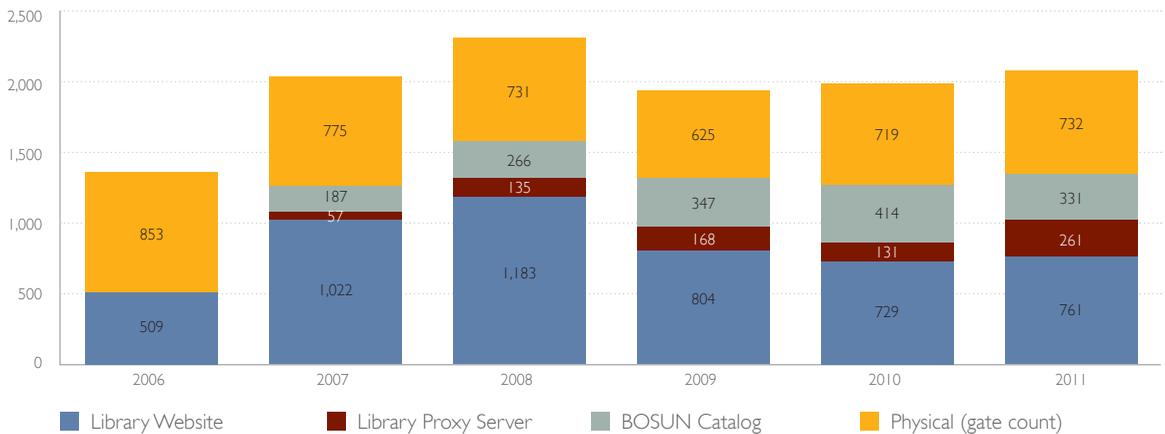
Interdisciplinary community focused on the research, development, and demonstration of networked collaborative tools to enable the production, use and exchange of very-high quality digital media over photonic networks.

## CENTRAL COAST BROADBAND CONSORTIUM

The Central Coast Broadband (CCB) Consortium is led by California State University Monterey Bay, with membership from Monterey County, Monterey City, Monterey County Business Council, Naval Postgraduate School, and UC Santa Cruz. The mission of the CCB is to plan for, build and connect the region's disparate telecommunications networks and fulfill critical gaps, offering high speed Internet connectivity to ensure equity, access and digital literacy for all residents, businesses, government, education and other important civic and social services agencies and institutions in the region.

# Number of Average Library Daily Visits

## VIRTUAL AND PHYSICAL



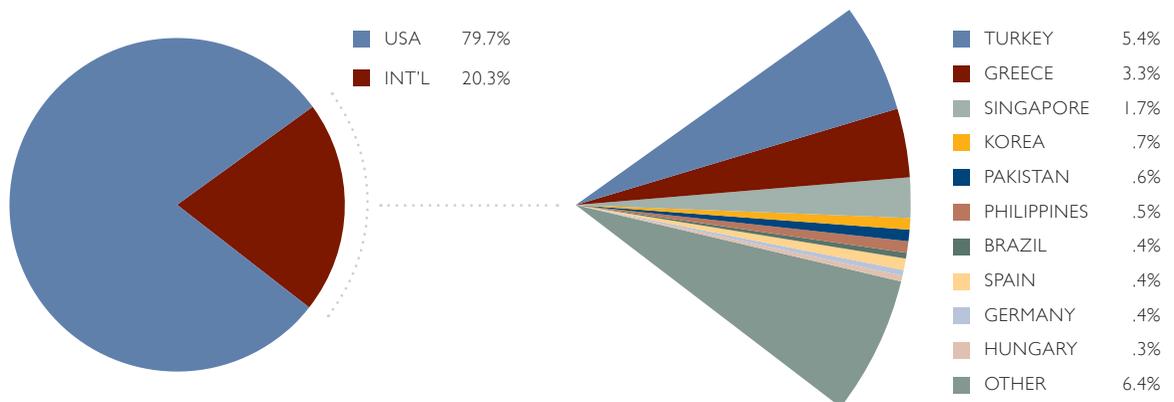
2006 — DATA UNAVAILABLE FOR PROXY AND BOSUN VISITS.  
 2011 — USED NEW TOOL TO OBTAIN MORE ACCURATE PROXY SERVER DATA

# NPS Alumni Registered for FY2011 Library Access

## TOP COUNTRIES

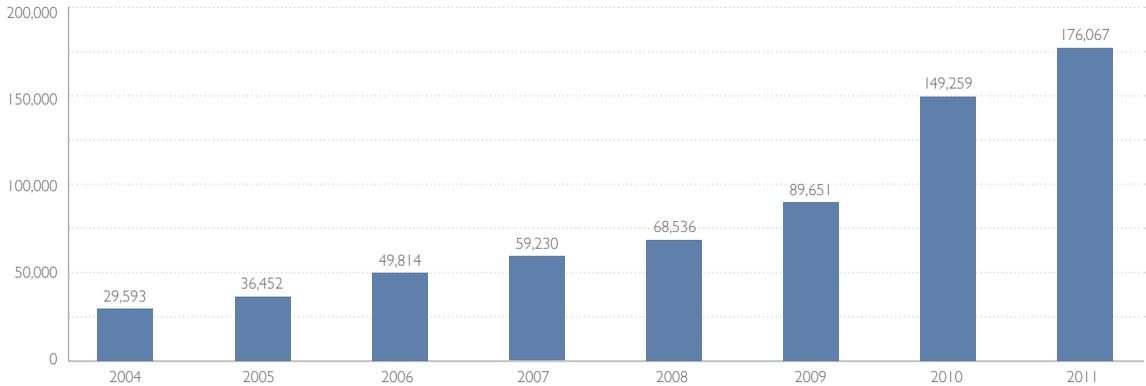
### NPS ALUMNI LIBRARY ACCESS

Eligible USA and international alumni can access select licensed library resources useful in keeping up with issues important to their career. Students can register online and utilize these resources via the Dudley Knox Library, Alumni Access web page.



Source: Dudley Knox Library

# Number of Electronic Resources



2010 INCREASE DUE TO NEW EBRARY TITLES

## TOP 10 DOWNLOADS FOR 2011

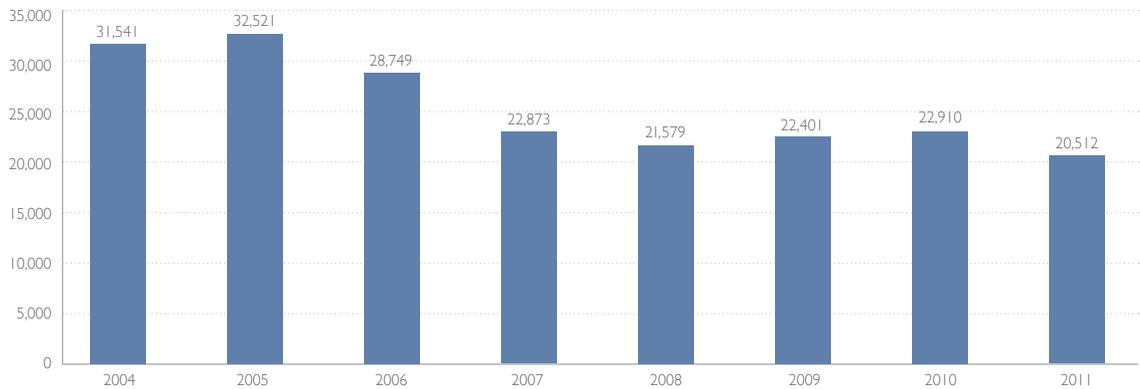
Dudley Knox Library APA Style Citation Guide  
Search the Invisible or Deep Web (presentation file)  
Dudley Knox Library Chicago Style Citation Guide  
The Battle of Midway: A Bibliography  
Dudley Knox Library Turabian Style Citation Guide  
Intelligence and Policy-Making: A Bibliography  
Copyright Tips and Tricks (presentation file)  
Thesis Quickstart (presentation file)  
Naval Postgraduate School Theses by Turkish Students 1993–2008  
Submarine Warfare in the 20th and 21st Centuries: A Bibliography

## TOP 10 LOCAL DIGITAL COLLECTIONS DOWNLOADS (eDOCS) 2011

Joint Operation Planning and Execution System, Vol. 1  
Mujahadeen Tactics in the Soviet-Afghan War  
Doctrine for Planning Joint Operations  
The Battle of Midway: A Bibliography, 3rd edition  
Submarine Warfare in the 20th and 21st Centuries: A Bibliography  
Information Warfare and Information Operations: A Bibliography  
Transmitting Beam Patterns of the Atlantic Bottlenose Dolphin (*Tursiops Truncatus*): Investigations in the Existence and Use of High Frequency Components Found in Echolocation Signals  
Scheduling and Prototyping of Distributed Real-Time Systems  
Detection and Jamming Low Probability of Intercept (LPI) Radars  
Sea Mines and Countermeasures: A Bibliography

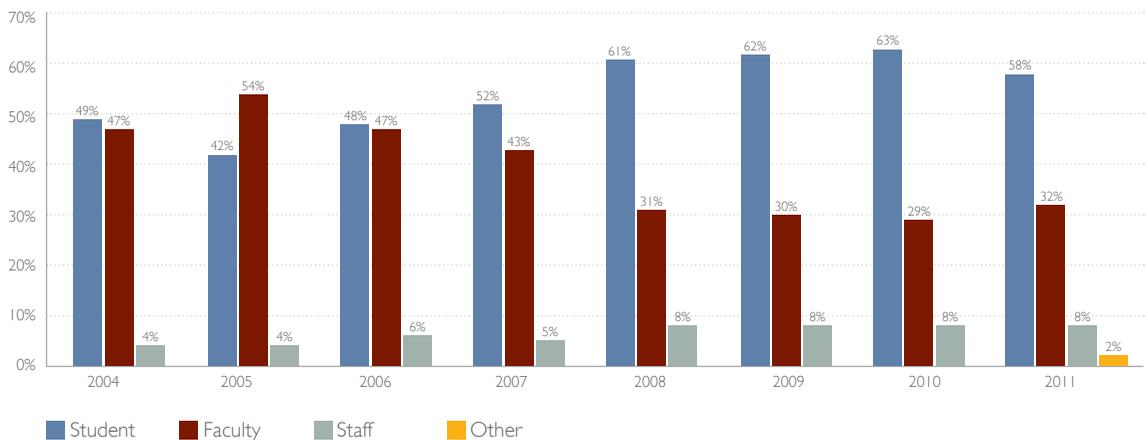
Source: Dudley Knox Library

# Number of Circulation of Library Material



## Interlibrary Loan

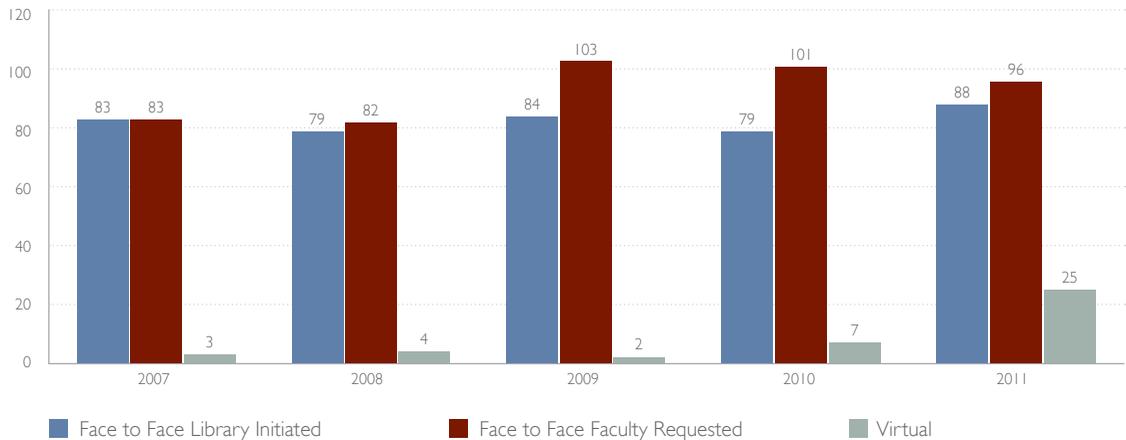
BORROWING FROM OUTSIDE LIBRARIES BY PERCENT OF PATRON TYPE



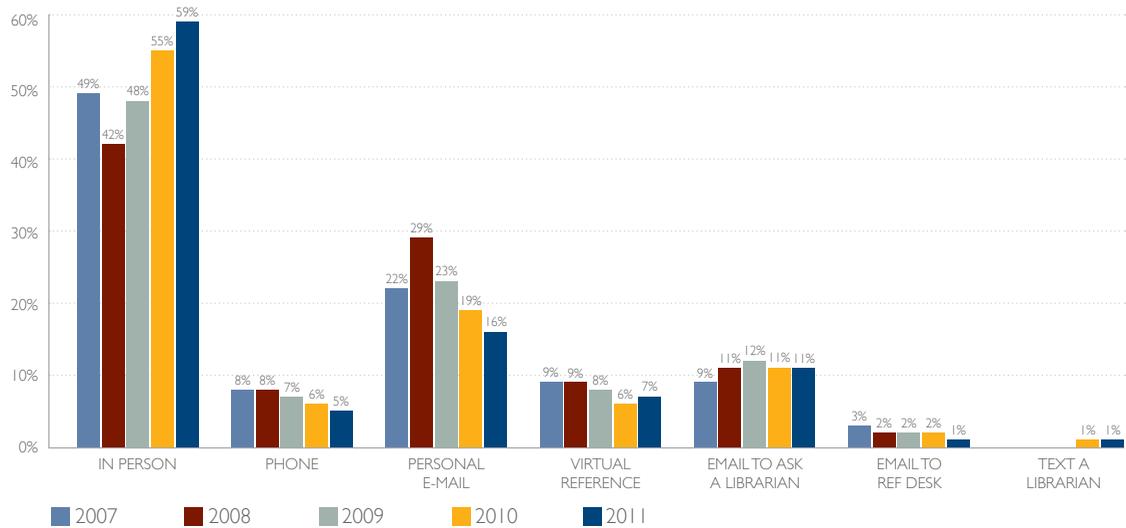
INTERLIBRARY LOAN ITEMS NO LONGER INCLUDED IN CIRCULATION STATISTICS BEGINNING AY 2007  
 2011 — "OTHER" CATEGORY ADDED (FOR PERSEREC)

Source: Dudley Knox Library

# Number of Workshops By Means of Delivery



# Reference/Research Support by Mode of Query Type



TEXT A LIBRARIAN SERVICE BEGAN IN 2010

Source: Dudley Knox Library

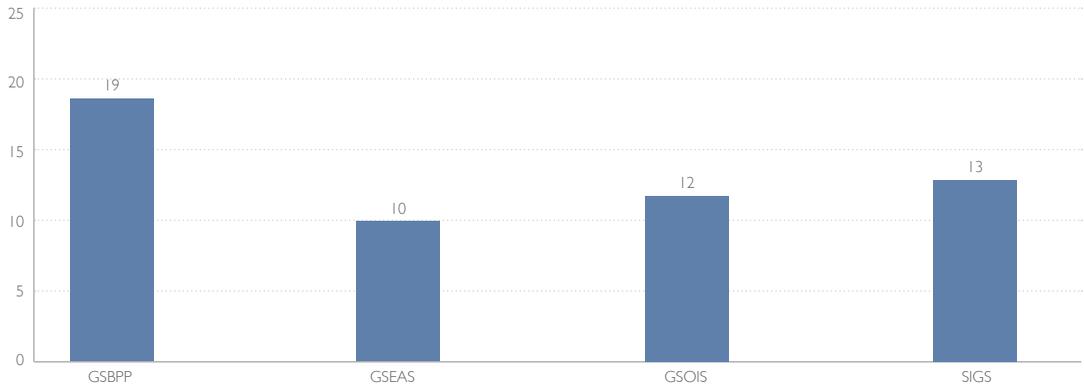
# Academic Facilities

Function	Quantity	Description	Total Cost
Baseline Classroom	77	Traditional classroom with multi-media projection system and instructor computer. This is the minimum baseline technology for all traditional classrooms.	\$16,050
Laptop-Ready Classroom	1	Baseline classroom with AC electrical and LAN ports run to each seat for connecting laptops.	\$21,050
Computer-Equipped Classroom	10	Baseline classroom or lab with networked PCs and AC at each student seat.	\$74,403
Teaching Enhanced Active Learning	1	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.	\$93,000
VTE Classroom	4	Video tele-education classroom. Traditional style classroom augmented with video-conferencing technology, specialized video display system, instructor PC, document camera, VCR, microphones, loudspeakers, and audiovisual routing matrix.	\$118,400
VTE Studio	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.	\$131,400
Video Instruction Suites	3	Video studios equipped for VTE or Elluminate use.	\$61,233
VTC Equipped Classroom	3	Traditional or computer equipped classrooms with video-conferencing capability. Not equipped for VTE. NOTE: This is an enhancement to the existing facilities and does not represent additional rooms.	\$42,500
Secure Classrooms	3	Traditional classrooms with baseline AV capabilities in SCIF and STBL	\$18,050
LRC Windows	15	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.	\$103,470
LRC Unix/Linux	2	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.	\$96,767
Mac Lab	1	Public Learning Center outfitted with network computers for student use, instructor printer, networked printer. Used as a computer lab and contains Apple Mac Pros with a dual boot Mac OS and Windows XP configuration.	\$106,000

Source: Instructional Technology

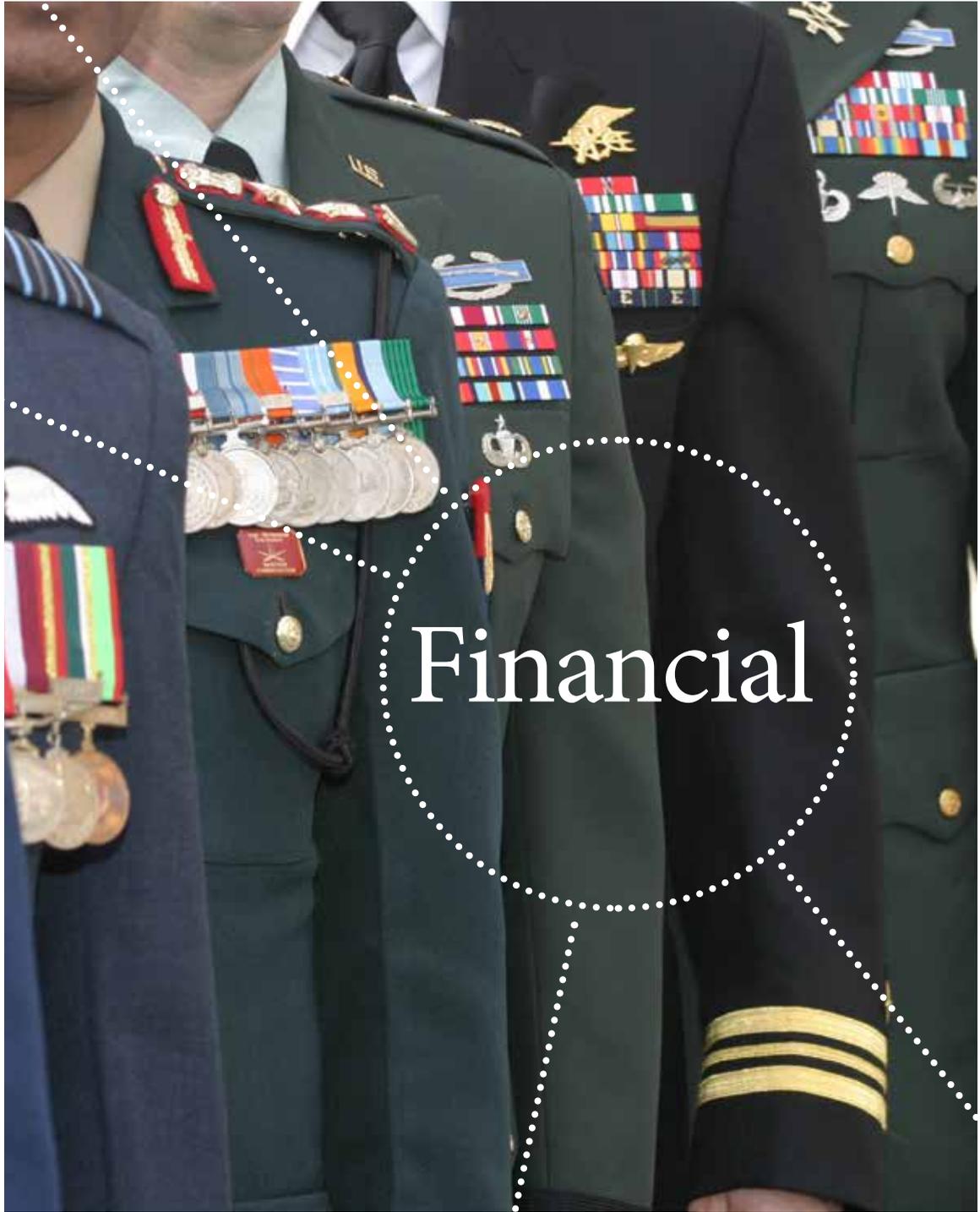
# On-Campus Average Class Size

BY SCHOOL • 2011



SCHOOL	AVERAGE CLASS SIZE
Graduate School of Business and Public Policy (GSBPP)	19
Graduate School of Engineering and Applied Sciences (GSEAS)	10
Graduate School of Operational and Information Sciences (GSOIS)	12
School of International Graduate Studies (SIGS)	13
<b>NPS Average Class Size</b>	<b>14</b>

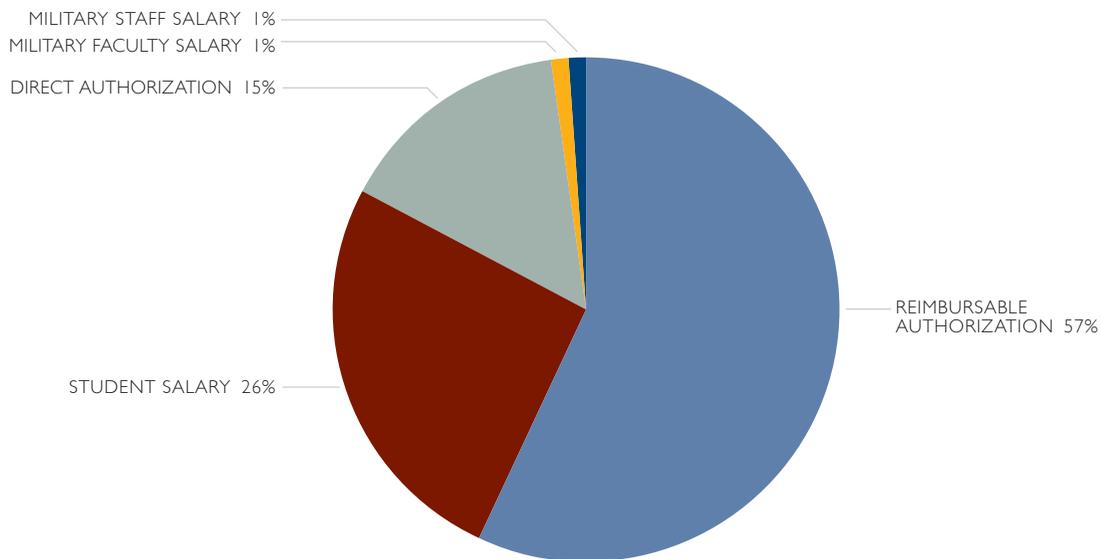
Source: Office of Institutional Research



Financial

# Total Operations and Military Salary

BUDGET BY SOURCE • FY2011

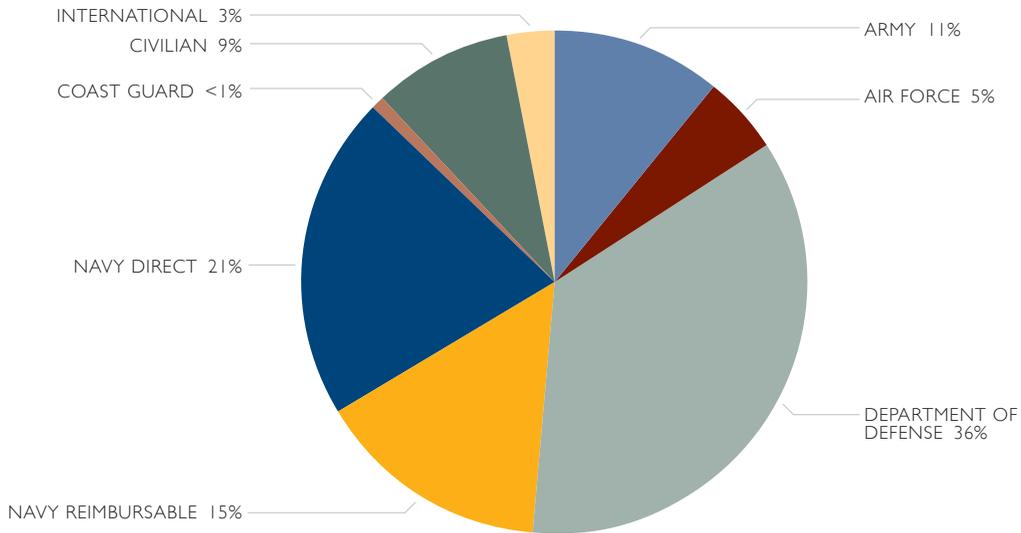


BUDGET ITEM	\$ ALLOCATED (IN MILLIONS)
Reimbursable Authorization	\$357.4
Student Salary	\$164.2
Direct Authorization	\$93.8
Military Faculty Salary	\$8.5
Military Staff Salary	\$6.6
<b>Total</b>	<b>\$630.5</b>

Source: Comptroller

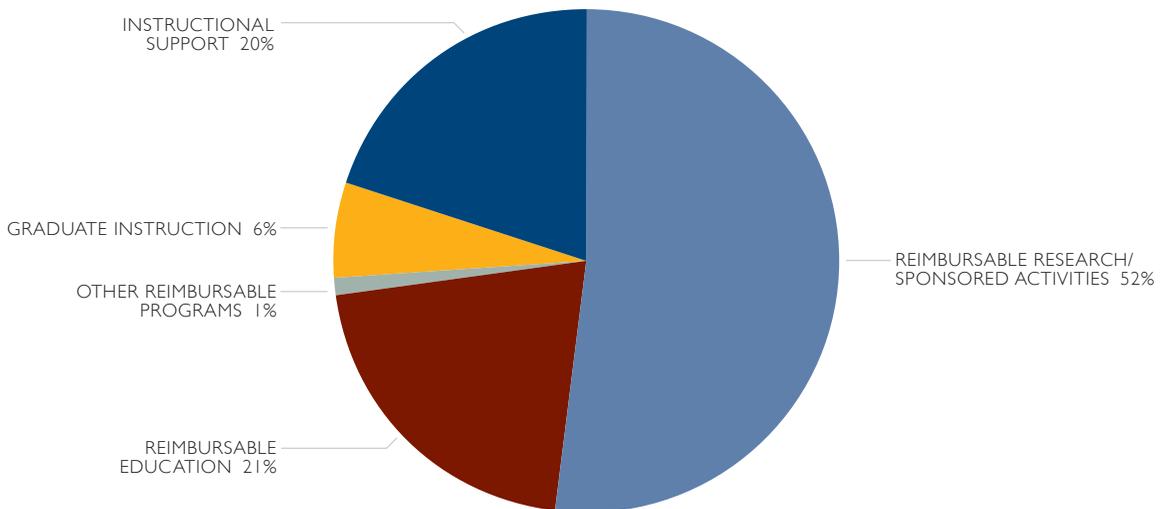
# NPS FY2011 Revenues by Source

DIRECT AND REIMBURSABLE



# NPS FY2011 Expenditures by Category

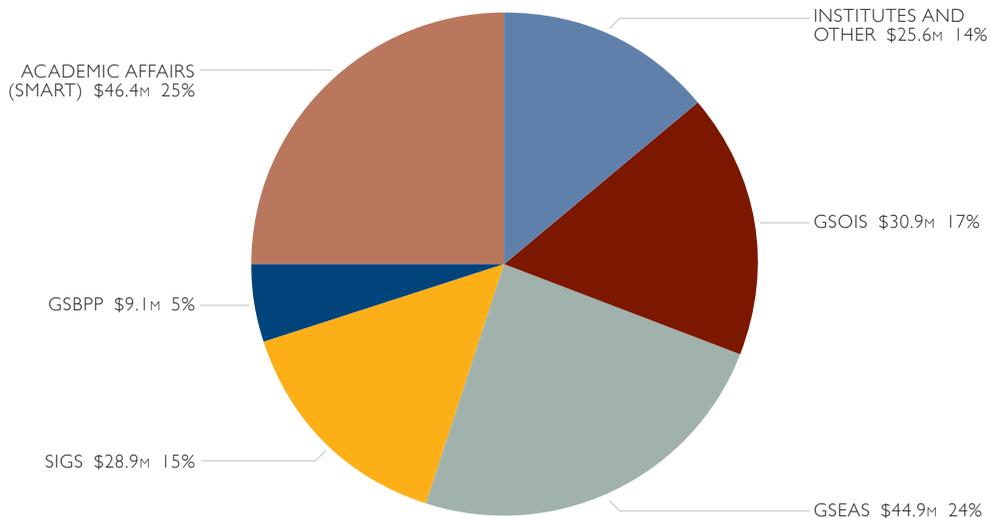
DIRECT AND REIMBURSABLE \$352.6 MILLION



Source: Comptroller

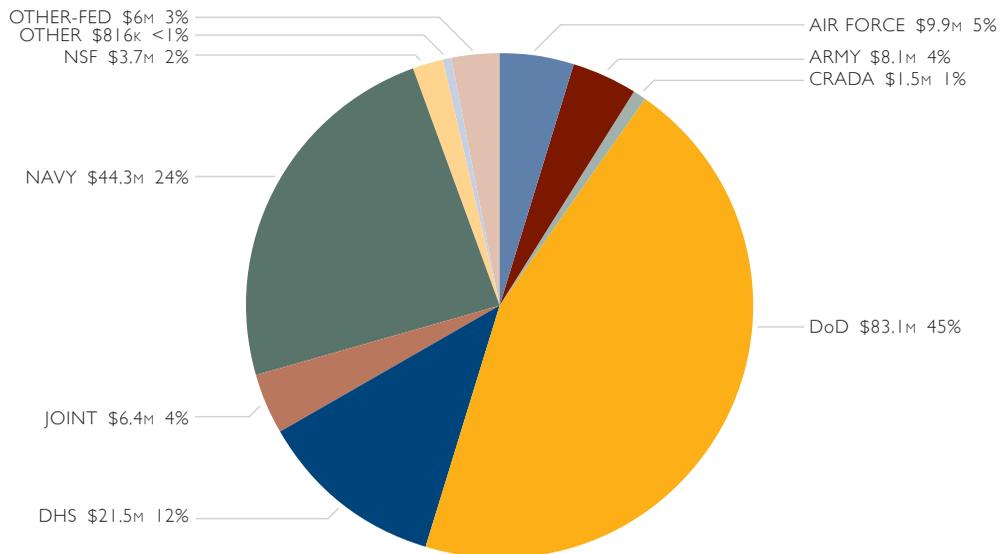
# Sponsored Program Expenditures 2011

BY NPS ORGANIZATION (IN MILLIONS OF DOLLARS)



# Sponsored Program Expenditures 2011

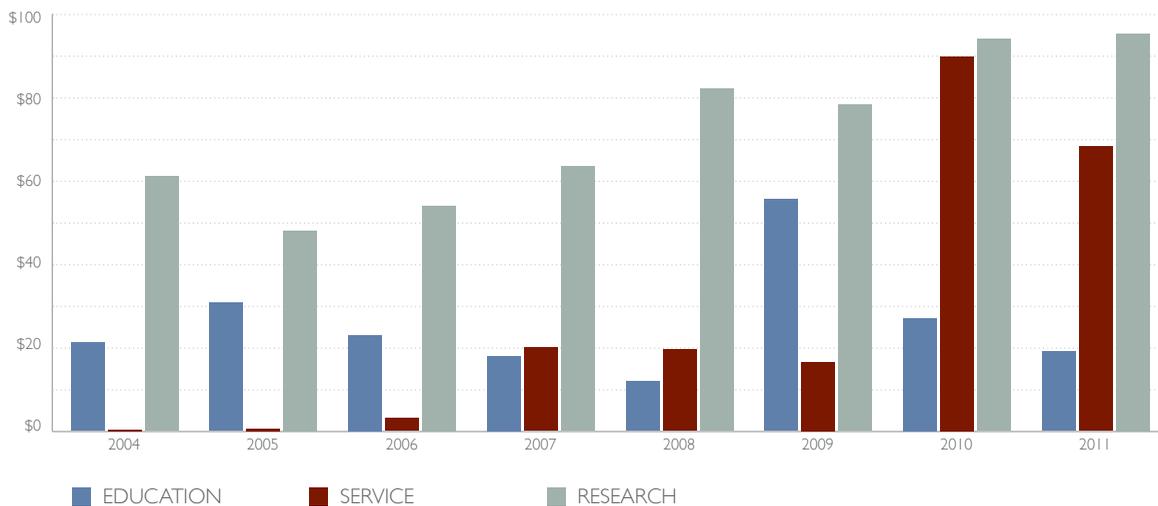
BY SPONSOR (IN MILLIONS OF DOLLARS)



Source: Research Office

# Sponsored Programs Expenditures

TRENDS SINCE 2004 (IN MILLIONS OF DOLLARS)



	2004	2005	2006	2007	2008	2009	2010	2011
Education	\$21.5	\$31.2	\$23.4	\$18.3	\$12.1	\$56.4	\$27.4	\$19.3
Service	\$0.3	\$0.5	\$3.1	\$20.3	\$19.8	\$16.8	\$91.2	\$69.2
Research	\$62.0	\$48.7	\$54.9	\$64.4	\$83.3	\$79.4	\$95.4	\$96.8
<b>Total</b>	<b>\$83.8</b>	<b>\$80.4</b>	<b>\$81.4</b>	<b>\$103.0</b>	<b>\$115.2</b>	<b>\$152.6</b>	<b>\$214.0</b>	<b>\$185.3</b>

Source: Research Office





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