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Monterey, California. Naval Postgraduate School

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FACULTY HANDBOOK

Monterey, California
February, 1967
Revised October, 1969
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Reviewed and Approved
29 April 1977

ISHAM LINDER
REAR ADMIRAL, USN
SUPERINTENDENT
FOREWORD

This Handbook is designed to set forth the School policies and procedures relating particularly to the faculty. It does not include requirements for degrees or descriptions of curricula, which are readily found in the Policy Manual of the Academic Council and in the School Catalogue. Other School Instructions have been referenced, and are duplicated only when essential.

The Policy regarding Appointment, Promotion, Salary and Tenure of Office of Civilian Members of the Faculty has been approved by the Secretary of the Navy.

This Handbook has been published in looseleaf form to permit timely revision when required.

Jack R. Borsting
Provost and
Academic Dean

Isham Linder
Rear Admiral, U. S. Navy
Superintendent
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THE SCHOOL

The Navy has developed at the Naval Postgraduate School an unusual academic institution in which the special purposes of the Navy are served through the use of academic programs and methods that are very similar to those of civilian universities. The student body is made up wholly of U.S. and international officers of the military services and Federal civilians who are being educated to fill the managerial and technological needs of the services. It must be stressed that the School is primarily an academic institution and the aspects of training for a particular billet are secondary.

The Naval Postgraduate School had its beginning in a series of courses set up for operating or line officers at the Bureau of Engineering in Washington in 1901. In 1909 this educational activity was moved to the campus of the Naval Academy where it remained until 1951 when it moved to the current site at Monterey. Noteworthy, in addition to the significant growth both in number of students and in scope, was the action of the United States Congress in authorizing the granting of academic degrees through the doctorate in 1947. In 1949 the academic programs leading to engineering degrees were formally accredited by the Engineers' Council for Professional Development. The Western Association of Schools and Colleges fully accredits the Naval Postgraduate School. Such accreditation has been in effect since 1955.

The Navy's needs for advanced education of Naval Officers in the fields of science, engineering, operations analysis and management are met primarily through the academic programs of the Naval Postgraduate School. Complementing the School's programs in these fields are programs at certain civilian universities which are preeminent in areas related to the interests of the Navy. A number of officer students in these areas either obtain all their education at these institutions or transfer to them after one or two years at Monterey.

The broad responsibility of the Naval Postgraduate School toward the advanced education of naval officers is reflected in its stated mission:

"To conduct and direct the advanced education of commissioned officers, and to provide such other technical and professional instruction as may be prescribed to meet the needs of the Naval Service, and in support of the foregoing, to foster and encourage a program of research in order to sustain academic excellence."

The mission of the Naval Postgraduate School establishes the continuing requirements for the combination of excellence in quality of academic programs and responsiveness to change and innovation in the technology and management of the Navy. The following educational goals of the School are dictated by this requirement:

To enhance continually the contribution of the content of the academic programs to the Navy and the Department of Defense.
To intensify our efforts to provide the best education to the students of the Naval Postgraduate School, and to build a progressively better environment where faculty and students can come together in the search for knowledge and professional excellence.

To nurture in students a respect for rigor in thought and discipline in work which will be a hallmark of their pursuit of excellence in their professions.

To attract to our faculty men who by their scholarship and fresh viewpoint will bring new life to the classroom, new vigor to the laboratory and through their research sustain a program of academic excellence.

The major instrument used by a school to implement its academic program is its faculty. The unique mission of the Naval Postgraduate School and the character of its student body demand that the faculty have unusual attributes. The relatively short time that the students have available for their education places a premium on excellence of instruction. The anticipated application by the student of his knowledge to Navy/Defense problems of the future requires the faculty to be aware of current scientific and technical problems faced by the Navy/Defense and to be cognizant of the areas in which future interest may develop. In keeping with its mission, the Naval Postgraduate School has fostered a research program to stimulate and encourage individual professional development, and to attract and retain a talented faculty. In this respect, the School enjoys a tremendous advantage in its ready access to the entire Naval establishment including the laboratories, offices and operating forces.

The Naval Postgraduate School's excellent relations with the naval laboratories and sponsors of School curricula benefit its research program. In general, individual and group research projects, which may be interdisciplinary, are supported by these laboratories and other agencies of the Department of Defense and by the National Science Foundation. In addition, a separately funded Foundation Research Program supports research which is more basic in character and reflects the scientific interests of the faculty participating in this program. The Foundation Research Program is also used to encourage the development of ideas and competence which can be proposed subsequently to potential sponsors for direct support. A special benefit of the School's research program is the opportunity for the advanced student to gain research experience by performing supervised thesis study in basic or applied areas of interest to the Navy and other Defense organizations.

The technical, professional and undergraduate curricula of the Naval Postgraduate School have been designed to accomplish the educational goals and are continually scrutinized for ways to improve their effectiveness. The awarding of degrees is not a primary objective of the graduate academic programs of the Naval Postgraduate School; however, it is recognized as highly desirable to the Services and the individual student that the School reward scholarly achievements by conferring the appropriate academic degrees. For this reason, most of the courses of study fulfill faculty-established standards for academic degrees, although tailored to meet the particular needs of the Navy and the Department of Defense.
THE STUDENTS

The Naval Postgraduate School has a student body consisting of military officers and civilian employees of the Government. A majority of the students are U.S. Naval officers who have first-hand knowledge and an appreciation of the mission of the Navy, and who also have a deep commitment to its accomplishments and success. In order to be selected for postgraduate study they must have records of performance as Naval officers that indicate a high probability of promotion to senior rank. They must also meet the academic guidelines for qualification established by the Naval Postgraduate School, including acceptable course preparation and grade performance in previous academic work.

U.S. Naval officers come to the School from duty with the fleet: from surface ships, air squadrons, submarines, and overseas bases. Here they are joined by officers of the Marine Corps, Coast Guard, Army and Air Force, along with DOD civilians and officers of international services. They are mature, possess a strong dedication to their careers and are aware of the importance of the education they are to obtain. In general, four or more years have elapsed since they completed their undergraduate education and commissioning. These years have been filled with training, experience, responsibility and service.

At the same time, these years have created problems that the student and the School must face as these officers resume their educations. Extensive review is necessary to re-establish the student’s academic proficiency. Further, many of the students have not had undergraduate majors in the fields in which they are undertaking advanced study. This results from the fact that officers entering the service from civilian schools reflect a wide range of major subjects, many of which are non-technical. Even in cases of those students with scientific or technical majors, it has been observed that they frequently develop interests, as a result of their Navy experience, in fields other than those of their undergraduate majors.

It is apparent that these characteristics of the student body demand that the academic programs be adapted appropriately. Flexibility in programming is necessary to permit adjustments to differences in the preparations offered by individuals and to the variations in success that they will experience as they progress in the curricula. For those who show superior progress and achievement, advanced and extended curricula leading to advanced degrees are available. This type of flexibility is mandatory when one considers that the students are all officers with proven value and potential to their Services and in whom the Country has a large investment. Each must be given the opportunity to develop to the maximum of which he or she is academically capable.
THE OPERATIONAL STRUCTURE OF THE SCHOOL

The operational charter of the Naval Postgraduate School is the Postgraduate Education Policy, promulgated by the Chief of Naval Operations. Because of its importance, the current version of this document, issued on 26 April 1976, is reproduced in its entirety:

POSTGRADUATE EDUCATION POLICY STATEMENT

A. GENERAL

1. The Navy's Postgraduate Education Program shall support both fleet and shore establishment requirements for specialized, non-functional learning beyond the baccalaureate level to ensure satisfactory performance of duty and to approach optimum performance of duty. It should be understood, however, that the policy statement to follow considers only the Postgraduate Education Program. A policy statement addressing the graduate-level Professional Military Education Program will be issued separately.

2. The Navy is firmly based on a foundation of technology and depends on the knowledge and experience of its officers for its operational effectiveness. The management abilities required for exercising command and the need to thoroughly understand and apply the fundamental capabilities of technologically complex systems under the varied challenges of operations at sea dictate a very real requirement for naval postgraduate education. A determinant of our future Naval strength will be the ability with which we bring new technology to bear on the development and employment of new and improved naval systems. Graduate education will impart to the professionally qualified officer the knowledge needed for total systems management to ensure a superior capacity for sound and innovative use of our operational forces. It will provide a cadre of officers whose special education and expertise will enable them to represent the Navy with maximum effectiveness in any arena where Naval operations are a consideration.

3. Selection for funded graduate education programs shall be limited to those officers who have demonstrated superior performance in their naval duties and who possess the academic capability to successfully complete graduate studies. These criteria presuppose an educational foundation which renders those selected fully equipped to undertake advanced formal education and should negate a requirement for funded remedial/preparatory courses. With the exception of a small number of scholarships (e.g., Rhodes Scholars), officers shall have completed a minimum of one tour of duty prior to being ordered to postgraduate schooling.

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4. The number of officers assigned to pursue graduate studies shall be limited in each area of specialization to that for which validated current and future operational readiness requirements exist. This shall normally be determined on the basis of billets, at sea and ashore, which will require education beyond the baccalaureate for performance of associated duties and for the progressive improvement of our naval capability. Current inventory/requirements dictate a minimal assignment to fully funded programs beyond the Masters level.

5. Current manpower and budget constraints demand stability, economy and effectiveness in all fully funded programs. In this regard, the Navy's policy on obligated service for postgraduate education, in consonance with Department of Defense policy, will be three years for each year of education, without any maximum limitation.

6. Officers who have completed graduate education programs will be assigned to duties appropriate to their academic specialization. These utilization assignments must reflect the unique demands of sea-shore rotation with emphasis on bringing the benefits of this added education to operating fleet units, both directly and indirectly.

7. A Policy Advisory Board shall be established to assist in policy guidance and direction for the full spectrum of officer professional development. This board will be chaired by the Chief of Naval Operations and will be comprised of the Vice Chief of Naval Operations, the Deputy Chief of Naval Operations (Manpower), the Director of Naval Education and Training, and the Superintendent of the Naval Postgraduate School. Basic policy issues will be handled by these members. Membership will be expanded to include the Director, Navy Program Planning when considering programming and budget policy issues; the Deputy Chiefs of Naval Operations for Submarine, Surface, and Air Warfare and other Primary Consultants when considering policy issues affecting their respective areas of warfare or subspecialty responsibility; the Deputy Chief of Staff (Manpower), USMC, when considering policy matters affecting the Marine Corps; and the President of the Naval War College and Superintendent of the U.S. Naval Academy when considering policy matters having a direct interface with these institutions.

8. The Deputy Chief of Naval Operations (Manpower) and the Director, Naval Education and Training will continue to act jointly as the principal agents of the Chief of Naval Operations in effecting policy level coordination with the Naval Postgraduate School.

B. MANAGEMENT

1. The Postgraduate Education Program is organizationally supported as follows:
The Deputy Chief of Naval Operations (Manpower) (OP-01) is responsible for the validation and allocation of the Navy's manpower requirements for graduate education.

The Chief of Naval Personnel determines graduate education quotas, directs the selection of officers for graduate education, and assures the appropriate utilization of graduates.

The Director of Naval Education and Training (OP-099) establishes policies for resource management (manpower and funding of officer graduate education programs), recommends training loads to the Congress, approves the graduate education programs necessary to meet validated requirements and directs the evaluation of curricular programs to meet those needs.

The Chief of Naval Education and Training directs the Navy's graduate level education programs; coordinates the development of educational processes, programs and packages to support Navy requirements; establishes and maintains the approved graduate education curricula and provides resources required for the graduate education program.

The Superintendent, Naval Postgraduate School, is the Academic Coordinator for all postgraduate education programs in the Navy and as such: administers the fully-funded graduate educational programs, both at the Naval Postgraduate School, other service graduate schools, and civilian universities; administers the continuing education/off-duty efforts at the graduate level within established policy guidelines; maintains academic records of all officers, providing academic counseling to them; recommends to the Chief of Naval Education and Training new areas of study and new methodology to improve the quality of service effectiveness of future graduates; and advises the Chief of Naval Personnel and the Commandant of the Marine Corps on the academic competence of officers being evaluated for the graduate education programs.

This policy controls the operation of the Naval Postgraduate School.

Officers from other services, civilian employees of the government and officers from Allied Countries may enroll at the Postgraduate School. Where feasible, these students enroll in existing curricula. Where courses are available, curricula for individuals can be modified to reflect the sponsor's needs. For these students the sponsoring organization retains administrative and curricular control over its own students.

**ORGANIZATION AND ADMINISTRATION**

The organization chart of the Naval Postgraduate School is shown on Page III-4. The organization of the School combines the administration of
the traditional academic functions of a university with the functions of a military activity. A brief description of the positions of the academic officials follows. The complete assignment of duties of all officials of the School is set forth in the NPS Instruction 5000.1 series, a copy of which is maintained in each department.

The Superintendent. The Superintendent is a Rear Admiral of the line and is the chief executive of the Naval Postgraduate School. He is responsible, under the Chief of Naval Education and Training for the education provided at the School and for the officer students enrolled therein. The determination of policy stems from the command authority of the Superintendent, who is responsible for the accomplishment of the mission of the School.

The Provost/Academic Dean. The Provost/Academic Dean is appointed by the Secretary of the Navy, on recommendation of the Postgraduate School Council. The Provost/Academic Dean is the chief educational officer of the School. He is, under the Superintendent, responsible for all academic matters. His responsibilities include: as head of the Faculty, the formulation and implementation of academic policies consonant with accreditation standards; the maintaining of high performance standards of the faculty; the provision for a continuing review of and advanced planning for all education areas and their professional application; and the provision of liaison in educational affairs with appropriate agencies, activities, and societies.

The Director of Programs. The Director of Programs is responsible in the chain of command for the administration of the curricular operations of the School. He is the senior military officer under the superintendent for all military assigned to curricular or academic duties. His responsibilities include:

a. The planning, development and evaluation of curricular programs, including those conducted at civilian institutions as specified by the Chief of Naval Education and Training.

b. Exercising operational and supervisory authority over the Curricular Officers and students assigned thereto, including the establishment of common policies and procedures for the Curricular operation.

c. Insuring through periodic reviews that the stated objectives for each curriculum are current and that they reflect the educational skill requirements of the various sponsors.

d. Insuring continuing liaison with curriculum sponsors.

e. Acting as Resource Manager for billets, personnel and dollar assets assigned to the Programs Division.

f. Maintaining Average-on-Board (AOB) statistics and current Prospective Rotation Dates (PRD) on students.

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g. Coordinating with CNET and BuPers on student input procedures as required.

Deans of Divisions. The Dean of the Division of Policy and Information Sciences and the Dean of the Division of Science and Engineering, each of whom holds the rank of Associate Dean, are appointed by the Superintendent on the recommendation of the Academic Dean for a specific term not to exceed three years. Under the Academic Dean, the responsibilities of these positions include:

a. The planning, conduct, and administration of educational programs assigned to the Division.

b. Supervision of the Chairmen of Departments assigned to the Division.

c. Recommendation of individuals for appointment as Academic Associates, and supervision of Academic Associates in the Curricular Offices uniquely associated with the Division.

d. Academic supervision of civilian students in the Division.

e. Encouragement of research and the development of research programs in the Division.

f. Coordination with the Director of Programs in the development of new curricula.

g. Development and implementation of personnel development programs for staff assigned to the Division.

h. Allocation of space assigned to his division by the Facilities Planning Board.

Staff Deans. There are four staff deans within the new organization. Their titles and duties are described as follows:

Dean of Educational Development. The Dean of Educational Development holds the rank of Assistant Dean. He is appointed by the Superintendent, on the recommendation of the Provost/Academic Dean, for a specific term not to exceed three years. His duties and responsibilities under the Academic Dean include the following:

a. Planning and conducting meetings, seminars, demonstrations, and other activities designed to enhance the effectiveness of teaching and learning.

b. Recommending to the Academic Dean, on a continuing basis, programs of improvement in teaching effectiveness and developments in educational technology.
c. Informing the faculty of national and international practices and innovations in educational technology in higher education.

d. Maintaining a high degree of familiarity with current national practices and trends resulting from research in educational technology.

e. Identifying educational opportunities and coordinating interest in these opportunities.

f. Serving as liaison on educational technology matters with other educational programs which are designed for military officers and administered by an agent of the Department of Defense.

g. Advising the Director of Programs and the Division Deans on educational technology matters.

Dean of Research. The Dean of Research holds the rank of Assistant Dean. He is appointed by the Superintendent, on the recommendation of the Provost/Academic Dean, for a specific term not to exceed three years. Under the Academic Dean the duties and responsibilities of the position include:

a. Coordination of liaison with the Department of Defense research and development facilities, the National Science Foundation, other government agencies which engage in research, and private contractors for research.

b. Identification and development of additional research contacts, and coordination of faculty research initiatives.


d. Supervision of the research administration staff and of the expenditure of research funds.

e. Coordination and arrangements for meetings, panels, study groups and workshops which occur at the Naval Postgraduate School.

Dean of Academic Planning. The Dean of Academic Planning holds the rank of Assistant Dean. He is appointed by the Superintendent, on the recommendation of the Provost/Academic Dean, for a specific term not to exceed three years. Responsibilities of the Dean of Academic Planning under the Academic Dean include:

a. Development of the Faculty Operating Plan, including establishment of recruiting ceilings, in coordination with the Division Deans and the academic departmental chairmen.

b. Development of management personnel and financial information systems for use by the Postgraduate School Operating Council.
c. Long-range academic planning, including forecasting future faculty requirements.

Dean of Academic Administration. The Dean of Academic Administration holds the rank of Assistant Dean. He is appointed by the Superintendent on the recommendation of the Provost/Academic Dean for a specific term not to exceed three years. As the principal assistant to the Academic Dean in all matters concerning student admissions, academic records, and scheduling of classes, his duties include the following:

a. Acting as secretary of the Academic Council and advising the Academic Council on curricular matters as requested.

b. Supervising transcript evaluation, course validation procedures, and academic performance reports.

c. Supervising the activities of the Registrar, Class Scheduler, and Cataloguer.

d. Acting as Admissions Officer.

e. Acting as Chairman of the Computer Council and supervising the Computer Center and the Library.

f. Coordination of new student development.

Executive Director, Continuing Education Office. The Executive Director of Continuing Education is appointed by the Superintendent on the advice and recommendation of the Provost/Academic Dean. Appointment will be for a specific time not in excess of three years. His responsibilities under the Provost/Academic Dean include:

a. The planning, conducting, and administration of continuing education programs, including short courses delivered on or off the Naval Postgraduate School campus and credit courses delivered off campus.

b. The planning, conducting, and administration of educational counseling programs.

c. Organizing and supervising the Continuing Education Office, including assigned personnel, to carry out the educational policies of the Superintendent.

Chairmen of Academic Departments and Interdisciplinary Groups. The Chairmen of the Academic Departments and Interdisciplinary Groups are appointed by the Superintendent upon the recommendation of the Postgraduate School Operating Council. Appointments are for specific terms not to exceed three years. The Chairmen are under the operational and supervisory authority of the Deans of Divisions for academic matters or the Provost/Academic Dean. Their responsibilities include:

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a. Organizing and supervising their departments or groups, including assigned personnel, to carry out the educational policies of the School and to accomplish the objectives of the various curricula.

b. Advising the Provost/Academic Dean, the Director of Programs, and the Division Deans regarding matters within their purview.

c. Representing their departments or groups in academic and administrative matters.

d. Recruiting qualified academic personnel for their departments or groups, within authorized allowances, and recommending their appointment to the Division Dean or the Provost/Academic Dean.

e. Providing professional evaluation of academic personnel and performance ratings of Civil Service personnel assigned to their departments or groups. In this sense they are "supervisors" as the term is used in paragraph 1006 of the NPS INST 5000.1G.

f. They are also responsible for course development and the preparation and maintenance of a journal for each course taught within their departments or groups; coordinating and submitting textbook requirements for their departments or groups.

g. Evaluating instruction within their departments or groups to insure that each course is presented effectively and in accordance with the approved syllabus, coordinating departmental scholastic grading practices, and insuring that grades for each student are submitted to the Registrar within prescribed time limits.

h. Maintaining familiarity with related activities at civilian educational institutions and technical and industrial organizations in order that curricula and courses may be kept abreast of educational and technical advances.

i. Submitting budget estimates for their departments or groups to the Comptroller via the Division Dean or the Provost/Academic Dean; developing plans for the procurement of equipment for their departments or groups, including laboratories, and administering the maintenance and custody thereof.

j. Exercising control over the safe operation, development and security of the spaces of their departments or groups and of all machinery, equipment, and materials therein.

k. Developing and implementing personnel development programs for personnel assigned to their departments or groups. Designating associate chairmen to assist with departmental or group administrative duties.

l. Working with the Curricular Office in maintaining liaison with sponsors, developing new programs, and in the sponsor evaluation and modification of programs; and appointment of advisors for civilian students.
m. Planning, developing, monitoring, and supporting relevant research within the department or group.

The Faculty. The Faculty are members of the staff, military and civilian, engaged in teaching or in the supervision of laboratory periods. They are assigned to specific academic departments or groups and their responsibilities, under the cognizant Department Chairman, include:

a. Teaching the courses assigned to them in an effective manner and in accordance with the approved syllabus for the course.

b. Directing and supervising student research activities, including thesis work.

c. Performing assigned administrative tasks.

d. Making recommendations concerning beneficial changes to curricula and courses and to laboratory development.

e. Submitting quarter grades to the Registrar, via the Chairman of the Department, within one week after the completion of each quarter or as otherwise directed by the Dean of Academic Administration.

f. Keeping the Department Chairman informed concerning their professional activities.

g. Maintaining their professional proficiency by research, participation in technical societies and meetings, and by outside contacts.

h. Keeping themselves cognizant of the special needs of the Navy in advanced education and in the areas of their professional specialties.

Some faculty members hold dual appointments. In such a case, one of the Department Chairmen is assigned the specific responsibility for supervisory tasks such as recommendation for pay raises and promotion.

Curricular Officers/Academic Associates. The Curricular Office is an organizational entity unique to the Postgraduate School. It supports the School’s mission and objectives by developing, maintaining and updating curricula to accommodate both Navy needs and academic requirements.

A naval officer of suitable experience and rank is assigned to each Curricular Office as the Curricular Officer. He is the executive director of the office. One or more assistant curricular officers may also be assigned to a Curricular Office, and responsibility for a curriculum may be delegated to an assistant. A civilian member of the faculty who is thoroughly familiar with both the Naval Postgraduate School and the Navy is assigned part-time duty as the Academic Associate. Where the Curricular Office supports multiple curricula, more than one Academic Associate may be appointed and assigned responsibility for specific curricula.

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The Curricular Officers, as listed in the latest organization chart of the Naval Postgraduate School, are responsible to the Director of Programs for the proper overall operation of their respective Curricular Offices. The Academic Associates are responsible to the Division Deans for the integrity of the academic features of the Curricular Office operation. As a consequence of this arrangement, these two people are associates and their relationship will be developed accordingly.

Academic Associates will be appointed to this part-time duty by the Provost/Academic Dean on the recommendations of the Deans of Division and Director of Programs. Appointments are for specific terms not in excess of four years. The time allotted to perform the duties of Academic Associate will be determined by the Dean of the cognizant Division.

General responsibilities associated with the Curricular Offices are as defined herein. Specific responsibilities of the individuals are covered in either Naval Postgraduate School Instructions or policy directives. In the category of general responsibilities are the following:

a. **Sponsor Liaison.** The Curricular Officer/Academic Associate team shall work with subspecialty sponsors and consultants to define pertinent Navy needs including professional objectives, delineate projected utilization of program graduates and consult with Department Chairmen and faculty to propose useful courses and curricula. These plans and projections shall consider the impact of developing technology, evolving bodies of knowledge and changing missions of the Navy. They shall be prepared, reviewed and updated during the annual sponsor review of curricula.

b. **Curriculum Development and Management.**

   (1) The Curricular Officer/Academic Associate Team, working with the faculty and staff of the Naval Postgraduate School, shall develop and maintain a timely statement of professional objectives for each curricular program under their purview. Consistent with these objectives, they shall establish and keep current appropriate standard curricula. When successful completion of a program is associated with the granting of an academic degree, the curriculum shall be coordinated with the cognizant departmental chairman to insure that it is consistent with the degree requirements established by the department and approved by the Academic Council.

   The responsibility for ensuring that the curriculum meets the professional needs of the Navy rests primarily with the Curricular Officer. The responsibility for ensuring that each student’s curriculum meets departmental and School degree requirements and that the selection and sequencing of courses is in accordance with sound academic practice rests primarily with the Academic Associate.
The Curricular Officer/Academic Associate team shall develop and maintain effective procedures for monitoring programs with respect to their continuing adherence to both professional and academic requirements. These procedures may be partially standardized for all programs. In this connection, the Curricular Officer will hold primary responsibility for collaborating with the Naval Postgraduate School staff, sponsors and OPNav and for adapting general procedures to meet the particular needs of individual programs. The Academic Associate will hold primary responsibility for maintaining liaison with academic departments and, thereby, maintain the relevance of current course content and foster faculty participation in the development of useful new courses and programs.

In the development of new curricula or in major revision of existing ones, the Curricular Officer/Academic Associate team shall include each concerned academic department in the deliberations leading to the formulation of each proposal.

Both the Curricular Officer and Academic Associate shall be knowledgeable with respect to "transfer field" programs, i.e., other graduate programs appropriately related to those under their purview. They should, also, maintain familiarity with Navy-related programs offered at civilian educational institutions which might be effectively utilized by sponsors.

c. Supervision and Counseling of Officer Students.

The Curricular Officer/Academic Associate team will review the records of all students assigned to the curricula under their purview and, in consultation with each student and based on his academic background, develop a program of study within the framework of the established standard curricula. Student academic progress will be monitored and program changes or inter-curricular transfers made, when deemed necessary, within the limitations of curricular quotas, Navy policies and academic feasibility. Both members of this team are responsible for the overall quality of a student's program. The Academic Associate will hold primary responsibility for evaluating the student's academic qualifications, based on academic department standards, for pursuing a specific sequence of study. The Curricular Officer will be responsible for ensuring that the program selections are in consonance with Navy policies and needs.

It is incumbent upon both members of the team to provide counseling for all students in the curricula under their purview. The Academic Associate will hold primary responsibility for the academic counseling of the students.
(3) The Curricular Officer will exercise, in accordance with prescribed policies and procedures, military supervision and direction of officer students assigned to his office. He will perform requisite administrative duties pertaining to these officer students, evaluate their performance and counsel them on pertinent military matters.

d. Resources Management.

(1) A comprehensive five-year plan for each curriculum should be developed in terms which permit the identification of all the resources needed to properly pursue the program.

(2) The Curricular Officer is responsible for managing the resources which directly support his office.

e. Collateral Duties.

(1) A Curricular Officer may be assigned as Military Supervisor for military members of the faculty.

(2) The Curricular Officer and Academic Associate will perform other duties as assigned.
THE ACADEMIC COUNCIL. The Academic Council is composed of the Academic Dean as Chairman, Director of Programs, Deans of Divisions, Chairman of the Faculty Scholarship Committee, a representative from each of the academic departments and groups, and the Dean of Academic Administration as Secretary. The representative from each academic department will be a member (not the Chairman) of the Department elected by the department members subject to approval by the Chairman of the Department. The Departments also elect an alternate representative subject to the approval of the Chairman. Both the representative and the alternate serve concurrent three-year terms. Terms are staggered so that approximately one-third of the elected membership rotate each year. An elected representative is not eligible to serve two immediately successive terms. One member is a student representative chosen in a manner prescribed by the Student Council. The functions of the Council include: establishing scholastic standards; considering for approval for degree credit all new curricula and major revisions to existing curricula submitted; considering all candidates submitted for admission to candidacy for advanced degrees; and considering all candidates submitted for award of degrees. No curriculum shall be given degree credit nor any degree candidate awarded a degree unless so recommended by the Council.

FACULTY COUNCIL AND COMMITTEES. The composition of Faculty Council and Committees is prescribed by the By-Laws of the Faculty of the Naval Postgraduate School, as shown in Section IV of this Handbook. The Faculty Council and Committees function in an advisory capacity to the Academic Dean, the Director of Programs, and Deans of Divisions in administrative or academic matters involving policy, regulations, procedures, or other concerns deemed worthy of attention by the Faculty Council or the cognizant committee. Matters meriting attention are normally submitted by the cognizant committee to the Academic Dean, Director of Programs, Director of Military Operations and Logistics, or Deans of Divisions. The Faculty Council or its representatives may, on occasion, approach the Superintendent directly.

POSTGRADUATE SCHOOL OPERATING COUNCIL. The Postgraduate School Operating Council is composed of the Superintendent as Chairman, the Provost as Vice-Chairman, the Director of Programs, the Director of Military Operations and Logistics, and the Deans of Divisions. The function of the Operating Council is the management of the operations of the School in its mission of advanced education and research. The Council coordinates the day-to-day operation of the School. It formulates plans and policies related to resource allocation through the Research Council, Resource Planning Board and Facilities Planning Board, and the Computer Council. The Dean of Educational Development, Dean of Academic Administration, Comptroller, Budget Officer, Plans Officer, Public Works Officer, Supply Officer, Chairman of the Faculty, Civilian Personnel Officer and Executive Director of the Defense Resources Management Education Center serve as advisors to the Council.
RESEARCH COUNCIL. The Research Council is composed of the Dean of Research as Chairman, the Provost, the Director of Programs, the Deans of Divisions, the Chairman of the Faculty Research Committee and six faculty members appointed to two-year terms by the Dean of Research. The Executive Secretary of the Research Council, appointed by the Dean of Research, sits as an ex-officio member without vote. The Research Council reviews all research proposals submitted by the faculty for support under the Foundation Research Program, determines the allocation of Foundation Research Program funds to faculty members, and determines the number and assignment of supporting personnel and equipment purchases to be supported by these funds.

RESOURCES PLANNING BOARD. The Resources Planning Board consists of the Provost, who acts as Chairman, the Director of Programs as Vice Chairman, the Director of Military Operations and Logistics, Deans of Divisions, the Comptroller, and the Civilian Personnel Officer. The Board conducts periodic reviews of the financial and personnel billet allocations and recommends to the Superintendent modifications as appropriate and reviews requests for financial and billet changes from position and financial managers.

FACILITIES PLANNING BOARD. The Facilities Planning Board consists of the Director, Military Operations and Logistics, who acts as Chairman, the Director of Programs, Deans of Divisions, the Chairman of the Faculty Plans and Facilities Committee, and the Plans Officer, who acts as Secretary of the Board. The Public Works Officer and Comptroller serve as technical advisors to the Board. When matters pertaining to tenant or supported activities are under consideration, appropriate representation is requested. The Board advises the Superintendent via the Provost on the development, allocation and use of facilities and land in support of the School’s mission, reviews the Basic Facility Requirements and advises the Superintendent on matters related to the submission of Military Construction Requirements.

COMPUTER COUNCIL. The Computer Council is composed of eleven voting members. The members include the Dean of Academic Administration, who serves as Chairman, the Director of the W. R. Church Computer Center, who serves as Secretary, and the Director of Programs. Additionally, there are seven members from the Faculty.

The three faculty members elected at large by the Faculty to the Computer Facilities Standing Committee are all members of the Computer Council. Four faculty members are elected to represent the academic departments. One representative is elected from each of the following groups of departments: (1) Mathematics, Operations Research and Computer Science; (2) Meteorology, Oceanography, and Physics and Chemistry; (3) Aeronautics, Mechanical Engineering, and Electrical Engineering; and (4) Administrative Sciences and National Security Affairs. The terms of each of these representatives is three years. Group (3) elects a new representative in a given year; Group (2) elects a representative the following year; Groups (1) and (4) elect their representatives in the next following year. One member is a student representative, chosen in a manner to be prescribed by the Student Council.

The Computer Council recommends campus-wide computer operating policy; accumulates and maintains an inventory of all on-campus computer hardware; coordinates the computer activities of the departmental installations with those of the W. R. Church Computer Center; advises on the allocation of resources among the installations; and prepares, recommends, and maintains a comprehensive long-range computation policy for the School.
STUDENT COUNCIL. The composition of the Student Council and Committees is as prescribed by the By-Laws of the Student Council of the Naval Postgraduate School.

The Student Council functions in an advisory capacity through the Director of Programs in matters involving curricula, facilities, procedures and policy deemed worthy of attention by the Student Council or the Director of Programs. It selects representatives to serve on the Faculty Council, the Computer Council, and the Academic Council.
THE SUPERINTENDENT'S STATEMENT
ENDORSING THE FACULTY COUNCIL

At the initial meeting of the Faculty Council on 14 July 1969, the then Superintendent, R. W. McNitt, set forth the official school position concerning the Faculty Council. The complete statement is recorded in the minutes of that meeting. The principal substance of that statement is presented in the following paragraphs. They have been suitably modified on the basis of actual experience with Faculty Council operation.

The Faculty Council gives the faculty a forum, presided over by its peers, within which matters of direct concern to the professional life of the faculty may be discussed and recommendations prepared for transmission to the Superintendent via the Academic Dean. The faculty is entitled to such representation, and the committee structure and Faculty Council provide a dignified and professional way of accomplishing this important contribution to the governance of the School.

The Faculty Council provides an efficient means of securing faculty consultation and advice in the development of school policies, communicates the views of the faculty as a whole to the Academic Dean and the Superintendent, and transmits the intentions and actions of the Navy Department and the School administration to the faculty. The Faculty Council focuses the energies of the Standing Committees and presents a clearer picture of faculty opinion to the Academic Dean and the Superintendent. By directing and coordinating the performance of the Standing Committees, the Faculty Council secures a more efficient and timely response from the faculty.

Through the Faculty Council the faculty provides long-term continuity and stability to the governance of the School. Recognizing the continuing need for development, the Faculty Council advises the Academic Dean on matters of academic stability and the potential impact of new programs upon on-going academic processes.

A newly engaged faculty member on committing himself to his department and the School should not expect a guarantee that there will be no change in policies or procedures during his lifetime. On the other hand he would like to know what the long-range objectives of the School are, that reasonable stability in the policies which affect him can be expected, and that changes will be made only after consultation with him or his representative in a carefully planned and responsible way. The Faculty Council serves as an independent and responsible source of advice on the impact of proposals which concern the faculty.

It must be noted, however, that the nature of the governance of this School is of necessity somewhat different from many universities and colleges. This is the Navy's School, and its only reason for existence is the proper instruction of officer and Federal civilian students in response to the sponsor's needs, modified always of course by academic degree and accreditation requirements. To insure this, the position of Superintendent was established by statute as a military command, reporting to the Chief of Naval
Education and Training. The Superintendent cannot abrogate his responsibilities by delegating control of administrative functions which are significant in the operation of the School to autonomous or self-governing groups such as the form of Academic Council or Senate frequently found on campuses today.

Within these boundaries, however, there is almost no limit to the contribution which the Standing Committees and the Faculty Council can make in strengthening the dignity and professional status of the faculty, in drawing on the great talent of faculty members in seeking new and better ways to carry out our mission, and in contributing to the development of school policies.

FACULTY ORGANIZATION

The Faculty of the Postgraduate School is organized under the following set of By-Laws.
FACULTY BY-LAWS

Article I NAME

This organization will be known as the Faculty of the Naval Postgraduate School, and will hereinafter be referred to as the Faculty.

Article II OBJECT

The object of this organization will be to promote understanding and communication between members of the Faculty and members of the Administrative Staff, to protect and promote the professional stature of the members, and to assist the administration in accomplishing the mission of the Naval Postgraduate School.

Article III ORGANIZATION

Section 1. In order to fulfill in an orderly manner the objectives of the organization, there are herein established the following recognized bodies:
   (i) The Faculty;
   (ii) The Faculty Council;
   (iii) The Executive Board of the Faculty Council, hereinafter referred to as the Executive Board; and
   (iv) The Standing Committees of the Faculty.

Section 2. The Faculty Council is the representative body of the Faculty and is responsible to the Faculty. It is headed by the Faculty Chairman, elected from the eligible membership of the Faculty. The Secretary of the Faculty, elected from the eligible membership of the Faculty, acts in a secretarial role for meetings of both the Faculty and the Faculty Council.

Article IV FACULTY

Section 1. Membership. There shall be three classes of membership.
   (i) Regular Member. Active members of the staff, military and civilian, engaged in teaching in any of the professional grades, and those with rank of Instructor whose primary duties are instruction, together with the Librarian and the Director of the Computer Center, will be REGULAR MEMBERS of the Faculty. Regular Members will have the right to vote on all matters brought before the Faculty except as provided in Article IV, Section 2(v) (a), and Article V, Section 5(v). Regular Members will have the right to hold a single elective office as provided in Article V, Section 1, Article VI, Section 1, Article VII, Section 1, and Article VIII, Section 1, and will have the right to hold office in Temporary Committees. The Faculty Chairman and elected members of the Nominating Committee may hold one additional elective office.
(ii) **Ex-Officio Members.** The Superintendent, the Academic Dean, the Director of Programs, the Dean of Information and Policy Sciences, the Dean of Science and Engineering, the Dean of Academic Planning, the Dean of Academic Administration, the Dean of Educational Development, and the Dean of Research will be EX-OFFICIO MEMBERS of the Faculty. Ex-Officio Members will have the right to vote on all matters brought before the Faculty at meetings of the Faculty, but they may not hold elective office.

(iii) **Associate Members.** Visiting and Adjunct Professors (i.e., those appointed for one year or less), members of the Faculty in the grade of Instructor whose primary duty is not teaching, and civilians employed on a contract or part-time basis for teaching duties will be ASSOCIATE MEMBERS of the Faculty. Associate Members will enjoy all the privileges of Members except those of voting and holding office.

Section 2. **Meetings.**

(i) There shall be at least one regular meeting in each quarter of the Academic Year.

(ii) The regular meeting in the Fall Quarter shall be known as the Election Meeting. It shall be held no earlier than the third week of the Quarter.

(iii) Special meetings shall be called upon request of the Faculty Chairman, the Academic Dean, or by a petition to the Faculty Council signed by ten percent of the Regular Members.

(iv) Meetings of the Faculty shall not be called unless at least one-half of the Regular Members are in a pay status.

(v) The Academic Dean shall preside over meetings of the Faculty. In the absence of the Academic Dean, the Chairman of the Faculty shall preside, or in his absence, the Acting Faculty Chairman. In the event of his absence, the Chairman of one of the standing committees, in the order of precedence listed in Article VII, Section 1(i) shall preside.

(a) The presiding officer shall be without vote except in the event of a tie.

(vi) The agenda for meetings of the Faculty shall be established by the Faculty Council. Special items for the agenda shall be included on petition signed by ten percent of the Regular Members. The notice and agenda of any regular or special Faculty meeting shall be circulated to the Faculty by the Secretary of the Faculty not less than five days before the meeting.

(vii) A quorum shall consist of thirty-five Regular Members.
(viii) "Robert's Rules of Order (Revised)" shall be used in governing all meetings of the Faculty except when in conflict with the By-Laws.

(ix) A Parliamentarian shall be appointed by the Faculty Chairman.

Section 3. Elections and Tenure of Office.

(i) Nominations for elective office, except Department Representatives and Alternates, shall be presented by the Nominating Committee. Additional nominations, except for Faculty Chairman, may be made from the floor during the election meeting. Additional nominations of any Regular Member for the Office of Faculty Chairman may be made to the Nominating Committee for circulation to the Faculty not less than five days before the election meeting. Each nominee must consent to having his name placed in nomination. Election shall be by written ballot.

(ii) Results of the election shall be published to the Faculty within a week after the election meeting and shall be certified to the Council by the Nominating Committee at the first regular Council meeting following the election meeting.

(iii) All newly elected Faculty officers, including Department Representatives and Alternates, shall assume office at the time of the first regular Council meeting following the election meeting.

(iv) If two or more members of the same committee are to be elected at the same meeting, the member receiving the largest number of votes will be elected for the longest term and the member receiving the smallest number of votes will be elected for the shortest term.

(v) No person may hold a particular elective office for more than two consecutive terms.

(vi) The office held by any member of the Faculty scheduled to be absent from the Monterey area or otherwise unavailable for duty is considered to be vacant upon commencement of such unavailability. Vacancies of three or more consecutive quarters shall be permanent, while those of shorter duration shall be temporary. Vacancies in the office of Department Representative or Alternate shall be filled by election by members of the Department concerned. Vacancies in all other offices shall be filled as specified in Article V, Section 2(vi).

Article V  FACULTY COUNCIL

Section 1. Membership. The following are members of the Faculty Council:

(i) The Faculty Chairman;

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(ii) Three Faculty Representatives;

(iii) The Department Representatives, one from each Academic Department, except that a Department having 60 or more Regular Members of the Faculty shall elect two Department Representatives, and except that if a Department has five or fewer Regular Members of the Faculty, the Faculty Council shall determine whether the Department shall have its own Department Representative or shall be merged with another Academic Department for the sole purpose of electing a single Department Representative for the two Academic Departments. For the purpose of this section, the Defense Resources Management Education Center and the Aviation Safety Programs shall each be considered to be an Academic Department;

(iv) The Chairman of the Standing Faculty Committees; and

(v) The Secretary of the Faculty.

(vi) When the Chairman of a standing committee is unable to attend a meeting of the Faculty Council he shall designate another member of the committee to attend in his place. This member shall be entitled to vote on all matters before the Council.

Section 2. Duties. The duties of the Faculty Council shall be to:

(i) consider all problems, policies, and procedures that are of concern to the Faculty;

(ii) determine the agenda for Faculty meetings;

(iii) assign studies of problems, policies or procedures to the appropriate committee(s), and to receive and act upon these reports;

(iv) report actions of the Faculty Council to the Faculty;

(v) circularize matters to be presented to the Faculty, such circularization to be made by the Secretary of the Faculty at least five days before the meeting at which the items are to be discussed;

(vi) appoint members to fill permanent vacancies in elective offices except those of Department Representatives and Alternate, the appointed member to serve until the next election meeting of the Faculty at which time the office shall be filled by election; and at its discretion to appoint members to fill temporary vacancies, the appointed member to serve until the regular member resumes office. Appointees to the standing committees shall serve as junior members;

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(vii) annually elect at the first meeting following the election meeting of the Faculty from among the Faculty Representatives and Department Representatives four members to serve on the Executive Board;

(viii) annually select at the first meeting following the election meeting of the Faculty from among the Faculty Representatives and Department Representatives one member to serve on the Research Council and one member to serve on the Computer Council;

(ix) receive and audit at the first meeting following the election meeting of the Faculty, the accounting by the Retirement, Insurance and Special Functions Committee of funds in its custody; and

(x) to elect two nominees for Faculty Chairman for the following year at its last meeting prior to the Faculty election meeting. The nominees shall be elected from among the current Faculty Representatives, Department Representatives and Chairmen of the Standing Faculty Committees.

Section 3. **Faculty Chairman.** There shall be a Faculty Chairman whose duties include:

(i) presiding at meetings of the Faculty Council and Executive Board; he may designate a Faculty Council member to preside in his place during all or any part of the meeting;

(ii) transmitting Faculty Council proceedings requiring response to the Superintendent or his designated representative via the Academic Dean;

(iii) representing the Faculty at every appropriate forum; and

(iv) performing other duties that may be assigned by the Faculty Council or Executive Board.

Section 4. **Executive Board.**

(i) The Executive Board of the Faculty Council shall consist of:

- (a) the Faculty Chairman;
- (b) the Secretary of the Faculty; and
- (c) four members of the Faculty Council who are either Faculty or Department Representatives.

(ii) The duties of the Executive Board shall include:

- (a) to provide for an Acting Faculty Chairman to serve in the absence of the Faculty Chairman;
- (b) to establish the agenda for Faculty Council meetings;
- (c) to deal with all matters relating to the professional status of the Faculty as a group;

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(d) to be cognizant of the activities of all Faculty standing and temporary committees (Article VII, Sections 1 and 2); and
(e) to perform all other duties assigned to it by the Faculty Council.

Section 5. Meetings.
(i) The Faculty Council shall meet on a regular monthly basis during each Academic Quarter except during the month of the regular Faculty meeting and at other times as necessary.

(ii) The Executive Board shall meet weekly during each Academic Quarter except for the weeks of the Faculty Council or regular Faculty meetings.

(iii) A quorum is a simple majority of the Faculty Council members, and voted action requires an affirmative vote of a majority of the members present.

(iv) All members of the Faculty as defined under Article IV, Section 1 are entitled to attend the meetings of the Faculty Council. Upon recognition by the presiding officer, Faculty members may address the group.

(v) The presiding officer is without vote except in case of a tie.

Article VI SECRETARY OF THE FACULTY

Section 1. There shall be a Secretary of the Faculty. He shall serve in this role at meetings of the Faculty, Faculty Council, and the Executive Board.

Section 2. Term of Office. The Secretary of the Faculty shall be elected for a two-year period by the Faculty at the election meeting of the Faculty.

Section 3. In the absence of the Secretary of the Faculty, the Faculty Chairman shall appoint an acting Secretary.

Article VII FACULTY COMMITTEES

Section 1. Standing Committees.
(i) There shall be five standing committees: Professional Practices; Scholarship; Retirement, Insurance and Special Functions; Plans and Facilities; and Nominating.

(ii) Each standing committee shall consist of three elected members with each serving for three years except that terms of one, two, or three years may be assigned according to the number of votes received when necessary in order to allow one-third of the membership of each committee to be elected each year.
(iii) Eligible Faculty shall be appointed to fill vacancies as defined under Article V, Section 2(vi).

(iv) Of each individual committee the elected member who has served the longest current continuous period shall be chairman. In the case of two elected members of equal length of current service, the member with the shortest remaining tenure shall be chairman. If all members have been appointed by the Faculty Council, the member who has served the longest period of his current term shall be chairman. The phrase "longest current continuous period" shall be interpreted as including not more than one elected term.

(v) A standing committee may establish sub-committees for special purposes. The Chairman of a sub-committee shall be a member of the parent committee.

(vi) All committees, except Nominating and Professional Practices, shall report to the Faculty Council and to the Faculty at regular Faculty meetings.

(vii) The Nominating Committee shall report directly to the Faculty annually and to the Faculty Council as required.

Section 2. Duties.

(i) Professional Practices. The duties of this Committee shall be to provide counsel and assistance to individual Faculty members and to the Administration, when requested, in matters relating to individual grievances and ethics. The committee, where necessary, will present the matter to the Executive Board for further consideration, but will not present such matters to the Council or Faculty unless directed to do so by the Executive Board.

(ii) Scholarship. The duties of the Scholarship Committee shall be to study all matters of scholarship as they apply to the Faculty and Student Body; i.e., teaching load, curriculum development, requirements for the awarding of degrees, etc.

(iii) Retirement, Insurance and Special Functions. The duties of this Committee shall be to study all matters relating to retirement and insurance as they affect the civilian members of the Faculty; to collect, have custody of, expend, and account for all funds intended for special functions; and to assist in planning and organizing special events and social obligations of the Faculty.

(iv) Plans and Facilities. The duties of this Committee shall be to represent the Faculty on matters concerned with the use and development of land and facilities in support of the School’s mission; and to provide liaison between the
Faculty Council and the Administrative Plans Officer in the development of detailed plans for future academic buildings, facilities and support services.

(v) Nominating. The duties of this Committee shall be to present at least two candidates in nomination for each elective office to be filled according to Article IV, Section 3; to present candidates in nomination for temporary elected committees when so instructed in the formative motion; to keep records of past and present membership of all committees and sub-committees; to act as tellers and record the vote in all elections and other matters coming before the Faculty in which voting by written ballot has been specified; and to act as Sergeant-at-Arms at all Faculty meetings.

Section 3. Temporary Committees.
(i) A temporary committee may be created and its duties outlined either by action of the Faculty, the Faculty Council or the Faculty Chairman.

(ii) Members of a temporary committee shall be elected or appointed as specified in the formative motion if the committee is created by action of the Faculty or the Faculty Council; otherwise they shall be appointed by the Faculty Chairman.

(iii) A temporary committee is automatically dissolved at the end of the second quarter following its inception unless its term is extended by actions of the Faculty Council or the Faculty.

Article VIII DEPARTMENT REPRESENTATIVES TO THE FACULTY COUNCIL

Section 1. Department Representatives shall be elected in accordance with Article V, Section 1(ii).

(i) Election shall be by secret ballot at a regular department meeting during the Fall Quarter, but not less than two days prior to the first regular Council meeting following the Faculty election meeting. An Alternate with concurrent term, shall be elected to serve in his absence. A Second Alternate may be elected to act in the absence of the Department Representative and the Alternate.

(ii) The results of the election shall be transmitted by the Department Chairman to the Secretary of the Faculty prior to the first regular Council meeting following the Faculty election meeting.

Section 2. Tenure of Office. Except as otherwise provided herein, each Department Representative shall serve for three years. The term of the Alternate from the same Department shall run concurrently. The term of office shall begin at the time of the first regular Council meeting following the Faculty election meeting, except that the term of a Department Representative or Alternate

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elected to fill a vacancy shall commence upon his election and shall extend to the end of the term of the Representative or Alternate he replaces. Initially, terms of one year, two years, or three years may be assigned by lot, drawn by the Secretary of the Faculty, among all the Academic Departments so as to allow about one-third of the membership to be elected each year. If two departments are merged, both Department Representatives shall continue in office until expiration of their elected terms.

Section 3. Nomination. A nominating committee of the Academic Department shall present a slate of eligible candidates. Additional nominations may be made at the Academic Department’s election meeting. The Department Chairman is not eligible for the nomination.

Section 4. If the Department Representative of an Academic Department is elected Faculty Chairman, then the Alternate shall become acting Department Representative with full privileges as a member of the Faculty Council.

Section 5. Duties of Department Representatives and Alternates. Each Department Representative shall keep the Faculty of his department informed concerning discussions in and action by the Faculty Council. He shall represent the interest of the department faculty in the Faculty Council. The duties of Department Representative Alternate shall include assisting the Department Representative in the performance of his duties.

Article IX FACULTY REPRESENTATIVES TO THE FACULTY COUNCIL

Section 1. Three Faculty Representatives shall be elected by secret ballot at the Election Meeting of the Faculty.

Section 2. Each elected member shall serve for three years, except that initially the candidate receiving the largest number of votes shall serve three years, the candidate receiving the second largest number shall serve two years and the candidate receiving the third largest number shall serve a one-year term.

Article X AMENDMENTS

These By-Laws may be amended provided that a notice of the proposed action has been circulated at least five days before the Faculty meeting at which the action is to take place, a quorum is present, and an affirmative vote of two-thirds of the voting members present is obtained.

Adopted 8 May 1963
A mended 9 December 1965

Article VII, Sections 1(i), 3(vii)
Article III, Sections 1(i), 1(ii), 1(iii)
Article VII, Section 3(vi)
Article IV, Sections 4(i), 5(i)
Article V, Sections 1, 2
Article VI, Section 2(iv)

30 August 1967

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13 November 1968  Article III, Sections 1(i), 1(ii)
4 June 1969  Article III
              Article IV
              Article V
              Article VI
              Article VII
              Article VIII
              Article IX
3 December 1969  Article IV, Sections 1(ii), 3,
                 3(i), 3(ii), 3(iii)
              Article V, Sections 1(v), 2(vi)
              Article VII, Sections 1, 1(iv)
              Article VIII, Sections 1(i), 1(ii)
16 September 1970  Article IV, Section 3(vi)
              Article V, Section 2(vi)
7 September 1971  Article VII, Sections 1(i), 2(ix)
7 September 1972  Article IV, Sections 1(i), 1(iii)
5 December 1972  Article IV, Sections 1(i), 1(ii)
5 June 1973  Article IV, Section 2(v)
              Article V, Sections 1(ii), 1(iii)
              1(v), 4(ii)
              Article VIII, Sections 1, 1(i), 2, 4, 5
10 June 1975  Article III, Section 2
              Article IV, Sections 1(ii), 3(i)
              Article V, Sections 1(ii), 2(ii),
                 2(ix), 5(i)
              Article VII, Section 3(ii)
9 March 1976  Article IV, Section 1(i)
              Article V, Section 5(iii)
              Article VII, Section 1(iv)
7 June 1977  Article IV, Section 1(iii)
              Article V, Section 2(vii)
              Article IV, Section 2(ii)
26 August 1980  Article III, Section 2
              Article IV, Sections 1(ii), 1(iii), 2(ii)
              Article V, Sections 1, 1(i),
                 2(vii), 2(viii), 3(iii), 3(iv),
                 4(ii), 5(ii), 5(iii)
              Article VII, Sections 1(i), 1(vii),
                 2, 2(i), 2(iv)
10 November 1980  Article VIII, Sections 1(i), 2
              Article IX, Sections 1, 2
18 November 1980  Article V, Sections 2 (vii)-(x),
                 2(viii)
              Article IV, Section 1(ii)
OFFICERS OF THE FACULTY
January 1987

Faculty Chairman
A. L. Schoenstadt
Department of Mathematics

Faculty Secretary
R. A. McGonigal
International Education Coordinator

Faculty Council:
Executive Board
A. L. Schoenstadt
Department of Physics
R. A. McGonigal
International Education Coordinator
A. B. Coppens
Department of Physics
M. D. Weir
Department of Mathematics
A. F. Andrus
Department of Administrative Sciences
M. L. Batteen
Department of Oceanography

Faculty Representatives
R. H. Bourke
Department of Oceanography
S. A. Parry
Department of Operations Research
A. F. Andrus
Department of Operations Research

Department Representatives
Computer Science, M. J. Zyda
Alternate: U. R. Kodres
Mathematics, M. D. Weir
Alternate: D. H. Trahan
Administrative Sciences, D. R. Whipple
Alternate: R. D. Evered
Operations Research, G. F. Lindsay
Alternate: T. J. Sullivan
National Security Affairs, K. Kartchner
Alternate: H. W. Jencks
Department Representatives (Continued)

Physics, A. B. Coppens
Alternate: R. L. Armstead

Electrical and Computer Engineering, J. H. Duffin
Alternate: M. C. Cotton

Meteorology, P. A. Durkee
Alternate: W. J. Shaw

Defense Resources Management Education Center, C. J. LaCivita
Alternate: K. D. Wall

Aeronautics, E. H. Wu
Alternate: D. H. Layton

Oceanography, M. L. Battean
Alternate: J. J. Vonschwind

Mechanical Engineering, A. J. Perkins
Alternate: D. L. Smith

Aviation Safety, J. A. LeMoine
Alternate: L. Carter

Student Council, LCDR Douglas Lowry

Standing Committees:

Professional Practices

H. Titus, Chairman
J. Fremgen
K. Davidson

Scholarship

Y. S. Shin, Chairman
D. Davis
O. Heinz

Retirement, Insurance and Special Functions

E. A. Milne, Chairman
G. Cantin
R. Richards

Plans and Facilities

W. J. Shaw, Chairman
M. J. Zyda
P. Durkee

Nominating

D. E. Kirk, Chairman
J. Eagle
O. B. Wilson

Research Council Representative

D. R. Whipple

Computer Advisory Board Representative

M. J. Zyda

Museum Advisory Board Representative

J. V. Sanders

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### Faculty Salary Schedule

#### (Academic Session) 1/
NAVAL POSTGRADUATE SCHOOL

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* Maximum in-hiring rate
** The rate of basic pay for employees at these rates is limited by section 5337 of Title 5 of the United States Code to $60,387 for the academic session.

1/ Compensation for academic duties in addition to those performed in the academic session will be based on the salary for the academic session plus 217 days.

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Approved: Effective 15 February 1987

R. C. Austin, RADM, USN
Superintendent

APPENDIX B(CH #15, 11 Mar 87)
SCHOOL POLICIES

The Policy Regarding Appointment, Promotion, Salary and Tenure of Office of the Civilian Members of the Faculty, as approved by the Assistant Secretary of the Navy (Manpower and Reserve Affairs), is contained in Appendix A. The current salary schedule is found in Appendix B.

Those matters covered by the policy in Appendix A will not be duplicated in this section. Amplification of subjects will occur as necessary.

CIVIL SERVICE STATUS OF CIVILIAN FACULTY

A brief statement of the Civil Service status of the faculty is given in Appendix A, page 1, section 2. The phrase "Excepted Employee" is sometimes used when referring to a member of the civilian faculty regarding his Civil Service status. This phrase means that certain employees of the Federal Government falling within that category are appointed to Navy Department positions with regard to special Civil Service Appointment Regulations. According to these regulations, the Civil Service Commission is authorized to approve appointments without competitive examination whenever it finds that the duties or compensation of the position are such, or that qualified persons are so rare, that in the interest of good Civil Service administration, the position cannot be filled through open competitive examination. Federal Personnel Manual, Chapter 213 entitled "Excepted Appointment," states in part:

"a. Authority. Excepted appointments may be made under Schedule A, B, or C of Civil Service or at times under authority of special Acts of Congress, or under executive orders giving special authority. Employees appointed to excepted positions do not thereby attain competitive status.

"b. Schedule A. Positions listed under Schedule A are excepted from competitive Civil Service examinations and are excepted from competitive service . . . Effective 1 April 1965, the positions under Schedule A which apply to the entire Department of Defense that are used by the Department of the Navy are as follows:

"(1) Professors, instructors and teachers in the United States Naval Academy, the United States Naval Postgraduate School, and the Naval War College."

In summary, it may be stated that, in accordance with all the foregoing, the civilian members of the faculty are employed as civilian employees of the Department of the Navy in the "Excepted Service;" and they are subject to the laws, regulations and directives applicable to all Navy Civilian Personnel, unless specifically exempt therefrom. It follows, therefore, that this unique status of the civilian faculty members causes administrative situations unusual in civilian academic institutions.
STATEMENT OF PROFESSIONAL RESPONSIBILITIES

The faculty member is guided by the deep conviction of the worth and dignity of the advancement of knowledge. He thus has the responsibility to himself to live up to his potential and to develop and improve his full professional activities. He recognizes that his academic career is a full-time job.

As a teacher, the professor has responsibilities to his students to encourage their free pursuit of learning, remembering his role as intellectual guide and counselor. He holds before them the best scholarly standards of his discipline. He bears in mind all the while the School's educational mission, and thus he always considers applicability to the officers' future requirements. He earns the respect of his students and of his colleagues as regards his teaching, both in and out of the classroom.

As a scholar, he develops and maintains his reputation among his professional peers outside the School through such activities as publication, consulting, active participation in learned societies, interaction with other Navy activities, etc. He recognizes his responsibility to his subject to seek and state the truth as he sees it, and he therefore devotes his energies to developing and improving his scholarly competence.

As a member of the faculty, the professor has the obligation to his fellows to exercise good academic citizenship by full participation in the government of the faculty, including the acceptance of committee duties, etc. He remembers that his activities in all spheres of academic life interact with those of many of his colleagues, and hence considers his actions in that light. He recognizes also his responsibilities to the administrative operation of the School by direct participation and by adherence to the stated regulations.

Finally, as a member of the Naval Postgraduate School and of the Navy community, the professor has a special responsibility to insure that his professional activities are consistent with the mission of the Navy. He is aware of the importance of graduate education to the Naval officer and is thus committed to achieving educational objectives useful to the officer throughout his career.

PROCEDURES ON FACULTY PROMOTIONS, TENURE, AND PAY STEP INCREASES

1. PROMOTIONS AND TENURE

A. Regular Procedures

1. Before a faculty member is recommended for promotion in rank or permanent tenure on the Naval Postgraduate School faculty, there will be a review of his professional qualifications and a recommendation to his department chairman made by departmental colleagues. The specific procedures for this colleague-review are at the discretion of the individual department.
2. The department chairman will make a recommendation to the Academic Dean via the appropriate Division Dean. This recommendation will be supported by appropriate documentation specified by the Academic Dean and will include the written recommendation of the candidate's departmental colleagues.

3. Annually there will be a series of meetings of the deans, the department chairman, the Faculty Chairman, and the Chairman of the Faculty Professional Practices Committee to consider all recommendations. All of the participants in the meetings shall have received copies of the department recommendations and documentation for all candidates. At these meetings, each department chairman will present his candidates for consideration. After full discussion, the participants in the meetings (with the exception of the Chairman of the Professional Practices Committee) will individually make their recommendations regarding all candidates to the Academic Dean.

4. The Academic Dean will consider the recommendations and will consult with members of the Dean's Council and others whom he deems appropriate. He will then make his recommendations to the Superintendent.

B. Alternative Procedures

There may be cases in which faculty members have not been recommended or have been recommended negatively by their departments. In such a case, the individual faculty member or his colleagues or department chairman, with the member's consent, may request the Faculty Professional Practices Committee to consider his qualifications and to determine whether to recommend him for promotion or tenure. If the Committee decides to recommend a candidate in such a case, it shall pursue the following procedures:

1. The Professional Practices Committee will prepare a recommendation and supporting documentation similar to those developed by the department chairman in the regular procedures.

2. At the meetings where other candidates are considered, the chairman of the Professional Practices Committee will present the candidate for consideration and discussion. Thereafter, the alternate procedures are the same as the regular procedures.

There may also be cases in which a faculty member is recommended for promotion or tenure by his department chairman, but that recommendation is denied. The faculty member, his colleagues, and/or his chairman may request the assistance of the Professional Practices Committee in appealing this adverse decision to the Academic Dean. The Committee shall determine whether such an appeal is justified and, if so, how it should be pursued.
II. PAY STEP INCREASES

Each department chairman shall consider annually all members of the department who are not already in the highest step of the pay scale and shall submit to the Academic Dean via the Division Dean, a priority list of step increases in salary based upon the chairman's evaluation of the faculty member's achievements and potential. The Academic Dean, in turn, will make recommendations to the Superintendent.

III. NOTIFICATION OF THE FACULTY MEMBER

The department chairman shall advise each faculty member in the department of the recommendations the chairman proposes to make to the Academic Dean regarding promotion, tenure, and/or pay step increase for that faculty member before the chairman submits such recommendations to the Dean. Notification of final decisions by the Superintendent will be made in writing by the Academic Dean to all faculty members who are promoted, granted tenure, or awarded step increases in salary. Further, written notification of termination will be provided to any faculty member who is denied tenure. If a department chairman's recommendation is denied in an individual case, the reasons for such denial will be communicated to the chairman by the Academic Dean and discussed by the chairman with the faculty member concerned.

ADJUNCT FACULTY

I. GENERAL

As a complement to the regular faculty, the adjunct professoriate increases institutional flexibility and provides a means for responding to a diversity of programmatic needs that is difficult to satisfy in the short term within the administrative parameters of the regular faculty.

All adjunct appointments are non-tenure track and offers of employment explicitly state this fact. Such appointments are for periods of less than one year and may or may not be renewable depending upon conditions set forth below. Appointments are made as either adjunct teaching professor or adjunct research professor. Further, all such appointments are considered rankless in the sense of distinctions between the academic titles ranging from instructor to full professor.
II. ADJUNCT TEACHING PROFESSOR

Such appointees must possess the qualifications for teaching expected of regular faculty appointees. Research ability and record are not considered as criteria for appointment or performance evaluation. Adjunct teaching faculty are employed in a teaching role, although they may engage in research to maintain professional vigor. Their temporary appointments may not be renewed for more than five years.

III. ADJUNCT RESEARCH PROFESSOR

Such appointees must possess the qualifications for conducting research expected of regular faculty appointees. Teaching ability is not a criterion for appointment or performance evaluation. Adjunct research faculty may be offered repeated appointments so long as programmatic needs, available reimbursable funding and performance warrant. While adjunct research faculty are encouraged to participate in thesis advising and in limited classroom activity to complement their research, they will not have primary course responsibility for more than six credit hours of instruction in each year of appointment. The approval of the Division Dean will be required for any teaching assignment.

ACADEMIC WORKLOAD

The full-time academic workload has been established as eleven contact hours per quarter. Academic tasks other than instructing in the classrooms and laboratory are included in this figure on an equivalent basis; e.g., the duties of the Academic Associates in curriculum matters, the supervision of theses, supported research, and departmental administrative tasks.

ACADEMIC COUNSELING

Academic counseling is the responsibility of the Curricular Officers, Academic Associates, and the individual members of the faculty. The counseling program is designed to encourage students to seek assistance when advice is desired or the first indications of academic difficulties develop. At the beginning of each quarter, each faculty member should post office hours and notify the classes of the schedule, and encourage students to arrange appointments in cases of schedule conflicts. Office hours should be maintained conscientiously and should be distributed over the week to accommodate the students.
DEGREES

The establishment or discontinuance of degrees is the responsibility of the Academic Council. No curriculum can be given degree credit nor may any candidate be awarded a degree unless so recommended by the Academic Council. The requirements for admission to degree candidacy and the award of the various degrees offered are described in the Policy Manual of the Academic Council, a copy of which is maintained in each department office.
COMMENCEMENT EXERCISES

All faculty members in a pay status are expected to attend the commencement exercises in academic costume or military uniform, as appropriate. Military faculty members who hold a Ph.D. degree are authorized to wear academic robes. The detailed instructions for commencements are published a week before each event.

CONTINUING EDUCATION PROGRAM

In addition to curricular programs the Naval Postgraduate School conducts a continuing education (CE) program through the Office of Continuing Education established in June 1974. The duties of this office are delineated in the Naval Postgraduate School Staff Instructions. The principal activities of the program are as follows:

1. Development and off/on campus delivery of short courses designed to provide technical updates to officers in their subspecialty areas or to meet specific needs of commands,

2. Development and off-campus delivery of selected courses in a self-paced self-study mode for academic credit, and


The development and delivery of the continuing education courses are performed by the Naval Postgraduate School faculty who teach in the curricular programs and by selected guest lecturers. All of the existing curricular programs are represented in the CE course offerings. Faculty participation in this program is part of the normal faculty workload, exactly like teaching duties in curricular programs. The principal responsibility for the maintenance of academic standards in continuing education courses lies within the academic departments. Faculty who participate in this program remain under the supervision of their department chairman, except for staff members of the Office of Continuing Education.

CONSULTING

The School, recognizing that outside consultation in his field has the potential for enhancing the professional competence of a faculty member, sanctions consulting activity which does not interfere with his performance of his full duties at the School. Consulting activities not in excess of the equivalent of one day per work week, on the average, are considered in conformity with this rule. The faculty member, in accepting a consulting agreement, does so as an addition to his full-time employment by the School, and not as a substitute for a portion of it.

A faculty member is required to inform the Academic Dean of any proposed engagement in extra-School employment for remuneration. This can be initiated through completion of a form (available in department offices) for this purpose, designed to give the essential items regarding the proposed consulting arrangement. The completed form is to be submitted via the department chairman and division dean to the Academic Dean.
A faculty member contemplating a consultancy commitment should, for his own legal protection, acquaint himself with the pertinent Government regulations on conflict of interest and on dual compensation. In particular, the Secretary of the Navy Instruction 5370.2F on "Standards of Conduct," the Naval Postgraduate School Instruction 11011.2F, the Judge Advocate General's Memorandum of 24 May 1961 on dual compensation statutes, and 37 U. S. Code 801(a) bear on these questions. The SECNAV Instructions are available at the Library for perusal, and a copy of the NPS Instruction and the JAG Memorandum are available in the department offices.

The conflict of interest statutes have a great impact upon consulting. The constraints imposed by an ever-increasing concern for conflicts of interest make the formulation of a consulting agreement a matter of importance to the faculty member involved. Carelessness in the formulation of agreements or thoughtless actions by either the faculty member or the contractor can lead at least to embarrassment and possibly as far as civil prosecution, and they may serve as grounds for dismissal from government service.

There are certain general guidelines which should be followed when consulting with outside institutions. The most important of these is that a Government employee may not engage in any activity which might result in a conflict of interest or even the appearance of a conflict of interest. Prohibited acts include: (a) the use of a Government position or Government facilities for private gain; (b) the use of a Government position to give preferential treatment to any individual or organization; (c) any action which might impair the individual's complete independence or impartiality; and (d) the making of a Government decision outside of official channels.

The conflict of interest statutes have been interpreted as applying not only to the individual but also to members of his immediate family. Officers on active duty, such as military members of the faculty, are constrained by the laws and regulations which govern commissioned service.

The attention of faculty members who are engaged in consulting or other private activities is invited to those sections of the DOD directive referenced above which prohibit the use of government facilities, property and manpower for other than officially approved activities. For the purposes of this directive sanction of consulting activity does not imply immunity to the conditions of the DOD directive. Faculty members therefore may not use School equipment such as instrumentation, computers, etc., nor the services of secretaries or other School staff in connection with their consulting or private business activities.
PROFESSIONAL TRAVEL

The Naval Postgraduate School encourages faculty professional travel which has clear potential value to the School. Plausible reasons include (not in priority order):

a. Improvement of curricula and courses.

b. Recruiting.

c. Familiarization visits to Naval Installations and discussion of Navy problems.

d. Advancement of professional proficiency and reputation of the faculty.

Purpose d. is served, for example, by presentation of a scholarly paper at a professional society meeting or conference, and by participation in the affairs of a professional society via officership or membership on an official committee of the Society.

Travel funds are public monies and are never unlimited. Their judicious utilization and conservation is a responsibility of each faculty member and each Department Chairman. To maximize the total professional benefits derivable from the funds available for travel, the following precepts are to govern faculty travel:

a. Commercial air travel by tourist class wherever feasible (see JIR, Vol. 2, Chapter 6, Part E).

b. Utilization of military aircraft where practicable (see NPS INST 4630.2 series).

c. Limitation of duration of a trip to the sensible minimum required to accomplish the purposes of the trip.

d. Consolidation of trips, where feasible.

e. Use of BOQ facilities whenever available and practicably located.

f. Where there exists a choice of meetings at which to present a paper, or serve some other appropriate purpose, the geographically closest meeting is to be favored, if no appreciable loss of benefit to the Naval Postgraduate School is incurred thereby.

FACULTY TRAVEL SUPPORTED BY RESEARCH FUNDS

Faculty professional travel mentioned above is reasonably well protected against abuses or undesirable excesses by the general limitation of funds available. For this reason, there is currently no fixed limit to the cost of a trip.
No similar natural restraint exists in the case of travel supported, in whole or in part, by sponsored research project funds. Some restraint is desirable, however, to avoid establishment of two classes of faculty in the matter of professional travel policy. At the same time, it is desired to give some degree of preference to those faculty members whose initiative and stature have been instrumental in securing sponsored research support.

FOUNDATION RESEARCH PROGRAM

a. Foreign Travel. The Research Council does not approve funding of foreign travel in the Foundation Research Program. There are no exemptions to this policy. Foreign travel is considered to be any travel outside the United States and Canada.

b. Domestic Travel.

(1) Travel necessary for a Foundation Project is normally approved by the Council at the time the proposed project is accepted by the Council.

(2) In keeping with the need to obtain research support through direct talks with prospective sponsors, to participate in technical conferences as a session chairman and to present papers, the Dean of Research will, on an individual basis, normally approve use of Foundation funds for these purposes where sponsored research funds are not available.

SPONSORED RESEARCH PROGRAMS

All requests for travel should be listed in the proposals submitted to a prospective sponsor. For all foreign travel, written authorization to expend research funds is required from the sponsor prior to travel.
SABBATICAL LEAVE

The basic policy regarding sabbatical leave, as promulgated by the Assistant Secretary of the Navy (Manpower and Reserve Affairs), is found in Appendix A, page 8, section 15. The following policies and procedures are in amplification and implementation of that basic policy.

There is no fixed period that must elapse before a faculty member is eligible for sabbatical leave or that must occur between such leaves. In general, the minimum time interval may be expected to approximate the traditional six years; but it may be shorter. The anticipated professional benefit from the sabbatical leave is more important than timing. However, only a small number of sabbatical leaves is available at any one time.

A faculty member wishing to be considered for a sabbatical leave should make written application on a form available from the office of the Academic Dean. In order to integrate sabbatical leaves into the fiscal year planning cycle at both the Departmental and School levels, applications for the next fiscal year will be considered once a year, with applications due 1 April. Applicants will be informed of approval or disapproval by 30 June.

The application should describe fully the anticipated professional benefit to be derived from the sabbatical leave and any specific activities planned during the leave period. The cognizant department chairman shall obtain the comments and recommendations of a committee of faculty in the department and append these to the application. He/She then forwards the application to the Academic Dean via the Dean of his/her Division with his/her own comments and recommendations also appended.

Applications will be evaluated by a Sabbatical Leave Advisory Committee composed of faculty members appointed by the Academic Dean. This Committee prepares a written appraisal of the professional benefit that may be expected to derive from the proposed sabbatical leave and makes a written recommendation of approval or disapproval. These are forwarded to the Academic Dean along with a priority ranking of all outstanding applications in that group which are favorably recommended by the Committee.

The primary criterion for granting sabbatical leave is the demonstrated potential for the enhancement of the value of the faculty member to the educational program of the Naval Postgraduate School through advancement of his/her capabilities as a scholar. Representative plans for a sabbatical leave might include such things as preparation to teach in a new academic area, scholarly research and investigation, the writing of scholarly materials, formal study of new developments in one's area of specialization, study or research in the company of scholars at other institutions, or other means of broadening one's intellectual horizons.

A faculty member on sabbatical leave is expected to devote his/her time and efforts primarily to the planned purpose of that leave. If additional compensation might be anticipated during the leave, the nature of the work for
the compensation and its relationship to the objectives of his/her leave should be described on the application.

Faculty members on sabbatical leave will be considered for pay increments, promotions, and tenure in the usual way.

During the academic quarter after his/her return from a sabbatical leave, a faculty member should report to his/her colleagues on his/her scholarly activities during that period. In this way, the diverse benefits of many sabbaticals may help enrich the scholarship of the entire faculty.

Faculty members wishing to pursue formal courses of study are encouraged to apply for support under the Navy's Long-Term Training and Education Program for Civilian Employees (cf. the immediately following section and Appendix A, page 9, section 17). While this program is technically distinct from sabbatical leave, its effects are essentially the same when sabbatical leave would be used for study; it may be considerably more advantageous to the individual.

LONG-TERM TRAINING AND EDUCATION PROGRAM

Section 16, page 9, Appendix A, indicates the basic policy of this program. It is the policy of the Navy Department to provide long-term training essential to the accomplishment of its mission. Long-term training refers to training consisting of 120 consecutive training days or more, in either Government or non-Government training facilities and in management or within specialization subject matter categories. This training and education must have high potential value to the Navy Department and must be related to specific functions and responsibilities, either current or those of the foreseeable future. The training must relate to the employee's performance in his/her present assignment or in planned future assignments. The employee must have demonstrated aptitude for the training and must have arrived at a point in his/her career development where the training opportunity is appropriate.

This program comes under the purview of the Civil Service Commission and full specifics may be found in the SECNAV Instruction 12410.12 series. A long lead time between application and implementation is required since the requests for training are forwarded to the Chief of Naval Education and Training and the Director, Office of Civilian Personnel for approval. Training for the sole purpose of obtaining a degree or for personal benefit is not authorized under this program. Faculty members interested in exploring the full aspects of this program should contact their department chairman.

THE RESEARCH PROGRAM

For the approved policy see Appendix A, page 3, sections 12 and 15. The basic goals of the Naval Postgraduate School's research program are:

a. To create the opportunity for the individual faculty member to engage in original research directed toward advancing the frontiers
of knowledge, and thereby to maintain the currency of knowledge which is essential to the conduct of graduate education and the guidance of graduate thesis work, and

b. To enrich the instructional program by encouraging faculty members and associated students, through personal involvement, to become acquainted with the scientific and technological problems facing the Navy and with the key personnel responsible for the programs attacking these problems.

It is accepted that a strong faculty research program is a necessary and integral part of graduate education. As an institution whose prime mission is advanced education, it is proper that NPS should have a research program "to sustain academic excellence" by having faculty personally involved in the advancement of knowledge. It is assumed, further, that the quality and relevance of the research is such that its results will assist the Navy and the Department of Defense in the solution of their problems.

The individual faculty member, in initiating and prosecuting a research project, accepts not only a personal responsibility to himself, his sponsor and the Naval Postgraduate School to conduct the agreed-upon research as effectively as possible, but also to strive for a project that is truly research in the context of the stated goals, and is not solely routine data-taking or testing. The probability that results achieved will be published in the professional journals should be reasonably high.

In order to achieve appropriate momentum and progress in a research project, faculty members may be released from teaching during any academic year up to one-half time, during which their salaries are paid out of research funds. (Thesis supervision is construed as teaching in this connection.) In exceptional cases, full-time professionals of academic stature are employed on a permanent basis solely to engage in research.

There are two types of supported research programs within the Naval Postgraduate School, namely foundation and sponsored. The basic difference between the two is the source from which funds are received. The foundation program is supported by block grants to the School from the Chief of Naval Research and the Chief of Naval Material. The sponsored program comprises individual projects approved and supported by one or another sponsoring command or agency.

1. THE FOUNDATION RESEARCH PROGRAM. The Foundation Research Program exists to provide support for faculty who are initiating research programs and to enable them to conduct their research to a stage which would establish the merits of the program and demonstrate its potential in a manner which could attract the support of a potential sponsor. The program is also intended to provide continuing support of productive programs that are so fundamental in nature or of such character that it is difficult or impossible to obtain sponsor's support.

It is the function of the Research Council to recommend to the Academic Dean the allocation of the resources of the Foundation Research Program as equitably as possible among the faculty submitting proposals for research support under this program.
The Research Council invites proposals from all the faculty who desire support of their research under this program. The investigator is requested to describe in his proposal the specific problem upon which he is planning to work, his knowledge of the current status of the field, the expected cost of equipment, supplies, personnel support, and the time he plans to devote to the program.

The proposal is submitted to the Council via the Department Chairman, who certifies that the faculty member can be spared from teaching for the time indicated in the proposal and that the department facilities are available. The Department Chairman will make such other comments as he deems pertinent.

After the proposal is submitted, a member of the Council interviews the investigator and discusses his proposal with him, to secure any collateral or additional information deemed to be helpful to the Council in arriving at its recommendations.

While in the main, the Council is composed of faculty actively engaged in research, it does not consider itself fully qualified either to judge in detail the scientific merit of the research or to specify the conduct of the program. The Council attempts rather to assess the professional caliber of the investigator and to estimate the degree to which an investment in the particular investigator and research program will be productive. The Council does take into account the past research activity of the investigator, as well as the general area of the research proposed, its appropriateness to the Naval Postgraduate School, and its relevance to the instructional program.

II. THE SPONSORED RESEARCH PROGRAM. The Dean of Research can provide assistance in discovering potential sponsors for a proposed project. To solicit support for a sponsored project a faculty investigator submits an official proposal to a potential sponsor over the signature of the Superintendent, or his designated agent, for approval. This proposal may or may not be preceded by or based upon informal discussions with the potential sponsor.

The proposal is reviewed by the Department Chairman, who determines if the content of the program is compatible with the goals of the department, if the scheduled faculty release time is acceptable, and if the necessary department services and facilities are available to the program. The Department Chairman then endorses the proposal, if it is acceptable, and forwards it to the Dean of Research who reviews the proposal for consistency with School policies, comparability with DOD and Navy directives and regulations, and verifies the costs. The proposal is then forwarded via the Academic Dean for information, final review and signature.

If the proposal is accepted by the sponsor, all project funds are receipted for by the Comptroller in the name of the Superintendent. Final approval for any obligation against the funds of a sponsored research project is dependent upon the nature of the obligation, but, consistent with the individual responsibility assumed by the faculty member in proposing
and accepting the project, no one other than that faculty member, as principal investigator, may initiate any obligations against the project funds. The Comptroller and the Dean of Research provide assistance to the faculty investigator in the management of project funds within the framework of Naval Postgraduate School policies.

Faculty members may be retained during their intersessional period to work on approved sponsored research projects, if their salaries are paid out of project funds. Within the restraints imposed by billet ceilings and other externally generated constraints, semi-professional technicians and other supporting personnel may be employed as necessary to assist faculty with sponsored projects and the thesis students associated with the project.

Since the research program is identified with the Naval Postgraduate School and its resources are committed to the project execution, the Superintendent is the executive agent in the submission of the proposal and acceptance of the funds in the name of both the Naval Postgraduate School and the Investigator. It is appropriate and required that each report to a sponsor be routed, via the administrative chain for information and approval, to the Superintendent for official forwarding. This chain includes the Department Chairman, the Dean of Research, and the Academic Dean. An annual report is considered the minimum reporting frequency on any project where frequency of reporting is not specified by the sponsor. The investigator is advised of all sponsor requirements and where possible, the Dean of Research provides assistance such as typing, report preparation, etc., as required by the Investigator.

COOPERATIVE RESEARCH TOURS AT NAVAL LABORATORIES

Cooperative tours at Navy research facilities during the intersessional period provide many civilian faculty members the opportunity to do research at Navy/Government Laboratories and keep abreast of current Navy research problems in their fields of interest. Arrangements for a cooperative tour are initiated by the individual faculty member.

SHIPBOARD VISITS

The Naval Postgraduate School arranges for visits aboard Navy ships for faculty members. All civilian and military faculty are encouraged to participate in this program, especially those who have never been aboard a Navy ship.

Visits can take one of two forms. If a ship is visiting Monterey, then short tours of the ship will be arranged and notices as to times and location will be distributed to all faculty.

The second form is that of occasional short indoctrination cruises for groups of up to six people. Shipboard cruises are usually aboard aircraft carriers and normally embark from Alameda or San Diego, California. Each participant is expected to cover all of his expenses either through his department's funds or out of his own pocket. These expenses include travel to and from the port of embarkation and the cost of meals while on shipboard. Each participant is also expected to make his own arrangements for having his classes covered.
COPYRIGHTS

The literary property rights of government officers and employees are not affected by their government employment providing their literary product has not been produced as part of their official duties. (For clarification, see Digest of Opinions, Judge Advocate General of the Armed Forces, Volume 9, page 163, 1959-1960.) All publications not specifically, of a faculty member as part of his teaching or research assignment, will be recognized as having been prepared on his own time and not as part of his official duties.

In connection with any publication involving a copyright and falling within the scope of this policy, the concerned faculty member, for his own legal protection and that of the Naval Postgraduate School, will complete the affidavit form available in the office of the Academic Dean. This affidavit may be notarized at the Legal Office of the School.

The referenced JAG Opinion is directed solely to the question of copyright entitlement. It does not alter the policy of the Naval Postgraduate School that diversion of School secretarial or equipment time to preparation of manuscripts to be commercially marketed is not authorized.

SECURITY OF CLASSIFIED MATTER

The regulations governing access to and custody of classified information, papers, and materials are prescribed in OPNAVINST 5510.1C. Those provisions having the most common applications to the faculty, together with local instructions, are set forth in the Naval Postgraduate School Instruction 5510.5A. A copy of both instructions mentioned above is maintained in each department office. It is intended that every member of the faculty be clearable for access to classified information, although most members of the faculty rarely handle classified materials.

Because of the professional military interests of the students at the Naval Postgraduate School, it is often desirable and sometimes necessary that, during discussions in the classroom or individually with the instructor, facts and information which bear high and sensitive military security classifications be introduced. For this reason, it is expected that a faculty member will receive and maintain a security clearance of at least SECRET, with exceptions only in special cases. In the case of faculty members who are not U. S. citizens, current regulations prohibit continuing a SECRET clearance beyond five years.

STANDARDS OF ATTIRE

The following standards of attire are prescribed within the main grounds of the Naval Postgraduate School for all military personnel attached to the School. Civilian faculty members are expected to observe the same standards.
Conventional clothing of neat and clean appearance is required in Hermann Hall, the academic buildings, the Navy Exchange, and the surrounding areas. Shorts, T-shirts, dungarees, and athletic clothing are not permitted in the above areas. (Faculty members are expected to wear coat and tie, or other conventional business attire, during the working day.)

For evening functions and meetings in academic buildings, in King Hall, and in the Commissioned Officers' and Faculty Club after 1800, either coat and tie or turtleneck shirt is required.

Appropriate athletic dress may be worn while engaged in athletics and while proceeding to and from athletic activities (except swim suit or similar abbreviated attire). Athletic dress is not permitted in the Quarterdeck area or main entrance of Hermann Hall. T-shirt or jersey top is required to be worn on the tennis courts. Casual attire may be worn while proceeding to and from the swimming pool or tennis courts.

**TRAFFIC REGULATIONS**

Parking and traffic regulations are given in Naval Postgraduate School Instruction 5660.2A. They are summarized below.

Persons operating motor vehicles on NPS property register their vehicles with the Security Police and have a current vehicle Station Pass affixed. To receive the Station Pass, all vehicles must carry a minimum of $15,000/$30,000 public liability insurance and $5,000 property damage insurance.

The maximum speed on NPS property is 15 mph unless otherwise posted. Speed limits are radar enforced. Violators are cited to the Federal Magistrate.

The operation of vehicles on NPS property is in conformance with the regulations of the California Motor Vehicle Code. Special restrictions regarding operation of motorcycles and scooters are contained in NPS Instruction 1020.1C.

Packing assignments and regulations are explained to all personnel when they register their vehicles with the Security Police. Each faculty member is assigned a parking lot. Carpooling is strongly encouraged. In addition to conserving energy, it allows NPS to provide preferential parking spots to members of carpools.

All vehicular and pedestrian traffic, whether military or civilian, comes to a complete stop for the duration of Morning Colors (0800) and Evening Colors (sunset).

**JURY DUTY**

California law does not exempt teachers from jury duty, and most Naval Postgraduate School faculty can expect to be called to serve. When that happens, the faculty member should of course notify his department chairman. Further, he should as quickly as possible communicate with the jury.
commissioner to request special consideration. While experiences vary from court to court and from time to time, most faculty members who have been called feel that the local court officials have been most helpful in adjusting periods of service to coincide with intersessional periods, to fall on particular days of the week on which the professor was free, and to avoid previously planned travel.

NOTE: The Federal Personnel Manual requires that individuals called for jury duty be placed in a court leave status. This leave does not count against annual leave because the individual has been administratively authorized to perform the duty. Because the government loses the individual's services for the day in question, it requires that any payment for jury service (except mileage payments) be returned to the Treasurer of the United States. Faculty members on intersessional will not be recalled to duty and placed on court leave. Individuals called for court duty while on annual leave should inform the Civilian Personnel Office so that they can be placed in court leave status. The change of status will not occur unless notice is given. For complete information see Naval Postgraduate School Instruction 7410.3J.
SCHOOL PROCEDURES

CLASS SCHEDULES

The Naval Postgraduate School operates under a quarter system, with each term of instruction lasting 12 weeks. The last week of each quarter is set aside for examinations. In addition, there are two 2-week recesses during the academic year, one over Christmas and one during June-July.

Classes are scheduled in 50-minute periods from 0810-0900 through 1610-1700. The Class Scheduler, under the Dean of Academic Administration, is responsible for developing the schedule for each quarter from the student programs, within the limitations imposed by facilities. The responsibilities of the Class Scheduler, the Department Chairmen, and the Curricular Officers in the scheduling process are set forth in NPS INST 5010.3

Because of the increasing complexity of composing workable schedules, requests for special scheduling consideration in the development of class schedules are entertained only in circumstances justifiable on the basis of direct benefits to the Naval Postgraduate School. Such requests are to be submitted to the Office of the Dean of Academic Administration by the Department Chairman concerned. The requests should state the basis for the requested exceptions. Direct requests to the Class Scheduler are to be eschewed.

Once the class schedule for a quarter is published, changes in the published schedule will be considered only for intrinsically pertinent reasons which include: resolution of hour or room conflict, provision of a more adequate classroom or laboratory, correction of radical imbalances in class sizes, or change of instructor assignment to scheduled courses to provide better instruction or to consolidate faculty schedules. Other alterations in published schedules for faculty and/or student convenience are discouraged, and in no case are to be considered where multiple meetings of a segment on a given day would result.

All requested changes in the published schedule are to be communicated directly in writing to the Class Scheduler by the Department Chairman concerned. When time is of the essence, the change requests may be made by the Chairman by phone with subsequent confirmation in writing. Requests justified on bases other than those specifically mentioned above will be referred by the Schedule to the Dean of Academic Administration for approval.

GRADING SYSTEM

The Academic Council has established the following policy for the grading system of the Naval Postgraduate School.

Students' performance is evaluated on the basis of a quality point number assigned to the letter grade achieved in a course as follows:

VI-1
<table>
<thead>
<tr>
<th>PERFORMANCE</th>
<th>GRADE</th>
<th>POINT VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>A</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td></td>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>3</td>
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<td>B-</td>
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<td>C-</td>
<td>1.7</td>
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<td></td>
<td>D+</td>
<td>1.3</td>
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<tr>
<td></td>
<td>D</td>
<td>1</td>
</tr>
<tr>
<td>Failing</td>
<td>X</td>
<td>0</td>
</tr>
<tr>
<td>Incomplete</td>
<td>I</td>
<td>--</td>
</tr>
<tr>
<td>Withdrew Passing</td>
<td>W</td>
<td>--</td>
</tr>
<tr>
<td>Withdrew Failing</td>
<td>WX</td>
<td>0</td>
</tr>
<tr>
<td>Nongraded</td>
<td>N</td>
<td>--</td>
</tr>
<tr>
<td>Pass</td>
<td>P</td>
<td>--</td>
</tr>
<tr>
<td>Fail</td>
<td>F</td>
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</tr>
</tbody>
</table>

Courses may be designated for Pass/Fail grading when requested by the academic department and approved by the Academic Council. This designation has been applied to seminar courses, etc. Additionally, a student may elect to take a course in the P/F mode if approval is granted by both his Curricular Officer and the appropriate Department Chairman. The P/F option is allowed only for courses which are not required to satisfy degree or curriculum requirements. However, hours earned by the grade "P" are counted toward fulfilling course hours specified by the degree requirements.

A grade of Incomplete (I), if not removed within twelve weeks following the end of the term for which it was received, will be replaced by the grade "X". Exceptions must be individually approved by the Academic Council.

When the quarter hours value of a course is multiplied by the quality point number of the student's grade, a quality point value for the student's work in that course is obtained. The sum of the quality points for all courses divided by the sum of the quarter hour value of all courses gives a weighted numerical evaluation of the student's performance termed the Quality Point Rating (QPR). A student achieving a QPR of 3.0 has maintained a B average in all courses undertaken with a proper weight assigned for course hours. Satisfactory academic proficiency at the Naval Postgraduate School has been established at a QPR of 2.0 for all courses of a curriculum.

The computation of Quality Point Rating for use in determining qualification for an academic degree shall be based on:

a. All courses taken at the Postgraduate School while the student is enrolled in the curriculum leading to that degree;

b. Any other courses taken at the Postgraduate School which are used to satisfy the degree requirements.
Each student must be registered in each course in which the student is a candidate for credit, not later than the end of the second week of the quarter, except when transferring from one curriculum to another.

Each student will receive a mark in every course in which the student is registered. If a student drops a course after registering in it, the student's mark will be "W" if the instructor considers that the student was passing at the time of withdrawal, and "WX" if the student was failing. A mark of "W" will not have any effect on the student's scholastic standing. A mark of "WX" will be considered in all respects to be the same as an "X" received upon completion of the course.

The academic record of a student may be deleted completely for a given quarter when the student is absent for a portion of the quarter for medical reasons. The transcript will show "Excused for the quarter for medical reasons." However:

a. The student shall not be permitted to delete only a portion of the student's courses for this reason. The grade of "W" or "WX" shall be used when it is necessary to withdraw from only a part of the program.

b. Such deletion shall be requested by the Curricular Officer and approved by the Dean of Academic Administration.

Deviations from the procedure outlined above will be made only with the approval of the Academic Council.

A student may repeat a course for the purpose of improving the student's grade with the grade received originally was either "D" or "X," provided such course repetition is taken at the Naval Postgraduate School. Approval must be granted by both the Curricular Officer and the Department Chairman concerned.

INDEPENDENCE OF STUDENT WORK

All work submitted by a student for a grade in any course shall be the work of that student alone, unless prior explicit permission has been given by the instructor to do otherwise. It is the instructor's responsibility to establish and clarify the ground rules that apply to all graded exercises, including homework, projects, lab reports, papers and examinations. If any doubt exists concerning the degree of independence of student work that is expected, it is the responsibility of the student to resolve the question prior to undertaking the work. The primary

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objective of this shared responsibility between instructor and student is to prevent misunderstandings.

If an instructor suspects that a violation has occurred, the instructor may wish to discuss this with the student(s) involved, require reexamination, or take other appropriate measures designed to prevent any future violations. If the instructor feels there is substantive evidence that a violation has occurred, the instructor is advised to discuss the circumstances and evidence with the department chairman. In cases where the evidence seems conclusive to the instructor and chairman, the matter will be brought to the attention of the cognizant curricular officer. The grade assigned in the course is the sole prerogative of the instructor, however the instructor should not apply grade penalties except for confirmed violations.

REPORTING OF REGISTRATION AND GRADES

The procedure for faculty reporting of registration, changes in registration, grades, and changes in grades, are described in Naval Postgraduate School Instruction 5211.2 series.

Although no school guidelines have been stated for grading practices, some criteria for valid grade changes have been set forth in NAVPSCOLINST 5211.2 series to provide consistent practices by all instructors and fair and equal treatment for all students. The procedures for, and time devoted to, preparation and submission of course marks should allow opportunity for impartial judgment of the marks assigned. The judgment completed before the submission of the grades should be done with sufficient care so as to be defensible and not subject to later appeal on grounds of misjudgment. Consequently, reasons for changes in grades should be submitted only for reasons from the following categories:

a. Arithmetic errors in calculating grades. The discovery of one error by the instructor should lead to recomputation of all grades so that every student gets equal treatment.

b. Clerical errors. Typically this may be an error in transcribing grades from one list to another.

c. Make-up of Incomplete. The grade of Incomplete "I" may be assigned if a significant part of the course has not been completed. The make-up work should be judged with the same standards as used for the regular quarter's work.
These requests must be submitted within twelve weeks following the end of the quarter for which the grades were given.

FINAL EXAMINATIONS

Final examinations may be given only during the final examination period at the end of each quarter. Examination Schedules are prepared and distributed by the Class Scheduler. To facilitate common examinations for students in different segments of the same course, the Examination Schedule provides a common examination period, or contiguous examination periods, for all segments of the same course.

QUESTIONNAIRES AND SURVEYS

Any surveys or testing of groups, other than that associated directly with concurrent courses in the educational program of the students, must be approved jointly by the Dean of Academic Administration and the Director of Programs.

Request for approval of such group-testing should be accompanied by:

a. Sample copies of the tests or questionnaires;
b. Statement of the purpose of the testing;
c. Description of the proposed uses of the testing data provided;
d. A statement of the proposed schedule of the tests, identification of the student group affected, and responsibility for administration of the test; and
e. Proposed custodianship of the testing data, together with description of measures to protect privileged or sensitive information.

The Graduate Record Examination and graduate degree-qualifying examinations are approved testing programs of the School.

All other group-testing, either newly proposed or proposed for continuation, must be submitted for approval in accordance with the above procedure.

STUDENT COMMENT ON INSTRUCTION

Student comment on the effectiveness of each faculty member's instruction is obtained by means of the Student Opinion Form, which is uniformly administered at the end of each regular course.

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Distribution and collection of the questionnaires in a faculty member's course should be accomplished toward the end of the quarter and in a manner designed to insure a response from each of the students and to preserve the anonymity of each student. The questionnaires are machine-processed under the administrative responsibility of the Faculty Scholarship Committee. For each class, only numerical data summaries are forwarded to the Department Chairman. A copy of the numerical summary and the original forms are returned to the instructor. The Department Chairman will utilize the information as he sees fit to assist him in discharging his responsibilities for improvement of instruction. The Faculty Scholarship Committee and the Department Chairman will consider the completed questionnaires, or any part thereof, as privileged information. Release of these data to third parties will not be made without the consent of the concerned faculty member. Student comment-on-instruction questionnaires, properly structured, properly solicited, and properly used, possess a potential for substantial contribution toward the general improvement of instruction at the Naval Postgraduate School.

SMOKING AND BEVERAGES IN CLASSROOMS AND LABORATORIES

Navy Regulations which strictly limit smoking in enclosed areas are applicable to all military and civilian personnel at the School.

Smoking is not permitted at any time in elevators or formal lecture rooms or in any classroom, auditorium, or conference room. Smoking in laboratories is permitted, at the discretion of the instructor, only if adequate ventilation is provided.

Smoking is not permitted, of course, in any area where flammable liquids are being used, or in the vicinity of stored flammable liquids.

Beverages in classrooms and laboratories are prohibited by School Regulations. Limited janitorial services are unable to cope with overturned coffee cups, sticky soft drinks, etc.

The Knox Library limits smoking and beverages to designated areas. Smoking and beverages are not allowed in King Hall at any time.

Similar regulations also apply to students.

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The specific provisions of the following Civil Service Benefit programs will be found in the several volumes of the Federal Personnel Manual prepared by the Civil Service Commission. The following summaries are for general information only. Faculty members should consult with the Civilian Personnel Officer if they need specific information. In addition, the Faculty Retirement and Insurance Committee continually reviews programs which affect or can be of interest to the Faculty.

**RETIREMENT PROGRAM**

Participation in the Civil Service Retirement System is mandatory for all Civil Service employees with appointments of more than one year. The member contributes 7% of his basic salary and the Government contributes a like amount to the Retirement Fund. The basic salary includes the salary for the Academic Session and any additional salary for the Intersessional Periods. The system provides retirement and survivor benefits for the member and his family. The amount of the basic annuity depends primarily upon the length of service and the highest average salary of three consecutive years of service. A member is eligible for a full annuity on retirement at age 55 if he has completed at least 30 years of service, at age 60 if he has completed at least 20 years of service, or at age 62 if he has completed at least five years of service. Retirement is mandatory at age 70 if the member has completed at least fifteen years of service.

This annuity is reduced if (a) his civilian service includes service for which no retirement deductions are deposited, or (b) the member elects a survivor-type annuity. A member may withdraw his contribution to the fund if his employment in the Civil Service is terminated for a period of at least 31 days and if he is not eligible for retirement at the time of his separation. In any event, a member of the Retirement Fund is guaranteed a return from the fund which is at least equal to his contributions.

Members planning retirement should consult the Civilian Personnel Office, at least four or five years before the effective retirement date, for counseling on the best time of year to retire as well as on the effects of working one or more of the Intersessional Periods during the last three years of employment.

**FEDERAL EMPLOYEES' GROUP LIFE INSURANCE**

Faculty members, except under temporary appointments, may participate in the term insurance program of the Civil Service Commission. The cost to the member is approximately $2 for each biweekly period during the member's academic session for each $1,000 of insurance. The required amount of coverage is the member's annual salary for the academic session rounded to the next highest thousand plus $2,000. The benefits include double indemnity for accidental death and payment for accidental loss of one or more limbs or eyesight. The life insurance continues after retirement, except for the double indemnity and dismemberment clauses, at no cost to the member. When a retired member reaches age 65, the amount of the life insurance decreases 2% per month until it reaches 25% of the original coverage. A member is automatically covered on first employment unless
he has signed a "Waiver of Life Insurance Coverage." If the member elects to enroll in the program at a later date, he will need to present evidence of his insurability by undergoing a complete physical examination at his own expense. He must also be below age 50, and a year must have elapsed since the date of the waiver.

There is also an Optional Life Insurance Program, under which the faculty member may obtain an additional $10,000 life insurance. The cost is based on the individual’s age.

An employee's regular and optional insurance continue without cost to him while he is in a non-pay status for up to 12 months, at which time they cease. The 12 months non-pay status may be continuous or broken by periods of less than four consecutive months in-pay status.

HOSPITALIZATION AND MEDICAL EXPENSE INSURANCE

Provision is made for the participation of members and their families under government-wide contracts with either the Blue Cross and Blue Shield programs or the Aetna Life Insurance Company, with the Government contributing each month toward the cost of enrollment. The provisions of these two programs differ in detail and the program which best fits the needs of the individual and his family should be selected. Enrollment is optional and can be cancelled at any time. Since coverage is voluntary, applications for group coverage are received by the carriers only on first employment or at set times thereafter. Members with temporary appointments of a year or less are not eligible for participation. The total amount of the member's annual contribution to this program is deducted during the academic session. Therefore, deductions are suspended during the Intersessional Period for those members in a pay status.

Enrollment continues without salary withholdings or contributions by the Government for up to 365 days of non-pay status, such as Leave without Pay and/or the Intersessional Period. The non-pay status is considered continuous for this purpose unless it is interrupted for a period of pay status of four months or more. The foregoing is stated in general terms: members are advised to consult the Civilian Personnel Office for details.

SOCIAL SECURITY

As employees of the Federal Government, faculty members do not participate in the Old Age and Survivors Insurance provisions of the Social Security Act, unless they are serving under appointments of less than one year. The Civil Service Retirement Fund is offered instead of this program.

WORKMAN'S COMPENSATION AND MEDICAL CARE

The Federal Employee's Compensation Act provides compensation for disability, death and medical care for civilian employees who suffer injuries due to the performance of their duties. This medical care includes first-aid and full medical care for the effects of an injury, including hospitalization (without cost) at a government facility or other medical facility designated by the employer. It is important that such injuries, including those assumed to be minor, be reported promptly to the Safety
Officer, since Medical Expense Insurance plans do not cover on-the-job injuries.

At the discretion of the Senior Medical Officer, Navy medical facilities are available for the minor treatment of ailments of civilian employees. If the illness requires continuing care, the employee is referred to his private physician. Medical care for dependents of civilian employees is not available.

MILITARY LEAVE

Civilian faculty members participating in a reserve program of the Armed Forces are expected to arrange to take their annual training duty during their intersessional period. In those cases where training can be performed only during the academic session, the faculty member should secure approval for military leave in advance of entering into a training duty commitment. The leave application should be forwarded to the Dean of Academic Planning via the cognizant Department Chairman.

LEAVE

Members of the civilian faculty earn annual leave while they are in a pay status, the number of days depending upon their years of service. In addition, they earn 13 days of sick leave each year. The amounts earned are reduced proportionately for any part of the year a member is in a non-pay status. The law granting these types of leave is administered by the Civil Service Commission, and members of the civilian faculty are governed by the Commission's regulations applying to the associated benefits.

The Federal Civil Service status of the civilian faculty of the Postgraduate School causes a lesser flexibility in the faculty member's use of the Christmas recess period and of the "tenth month" of his academic year than that existing in civilian universities.

During the faculty member's ten-month academic year, the Civil Service Regulations recognize only two possible types of employee status: (a) work status, or (b) leave status (annual, sick, holiday, or leave without pay). This means, in particular, that a faculty member must be in one or the other status during the periods such as the Christmas recess, or the non-teaching period comprising the tenth month of the academic year appointment. During time in periods of this sort, when a faculty member is not in one leave status or another, he is therefore required to be engaged in, or available for, work for the School.

Some faculty members customarily spend such non-leave time on research, professional writing, course writing, or similar scholarly activities with the concurrence of the Department Chairman. Other faculty members may be designated by their Department Chairman to undertake other necessary tasks for the Department or the School, such as preparation of laboratories and apparatus for the quarter, teaching of refresher courses, departmental administrative work, etc. Faculty members who do not expect to be available for
non-teaching duties during these periods are expected to submit leave requests for the days of non-availability.

Civil Service Regulations require that each faculty member must be provided an opportunity during any calendar year to take the annual leave earned during that year. Such leave may be taken only during the faculty member's ten-month academic year, and the period when it is taken is subject to the approval of the Department Chairman. However, with the concurrence of the Department Chairman, the individual faculty member may arrange for his academic year to be so defined that his "tenth month" occurs when it would best suit his purposes for using his annual leave.

Civilian faculty members may be granted annual leave for emergency reasons at any time. Except in cases of emergency, civilian faculty members may not be granted extended leave during the academic session when such leave would interfere with the academic schedule.
I. LIBRARY. The Dudley Knox Library serves the research and the instructional needs of the students, faculty and staff of the School. Its collection parallels the School’s curricular fields of engineering, government, management, naval sciences, and physical sciences. The complete services and procedures of the Library are described in a brochure available from the Library.

The Library maintains a list of all publications of the Faculty reported since 1950. A copy may be examined in the Library. From this list, the Cataloguer in the Office of the Dean of Academic Administration publishes an annual open literature bibliography which is distributed to all departments. Faculty members are requested to report to the Librarian the complete biographical data regarding all books and articles that they publish. Forms for this purpose are available from the Library.

II. COMPUTER CENTER. The W. R. Church Computer Center provides a full range of computational services in support of instructional, research, and administrative activities. These services are based on an IBM 360/67 computer system which includes two processors; four different levels of storage including 2 million bytes of core, 2 million bytes on a drum, 32 disk drives with an on-line capacity of 1.5 billion bytes, 9 magnetic tape drives; two line printers, two card readers; 35 communication ports for a variety of hard-copy, video and graphical terminals located in the academic buildings.

The Center offers users several modes of service including batch-processing, general-purpose time-sharing and graphical data processing. In addition, the Center’s professional staff provides a consulting service in all aspects of computer use.

III. OTHER FACILITIES. The evolution of the instructional and research programs of the Naval Postgraduate School has resulted in a number of special facilities, most of which are used in support of both programs. Some of these facilities are listed below.

1. Oceanographic Research Vessel. The 126' research vessel ACANIA is operated for the Naval Postgraduate School by the Department of Oceanography. Sponsored by the Oceanographer of the Navy, the ship is fully equipped for oceanographic work and for boundary layer meteorology studies. She has facilities for 12 scientists on longer cruises and is operated by a civilian service crew of six.

2. Hybrid Computer and Simulation Laboratory. The Naval Postgraduate School Hybrid Computer Laboratory is a direct access computer complex which provides instructional and research capabilities in the areas of computers, computer communications, signal processing and system simulation, in addition to its well known computer graphics capabilities. The work of the laboratory is experimental, constantly concerned with new methods and techniques.
4. Aeropropulsion Laboratories.
5. Plasma Physics Laboratory.
6. Anechoic Chambers.
7. Antenna Measurements Facility.
8. Wind Tunnels: subsonic, transonic, and supersonic.
9. Aero strength of structures facilities.
10. Spectrographs of high quality covering a wide range of the spectrum.
13. 100 Mev Linear Accelerator.
14. Small Rocket Laboratory.
15. Human Factors Engineering Laboratory.
16. Earth's Field Magnetometers.
17. Metals Creep Laboratory.
18. Precision Frequency Standards and VLF Propagation Laboratory.

RECREATION FACILITIES

The Naval Postgraduate School's 18-hole golf course is available to faculty members upon payment of greens fees or a monthly membership fee. A driving range and putting green are also located on the golf course site. A second putting green is located adjacent to Herrmann Hall.

An outdoor, heated swimming pool is located on the campus. It is open from May through October on Tuesdays through Sundays from 1200 to 1800. During the remainder of the year the pool is closed. However, the sauna bath, showers, and dressing rooms are open year-round from 1100 to 1500 Monday through Friday, except on national holidays.

Other physical recreation facilities include a gymnasium with handball and squash courts, a softball field, tennis courts, bowling lanes, and picnic grounds.

The Recreation Office, located in the basement of Herrmann Hall, has current folders and maps for the many camping areas, motels, and recreational and entertainment facilities in California. Civilian faculty members may obtain recreation passes for the use of all recreation facilities for themselves and their immediate dependents from this office.
A variety of athletic and recreation equipment, including tents, sleeping bags, camping trailers, and camping equipment, is available for check-out from the Recreation Gear Issue Room located in the gymnasium. Athletic equipment is available at no cost, but a nominal fee is charged for the use of camping equipment. Since camping trailers are in limited supply, officer students' reservations are given first priority during holiday periods. A complete list of available items and costs, where applicable, may be obtained either from the Gear Issue Room or at the Recreation Office.

PERSONAL SERVICE FACILITIES

I. BANKING. A banking facility of the Monterey Branch of the Bank of America is located in the basement of Herrmann Hall, near the Student Mail Center. This branch handles any banking transaction with the exception of granting loans. Normal hours of operation are Monday through Friday from 1000-1500. On military paydays, however, the bank is open from 0900-1500.

Faculty members may have their paychecks deposited directly to their accounts at this bank or any bank or savings and loan association. Arrangements for this service are made at the Civilian Personnel Office.

II. CREDIT UNION. The Monterey Peninsula Navy Federal Credit Union is also located in the basement of Herrmann Hall. The Credit Union is owned and operated by its members, who are personnel attached to the Naval Postgraduate School or other Navy activities in this area, as well as retired military and civilian personnel. Hours of operation are from 0945 to 1600 Monday through Friday. The purpose of the Credit Union is to furnish eligible personnel with a convenient savings account plus low interest rates for loans. Dividends are paid quarterly on savings.

III. COMMISSIONED OFFICERS' AND FACULTY CLUB. The use of all of the social and recreational facilities of the Commissioned Officers' and Faculty Club, with the exception of the Package Store, is extended to civilian members of the Faculty. There is no club membership fee. The Club's facilities include the main dining room, cocktail lounges, and several rooms available for private parties on a reservation basis.

IV. BARBER SHOPS. The main Barber Shop located in the Navy Exchange Building is available to civilian faculty members. Its hours of operation are from 0830 to 1630 Monday through Saturday. In addition, there is an appointment Barber Shop in the basement of Herrmann Hall. This is open from 0830 to 1630 Monday through Friday.

V. FOOD SERVICES. The Commissioned Officers' and Faculty Club provides cafeteria service for snacks and lunches from 0700 to 1315 Monday through Friday. Lunch is served from 1100. The Navy Exchange operates a cafeteria in the basement of King Hall that is open from 0730 to 1330 Monday through Friday. The Exchange also has a snack bar beyond the ballroom on the first floor of Herrmann Hall. This snack bar is open from 0730 to 1515 Monday through Friday. During the summer months, a snack bar is in service at the swimming pool.
VI. POST OFFICE. A branch of the U. S. Post Office is located at the rear of Herrmann Hall. It is open from 0830 to 1630 Monday through Friday.

MISCELLANEOUS ITEMS

I. FACULTY BULLETIN. A Faculty Bulletin is distributed each month. It covers items of current information of importance and interest to members of the faculty.

Information should be sent to the Editor, Faculty Bulletin, Code 0304.

II. NAVAL POSTGRADUATE SCHOOL INSTRUCTIONS. In addition to the policies and procedures described in this Handbook, many others are specified in a series of Naval Postgraduate School Instructions (NPSINST) which are available in all department offices. Of particular interest are NPS INST 5000.1, Staff instructions, and NPS INST 5000.3, Naval Postgraduate School Regulations. Instructions in the 1520 series deal with academic policies and procedures.
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* Maximum in-hiring rate

** The rate of basic pay for employees at these rates is limited by section 5373 of Title 5 of the United States Code to $55,233 for the academic session.

1/ Compensation for academic duties in addition to those performed in the academic session will be based on the salary for the academic session. An academic session is 217 days.

Approved: Effective 8 January 1984

R. H. SHUMAKER, COMO, USN
Superintendent

APPENDIX B
MEMORANDUM

From: Provost
To: Distribution

Subj: CHANGE #12 TO THE FACULTY HANDBOOK

Enc1: (1) Revised Appendix B

1. Holders of the Faculty Handbook are requested to remove Appendix B and insert enclosure (1).

D. A. SCHRADY

Distribution:
NAVPGSCOLINST 5605.2L
Lttr List A, A-3, A-5, A-7,
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B-3, B-5, B-6, B-12, B-14,
B-15, B-16, B-17, C, C-3,
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