2006

Launching World Leaders into the Global Future, Naval Postgraduate School President's Report 2004 and 2005

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Welcome to the Naval Postgraduate School

In this report, you will witness our most valuable resource — people — as the catalyst through which NPS has attained its world-wide recognition and its vision: to be the world’s leader in naval and defense-related graduate education and research, and to prepare the intellectual leaders of tomorrow’s forces.

The National Military Strategy of the United States of America identified mission-critical priorities — joint warfaring capabilities, high-quality people, innovative leadership, education and training, and agile organizations. These priorities are fully integrated into the curricula and the climate of the Naval Postgraduate School. Housing a collaborative student body of domestic and international military officers; promoting superb academic programs, including military faculty that extend their operational expertise to the classroom; integrating theory with applied research, and developing viable solutions to both Navy and Department of Defense challenges, are just some of the ways that the Naval Postgraduate School is forging new frontiers to meet the demands of an uncertain tomorrow.

Guided by our principles of innovation, integrity, peak performance, and teamwork, the Naval Postgraduate School is strategically engaged in achieving success in battlespace. Recognizing that we must also be persuasive in peace, the Naval Postgraduate School vigorously promotes partnerships, civil-military relations, worldwide education outreach, and a host of collaborations within the campus environment, the armed forces, and throughout the world.

As you peruse this report, I invite you to recognize along with our accomplishments, the promise and the potential of what the Naval Postgraduate School has yet to achieve. I am pleased to be at the helm of this outstanding institution, where the traditions of the past merge with the innovations of today, as we launch world leaders into the global future.

Rear Admiral Patrick W. Dunne
President, Naval Postgraduate School

NPS Organizational Structure

Four Academic Schools
Graduate schools provide the academic structure needed to meet future military challenges
Graduate School of Business and Public Policy (GSBPP)
Graduate School of Engineering and Applied Sciences (GSEAS)
Graduate School of Operations and Information Sciences (GSOIS)
School of International Graduate Studies (SIGS)

Three Research Institutes
Institutes ensure that the academic tools learned in each school are applied to military challenges
Cebrowski Institute for Information Innovation and Superiority
Wayne E. Meyer Institute of Systems Engineering
Modeling Virtual Environments and Simulation Institute
The Naval Postgraduate School Mission

NPS provides relevant and unique advanced education and research programs in order to increase the combat effectiveness of U.S. and Allied armed forces and to enhance the security of the United States.

Worldwide Outreach

- Nearly 300 international students from 60 nations are enrolled in resident degree programs
- In 2004, over 81 Mobile Education Teams visited 46 countries and instructed over 2,710 international students
- Over 495 students from 103 countries attended short courses at NPS (1-4 weeks in duration) in 2004

Military Relevance and Uniqueness

- 50 curricula at the Master’s level and 6 at the Ph.D. level, all defense and military-related
- All U.S. armed services represented 10% of faculty are military, bringing operational expertise

Excellence in Teaching

- More than 45,000 alumni; 979 graduates in 2004
- The Homeland Security Digital Library provides a gateway to a wide range of resources on Homeland Security to all policy planners, strategists and first responders

World-Class Faculty & Research

- $83.8 million of sponsored program funding for research purposes in 2004
- Three Research Institutes
- Twenty-three Research Centers of Excellence
- 99% of civilian faculty hold Ph.D.s

Nancy Haegel, NPS’s newest professor of Physics, receives the American Physical Society’s 2004 Award for Research in Undergraduate Education

Homeland Security Conference on Terrorism Financing & State Response in Comparative Perspective

Rear Admiral Patrick W. Dunne assumes Command as the 23rd Superintendent/President of NPS

Winter Commencement speaker is the Hon. Sean O’Keefe, former Secretary of the Navy, and Administrator of the National Aviation and Space Administration

October 2003
- NPS Leader Development and Education for Sustained Peace Program team conducts the Afghanistan government’s first Human Resource Development and Personnel Management workshop

November 2003
- Students from 60 countries, the highest number to date, are enrolled in-residence

December 2003

January 2004

March 2004
Twenty percent of the Naval Postgraduate School’s diverse student body are international students. By providing curricula to its residents, the fleet, bases and various countries via faculty and the web, NPS influences military and defense activities throughout the world.

Partnership for Peace
In May 2004, the U.S. designated NPS as the U.S. North Atlantic Treaty Organization (NATO) Partnership for Peace (PfP) Education and Training Center. The Center was formally accepted by NATO in October 2004. Activities have included:
- A formal presentation to NATO’s Political Military Steering Committee (46 nations) regarding NPS capabilities and capacity
- Participation in the annual meeting in Austria of the NATO Consortium of Academies, comprised of 350 educational institutions
- Mobile Education Team events with PfP partners in Azerbaijan, Albania, Ukraine, Macedonia, Armenia
- The “PfP Education and Training Centers Working Group Meeting,” hosted by NPS, with over 24 participants from both NATO and PfP countries

Regions Represented by Resident International Students

Responses by 91% of NPS alumni participating in a survey from 1998 to 2004 agree: “A civilian university would find it hard to match the NPS environment in which officers from different services and specialties can study together.”

Defense Resources Management Institute (DRMI)
DRMI provides U.S. civilian and military personnel (and their international counterparts) with an enhanced understanding of how best to effectively manage today’s defense resources.

In-residence:
- Defense Resources Management Course
- International Defense Management Course
- Senior International Defense Management Course
- AY04: 230 students from 70 countries
- AY05 (est.): 204 students from 67 countries

Mobile:
- International Defense Management Course
- AY04: Courses in 9 countries, 278 students from 21 countries
- AY05 (est.): Courses in 13 countries, 355 students from 17 countries

NPS and Lawrence Livermore National Laboratory sign a 5-yr Memorandum of Understanding to collaborate on advancing academic, scientific and technical capabilities in national security

Annual Memorial Day “Concert on the Lawn” with over 3,200 attendees

Joint Professional Military Education (JPME) Phase I becomes available to all unrestricted line (URL) officers

Spring Commencement includes the first 13 graduates of the Center for Homeland Security and 12 aviators from the new program in Systems Engineering Management
Military Uniqueness & Relevance

Because curricula are designed and reviewed by flag officers, the Naval Postgraduate School has a long history of responding quickly to both naval and defense-related needs.

Increasing Enrollment with Increasing Joint Force Diversity

93% of graduates from 1998 to 2004, on average, agree that "NPS provides an education which benefits an officer for the remainder of his/her military service."

90% of NPS students, on average, indicate that NPS "offered a unique education not available at a civilian institution."

Civil-Military Relations

The Center for Civil-Military Relations (CCMR) assists foreign nations in resolving civil–military issues related to defense transformation, stability and support operations, combating terrorism, and other security challenges.

Regional Security

The Regional Security Education Program (RSEP) program sends NPS faculty and subject-matter experts to underway carrier and expeditionary strike groups to deliver mission-critical background briefs relevant to upcoming areas of operations. In 2004, teams of Naval Postgraduate School faculty conducted nine RSEP events and reached over 33,000 U.S. participants. In 2005, ten teams provided graduate-level educational briefs to over 40,000 U.S. military personnel.

Overall Program Participants

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<th>CIV</th>
<th>MIL</th>
<th>TOTAL</th>
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<td>1,651</td>
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<td>1,506</td>
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<th>TOTAL</th>
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<tr>
<td>Q1</td>
<td>115</td>
<td>2,168</td>
<td>2,283</td>
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<tr>
<td>Q2</td>
<td>365</td>
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<tr>
<td>Q3</td>
<td>605</td>
<td>2,787</td>
<td>3,392</td>
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<tr>
<td>Q4</td>
<td>401</td>
<td>3,629</td>
<td>4,030</td>
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<td></td>
<td>1,486</td>
<td>11,236</td>
<td>12,722</td>
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July 2004

NPS celebrates “50 Years of Computing” Symposium

August 2004

The Corporation for Education Network Initiatives in California (CENIC) offers NPS a membership

September 2004

The Dudley Knox Library electronically deploys an on-line synchronous service “Ask a Librarian Live!”

October 2004

The Honorable Paul Wolfowitz, Deputy Secretary of Defense, designates NPS as an Information Operations Center of Excellence

GSBPP Professor Shu Liao receives the Hamming Award for Excellence in Graduate Teaching

The Center for Stabilization and Reconstruction Studies is established, based on legislation submitted by the Honorable Sam Farr

Distributed Learning Resource Center makes Distance Learning possible while in the field or fleet
Excellence in Teaching

“Our academic programs will not be replicable anywhere in the world. They will reflect the high quality of our students and faculty, our ability to be agile and flexible in responding to the needs of our customers, and our ability to provide an education that integrates teaching and research . . .”

Dudley Knox Library

<table>
<thead>
<tr>
<th>Category</th>
<th>2004</th>
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<tr>
<td>Physical Volumes Current Journal Subscriptions</td>
<td>599,484</td>
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<tr>
<td>Journal Subscriptions</td>
<td>836</td>
</tr>
<tr>
<td>Classified &amp; Limited Distribution Technical Reports</td>
<td>46,413</td>
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<tr>
<td>Microfiche</td>
<td>821,270</td>
</tr>
<tr>
<td>Maps</td>
<td>4,285</td>
</tr>
<tr>
<td>CD’s/DVD’s</td>
<td>914</td>
</tr>
</tbody>
</table>

Comments from 2005 survey of The Association of Research Libraries:

“The library is truly an outstanding resource.”

“I have never had, nor even dreamed of having, access to such a fine library and staff as this one.”

Key Enrollment Increases

<table>
<thead>
<tr>
<th>Curriculum Title</th>
<th>% Increase of Resident Student Average on Board from 2004 to 2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Operations</td>
<td>71%</td>
</tr>
<tr>
<td>Computers &amp; Intelligence Systems</td>
<td>61%</td>
</tr>
<tr>
<td>Modeling, Virtual Environments &amp; Simulation</td>
<td>48%</td>
</tr>
<tr>
<td>Systems Engineering &amp; Analysis</td>
<td>47%</td>
</tr>
<tr>
<td>Financial Management</td>
<td>32%</td>
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<tr>
<td>Meteorology</td>
<td>31%</td>
</tr>
<tr>
<td>Manpower Systems Analysis</td>
<td>26%</td>
</tr>
<tr>
<td>Combat Systems Sciences &amp; Technology</td>
<td>21%</td>
</tr>
</tbody>
</table>

Center For Executive Education

The Center creates and delivers high-quality programs that help senior DoN/DoD executives to better understand emerging strategic and policy issues and practices in conjunction with the opportunities and constraints provided within their organizational setting.

2005
- Executive Business Short Courses: 12
- Resident and one On-site
- Number of Students: 410
- Symposia and Conferences: 10
- Participating NPS Faculty: 10

Homeland Security

The Center for Homeland Defense & Security and the U.S. Dept. of Homeland Security have partnered to develop and deliver Homeland Security graduate education programs for senior government leaders from local, state and federal government.

Master’s Degree
- 64 graduates (graduating 32 every 6 months)
- 94 participants currently enrolled in program

Executive Education
- More than 35 state and urban area seminars conducted
- More than 1,500 governors, mayors and other elected and senior government officials participated

Degree Program Enrollment Trends

![Degree Program Enrollment Trends Chart]

Memo of Understanding signed between NPS and DoD units on the Monterey peninsula, creating DoD Internet

Center for Executive Education unveils its new state-of-the-art classroom

NPS Fly-in Team creates wireless network to connect tsunami-impacted area to world-rescue efforts

NPS Hall of Fame induction & building dedication for Adm. James D. Watkins, USN (Ret.)
former CNO, former Secretary of Energy, and Chair of U.S. Comm. on Ocean Policy

January 2005
- Jan-Mar 2005 issue of CHIPS, the Department of the Navy CIO’s Quarterly Journal, highlights NPS’s leadership role in pursuing advanced technologies

February 2005
- The Library of Congress designates The Dudley Knox Library as the 2004 Federal Large Library of the Year

March 2005
- 15 Air Force weather officers become the first group to complete the Master’s program in Meteorology

April 2005
World-Class Faculty & Research

“...Our research agenda will continue to support the needs of the Navy and Defense while building the intellectual capital of our faculty.” - A View to the Future, NPS Strategic Plan

Sponsored Program Expenditures
NPS Research Funding by School
$83.8 million in FY 2004

NPS Research Funding by Source FY 2004

NPS Features Unique Engineering and Operations Research Facilities

- Spacecraft Research and Design Center
- Turbo Propulsion Laboratory
- Rocket and Combustion Laboratory
- Secure Computer Network Research Laboratory
- Interactive Digital Environment Analysis Laboratory
- Center for Interdisciplinary Remotely Piloted Aircraft Studies
- Ocean Acoustic Observatory
- Space Systems Research
- Directed Energy Simulation Laboratory
- Radar/Electronic Warfare Laboratory
- Systems Technology Battle Laboratory

Some Key Partnerships

Research/Educational
Air Force Institute of Technology
California State University, Monterey Bay (CSUMB)
Department of Defense
Lawrence Livermore National Laboratory
Monterey Institute for International Studies (MIIS)
Naval War College
University of California, Santa Barbara

Library
Consortium of Naval Libraries (CNL)
Monterey Bay Area Consortium (MOBAC)
National Research Library Alliance (NRLA)

Technical
Corporation for Education Network Initiatives in CA (CENIC) Monterey Peninsula DoD-Net

The Honorable Leon Panetta, and former Senators Alan Simpson (WY) and William Bradley (NJ), act as panelists for the final Panetta lecture in the 2005 series

June 2005
Admiral Vern Clark, Chief of Naval Operations, speaks at the Spring Commencement

NPS hosts the Navy Higher Education Information Technology Consortium, a collaboration between NPS, U.S. Naval Academy, Naval War College and Naval Research Lab

Ceremonial ribbon-cutting marks the launch of video streaming course-content delivery

July 2005
Students create a Deployable Network Operations Center which manages and moves information to target and influence the behaviors of adversaries

September 2005
NPS “Team Katrina” deploys to the Gulf region to assist with disaster relief efforts
Recent Alumni Achievements

Lieutenant General Keith B. Alexander
Director
National Security Agency
Master of Science
Physics, 1983

Marshall N. Carter
Chairman
Board of Directors
New York Stock Exchange
Master of Science
Operations Research, 1970

Admiral Michael G. Mullen
Chief of Naval Operations
July 2005
Master of Science
Operations Research, 1985

Professor Pao Chuen Lui
Chief Defence Scientist,
Singapore Ministry of Defence

Rear Admiral Patrick W. Dunne
President, U.S. Naval Postgraduate School

Captain Daniel W. Burch, USN (Ret.)
Astronaut (Served on International Space Station)
Holds U.S. record for number of days in space

VADM Patricia A. Tracey (Ret.)
First woman promoted to Vice Admiral

Rear Admiral Richard Hunt
Commander, Carrier Strike Group SIX

Rear Admiral Michael C. Vitale
Commander, Navy Region Hawaii
and Naval Surface Group, Middle Pacific

Rear Admiral Kenneth Slaght
Commander, Space and
Naval Warfare Systems Command

Ms. Ellen Gordon
Associate Director, Executive Education Program
NPS Center for Homeland Defense and Security

Vice Admiral Ronald Route
Naval Inspector General

General Michael Hagee, USMC
Commandant of the Marine Corps

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