



# 2015

## ANNUAL REPORT & FACT BOOK

NAVAL POSTGRADUATE SCHOOL





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NAVAL POSTGRADUATE SCHOOL

### NAVAL POSTGRADUATE SCHOOL MISSION

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





## A MESSAGE FROM THE PRESIDENT

BY RONALD A. ROUTE, VICE ADMIRAL, USN (RET.)

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The Naval Postgraduate School has been leading the way in educating our Navy and Marine Corps officers for 107 years, providing a learning environment unlike any other. No other school in the world combines the operational and life experiences, like those of our students, with a faculty dedicated to the cutting edge of their fields of expertise. This combination benefits our students immeasurably, keeping the NPS educational experience relevant to today's Armed Forces.

NPS is a clear fit to all four of the CNO's "Lines of Effort," and the continued focus on cyber superiority over our adversaries, as well as innovation at all levels. These concepts are at the front of the CNO's mind for a reason – they are approaches we'll need to take to keep America's Navy at the top of its game, and ahead of our competitors. NPS is the epitome of using high-velocity learning to strengthen our Navy and our network of partners.

This was a "big" year for NPS – a year of Big Data and Big Ideas. Our researchers utilized the Massive Multiplayer Online Wargame Leveraging the Internet (MMOWGLI) to launch a new

game – "Data Dilemma" – which challenges users to help the Navy maintain its edge in the Information Age. Our Littoral Operations Center (LOC) held its second annual Wargame Planning Session, with special attention paid to littoral scenarios.

The Office of the Secretary of the Navy has turned to NPS to directly address some of the most challenging questions facing the sea services today under the umbrella of the NPS Naval Research Program. The U.S. Marine Corps Expeditionary Energy Office (E2O) has also partnered with NPS under an initiative to conduct student-led research that will address some of the Marine Corps' most pressing energy challenges.

Our students used their thesis research to improve upon the innovations of students who came before – stabilizing and strengthening the UAVs designed by their predecessors. Just one example of many ... NPS students, faculty and researchers in the Advanced Robotics Systems Engineering Laboratory (ARSENLE) flew 50 autonomous UAVs at once, breaking their previous record of 30. Rounding out the year, we held our first Big Ideas Exchange in December, which is patterned after the "TED Talks" programs and showcases new insights at NPS.

Numbers don't tell the whole story, however, and our greatest qualitative strides were made in our continuing work to bring people together. Our Annual Professional and Educational Exchange (APEX) reunited graduates from our Center for Homeland Defense and Security to update the skills they learned here and to keep them sharp. We hosted the 12th Annual Acquisition Research Symposium, which attracted professionals from around the world to discuss cutting-edge research and the latest in policy.

NPS was pleased to welcome some of the nation's finest leaders to campus to address our students – Vice Chief of Naval Operations Adm. Michelle Howard, retired Army Gen. Stanley McCrystal, and Vice Adm. Thomas Rowden to name a few.

On the pages that follow is a snapshot of just a handful of the university's proudest achievements, and achievers. Overall, it's was a good year for NPS, but we're always looking forward to the future. Every day bring us closer to the next innovations and ideas, and we're proud to say our students and faculty are at the forefront, leading the way.

## AN INTRODUCTION TO THE NAVAL POSTGRADUATE SCHOOL

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NPS was established as the School of Marine Engineering at the U.S. Naval Academy in 1909. In 1919, the school was renamed the Naval Postgraduate School. In 1949, as part of a reorganization within the Department of Defense, Congress authorized the move of NPS from Annapolis, Maryland to Monterey, California. In 1951, NPS officially opened its doors in Monterey. Since its beginning, when the school was chartered to focus on science and technology, NPS has evolved into an institution that serves naval, defense and national security related interests by providing current and future readiness, advances in technology, and educational and operational programs that directly support all facets of national defense and homeland security.

At NPS, four world-class schools oversee 14 academic departments that provide 85 Master's, 15 doctoral degree programs and 59 certificates to approximately 1,495 resident students, including more than 232 international students, as well as to 997 distributed-learning students worldwide. Three research institutes, multiple secure research facilities and 35 centers of excellence add to the wealth of resources. Non-resident courses are delivered to students through online, web-enabled, video-tele-education systems and/or by visiting faculty. Continuous learning, refresher and transitional educational opportunities abound, and short-term executive education courses and a variety of short courses are also offered by NPS, both in Monterey and abroad.

Over 670 scholars and professionals, six percent of whom are military officers and approximately one-third of whom are tenured or tenure-track, comprise the NPS faculty. To strengthen expertise and program relevance, and to expedite research successes at NPS, a robust mix of tenured faculty, lecturers and visiting professionals integrate teaching with research, demonstrating the immediate applicability of defense-related theories to defense-related problems, many times resulting in patent-eligible technologies.

The 15-member Naval Postgraduate School advisory board functions as a sub-committee under the Boards of Advisors to the Presidents of the Naval Postgraduate School and the Naval War College. The latter reports to the Secretary of Defense via the Secretary of the Navy and the Chief of Naval Operations on matters pertaining to the school and its graduate education and research programs.

### A SHORT HISTORY OF NPS

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

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

In early 1944, more than a year before the first peace accord of World War II was signed, the Navy convened a board of respected senior officers and scholars to plan for post-war growth of the Naval Postgraduate School. The board's actions set the stage for landmark legislation in the 79th and 80th Congresses that transformed the Naval Postgraduate School into a degree-granting university with expanded research facilities, and its recommendations led to the purchase of the world-famous 627-acre Hotel Del Monte in Monterey. In December 1951, under the supervision of Rear Admiral Ernest Edward Herrmann, the 500 students, 100 faculty and staff, and thousands of pounds of books and research equipment of the Naval Postgraduate School moved lock, stock and wind tunnel from Maryland to Monterey.

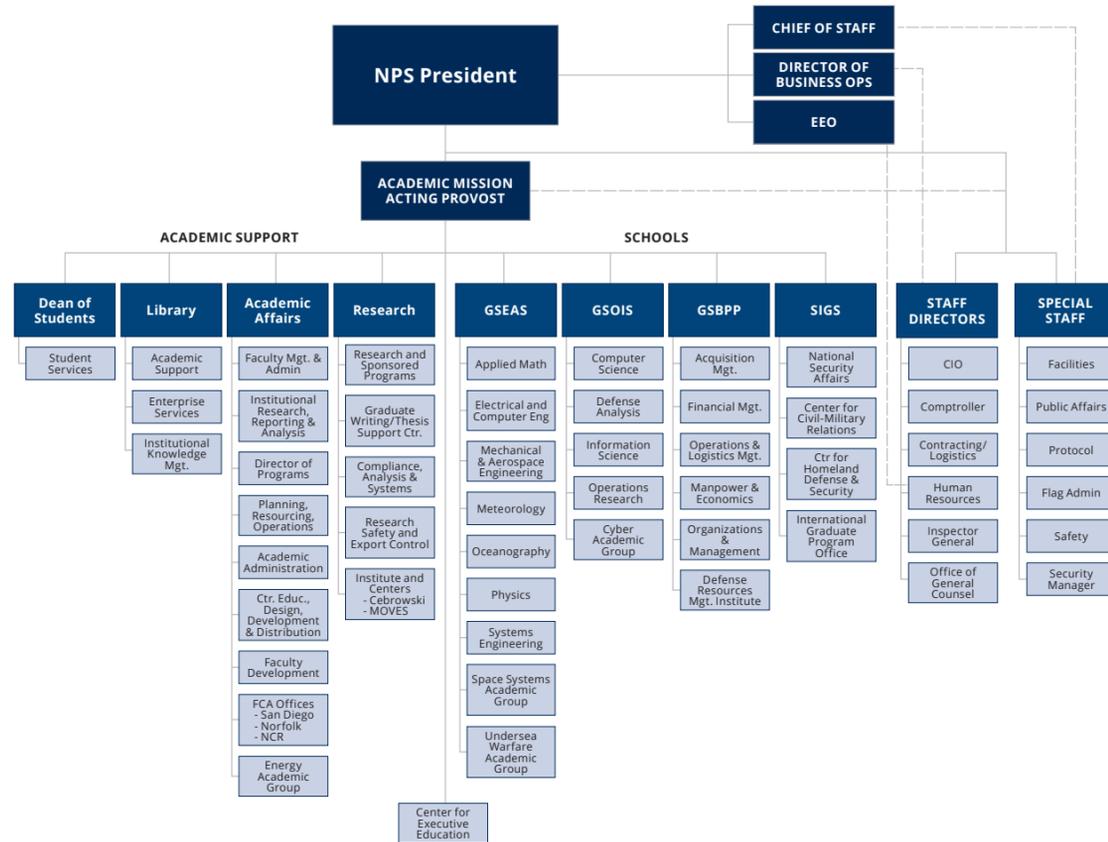
In its 100-plus year history, the Naval Postgraduate School has evolved into an institution that serves America's joint military services, homeland security officials, and dozens of nations. The school's educational and research programs continue to evolve to meet changing Navy goals and national requirements. Its innovative academic programs such as operations research and space systems have significantly influenced academe, the defense





community and civilian sector. The more recent development of the cyber academic group and the energy academic group have greatly enhanced the Naval Postgraduate School's traditional technical programs while preparing officers for new strategic commitments. Today's Naval Postgraduate School is both an accredited university and a national asset that helps to prevent wars and to preserve global security.

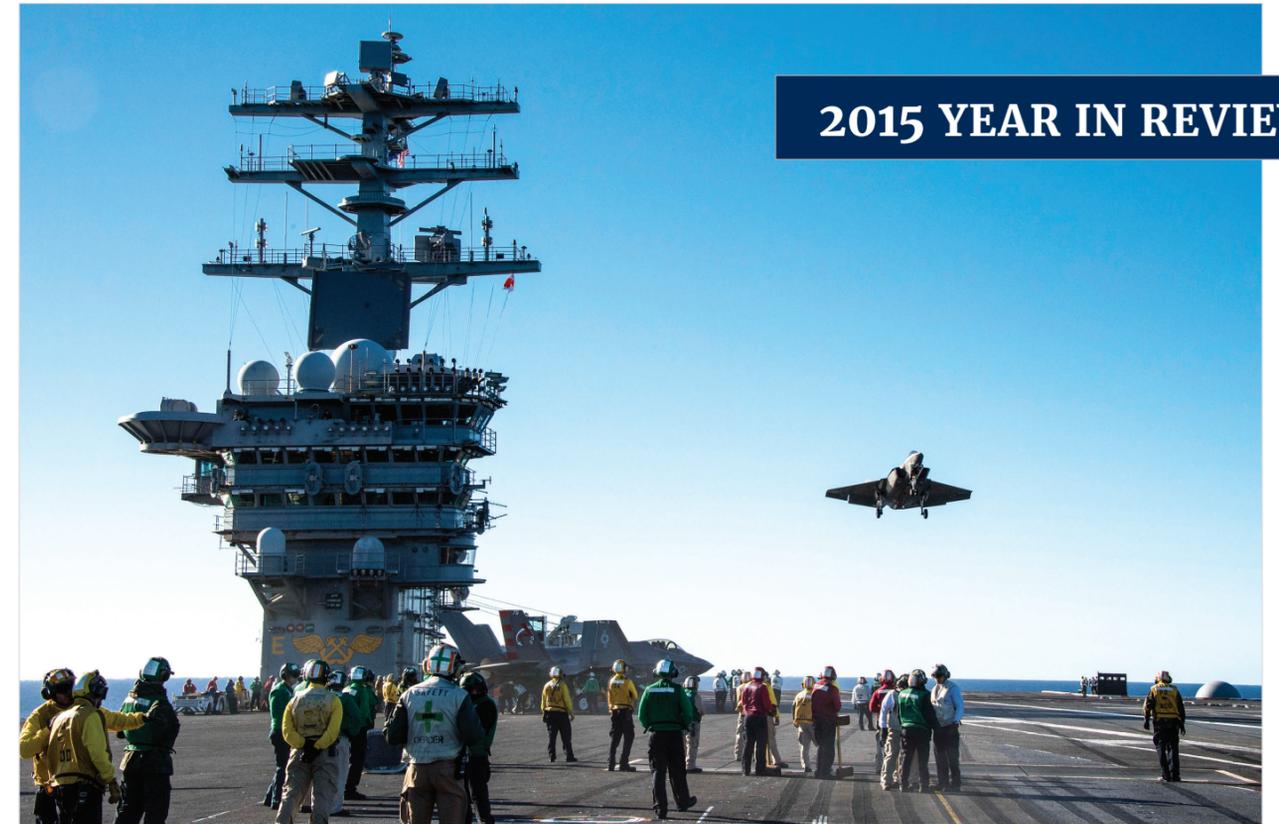
# ORGANIZATIONAL STRUCTURE



# ACCREDITATION

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

## 2015 YEAR IN REVIEW





# THE SEEDS OF INNOVATION

Innovation begins with an idea ... a simple notion that a process, procedure or practice can be improved upon. Each year, some 1,500 NPS students set out on their own paths toward innovation through the completion of their research theses, capstone projects, and the like.

In January of 2015, NPS Department of Computer Science student Lt. Brendan Geoghegan demonstrated an innovation he had been working on through his studies at NPS. He utilized an Oculus Rift Virtual Reality (VR) head-mounted display as a tool for a novel operational view of the bridge onboard U.S. Navy warships. The display augments a conning officer's visual field with an overlay of critical navigational information that is typically relayed via the navigation officer's voice.

In the initial phases of his research, Geoghegan traveled to the Surface Warfare Officers (SWO) School in Newport, Rhode Island, to perform experimentation with instructors who are seasoned ship drivers, subject matter experts in navigation and ship maneuvers. He then assembled a pool of 13 SWO volunteers from across NPS' campus to conduct the same set of experiments, also seasoned Navy ship drivers in their own right.



NPS computer science student Lt. Brendan Geoghegan demonstrates the Oculus Rift Virtual Reality head-mounted display he's using as a tool to determine the viability of a novel operational view of the bridge onboard U.S. Navy warships.

"I invested extensive efforts to recreate ship navigation scenarios that mirror situations to avoid," explained Geoghegan. "Each of my subjects performed tracking response commands broken down into three experimental sessions ... I now have over 18 hours of simulation data as well as a set of questionnaires filled by each subject, that will be analyzed as a part of my thesis."

Geoghegan's thesis proved to be well received among Navy leadership, resonating long after he crossed King Auditorium's stage during graduation. In fact, his innovative ideas were recognized in early 2016 when the Secretary of the Navy awarded Geoghegan top honors in the Innovation Scholar category of the SECNAV Innovation Awards.

#### JANUARY 7, 2015

NPS Information Technology and Communication Services successfully completes required network accreditation for .edu designation.



#### JANUARY 15, 2015

NPS National Security Affairs student Navy Lt. Christopher Hayes receives the Adm. Arleigh Burke Surface Warfare Operational Excellence Award.



#### JANUARY 17, 2015

Distinguished Professor of Physics Dr. Bill Colson is presented with the Navy Superior Civilian Service Award.

#### JANUARY 27, 2015

Senior officials from throughout the fleet attend the largest Strategic Planning for Execution: Assessment and Risk program to date at the NPS Center for Executive Education.



#### JANUARY 27, 2015

An NPS research team arrives at Pavilion Lake, British Columbia, for a two-week effort mapping under-ice topography with the university's Seabotix UUV.



#### FEBRUARY 4, 2015

Adm. Michael Rogers, Commander, U.S. Cyber Command and Director, NSA/CSS, discusses current and emerging threats in the cyber domain during a guest lecture with university students.





# ADVANCING THE CYBER MISSION

In a traditional educational setting, classroom instruction provides the foundation for learning new concepts, but it is only through research and hands-on experimentation in the field or laboratory that a deeper comprehension can be achieved. In the world of cyber warfare, that laboratory is the National Cyber Range.

On April 13, 2015, the Cyber Academic Group at the Naval Postgraduate School (NPS) broke in its own connection to the National Cyber Range with an international cyber capture the flag competition. Held in the university's new Cyber Battle Lab, the competition pitted 60 teams from around the world against each other on a virtual battlefield.

"We have both classified and unclassified segments of the lab, and we will have a node on the Joint Information Operations Range, which will allow us to participate with other DOD entities to

defend and attack networks in an isolated virtual environment," said Distinguished Professor of Computer Science, Dr. Cynthia Irvine.

U.S. Army Capt. Leander Metcalf graduated from NPS' cyber systems and operations program, and is currently working at Army Cyber Command. He returned to NPS to facilitate the international capture the flag competition for current students like Scholarship for Service recipient Jennifer Johnson.



Students and faculty in the university's various cyber programs break in the institution's new Cyber Battle Lab during a virtual game of capture the flag, pitting NPS students against 60 teams from around the world.

"I hope to get an overall better understanding of [machine level] assembly language and how to use it for cyber security," said Johnson. "After this program, I am hoping to work for a government agency where I can help to protect our nation from cyber threats."

The lab provides NPS students and faculty with a realistic cybersecurity testing, evaluation and training capability, enabling the university to advance the DOD and Navy's

cyber mission and strategy. Paired with the institution's Master of Cyber Systems and Operations program for officers and senior civilians across the DOD, and its Master of Applied Cyber Operations program for senior enlisted, the Naval Postgraduate School has realized, and continues to realize, its key role in the cyber mission.

## MARCH 4, 2015

Nearly 200 alumni of NPS' Center for Homeland Defense and Security (CHDS) attend the 2015 CHDS Alumni Professional and Educational Exchange.



## MARCH 27, 2015

NPS alumnus retired Cmdr. Everett Alvarez Jr. is inducted into the NPS Hall of Fame during the Winter Quarter Commencement.



## APRIL 3, 2015

Vice Chief of Naval Operations Adm. Michelle Howard presents a Secretary of the Navy Guest Lecture offering her perspective on the rapid advance of technological change.

## APRIL 14, 2015

Students and faculty from NPS and USNA join junior officers from U.S. Navy Third Fleet to discuss the ethics of unmanned systems during the Robo-Ethics Continuing Education Series.



## APRIL 23, 2015

NPS' Littoral Operations Center conducts its 2nd Annual Wargame Planning Session.



## APRIL 25, 2015

The cultural diversity of the NPS campus is shared with the Monterey community during the annual International Day celebration.





# TOMORROW'S LEADERS, AND TODAY'S

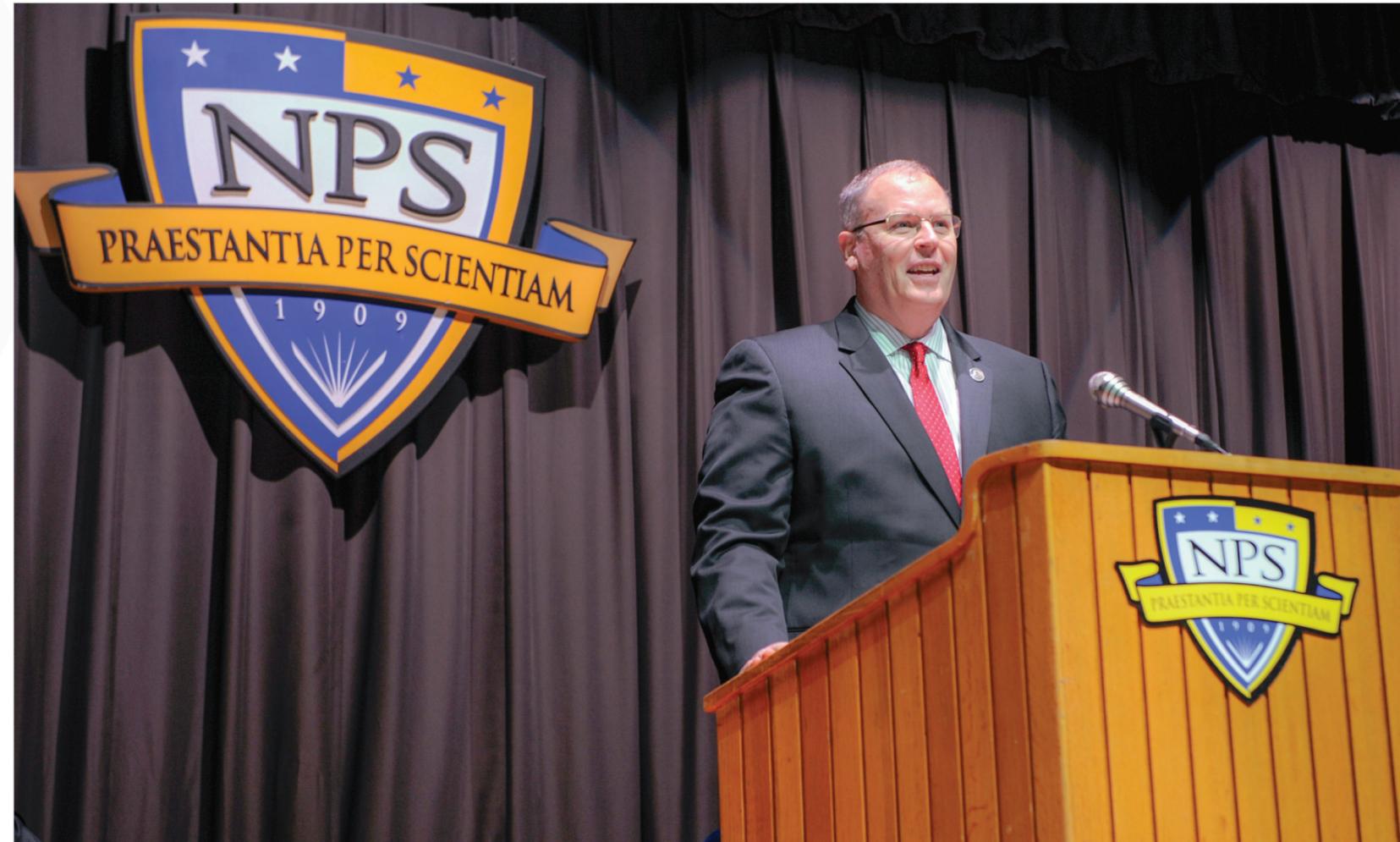
The Naval Postgraduate School welcomed Deputy Secretary of Defense and NPS alumnus the Honorable Robert O. Work to its Summer Quarter Graduation ceremony, June 19, 2015. Work addressed a graduating class comprised of some 290 graduates from every U.S. branch of service, and 19 countries, earning 296 advanced degrees.

For Work, returning to NPS was a homecoming of sorts. He is a graduate of the university's space systems operations program and started a family in Monterey while completing his graduate education.

"I have so much affection for this institution and so much respect for its graduates," Work said. "There is absolutely nothing more important to the future of our security establishment and the future of our great nation than preparing our future leaders."

A prophetic statement indeed ... Of the near 300 graduates in the audience on that day sat another Robert Work, or Mike Mullen, or William McRaven, or any other of the countless leaders that have sat in those same seats during their careers. But more importantly, however, is that every one of those new graduates would be expected to lead at critical levels throughout the Navy and Armed Forces, from that day forward.

This impact on national security is the true mark of the Naval Postgraduate School, and of graduate



NPS students listen to a commencement address by Deputy Secretary of Defense and NPS alumnus the Honorable Robert O. Work during the Spring Quarter Graduation ceremony at King Auditorium, June 19, 2015.

education. Each year, four graduating classes infuse new leadership across the fabric of the DOD, prepared with the advanced critical thinking skills ready to meet any and all challenges.

In closing his address, Work delivered yet another oracular statement, a testament to the vital roles NPS graduates are destined to play.

"Such challenging and uncertain times demand that America's best and brightest step forward to serve and to lead." Work said. "Because, to preserve the peace, we must continue to demonstrate our ability to project combat power anywhere in the world, no matter what threats we may face. We do so because that is what our friends and allies expect of us. They expect us to lead."

## MAY 2, 2015

NPS Systems Engineering students are recognized by Los Alamos National Laboratory for the implementation of their Mission Assurance Support Tool.



## MAY 8, 2015

NPS students engage local youth on the importance of readiness and preparation during the Boys & Girls Club of Monterey County "Your Future Starts NOW!" Career Expo.



## MAY 13, 2015

The nation's leading defense acquisition authorities gather in Monterey for the Graduate School of Business and Public Policy's 12th Annual Acquisition Research Symposium.

## MAY 29, 2015

The RoboDojo lab officially opens for business, providing NPS students with a MakerSpace to advance their understanding of robotics, programming and more.



## JUNE 6, 2015

NPS Master of Applied Cyber Operations student Cryptologic Technician Networks Senior Chief Melanie Labbe pins her current rank during her promotion ceremony on campus.



## JUNE 25, 2015

Naval Support Activity Monterey (NSAM) welcomed Commanding Officer Capt. Kevin L. Bertelsen during a change of command ceremony.





# BREAKING NEW GROUND

With the Naval Postgraduate School's mission of graduate education, students are charged with creating new knowledge through their studies ... It is a critical component to any graduate level degree. Given the university's focus on Navy and national security issues, this focus often leads to ground-breaking advances in defense applications of the latest technologies.

Nowhere is this concept better exemplified than in the efforts of the university's Advanced Robotic Systems Engineering Laboratory, or ARSENL. On August 27, 2015, led by Department of Systems Engineering Assistant Professor Timothy Chung, ARSENL set a world record of sorts by successfully flying 50 autonomous unmanned aerial vehicles all at the same time.

The 50 UAVs were launched and flown autonomously in two "sub-swarms" of 25 aircraft each and handled their own guidance using ARSENL-de-

veloped swarm operator interface software. The UAVs performed basic leader-follower cooperative behaviors, and self organized through the exchange of information amongst themselves via wireless links.

"I'm very proud of reaching our goal of successfully flying 50 autonomous UAVs simultaneously," said Chung, who utilizes NPS' access to Camp Roberts and its controlled airspace to fly his UAVs with little risk. "This project came from the notion that quantity is a quality."



NPS Assistant Professor Timothy Chung holds the record-breaking 50th aircraft with members of his Advanced Robotic Systems Engineering Laboratory (ARSENL) during a field exercise at Camp Roberts, California, Aug. 27.

The effort is supported through the university's Consortium for Robotics and Unmanned Systems Education and Research (CRUSER), a SECNAV initiative to advance Navy and DOD applications of unmanned systems through a unified, coordinated effort.

"Twenty years from now when aerial swarms are routinely helping farmers improve their crops, helping rescuers locate lost children, and helping warfighters to win our

nation's wars, people will be able to look back at the efforts of NPS faculty and students in the skies over Camp Roberts as one of the seminal events that made such things possible," said CRUSER Director Dr. Raymond R. Buettner.

## JULY 6, 2015

The Crew Endurance web portal is launched, providing Navy leaders with the tools necessary to implement Sailor optimized watch schedules.



## JULY 15, 2015

Renowned military leader retired Army Gen. Stanley McChrystal offers his own lessons on leadership during unique SECNAV Guest Lecture.



## JULY 17, 2015

NPS National Security Affairs alumnus Capt. Anthony Parisi officially takes the helm as the university's Chief of Staff.

## AUGUST 12, 2015

Chief of the U.S. Border Patrol Michael J. Fisher guest lectures for the NPS Center for Homeland Defense and Security Executive Leaders Program.



## AUGUST 13, 2015

Research Assistant Wenschel Lan is part of a group honored with the Mission of the Year award by the American Institute of Aeronautics and Astronautics (AIAA) for the Lightsail Spacecraft Test Mission.



## AUGUST 27, 2015

NPS students selected for participation in the Chief of Naval Operations Strategic Studies Group are announced.





# A LEGACY OF PROFESSIONAL DEVELOPMENT

Beyond its master and doctoral degree programs, the Naval Postgraduate School provides graduate level continuing education to thousands of leaders across the U.S. defense and homeland security communities, and internationally as well. One of its longest providers of these invaluable programs, the Graduate School of Business and Public Policy's Defense Resources Management Institute (DRMI), celebrated its 50th anniversary in 2015.

DRMI's mission of educating defense leaders with an eye toward creating sound fiscal policy and the efficient allocation of precious defense resources, can perhaps be best summed up in the words of former British Prime Minister Winston Churchill who said, "Gentlemen, we have run out of money. Now, we have to think."

Since its first course in 1965, DRMI has educated nearly 35,000 U.S. students and more than 20,000 international students from 171 different nations. DRMI graduates include prominent world leaders

like His Majesty King Abdullah of Jordan, ministers of defense, ambassadors, and other dignitaries from around the globe.

"Our goal is to develop a broad-based analytical framework for defense decision makers emphasizing the economic and efficient allocation of defense resources, and to provide an environment for the comparative exchange of ideas related to the management of national security," said DRMI Director Dr. Natalie Webb.



Faculty from the Naval Postgraduate School's Defense Resources Management Institute (DRMI) gather for a group photo in front of the institute's spaces in Halligan Hall. DRMI celebrated its 50th anniversary in 2015, established in 1965 by then Secretary of Defense Robert McNamara.

Under Secretary of Defense (Comptroller) and DOD Chief Financial Officer the Honorable Mike McCord weighed in on DRMI's continued contributions toward the education of policy makers.

"Many things have changed over the last 50 years, from the Cold War to a man walking on the moon and the fall of the Berlin Wall. For DRMI to stay relevant over this period of incredible change is a remarkable testament," he said.

Over the past half century, DRMI has made a lasting contribution to the DOD's ability to allocate and manage defense resources and has helped to shape the defense departments and ministries of allied nations around the world. Impressively, it is merely one part of a comprehensive program in professional development impacting DOD civil-military relations, homeland security, and executive-level leadership throughout the security enterprise.

## SEPTEMBER 10, 2015

Commander, Naval Surface Forces, Vice Adm. Thomas S. Rowden establishes the Surface Warfare Officer Chair at NPS, creating a strengthened conduit between NPS' SWO community and its leadership.



## SEPTEMBER 14, 2015

NPS Professor of Physics Gamani Karunasiri is named an American Physical Society (APS) fellow for his efforts in developing quantum detectors and micro-sensors.



## SEPTEMBER 21, 2015

NPS' Consortium for Robotics and Unmanned Systems Education and Research (CRUSER) open the latest Warfare Innovation Workshop.

## OCTOBER 25, 2015

NPS student U.S. Marine Corps Capt. Christine Taranto finishes 2nd overall among all women runners in the Marine Corps Marathon. She was later named the Marine Corps Female Athlete of the Year.



## OCTOBER 26, 2015

NPS Marine Corps students in the Motivating Others Through Outreach (MOTO) program continue mentorship efforts for at-risk youth at nearby Central Coast High School.



## OCTOBER 29, 2015

NPS Distinguished Professor of Computer Science Cynthia Irvine is inducted into the National Cyber Security Hall of Fame.





# REMARKABLE STUDENTS, REMARKABLE STORIES

When a student population is vastly comprised of officers of the U.S. Armed Forces and our international partners, there are undoubtedly countless compelling stories and experiences brought into the classroom on a daily basis. U.S. Army Maj. Dennis “DJ” Skelton of Elk Point, South Dakota, is one of them.

In 2011, Skelton was bestowed with a rather unfortunate moniker, one he likely would prefer not to have. Following devastating injuries suffered in combat, and a fervent drive to rehabilitate and return to lead his Soldiers on the front lines years later, he was coined the “Most Wounded Commander in U.S. Military History.”

Skelton’s injuries were truly severe ... His life today, he says, is something he is thankful for on a daily basis. “[My survival] is a testament to our body armor and to our teamwork. In that environment, where Soldiers were still being shot at, they were

calm, collected, and making decisions. And those decisions, though unorthodox, contributed to me being able to live,” he said.

Skelton now had a new moniker ... a Wounded Warrior, and while he deeply respected the sacrifices of his fellow wounded service members, and understood them in a capacity most others couldn’t, he was not satisfied.

He battled back to serve, and eventually again lead his troops on the battlefield. He sought answers to all of the questions his parents asked while he was



*NPS National Security Affairs student U.S. Army Maj. Dennis “DJ” Skelton has a compelling story on his path to being coined the “Most Wounded Commander in Military History.”*

in the hospital, compiling them into a publication titled “Our Hero Handbook,” published by the Naval War College and offered free of charge to the families of wounded service members.

He served in the Pentagon under former Chairman of the Joint Chiefs of Staff Adm. Michael Mullen in the Office of Warrior and Family Support, and launched a non-profit organization entitled Paradox Sports supporting wounded

service members looking to rehabilitate their lives beyond basic mobility.

What happens next for Skelton following the completion of his NPS studies is open, but like his colleagues on campus, he will remain a powerful force for whatever effort he sets his mind to.

### NOVEMBER 5, 2015

Joe DeMike, Head of Google’s Customer Experience Lab, shares insight on effective data visualization during a presentation to NPS students in Glasgow Hall.



### NOVEMBER 5, 2015

Cryptologic Technician Technical Second Class Gregory Medders was recognized for his heroic response to a fire that erupted at a Laundromat in his Santa Cruz neighborhood.



### NOVEMBER 17, 2015

Swedish Royal Navy Chief of Staff Rear Adm. Jan Thörnqvist speaks to attendees of the Technologies for Information Operations (TIO) short course.

### DECEMBER 2, 2015

Distinguished Professor Patricia Jacobs is named a fellow by the American Association for the Advancement of Science (AAAS) for her career accomplishments in applied probability and statistical methods.



### DECEMBER 3, 2015

NPS Senior Lecturer of Physics Dr. Daphne Kapolka is presented with the Superior Civilian Service Award for her many contributions to the university and the undersea warfare program.



### DECEMBER 4, 2015

Rocky Mountain Institute CEO Dr. Amory Lovins lectures to NPS students, faculty and staff on the rapidly changing environment of the energy industry.





INSTITUTIONAL RESEARCH,  
REPORTING, AND ANALYSIS  
NAVAL POSTGRADUATE SCHOOL

[IRRA@nps.edu](mailto:IRRA@nps.edu)

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## 2015 QUICK FACTS

### ORGANIZATION LEADERSHIP

- President:** Ronald A. Route  
Vice Admiral, USN (Ret.)
- Provost:** Dr. James H. Newman (Acting)
- Vice Provost:** Dr. Douglas Moses
- Chief of Staff:** Capt. Anthony J. Parisi, USN
- Dean of Students:** Capt. Matthew R. Vandersluis, USN
- Dean of GSBPP:** Dr. William Gates
- Dean of GSEAS:** Dr. Clyde Scandrett
- Dean of GSOIS:** Dr. Gordon McCormick
- Dean of SIGS:** Dr. James Wirtz
- Dean of Research:** Dr. Jeffrey Paduan
- University Librarian:** Eleanor Uhlinger

### STUDENTS AVERAGE ON BOARD

Resident Degree:.....	1,495
Distance Learning Degree: .....	997
Certificate: .....	186
<b>Total Students:.....</b>	<b>2,678</b>

### TOTAL NUMBER OF DEGREES AWARDED

Master: .....	1,233
Ph.D.: .....	12
Engineer: .....	24
<b>Total: .....</b>	<b>1,269</b>

### NPS GRADUATES – DEGREES CONFERRED BY SERVICE:

U.S.	
USN/R .....	496
USA/R .....	140
USAF .....	65
USMC .....	122
USCG/NOAA .....	9
Civilian .....	307
<b>U.S. Total .....</b>	<b>1,139</b>

### INT'L

Army .....	50
Air Force .....	19
Coast Guard .....	1
Navy .....	36
Marine Corps .....	2
Civilian .....	22
<b>Int'l Total .....</b>	<b>130</b>
<b>Grand Total.....</b>	<b>1,269</b>

### FACULTY

- 230 Tenure Track Faculty
- 426 Non-Tenure Track Faculty
- 45 Military Faculty

### STAFF

- 345 GS/Wage Grade staff members

### RESEARCH

- Over \$77 million in sponsored research funding
- Research programs are aligned to NPS curricula
- Research at NPS is valuable to improving the national security of the United States.

### FINANCES

- Operating budget: \$450 million including military salary
- Direct Authorization: \$88 million without military salary
- Reimbursable Income: \$173 million

### ACADEMIC FACILITIES

- 102 classrooms that offer media technology
- 17 classrooms with video-teleconferencing
- 5 secured facilities

### ACCREDITATION

- WASC Senior College and University Commission (WSCUC)
- 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 Institutional Research, Reporting and Analysis (IRRA)



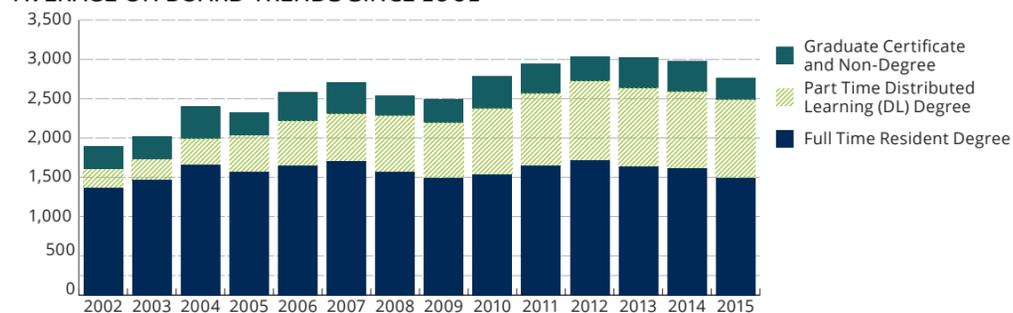
## STUDENTS & PROGRAMS





## GRADUATE PROGRAM STUDENTS

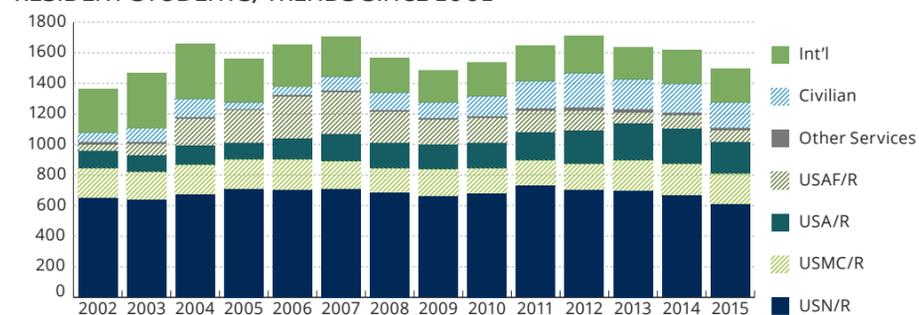
BY TYPE OF ENROLLMENT  
AVERAGE ON BOARD TRENDS SINCE 2002



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Full Time Resident Degree	1,366	1,464	1,660	1,563	1,649	1,707	1,565	1,487	1,536	1,647	1,712	1,633	1,616	1,494
Part Time Distributed Learning (DL) Degree	238	264	336	467	566	599	718	705	839	920	1013	1000	977	997
Graduate Certificate and Non-Degree	287	289	410	293	368	398	249	304	414	377	307	385	385	276
<b>Total</b>	<b>1,891</b>	<b>2,017</b>	<b>2,405</b>	<b>2,324</b>	<b>2,584</b>	<b>2,704</b>	<b>2,531</b>	<b>2,496</b>	<b>2,789</b>	<b>2,944</b>	<b>3,031</b>	<b>3,018</b>	<b>2,979</b>	<b>2,767</b>

## AVERAGE ON BOARD STUDENT POPULATION

BY SERVICE  
RESIDENT STUDENTS/TRENDS SINCE 2002

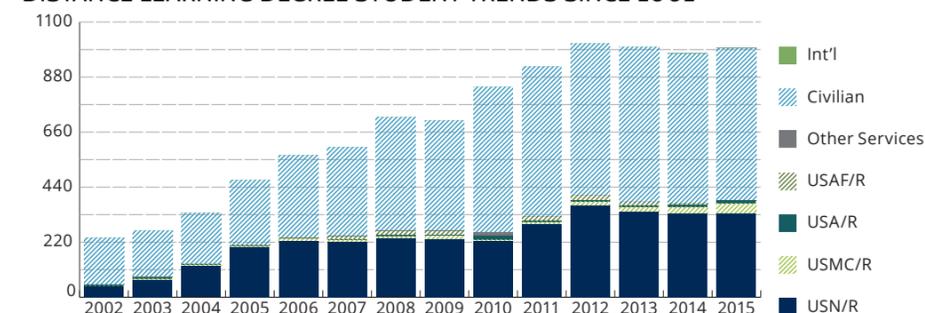


	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
USN/R	648	636	671	709	702	708	685	660	681	731	700	698	666	606
USMC/R	195	186	198	192	201	183	163	178	164	165	173	199	207	205
USA/R	115	106	126	110	134	179	163	157	165	182	216	242	231	207
USAF/R	43	80	172	217	274	269	201	167	166	145	133	74	86	74
Other Services	13	9	7	5	9	11	10	10	10	15	19	19	15	14
Civilian	63	86	126	41	56	92	114	103	127	174	223	192	191	166
Int'l	289	361	360	290	274	266	230	213	224	235	248	211	222	222
<b>Total</b>	<b>1,366</b>	<b>1,464</b>	<b>1,660</b>	<b>1,563</b>	<b>1,649</b>	<b>1,707</b>	<b>1,565</b>	<b>1,487</b>	<b>1,536</b>	<b>1,647</b>	<b>1,712</b>	<b>1,633</b>	<b>1,616</b>	<b>1,494</b>

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

## AVERAGE ON BOARD STUDENT POPULATION

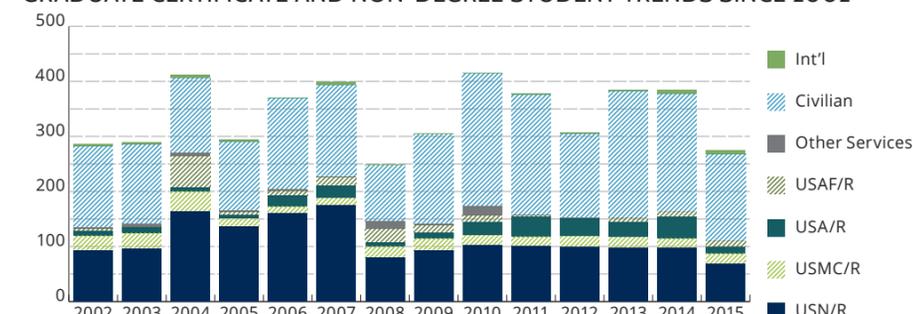
BY SERVICE  
DISTANCE LEARNING DEGREE STUDENT TRENDS SINCE 2002



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
USN/R	44	68	124	199	226	220	234	232	226	291	366	343	335	335
USMC/R	3	7	7	6	7	11	12	13	4	9	16	17	26	39
USA/R	4	5	3	2	0	2	4	3	17	4	5	7	8	12
USAF/R	0	0	0	3	5	10	15	18	0	20	22	14	6	1
Other Services	0	1	0	0	1	1	2	1	11	0	0	0	0	0
Civilian	186	184	202	257	328	355	451	438	582	597	605	620	601	608
Int'l	0	0	0	0	0	0	0	0	0	0	0	0	1	2
<b>Total</b>	<b>238</b>	<b>264</b>	<b>336</b>	<b>467</b>	<b>566</b>	<b>599</b>	<b>718</b>	<b>705</b>	<b>839</b>	<b>920</b>	<b>1,013</b>	<b>1,000</b>	<b>977</b>	<b>997</b>

## AVERAGE ON BOARD STUDENT POPULATION

BY SERVICE  
GRADUATE CERTIFICATE AND NON-DEGREE STUDENT TRENDS SINCE 2002



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
USN/R	93	96	163	137	161	175	80	93	103	100	99	97	98	68
USMC/R	27	28	37	14	12	13	20	22	17	18	20	20	17	20
USAF/R	9	11	7	6	20	22	8	11	24	36	31	27	40	12
USA/R	3	1	58	6	9	16	24	13	13	2	1	8	9	10
Other Services	3	6	5	3	3	1	13	2	17	1	1	0	0	0
Civilian	148	144	137	124	164	167	103	163	241	219	153	231	214	158
Int'l	4	4	5	4	1	5	1	1	1	2	2	2	7	8
<b>Graduate Certificate and Non-Degree Totals</b>	<b>287</b>	<b>289</b>	<b>410</b>	<b>293</b>	<b>368</b>	<b>398</b>	<b>249</b>	<b>304</b>	<b>414</b>	<b>377</b>	<b>307</b>	<b>385</b>	<b>385</b>	<b>276</b>

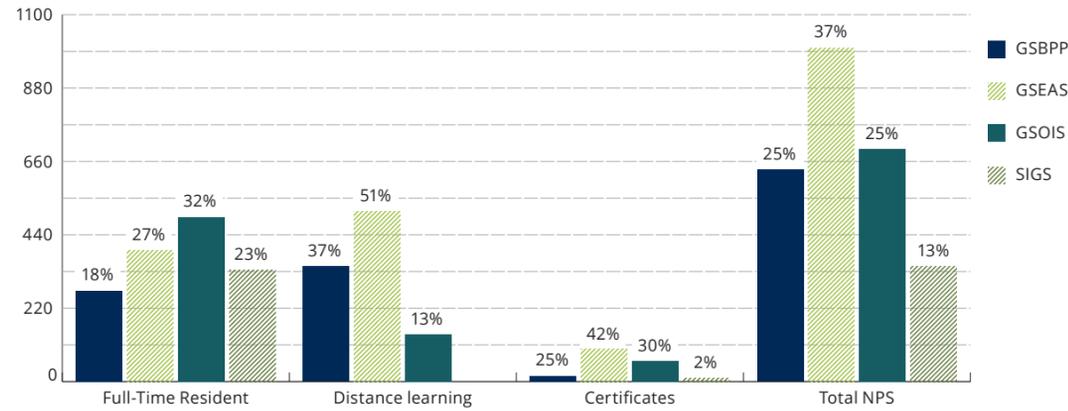
Source: Office of Institutional Research, Reporting and Analysis (IRRA)





## GRADUATE PROGRAM STUDENTS

BY SCHOOL  
AVERAGE ON BOARD 2015



SCHOOL	Full-Time Resident	Distance Learning	Certificate	Total
Graduate School of Business and Public Policy	273	345	17	635
Graduate School of Engineering and Applied Sciences	393	510	97	1,000
Graduate School of Operational and Information Sciences	493	142	62	697
School of International Graduate Studies	336	0	10	346
<b>Total</b>	<b>1,495</b>	<b>997</b>	<b>186</b>	<b>2,678</b>



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

## RESIDENT DEGREE STUDENTS

BY SCHOOL AND SERVICE  
AVERAGE ON BOARD 2015

SCHOOL	NAVY	MARINE CORPS	ARMY	AIR FORCE	CIVILIAN	INT'L	OTHER	TOTAL
GSBPP	133	46	36	18	4	33	3	273
GSEAS	245	30	25	6	17	66	4	393
GSOIS	141	104	116	11	32	85	4	493
SIGS	87	25	31	39	113	38	3	336
<b>Total</b>	<b>606</b>	<b>205</b>	<b>208</b>	<b>74</b>	<b>166</b>	<b>222</b>	<b>14</b>	<b>1,495</b>

## DISTANCE LEARNING DEGREE STUDENTS

BY SCHOOL AND SERVICE  
AVERAGE ON BOARD 2015

SCHOOL	NAVY	MARINE CORPS	ARMY	AIR FORCE	CIVILIAN	INT'L	OTHER	TOTAL
GSBPP	167	20	0	1	156	1	0	345
GSEAS	109	13	9	0	379	0	0	510
GSOIS	59	6	3	0	73	1	0	142
SIGS	0	0	0	0	0	0	0	0
<b>Total</b>	<b>335</b>	<b>39</b>	<b>12</b>	<b>1</b>	<b>608</b>	<b>2</b>	<b>0</b>	<b>997</b>

## CERTIFICATE NON-DEGREE STUDENTS

BY SCHOOL AND SERVICE  
AVERAGE ON BOARD 2015

SCHOOL	NAVY	MARINE CORPS	ARMY	AIR FORCE	CIVILIAN	INT'L	OTHER	TOTAL
GSBPP	0	8	7	0	2	0	0	17
GSEAS	35	6	0	0	56	1	0	97
GSOIS	19	2	3	5	27	5	0	62
SIGS	2	2	0	3	1	2	0	10
<b>Total</b>	<b>56</b>	<b>18</b>	<b>10</b>	<b>8</b>	<b>86</b>	<b>8</b>	<b>0</b>	<b>186</b>



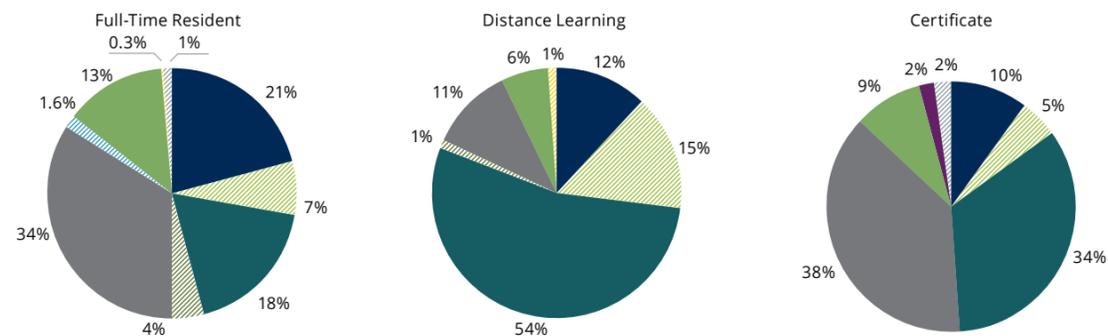
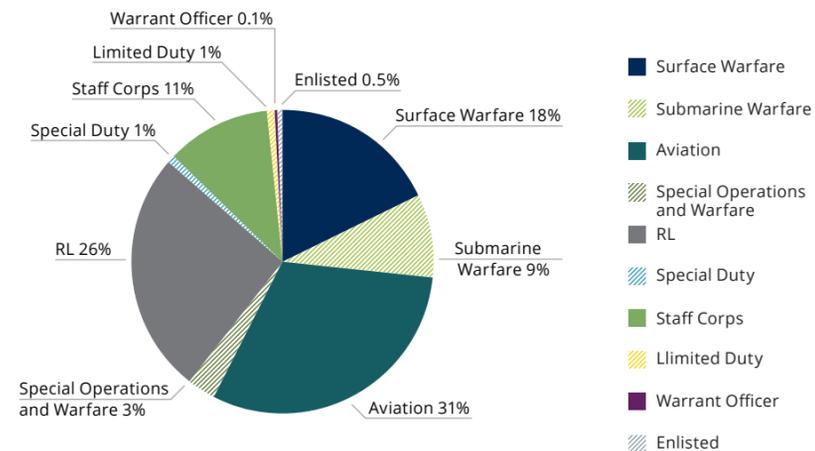
Source: Office of Institutional Research, Reporting and Analysis (IRRA)





# GRADUATE PROGRAM STUDENTS

BY USN/R COMMUNITY AVERAGE ON BOARD 2015



USN/R Community	Full-Time Resident	Distance Learning	Certificates	Total
Surface Warfare <sup>1</sup>	130	40	6	176
Submarine Warfare <sup>2</sup>	41	49	3	93
Aviation <sup>3</sup>	107	181	19	307
Special Operations and Warfare <sup>4</sup>	26	2	0	28
RL <sup>5</sup>	204	38	21	263
Special Duty <sup>6</sup>	10	0	0	10
Staff Corps <sup>7</sup>	82	20	5	107
Limited Duty <sup>8</sup>	2	5	0	7
Warrant Officer	0	0	1	1
Enlisted	4	0	1	5
<b>Total</b>	<b>606</b>	<b>335</b>	<b>56</b>	<b>997</b>

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

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

# GRADUATE DEGREE CURRICULA

ALL DEGREES/STUDENTS

RESIDENT PROGRAMS	CURRICULUM #	U.S. MILITARY	INTERNATIONAL MILITARY & CIVILIAN	U.S. CIVILIAN	TOTAL NPS
<b>GSPBP</b>					
Acquisitions & Contract Management	815	56	4	1	61
Defense Business Management	809			2	2
Defense Systems Analysis	817	13			13
Defense Systems Management (International)	818		5		5
Financial Management	837	70	3	1	74
Financial Management (Energy Specialty)	838	8		1	9
Information Systems Management MBA	870	4	1		5
Management (Financial) (Mixed-Mode)	834	1			1
Manpower Systems Analysis	847	39	11		50
Material Logistics Support Management	827	13	3		15
Resource Planning/Mgmt for International Defense	820		3		3
Supply Chain Management	819	10	2		12
Systems Acquisition Management	816	22	1		23
<b>GSPBP TOTAL</b>		<b>236</b>	<b>33</b>	<b>4</b>	<b>273</b>
<b>GSEAS</b>					
Applied Mathematics	380	8	2		10
Combat Systems Science & Engineering	533	38	18	1	57
Electrical Systems Engineering - Energy Focus	593	1			1
Electronic Systems Engineering	590	47	13	2	62
Meteorology	372	5			5
Meteorology and Oceanography (METOC)	373	32	2		34
Naval/Mechanical Engineering	570	40	9	3	52
Naval/Mechanical Engineering - Energy Focus	563	3			3
Oceanography	440	3	4		7
Space Systems Engineering	591	24		5	29
Space Systems Operations	366	18			18
Space Systems Operations (International)	364		3		3
Systems Engineering	580	36	11		47
Systems Engineering (PhD)	581	4		6	10
Systems Engineering Analysis	308	26			26
Undersea Warfare	525	25			25
Undersea Warfare (International)	526		4		4
<b>GSEAS TOTAL</b>		<b>310</b>	<b>66</b>	<b>17</b>	<b>393</b>
<b>GSOIS</b>					
Applied Cyber Operations	336	4			4
Computer Science	368	47	7	21	75
Cyber Systems and Operations	326	29			29
Human Systems Integration	362	1	1		2
Information Sciences	474	6	1	3	10
Information Strategy and Political Warfare	698	10		1	11
Information Systems & Technology	370	29	3	1	33
Information Warfare	595	15	7		22
Joint Cmd, Cntrl, Comm, Comp/Intel (C4I) Sys	365	4	3		7
Joint Information Operations	698	8		1	9
Joint Operational Logistics	361	13	1		14
Modeling, Virtual Environments & Simulation	399	16	6	1	23
Network Operations and Technology	386	21			21
Operations Analysis	360	72	20	1	93
Operations Analysis (Energy)	358	4			4
Software Engineering (Resident & DL)	369	1		1	2
Special Operations	699	96	36	2	134

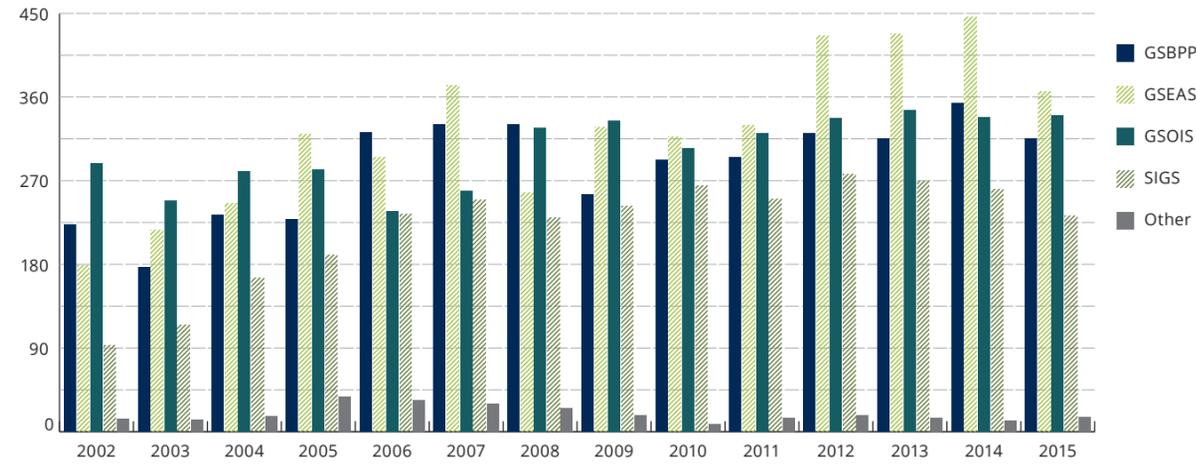
Source: Office of Institutional Research, Reporting and Analysis (IRRA)







### DEGREES CONFERRED BY ACADEMIC SCHOOL TREND SINCE 2002



SCHOOLS	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
GSBPP	223	177	233	229	322	331	331	255	293	295	321	315	354	315
GSEAS	179	217	245	320	295	372	257	328	317	329	426	428	446	366
GSOIS	289	249	280	282	237	259	327	335	305	321	337	346	338	340
SIGS	93	115	165	190	234	249	230	243	265	250	277	269	261	232
Other	14	13	17	38	34	30	25	18	8	15	18	15	12	16
<b>Total</b>	<b>798</b>	<b>771</b>	<b>940</b>	<b>1,059</b>	<b>1,122</b>	<b>1,241</b>	<b>1,170</b>	<b>1,179</b>	<b>1,188</b>	<b>1,210</b>	<b>1,379</b>	<b>1,373</b>	<b>1,411</b>	<b>1,269</b>



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

### DEGREES CONFERRED ACADEMIC YEAR 2015

DEGREES CONFIRMED	TOTAL
<b>GRADUATE SCHOOL OF BUSINESS AND PUBLIC POLICY</b>	
EMBA Executive Master of Business Administration	97
MA Management	2
MBA Master of Business Administration	153
MS Contract Management	10
MS Management	37
MS Program Management	16
<b>GSBPP TOTAL</b>	<b>315</b>
<b>GRADUATE SCHOOL OF ENGINEERING AND APPLIED SCIENCES</b>	
<b>EAAC - ENGINEERING ACOUSTICS ACADEMIC COMMITTEE</b>	
MS Engineering Acoustics	5
M Engineering Acoustics	7
<b>ECE - ELECTRICAL AND COMPUTER ENGINEERING</b>	<b>56</b>
EE Electrical Engineer	3
MEng Electrical Engineering	18
MS Electrical Engineering	32
MS Engineering Science (Electrical Engineering)	1
PhD Electrical Engineering	2
<b>MA - APPLIED MATHEMATICS</b>	<b>8</b>
MS Applied Mathematics	7
PhD Applied Mathematics	1
<b>MAE - MECHANICAL AND AEROSPACE ENGINEERING</b>	<b>74</b>
ME Mechanical Engineer	3
MS Astronautical Engineering	16
MS Engineering Science (Aerospace Engineering)	11
MS Engineering Science (Mechanical Engineering)	14
MS Mechanical Engineering	29
PhD Astronautical Engineering	1
<b>MR - METEOROLOGY</b>	<b>14</b>
MS Meteorology and Physical Oceanography	12
PhD Meteorology	2
<b>OC - OCEANOGRAPHY</b>	<b>4</b>
MS Physical Oceanography	4
<b>PH - PHYSICS</b>	<b>20</b>
MS Applied Physics	15
MS Combat Systems Technology	2
MS Physics	2
PhD Applied Physics	1
<b>SE - SYSTEMS ENGINEERING</b>	<b>165</b>
MS Engineering Systems	28
MS Systems Engineering	118
MS Systems Engineering Management	19
<b>SP - SPACE SYSTEMS ACADEMIC GROUP</b>	<b>13</b>
MS Space Systems Operations	13
<b>PROVOST OVERSIGHT</b>	<b>16</b>
MS Systems Engineering	14
MS Systems Engineering Analysis	2
<b>GSEAS TOTAL</b>	<b>366</b>

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





GRADUATE SCHOOL OF OPERATIONAL AND INFORMATION SCIENCES	
<b>CS - COMPUTER SCIENCE</b>	<b>44</b>
MS Computer Science	37
MS Modeling, Virtual Environments and Simulation	5
MS Software Engineering	1
PhD Software Engineering	1
<b>DA - DEFENSE ANALYSIS</b>	<b>106</b>
MS Defense Analysis	7
MS Defense Analysis (Financial Management)	2
MS Defense Analysis (Information Operations)	4
MS Defense Analysis (Irregular Warfare)	65
MS Defense Analysis (National Security Affairs)	6
MS Defense Analysis (Operations Analysis)	2
MS Defense Analysis (Terrorist Operations & Financing)	4
MS Information Operations	12
MS Information Strategy and Political Warfare	4
<b>IS - INFORMATION SCIENCES</b>	<b>75</b>
MS Applied Cyber Operations	2
MS Cyber Systems and Operations	30
MS Information Technology Management	18
MS Information Warfare Systems Engineering	11
MS Network Operations and Technology	8
MS Remote Sensing Intelligence	1
MS Sys Technology (Command, Control & Communications)	4
PhD Information Sciences	1
<b>OR - OPERATIONS RESEARCH</b>	<b>115</b>
M Cost Estimating and Analysis	20
M Human Systems Integration	8
M Systems Analysis	26
MS Human Systems Integration	2
MS Operations Research	57
PhD Operations Research	2
<b>GSOIS TOTAL</b>	<b>340</b>
SCHOOL OF INTERNATIONAL GRADUATE STUDIES	
<b>NSA - NATIONAL SECURITY AFFAIRS</b>	<b>232</b>
MA Sec Studies (Combating Terrorism: Policy & Strategy)	12
MA Sec Studies (Mid East, S Asia, Sub-Saharan Africa)	40
MA Security Studies (Civil-Military Relations)	7
MA Security Studies (Europe and Eurasia)	20
MA Security Studies (Far East, SE Asia, the Pacific)	38
MA Security Studies (Homeland Security and Defense)	81
MA Security Studies (Stabilization & Reconstruction)	1
MA Security Studies (Strategic Studies)	13
MA Security Studies (Western Hemisphere)	19
PhD Security Studies	1
<b>SIGS</b>	<b>232</b>
<b>NPS TOTAL</b>	<b>1,269</b>

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

## NPS EXECUTIVE EDUCATION & PROFESSIONAL DEVELOPMENT PROGRAMS (EE/PD)

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

While the majority of EE/PD activity happens within SIGS, many organizations across campus offer EE/PD courses, within and outside the schools, and NPS had over 28,000 students taking short courses in 2015. The primary organizations involved in EE/PD at NPS and covered by this report are:

- SCHOOL OF INTERNATIONAL GRADUATE STUDIES (SIGS - Including CCMR, CHDS, NSA)
- GRADUATE SCHOOL OF BUSINESS AND PUBLIC POLICY (GSBPP - Including DRMI)
- GRADUATE SCHOOL OF ENGINEERING AND APPLIED SCIENCE (GSEAS)
- GRADUATE SCHOOL OF OPERATIONAL AND INFORMATION SCIENCES (GSOIS)
- CENTER FOR EXECUTIVE EDUCATION (CEE)

The EE/PD education NPS offers fall into one of three categories:

- Type 1 – Courses with closed enrollment. Student pre-registration occurs in advance of the course. (Students are eligible for award of CEUs.)
- Type 2 – Courses with open enrollment. Student enrollment occurs at the start of the course. (Students are eligible for award of CEUs.)
- Type 3 – Exercises, workshops or seminars. No participant enrollment as students. (Participants are not eligible for award of CEUs.)

### NPS QUICK FACTS – 2015:

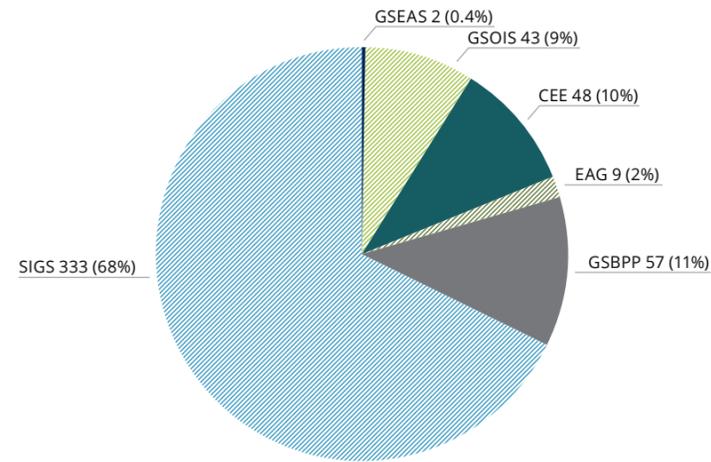
- There has been a decline in EE/PD students overall since 2014, with attendance in 2015 down over 12%. The number of EE/PD courses offered by NPS also decreased overall by 8%. However, the number of courses offered in the Academic departments, and the students attending those courses, doubled. This follows similar increases in the Schools over the last two years.
- DHS/FEMA sponsored 39% of EE/PD courses in 2015, with DoS second at 33%.
- While the top 50% of all EE/PD students were educated in one of six states or seven foreign countries, nearly half were educated at sea, in Monterey, or through DL/Online programs.
- The largest group of EE/PD students, at 40% overall, was from the US Navy in 2015.
- Fifty-eight percent of all EE/PD funding was utilized by CCMR in support of 257 courses and nearly 11,000 students.

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



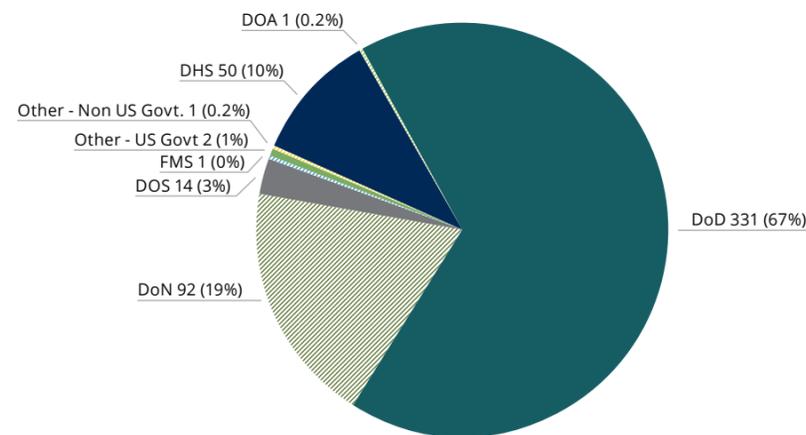


### TOTAL COURSES EXECUTED BY ORGANIZATION - 492 TOTAL COURSES



CCMR provides 68% of NPS' EE/PD courses to 43% of NPS' EE/PD students. The rest of the campus provides short course education to the remaining 57% of students, both in the US and across the globe.

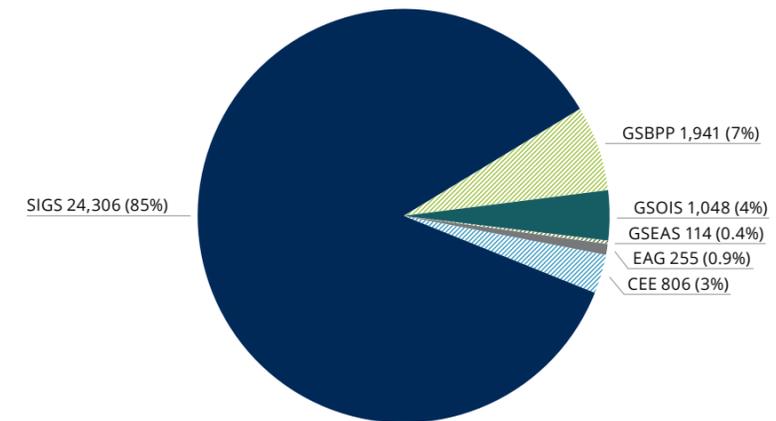
### TOTAL COURSES EXECUTED BY SPONSOR - 492 TOTAL COURSES



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

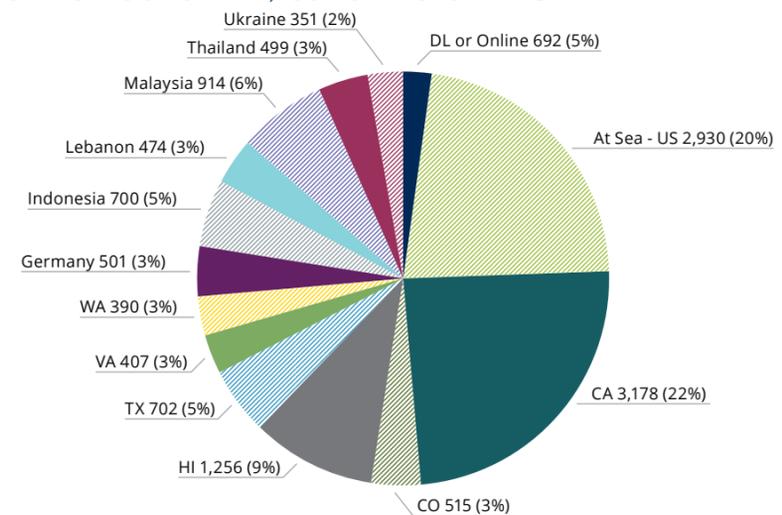
Source: Office of Institutional Research, Reporting and Analysis (IRRA)

### TOTAL STUDENTS ENROLLED BY ORGANIZATION - 28,470 TOTAL STUDENTS



85% of NPS' EE/PD students attend SIGS programs within CCMR, CHDS, NSA (RSEP) or SIGS' academic departments.

### TOP 15 CONCENTRATION OF STUDENTS BY LOCATION OF INSTRUCTION - 29,280 TOTAL STUDENTS



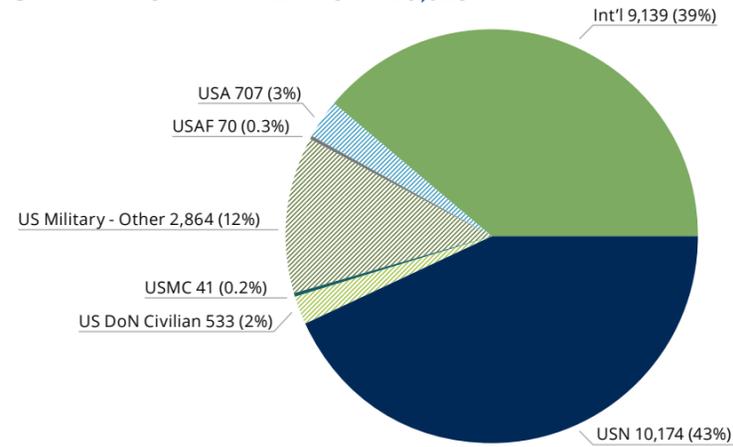
Twenty percent of NPS' EE/PD students are educated on board deployed ships as part of the RSEP program in SIGS. The chart above shows the areas of highest concentration for NPS EE/PD education, with our campus in Monterey the largest land-based concentration of education.

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



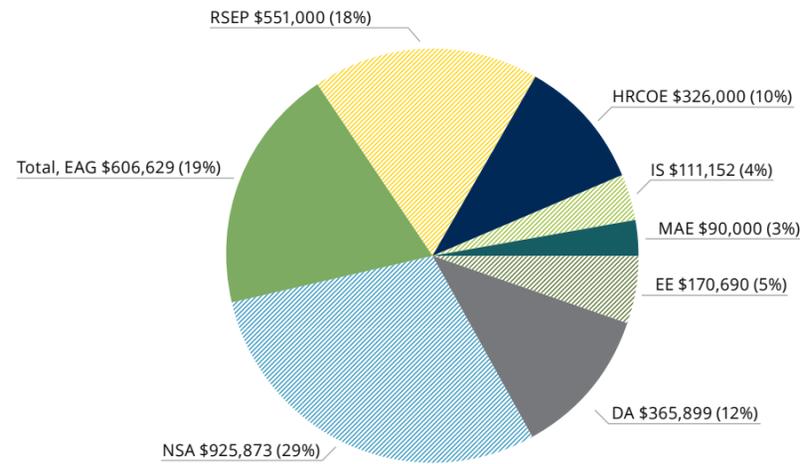


### TOTAL STUDENTS BY AFFILIATION TOTAL STUDENTS WITH KNOWN AFFILIATION - 23,528



The majority of NPS' US EE/PD students are US Navy personnel. The next largest group is International military and civilian personal.

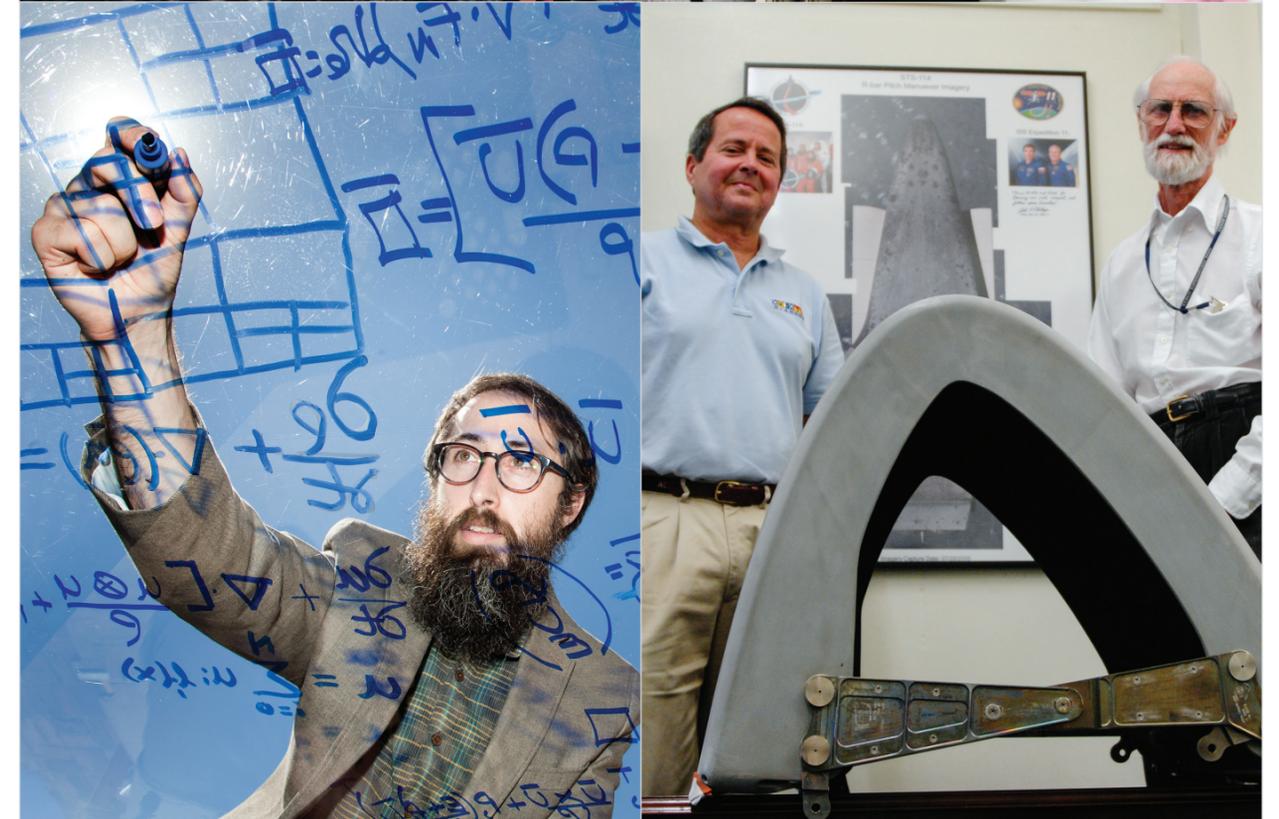
### TOTAL FUNDING BY ACADEMIC DEPARTMENT - \$2.5 MIL



The largest portion of NPS' reimbursable DoD funding is utilized by CCMR in executing an extensive portfolio of recurring and on-demand short courses.

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

## FACULTY





## FACULTY BY RANK

### TENURE TRACK

RANK	GSBPP	GSEAS	GSOIS	SIGS	RESEARCH	ADMIN	TOTAL
PROFESSOR	14	52	27	5	1	1	100
ASSOCIATE PROFESSOR	25	30	29	14	0	1	99
ASSISTANT PROFESSOR	13	10	4	4	0	0	31
<b>TOTAL</b>	<b>52</b>	<b>92</b>	<b>60</b>	<b>23</b>	<b>1</b>	<b>2</b>	<b>230</b>

### NON-TENURE TRACK

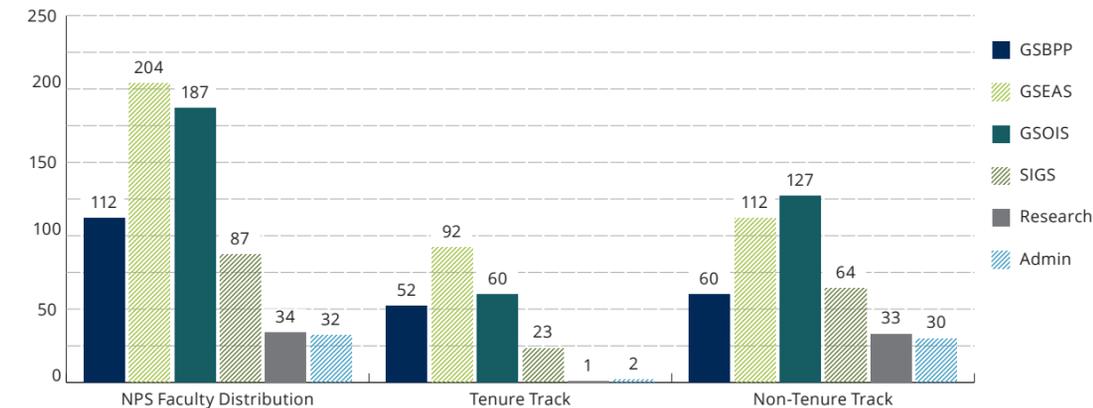
RANK	GSBPP	GSEAS	GSOIS	SIGS	RESEARCH	ADMIN	TOTAL
SENIOR LECTURER	28	15	28	13	0	5	89
LECTURER	14	11	9	20	0	13	67
PROFESSOR OF THE PRACTICE	2	8	2	1	2	0	15
RESEARCH PROFESSOR	0	14	4	0	2	0	20
RESEARCH ASSOCIATE PROFESSOR	3	11	5	1	4	0	24
RESEARCH ASSISTANT PROFESSOR	0	7	6	2	1	0	16
ADMINISTRATIVE FACULTY	2	0	0	3	0	8	13
ASSOCIATE FACULTY	11	46	73	24	24	4	182
<b>TOTAL</b>	<b>60</b>	<b>112</b>	<b>127</b>	<b>64</b>	<b>33</b>	<b>30</b>	<b>426</b>

GRAND TOTAL	112	204	187	87	34	32	656
-------------	-----	-----	-----	----	----	----	-----

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

## FACULTY DISTRIBUTION

### TENURE TRACK BY SCHOOL

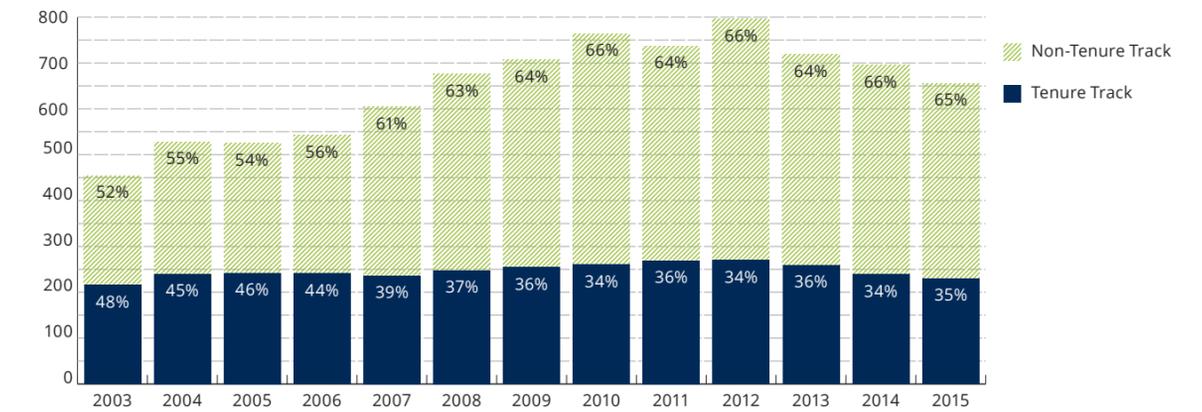


Source: Office of Institutional Research, Reporting and Analysis (IRRA)

## TENURE TRACK/NON-TENURE TRACK FACULTY

### TREND SINCE 2003

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
TENURE TRACK	216	240	242	241	236	248	254	260	269	270	259	239	230
NON-TENURE TRACK	238	288	283	301	369	428	454	504	468	527	460	457	426
<b>TOTAL</b>	<b>454</b>	<b>528</b>	<b>525</b>	<b>542</b>	<b>605</b>	<b>676</b>	<b>708</b>	<b>764</b>	<b>737</b>	<b>797</b>	<b>719</b>	<b>696</b>	<b>656</b>



## FACULTY AND STAFF 2015

### BY ETHNICITY

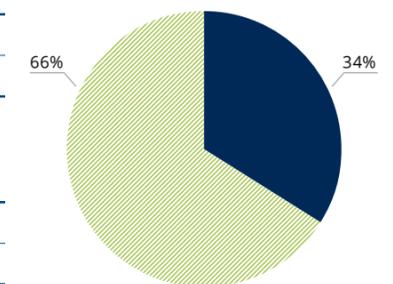
	Black/African American	American Indian/Alaskan Native	Asian/Pacific Islander	Hispanic	White	Unknown	Two or More	Total
NPS GS/WG	38	4	54	29	219	0	1	345
NPS FACULTY	5	6	56	22	544	21	2	656
<b>TOTAL</b>	<b>43</b>	<b>10</b>	<b>110</b>	<b>51</b>	<b>763</b>	<b>21</b>	<b>3</b>	<b>1001</b>

### BY GENDER

	FEMALE	MALE	TOTAL
NPS GS/WG	197	148	345
NPS FACULTY	161	495	656
<b>TOTAL</b>	<b>358</b>	<b>643</b>	<b>1001</b>

	FEMALE	MALE	TOTAL
NPS GS/WG	55%	23%	34%
NPS FACULTY	45%	77%	66%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



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



RESOURCES



**INFORMATION TECHNOLOGY & COMMUNICATIONS SERVICES**

**QUICK FACTS NPS SYSTEMS**

Networks	Provider	Site
EDU	CENIC	nps.edu
HPR	CENIC	hpr.nps.edu
MIL	DREN	nps.navy.mil
Public (for guests)	CENIC	Public.nps.edu
DoDNet	NPS	Monterey DoD Interconnect: DMDC, PERSEREC, DLIFLC, NRL, FNMOC, NPS
"PACBell" Commercial ISP	AT&T	Research Network
Classified Networks	Various	Various

**QUICK FACTS USER ACCOUNTS**

Type	FY12	FY13	FY14	FY15
Resident Students	2,069	2,261	2,816	1,860
DL Students	1,382	3,111	2,265	1,383
Faculty	967	1,150	1,056	754
Staff	1,174	1,672	1,474	810
Contractors	356	483	475	292
<b>Total Accounts</b>	<b>7,527</b>	<b>8,677</b>	<b>8,086</b>	<b>5,099</b>

**QUICK FACTS EDUCATION TECHNOLOGIES**

Description	FY12	FY13	FY14	FY15
Learning Resource Center application	288	289	289	289
Video Bridge Ports	60	80	80	80
ISDN Channels available to Video Bridge	256	256	256	253
ISDN Gateway Channels	0	253	253	253
VTC Equipped Spaces	42	42	42	42
VTC Meeting Rooms	27	27	27	28
VTE Specialized Classrooms & Studios	15	15	15	15
Multimedia presentation systems	133	133	133	133
Class hours recorded & streamed via the Internet	5,259	5,612	5,862	6,012
Participant hours attended via web-conferencing system (beginning FY14)	11,624	12,369	100,675	102,341
Learning Management systems usage (logins)	4,484	6,447	7,821	9,308
Logins to the learning management system (not distinct users)	993,954	1,060,425	1,048,039	1,692,040
Sites (Courses and Projects) hosted on the learning management system	4,484	6,447	7,821	9,308

Source: Information Technology and Communications Services





### HIGH PERFORMANCE COMPUTING (HPC)

Description	FY13	FY14	FY15
Linux computers on campus	40	375	300
Linux users on campus	250	500	600
HPC supercomputer processors	1,340	3,154	4,290
HPS supercomputer users	150	210	356
HPC disk space	475 TB	475 TB	2 PB

### UNIVERSITY EDUCATION PARTNERSHIPS

#### CORPORATION FOR EDUCATION NETWORK INITIATIVES IN CALIFORNIA (CENIC)

State research and education network (CalREN) links University of California campuses and system, California State University campuses and system, University of Southern California, Cal Tech, Stanford University and the Naval Postgraduate School, as well as providing connectivity to other national high-speed networks such as LambdaRail and Internet2.

#### INTERNET2

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

### GLOBAL ENVIRONMENT FOR NETWORK INNOVATIONS (GENI)

A virtual laboratory for exploring future internets at scale, creates major opportunities to understand, innovate and transform global networks and their interactions with society. Dynamic and adaptive, GENI opens up new areas of research at the frontiers of network science and engineering, and increases the opportunity for significant socio-economic impact.

### DEFENSE PARTNERSHIPS

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

### DEFENSE RESEARCH ENGINEERING NETWORK (DREN)

DOD's recognized research and engineering network. Robust, high-capacity, low-latency nation-wide network that provides connectivity between and among the HPCMP's geographically dispersed High performance Computing (HPC) user sites, HPC Centers, and other networks.

### MONTEREY PENINSULA DEPARTMENT OF DEFENSE NET

Regional DoD consortium with physical infrastructure linking Fleet Numerical Meteorology and Oceanography Center (FNMOC), Defense Manpower Data Center (DMDC), Naval Postgraduate School (NPS) and the Defense Personnel Security Research Center.

### DOD EDUCATIONAL INFORMATION SECURITY WORKING GROUP

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

### UNIVERSITY AND DEFENSE PARTNERSHIP

#### NAVY HIGHER EDUCATION IT CONSORTIUM

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

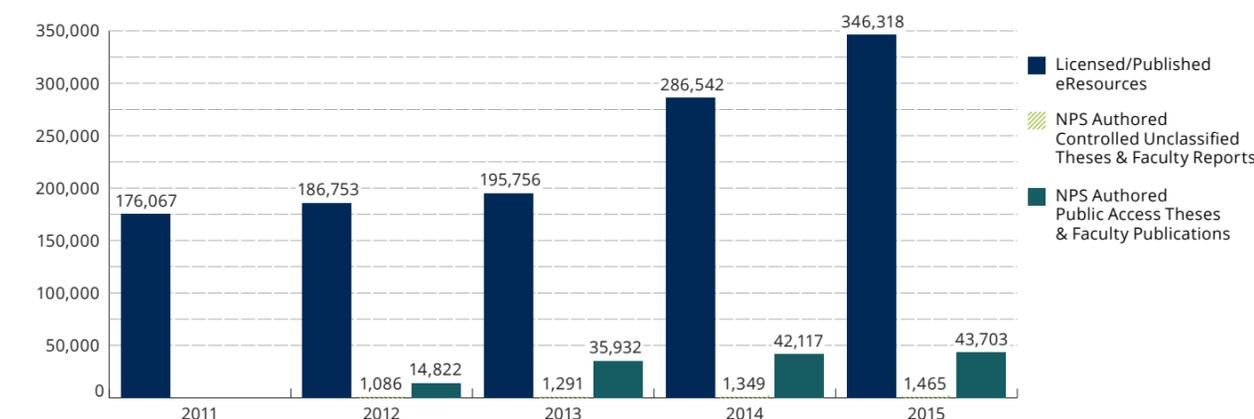
Source: Information Technology and Communications Services

## DUDLEY KNOX LIBRARY

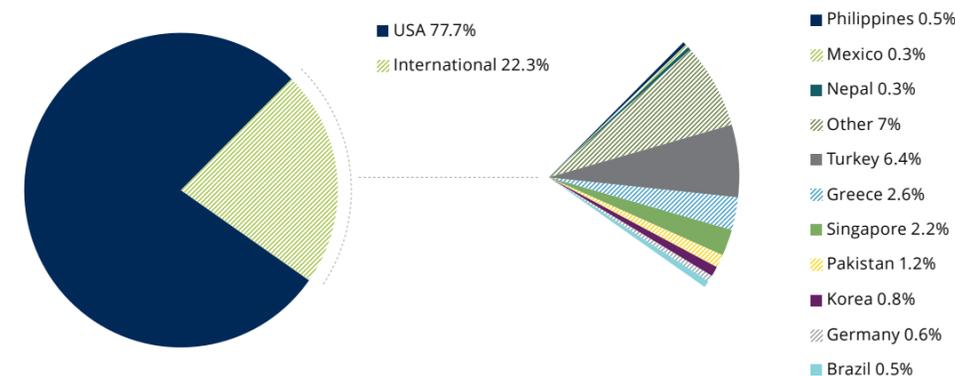
### QUICK FACTS

NUMBER	DESCRIPTION
28	Library staff FTE
78	Average weekly hours (Sunday-Saturday); extended hours during finals weeks
391,486	eResources available (books, journals, reports & more)
1,465	eResources available in Restricted Resources & Services library
43,703	Titles in NPS Archive: Calhoun
313,199	On-site Library visits (up 1% over FY14)
909	Average daily library visits (on-site)
62,123	Average daily library visits (virtual) *significant change compared to last year. FY15 data is based on Google page views and logs across multiple virtual platforms.
> 8,200	Hours students used collaborative study spaces
2,746	Students receiving library instruction
146	Library instruction sessions offered (face-to-face and virtual)

### NUMBER OF ELECTRONIC RESOURCES



### NPS ALUMNI REGISTERED FOR FY2015 LIBRARY ACCESS TOP COUNTRIES (N=3,040)



Source: Dudley Knox Library

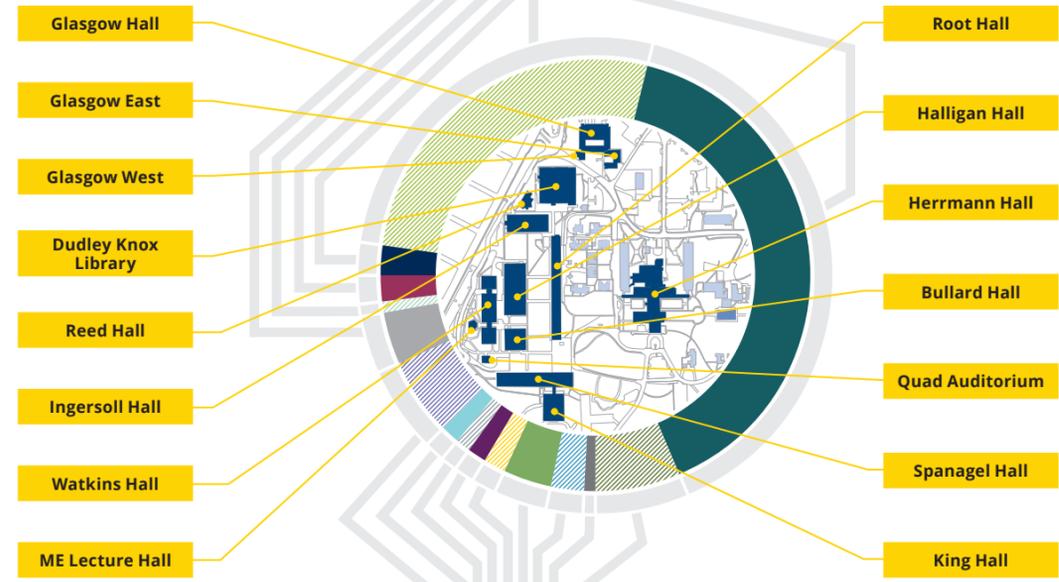




# ACADEMIC FACILITIES

- MAC LAB (LAB)**  
**4** Lab equipped with networked or stand-alone computers for Academic or Research use by students and faculty which contains Apple Mac Pros with a dual boot Mac OS and Windows configuration.
- MULTI O/S (LAB)**  
**2** Lab equipped with networked or stand-alone computers for Academic or Research use by students and faculty where multiple combinations of operating systems and hardware are possible.
- UNIX/LINUX (LAB)**  
**8** Lab equipped with networked or stand-alone computers for Academic or Research use by students and faculty using UNIX or LINUX operating systems.

- AUDITORIUM (AUD.)**  
**5** Large Auditorium facilities designed for Conferences and similar large group of audiences.
- CONFERENCE ROOMS (CONF.)**  
**58** Conference rooms designed for classroom and/or conference use for a small working group or audiences.
- BASELINE CLASSROOMS (CR)**  
**86** Traditional baseline classroom with multi-media projection system and instructor computer. This is the minimum baseline technology for all traditional classrooms.

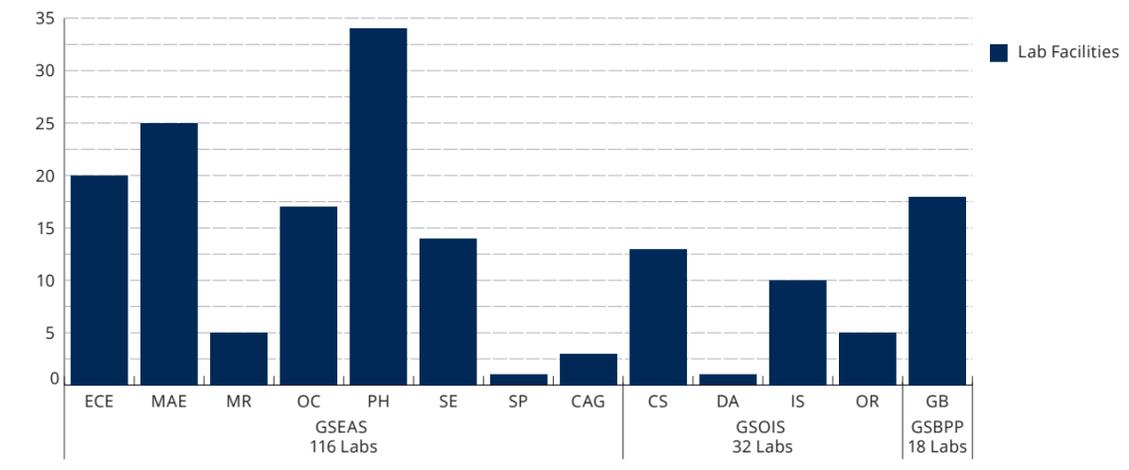


- LRC WINDOWS (LAB)**  
**13** Public Learning Resource Centers. Equipped with networked computers for student use, instructor computer, networked printer. Commonly used as a computer classroom on an irregular basis.
- SECURE LABS (LAB)**  
**3** Classified Laboratories
- Video Instruction Suites (VTE)**  
**2** Video studios equipped for VTE or Illuminate use.
- VTE STUDIOS (VTE)**  
**3** Video tele-education teaching studio. Enhanced version of Type 3a VTE Classroom, but without seats for local students. Used for VTE programs with only remote students. Includes large rear-screen projection system.
- VTE CLASSROOMS (VTE)**  
**4** Video tele-education classroom. Traditional style classroom augmented with videoconferencing technology, specialized video display system, instructor PC, document camera, VCR, microphones, loudspeakers, and audiovisual routing matrix.

- COMPUTER-EQUIPPED CLASSROOMS (CR)**  
**14** Baseline classroom or lab with networked PCs and AC at each student seat.
- TEACHING ENHANCED ACTIVE LEARNING (CR)**  
**2** Classroom with shared power and network connectivity at student stations, strategically placed plasma displays and ability for students to project from study stations to displays.
- SECURE CLASSROOMS (CR)**  
**5** Classified classrooms with baseline AV capabilities in SCIF and STBL.
- VTC EQUIPPED CLASSROOM (VTC)**  
**8** Traditional or computer equipped classrooms with videoconferencing capability. Not equipped for VTE. NOTE: This is an enhancement to the existing facilities and does not represent additional rooms.

# NPS LAB FACILITIES

NPS has 166 labs across 3 academic schools used to support our education and research programs.



## MAJOR REPRESENTATIVE LAB FACILITIES BY DEPARTMENT AND SCHOOL

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

Source: Facilities Management (2014)

Source: Facilities Management (2014)

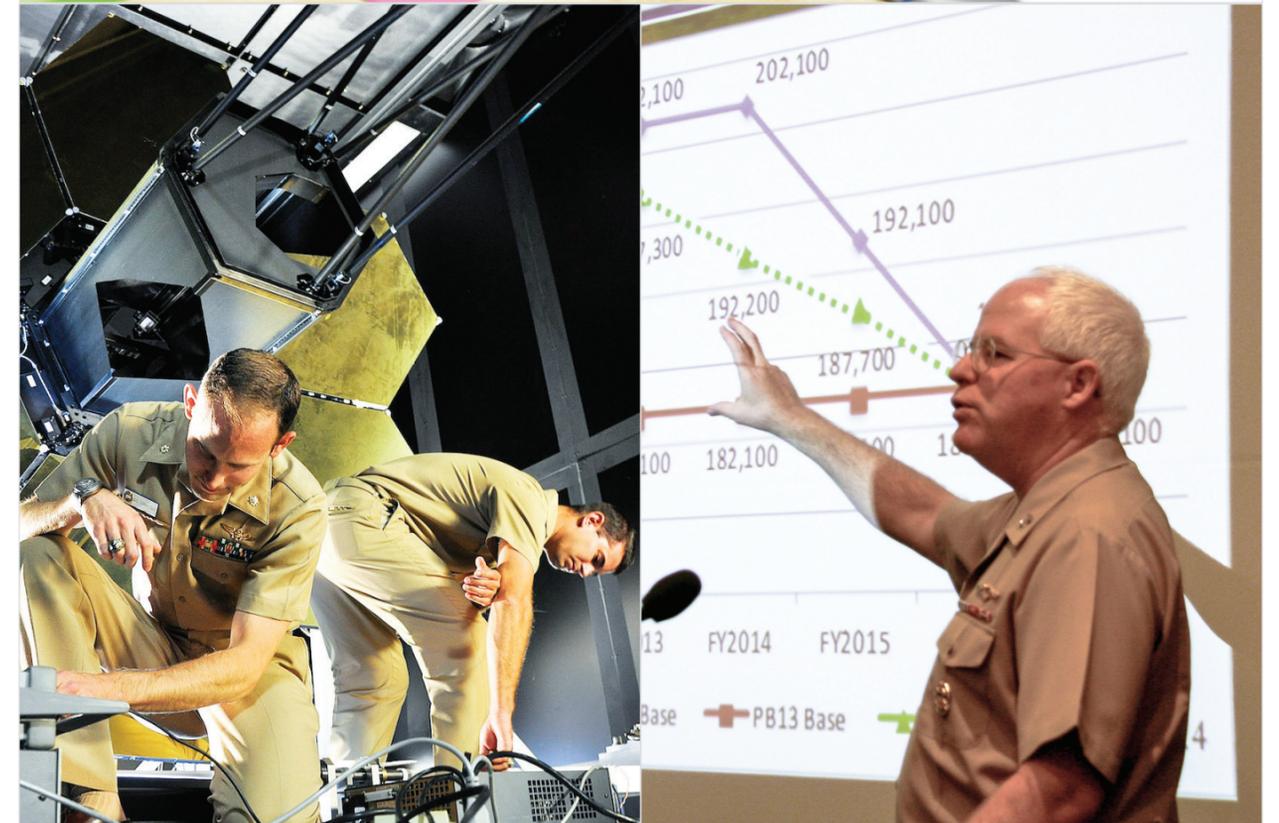




**MAJOR REPRESENTATIVE LAB FACILITIES BY DEPARTMENT AND SCHOOL**

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

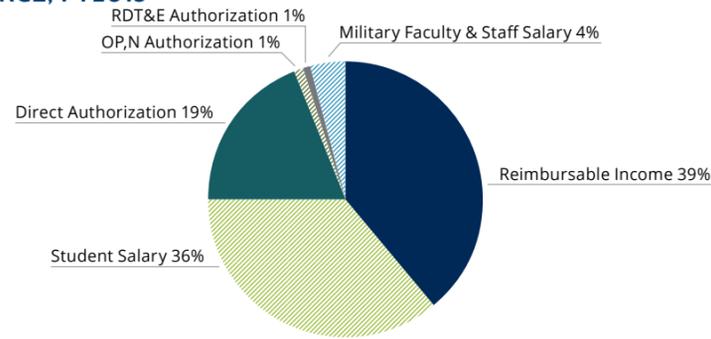
RR\*=Reimbursable Research



Source: Facilities Management (2014)



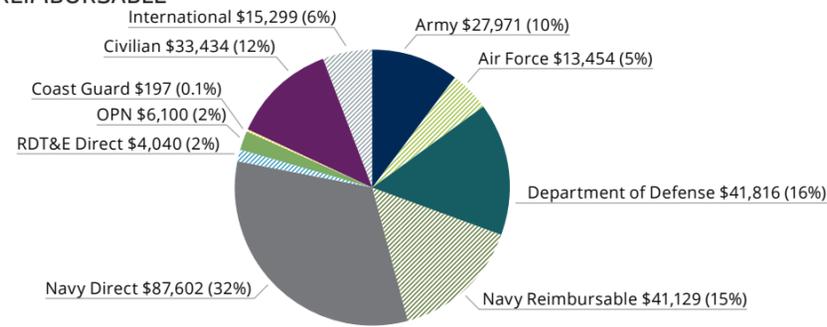
## TOTAL OPERATIONS & MILITARY SALARY BUDGET BY SOURCE, FY2015



BUDGET ITEM	\$ ALLOCATED (IN MILLIONS)
Reimbursable Income	\$173
Student Salary	\$160
Direct Authorization	\$88
OP,N Authorization	\$6
RDT&E Authorization	\$4
Military Faculty & Staff Salary	\$18
<b>TOTAL</b>	<b>\$450</b>

## NPS FY2015 REVENUE BY SOURCE

DIRECT AND REIMBURSABLE

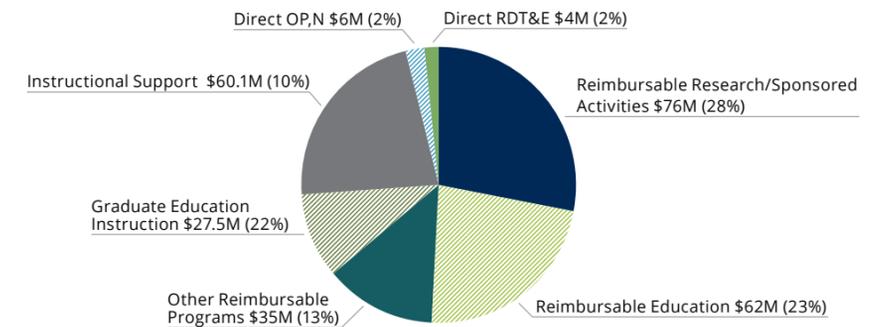


Source	%	\$K
Army	10.3%	\$27,971
Air Force	5.0%	\$13,454
Department of Defense	15.4%	\$41,816
Navy Reimbursable	15.2%	\$41,129
Navy Direct	32.3%	\$87,602
RDT&E Direct	1.5%	\$4,040
OP,N	2.3%	\$6,100
Coast Guard	0.1%	\$197
Civilian	12.3%	\$33,434
International	5.6%	\$15,299
<b>Total</b>		<b>\$271,042</b>

Source: Comptroller

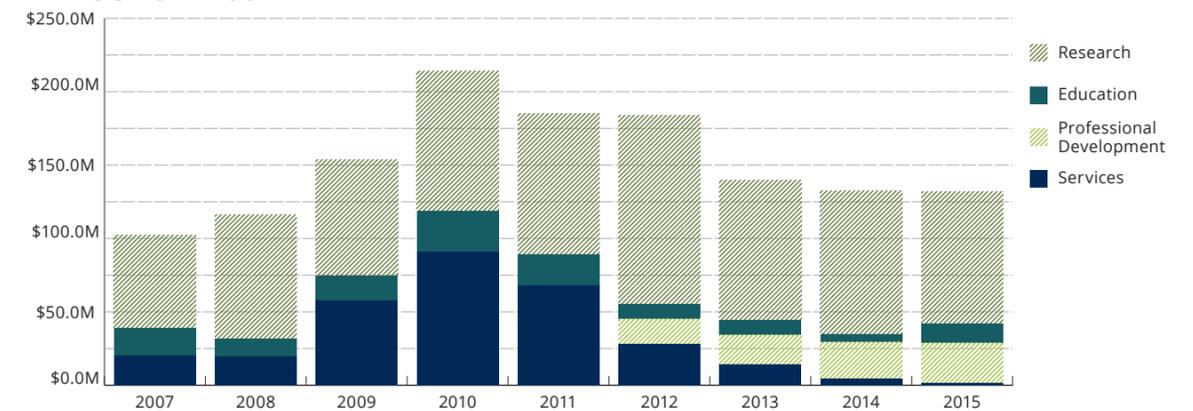
## NPS FY 2015 EXPENDITURES BY CATEGORY

DIRECT AND REIMBURSABLE \$270.6 MILLION



## SPONSORED PROGRAM FUNDING EXECUTION BY PRODUCT LINE (IN MILLIONS OF DOLLARS)

TRENDS SINCE FY2007



	2007	2008	2009	2010	2011	2012	2013	2014	2015
Services	\$20.3	\$19.6	\$57.6	\$91.2	\$68.3	\$28.4	\$14.5	\$4.7	\$1.4
Professional Development*	-	-	-	-	-	\$17.2	\$20.1	\$24.9	\$27.6
Education	\$18.3	\$12.0	\$17.3	\$27.4	\$20.6	\$9.9	\$10.2	\$4.9	\$13.2
Research	\$63.8	\$84.5	\$78.6	\$95.4	\$95.9	\$128.3	\$95.1	\$98.0	\$89.9
<b>Total</b>	<b>\$102.4</b>	<b>\$116.1</b>	<b>\$153.5</b>	<b>\$214.1</b>	<b>\$184.7</b>	<b>\$183.8</b>	<b>\$139.8</b>	<b>\$132.5</b>	<b>\$132.1</b>

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

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





## SPONSORED PROGRAM FUNDING EXECUTION

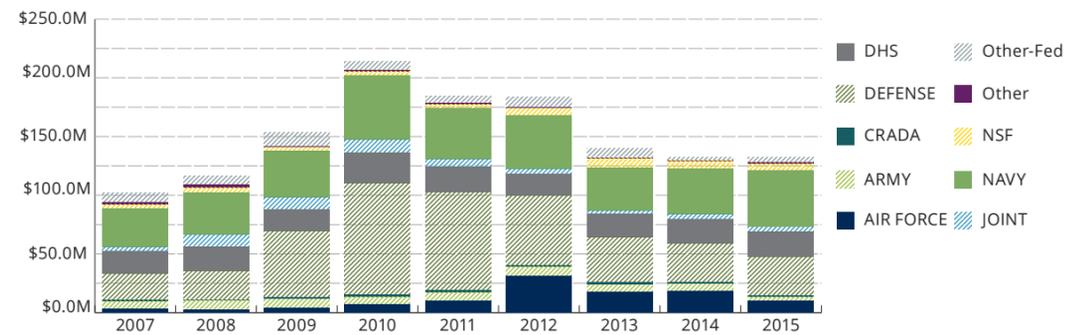
BY DIVISION (IN MILLIONS OF DOLLARS)  
TRENDS SINCE FY2007



	2007	2008	2009	2010	2011	2012	2013	2014	2015
GSBPP	\$4.8	\$7.9	\$7.5	\$10.7	\$9.0	\$10.4	\$6.5	\$5.7	\$7.7
GSEAS	\$30.7	\$32.1	\$39.2	\$44.1	\$44.9	\$46.7	\$38.3	\$36.8	\$43.5
GSOIS	\$19.5	\$21.4	\$21.1	\$28.2	\$30.6	\$50.0	\$37.0	\$34.3	\$23.6
SIGS	\$22.0	\$22.7	\$23.6	\$32.7	\$28.7	\$30.2	\$26.3	\$27.3	\$28.9
Research & Other	\$25.4	\$31.9	\$62.1	\$98.4	\$71.5	\$46.5	\$31.7	\$28.4	\$28.3
<b>Total</b>	<b>\$102.4</b>	<b>\$116.1</b>	<b>\$153.5</b>	<b>\$214.1</b>	<b>\$184.7</b>	<b>\$183.8</b>	<b>\$139.8</b>	<b>\$132.5</b>	<b>\$132.1</b>

## SPONSORED PROGRAM FUNDING EXECUTION

BY SPONSOR (IN MILLIONS OF DOLLARS)  
TRENDS SINCE FY2007



	2007	2008	2009	2010	2011	2012	2013	2014	2015
AIR FORCE	\$3.5	\$2.9	\$4.4	\$7.1	\$9.9	\$31.7	\$17.8	\$18.4	\$10.4
ARMY	\$6.3	\$7.8	\$7.4	\$6.3	\$7.9	\$7.4	\$6.1	\$6.2	\$3.5
CRADA	\$864K	\$728K	\$983K	\$1.6	\$1.6	\$1.0	\$1.9	\$1.4	\$1.0
DEFENSE	\$22.4	\$24.3	\$56.5	\$95.6	\$83.3	\$59.9	\$38.3	\$33.2	\$32.7
DHS	\$19.3	\$20.6	\$18.6	\$26.0	\$21.4	\$18.5	\$19.9	\$20.8	\$21.3
JOINT	\$3.4	\$10.2	\$10.3	\$10.5	\$6.4	\$3.9	\$3.2	\$4.0	\$3.9
NAVY	\$32.8	\$36.0	\$39.6	\$54.8	\$43.8	\$45.8	\$36.6	\$39.2	\$48.1
NSF	\$3.7	\$4.0	\$3.2	\$3.5	\$3.6	\$5.8	\$7.6	\$6.1	\$6.0
OTHER	\$2.2	\$2.5	\$755K	\$954K	\$840K	\$595K	\$691K	\$390K	\$1.3
OTHER-FED	\$7.9	\$7.2	\$11.8	\$7.7	\$6.0	\$9.2	\$7.8	\$2.8	\$3.8
<b>Total</b>	<b>\$102.4</b>	<b>\$116.1</b>	<b>\$153.5</b>	<b>\$214.1</b>	<b>\$184.7</b>	<b>\$183.8</b>	<b>\$139.8</b>	<b>\$132.5</b>	<b>\$132.1</b>



Source: Research Sponsored Programs Office (RSPO)

## NPS HALL OF FAME HONOREES

The NPS Hall of Fame recognizes the accomplishments of NPS' most distinguished alumni and friends who, through the attainment of positions at the highest levels of public service, have made the greatest contributions to society, their nations and to the Naval Postgraduate School.

**Cmdr. Everett Alvarez, Jr. (Ret.)**  
(Presented 27 March 2015)

**General Keith B. Alexander, USA (Ret.)**  
(Presented 21 June 2013)

**Colonel Walt Havenstein, USMCR (Ret.)**  
(Presented 30 Nov 2012)

**Admiral Eric T. Olson, USN (Ret.)**  
(Presented 30 Nov 2012)

**Admiral Stanley Arthur, USN (Ret.)**  
(Presented 2 Dec 2011)

**Dr. J. Phillip (Jack) London**  
(Presented 2 Dec 2011)

**Vice Admiral Pat Tracey, USN (Ret.)**  
(Presented 3 Dec 2010)

**Admiral T. Joseph Lopez, USN (Ret.)**  
(Presented 3 Dec 2010)

**Vice Admiral Thomas J. Hughes, USN (Ret.)**  
(Posthumous induction presented 3 Dec 2010)

**General Apichart Penkitti, Permanent Secretary  
for Defense, Thailand (Ret.)**  
(Presented 30 July 2010)

**Admiral Michael Mullen, USN (Ret.)**  
(Presented 11 Aug 2009)

**General Michael Hagee, USMC (Ret.)**  
(Presented 23 May 2009)

**The Honorable Dan Albert, Mayor of  
Monterey (Ret.)**  
(Presented 23 Feb 2007)

**Admiral Wayne E. Meyer, USN (Ret.)**  
(Presented 23 Feb 2006)

**Admiral James D. Watkins, USN (Ret.)**  
(Presented 20 Apr 2005)

**General John A. Gordon, USAF (Ret.)**  
(Presented 16 Sept 2004)

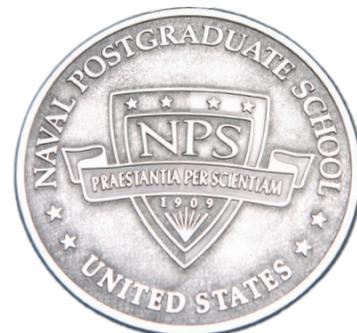
**Admiral Henry Mauz, USN (Ret.)**  
(Presented 19 Nov 2003)

**Vice Admiral Arthur Cebrowski, USN (Ret.)**  
(Presented 13 Jan 2003)

**Professor Lui Pao Chuen, Chief Def. Scientist,  
Singapore Ministry of Defence**  
(Presented 28 Mar 2002)

**The Honorable James Roche, Secretary  
of the Air Force (Ret.)**  
(Presented 27 Sept 2001)

**The Honorable Thomas White, Secretary  
of the Army (Ret.)**  
(Presented 27 Sept 2001)



## BOARD OF ADVISORS TO THE PRESIDENT, NAVAL POSTGRADUATE SCHOOL

### NON-FEDERAL MEMBERSHIP

Board Member	Title	Affiliation
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*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.*



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