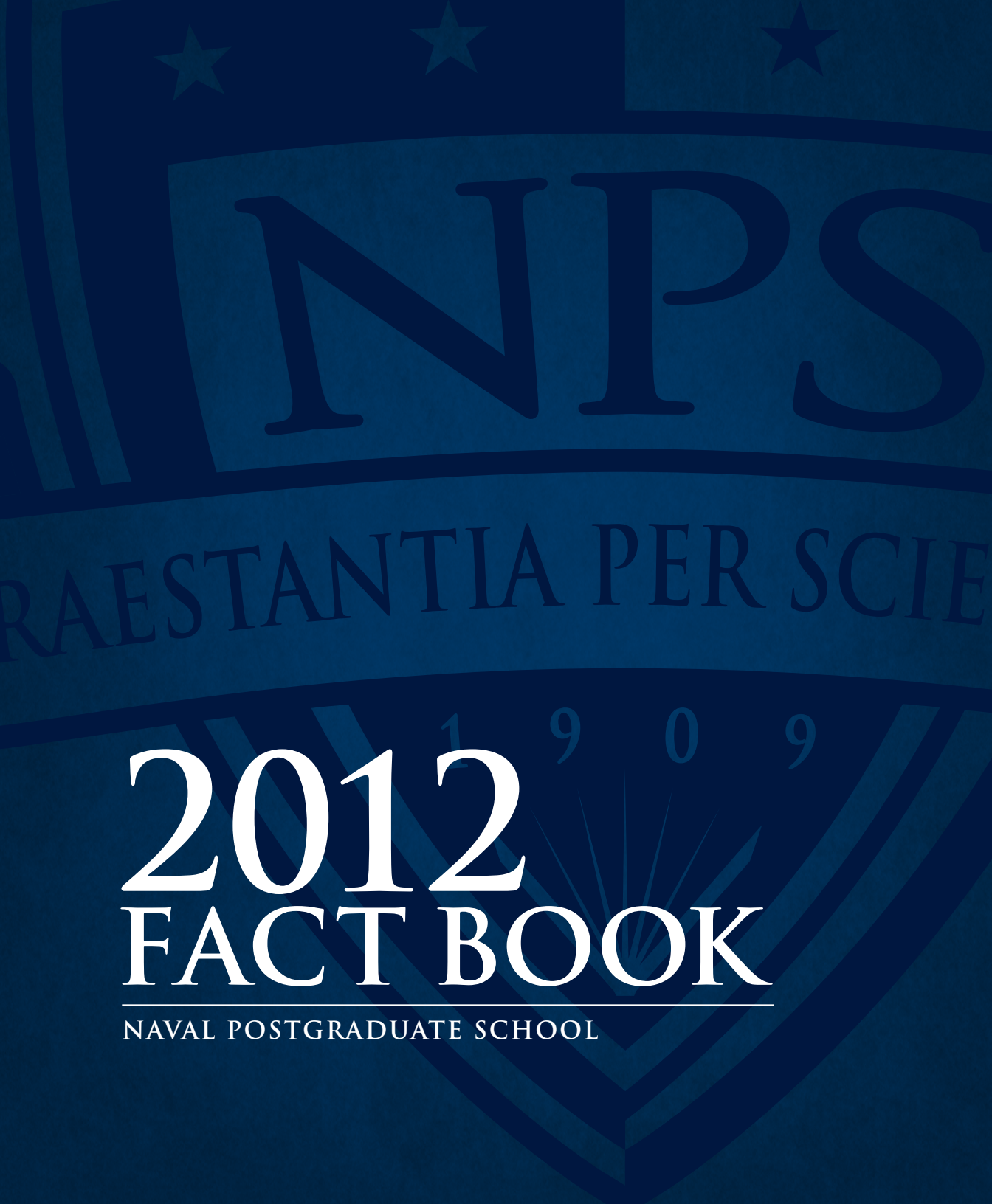




2012 FACT BOOK

NAVAL POSTGRADUATE SCHOOL

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OFFICE OF INSTITUTIONAL
RESEARCH AND PLANNING

NAVAL POSTGRADUATE SCHOOL

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NAVAL
POSTGRADUATE
SCHOOL

FACT BOOK 2012

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Quick Facts 2012

ORGANIZATION LEADERSHIP*

Interim President

Provost

Acting Chief of Staff

Dean of Students

Rear Adm. Jan E. Tighe, USN

Dr. Douglas A. Hensler

Capt. Deidre McLay, USN

Capt. Tom MacRae, USN

STUDENTS AVERAGE ON BOARD

Resident Degree	1,707
Distance Learning Degree	1,013
Certificate	206
Total Students	2,926

TOTAL NUMBER OF DEGREES AWARDED

Master	1,342
PhD	16
Engineer	21
Total	1,379

RESIDENT GRADUATION RATE

Average Graduation Rate	91%
-------------------------------	-----

NPS GRADUATES — DEGREES CONFERRED BY SERVICE:

U.S.

USA/R	110
USARNG/NG	3
USAF	134
USMC	97
USN/R	503
USCG/NOAA	7
Civilian	348
U.S. Total	1,202

* Leadership reflects as of June 2013.

NPS GRADUATES — DEGREES CONFERRED BY SERVICE:

<i>International</i>	
Army	66
Air Force	18
Navy	47
National Guard	2
Civilian.....	40
International Total.....	177
Grand Total.....	1,379

FACULTY

- 797 tenure, tenure-track, and non-tenure faculty (includes administrative faculty)
- 20% of tenure-track full professors are distinguished
- An additional 6% of instructional faculty are military — bringing operational expertise

STAFF

- 482 GS/Wage Grade staff members (419 Full-Time and 63 Part-Time)

RESEARCH

- Over \$180 million in sponsored program funding
- Research at NPS is valuable to improving the national security of the United States

FINANCES

- Operating budget: \$588 million including military salary
- Direct Authorization: \$109 million without military salary
- Reimbursable Income: \$260 million

ACADEMIC FACILITIES

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

ACCREDITATION

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

Source: Office of the Registrar and Office of Institutional Research and Planning

INTRODUCTION



Naval Postgraduate School Mission

The Naval Postgraduate School (NPS) provides relevant and unique advanced education and research programs to increase the combat effectiveness of commissioned officers of the naval service to enhance the security of the United States. In support of the foregoing, and to sustain academic excellence, fosters and encourages a program of relevant and meritorious research which both supports the needs of the Navy and Department of Defense (DOD) while building the intellectual capital of the Naval Postgraduate School faculty.

Naval Postgraduate School Vision

NPS develops creative, technologically informed graduates and solutions for a complex and uncertain global security environment. We provide transformative education reinforced by student contributions to advanced research to increase the combat effectiveness of the Navy, and the security of our Nation and our global partners. We embrace knowledge, teamwork, leadership, and innovation to achieve mission objectives, employ resources efficiently, and foster global security.

Values

- The Naval Postgraduate School fully embraces the Navy's core values of honor, courage, and commitment.
- We also embrace a culture of teamwork in our enterprise.

Overview

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

At NPS, four world-class Schools oversee 14 academic departments that provide 85 Master's, 16 doctoral degree programs and certificates to approximately 1,770 resident students, including more than 250 international students, as well as to 1,139 distributed-learning students worldwide. Two institutes, multiple secure research facilities and 33 Centers of Excellence add to the wealth of resources. Non-resident courses are delivered to students through online, web-enabled, video-tele-education systems and/or by visiting faculty. Continuous learning, refresher and transitional educational opportunities abound, and short-term executive education courses and a variety of short courses are also offered by NPS, both in Monterey and abroad.

Over 790 scholars and professionals, six percent of whom are military officers and over one-third of whom are tenured or tenure-track, comprise the NPS faculty. To strengthen expertise and program relevance, and to expedite research successes at NPS, a robust mix of tenured faculty, lecturers and visiting professionals integrate teaching with research, demonstrating the immediate applicability of defense-related theories to defense-related solutions, many times resulting in patent-eligible technologies.

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

A Short History of the Naval Postgraduate School

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

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

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

In its 100-year history, the Naval Postgraduate School has evolved into an institution that serves America's joint military services, homeland security officials, and dozens of nations. The School's educational and research programs continue to expand to meet changing Navy goals and national requirements: its innovative academic programs such as Operations Research and Space Systems have significantly influenced academe, the defense community and civilian sector. The more recent development of centers for Stabilization and Reconstruction studies, Homeland Defense and Security, and the National Security Institute have greatly enhanced the Naval Postgraduate School's traditional technical programs while preparing officers for new strategic commitments. Today's Naval Postgraduate School is both an accredited university and a national asset that helps to prevent wars and to preserve global security.

Organizational Structure

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

THE FOUR GRADUATE SCHOOLS

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

THE TWO RESEARCH INSTITUTES

Two Research Institutes — the MOVES Institute for Defense Modeling and Simulation, and the Cebrowski Institute for Innovation and Superiority — provide specialized research venues for military-related priority projects for the Navy and Department of Defense.

RESEARCH CENTERS

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

Accreditation

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

Definitions

ACADEMIC YEAR

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

AVERAGE ON BOARD

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

ENROLLMENT

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

DISTANCE LEARNING

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

Board of Advisors to the President, Naval Postgraduate School

NON-FEDERAL MEMBERSHIP

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

FEDERAL EX-OFFICIO MEMBERSHIP

Board Member	Title	Affiliation
Maj. Gen. Anthony A. Cucolo, USA	Commandant	Army War College
Lt. Gen. David S. Fadok, USAF	Commander/President	Air University
Rear Adm. Matthew L. Klunder, USN	Chief of Naval Research	Office of Naval Research
Maj. Gen. Thomas M. Murray	Commanding General	USMC Training and Education Command
Vice. Adm. Scott R. Van Buskirk, USN	Deputy Chief of Naval Operations for MPTE/Chief of Naval Personnel	OPNAV (N1)

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

Degree Offerings

THE GRADUATE SCHOOL OF BUSINESS AND PUBLIC POLICY

EMBA Executive Master of Business
Administration

MBA Master of Business Administration

MS Contract Management

MS Management

MS Program Management

THE GRADUATE SCHOOL OF ENGINEERING AND APPLIED SCIENCES

AstE Astronautical Engineer

EE Electrical Engineer

ME Mechanical Engineer

MEng Electrical Engineering

MS Applied Mathematics

MS Applied Physics

MS Applied Science (Acoustics)

MS Applied Science (Operations Research)

MS Applied Science (Physical Oceanography)

MS Applied Science (Signal Processing)

MS Astronautical Engineering

MS Combat Systems Technology

MS Computer Engineering

MS Electrical Engineering

MS Engineering Acoustics

MS Engineering Science (Aerospace
Engineering)

MS Engineering Science (Astronautical
Engineering)

MS Engineering Science (Electrical
Engineering)

MS Engineering Science (Energy)

MS Engineering Science (Mechanical
Engineering)

MS Engineering Systems

MS Mechanical Engineering

MS Mechanical Engineering (Energy)

MS Meteorology

MS Meteorology and Physical Oceanography

MS Physical Oceanography

MS Physics

MS Product Development

MS Space Systems Operations

MS Systems Engineering

MS Systems Engineering Management

PhD Applied Mathematics

PhD Applied Physics

PhD Astronautical Engineering

PhD Electrical Engineering

PhD Engineering Acoustics

PhD Mechanical Engineering

PhD Meteorology

PhD Physical Oceanography

PhD Physics

PhD Systems Engineering

Degree Offerings

THE GRADUATE SCHOOL OF OPERATIONAL AND INFORMATION SCIENCES

M Computer Technology	MS Information Warfare Systems Engineering
M Cost Estimating and Analysis	MS Modeling Virtual Environments and Simulation
M Human Systems Integration	MS Network Operations
M Systems Analysis	MS Operations Research
MA Identity Management and Cyber Security	MS Operations Research (Energy)
MS Applied Cyber Operations	MS Remote Sensing Intelligence
MS Applied Science (Operations Research)	MS Software Engineering
MS Computer Science	MS Sys Technology (Cmd, Ctrl, Comm)
MS Defense Analysis	PhD Computer Science
MS Electronic Warfare Systems Engineering	PhD Information Sciences
MS Human Systems Integration	PhD Modeling Virtual Environments and Simulation
MS Information Operations	PhD Operations Research
MS Information Systems and Operations	PhD Software Engineering
MS Information Technology Management	

THE SCHOOL OF INTERNATIONAL GRADUATE STUDIES

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

OTHER

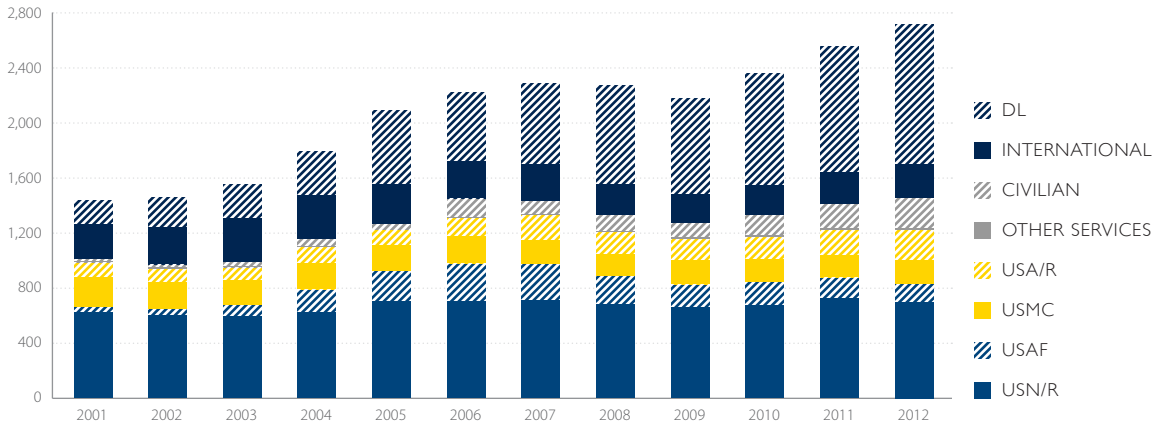
MS Systems Engineering Analysis

STUDENTS



Average On Board Student Population by Service

ALL DEGREES STUDENTS / TRENDS SINCE 2001



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
USN/R	629	607	597	624	709	707	713	685	660	681	732	697
USAF	35	39	79	168	216	273	263	201	166	166	145	132
USMC	215	198	182	195	192	200	180	163	178	164	166	173
USA/R	109	98	95	116	108	132	179	163	158	165	183	215
Other Services	12	13	8	6	6	8	11	10	10	10	15	19
Civilian	13	17	30	49	41	137	93	114	104	149	175	217
International	256	272	323	323	290	275	267	230	213	224	236	248
Resident Totals	1,269	1,244	1,314	1,481	1,562	1,732	1,706	1,566	1,489	1,557	1,647	1,707
Distance Learning	180	221	247	322	541	501	600	719	707	819	921	1,013
Grand Totals	1,449	1,465	1,561	1,803	2,103	2,233	2,306	2,285	2,196	2,376	2,568	2,720

Degree Program Students by Type of Enrollment

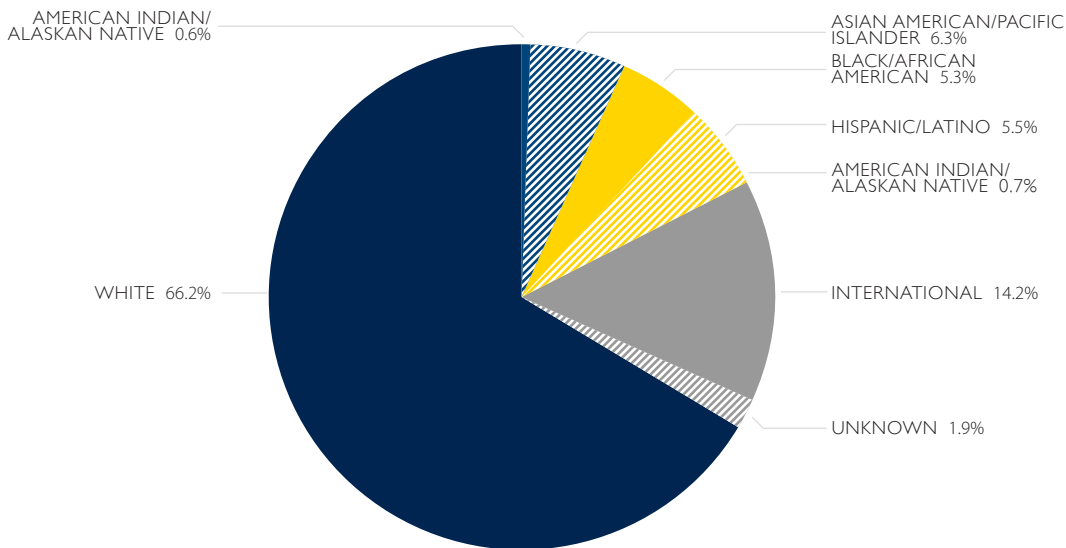
AVERAGE ON BOARD TRENDS SINCE 2001

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Full Time Resident	1,269	1,244	1,314	1,481	1,560	1,732	1,739	1,566	1,489	1,557	1,647	1,707
Distance Learning	180	221	247	322	523	501	847	719	707	819	921	1,013
Total	1,449	1,465	1,561	1,803	2,083	2,233	2,586	2,285	2,196	2,376	2,568	2,720

Source: Office of the Registrar and Office of Institutional Research and Planning

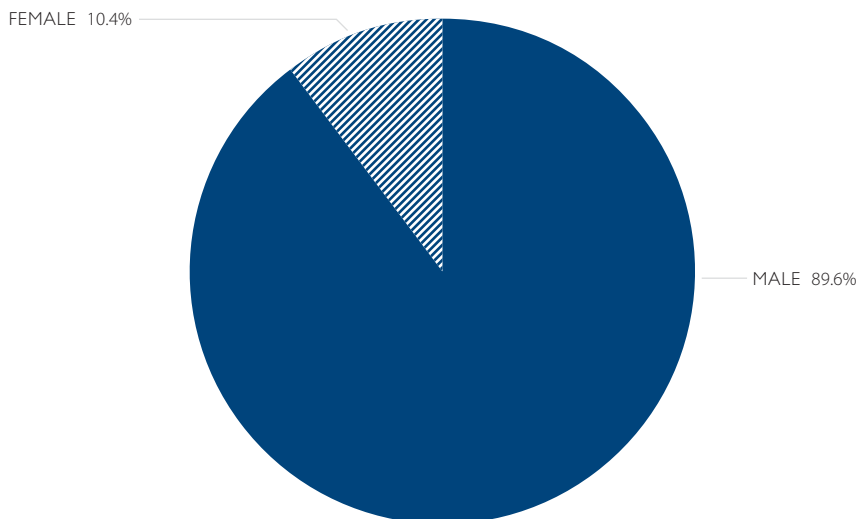
Resident Degree Students by Ethnicity

PEAK QUARTER ENROLLMENT / SUMMER 2012



Resident Degree Students by Gender

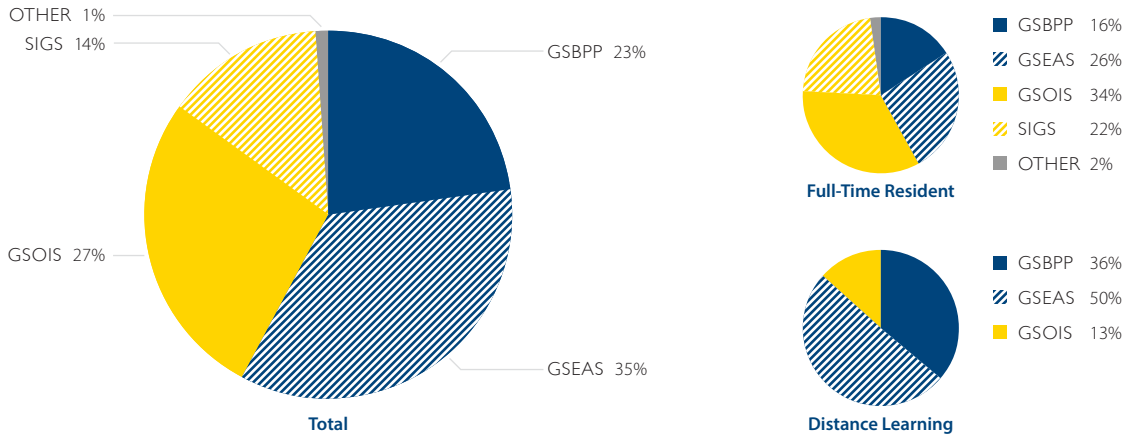
PEAK QUARTER ENROLLMENT / SUMMER 2012



Source: Office of the Registrar and Office of Institutional Research and Planning

Degree Program Students by School

PEAK QUARTER ENROLLMENT / SUMMER 2012



SCHOOL	FULL-TIME RESIDENT	DISTANCE LEARNING	TOTAL
Graduate School of Business and Public Policy (GSBPP)	282	363	645
Graduate School of Engineering and Applied Sciences (GSEAS)	464	502	966
Graduate School of Operational and Information Systems (GSOIS)	596	134	730
School of International Graduate Studies (SIGS)	387	0	387
Other	31	0	31
Total	1,760	999	2,759

Resident Degree Students by School and Service

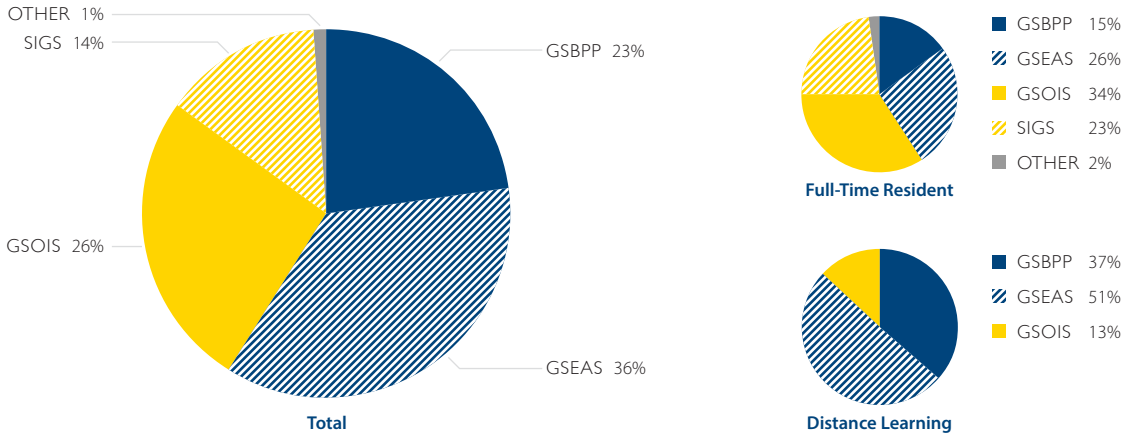
PEAK QUARTER ENROLLMENT / SUMMER 2012

SCHOOL	NAVY	MARINE CORPS	ARMY	AIR FORCE	CIVILIAN	INTERNATIONAL	OTHER	TOTAL
GSBPP	121	64	39	10	2	43	3	282
GSEAS	296	31	19	15	29	66	8	464
GSOIS	182	94	144	20	48	103	5	596
SIGS	63	27	47	64	146	34	6	387
Other	26	0	1	0	0	4	0	31
Total	688	216	250	109	225	250	22	1,760
Total %	39%	12%	14%	6%	13%	14%	1%	100%

Source: Office of the Registrar and Office of Institutional Research and Planning

Degree Program Students by School

AVERAGE ON BOARD 2012



SCHOOL	FULL-TIME RESIDENT	DISTANCE LEARNING	TOTAL
Graduate School of Business and Public Policy (GSBPP)	259	372	631
Graduate School of Engineering and Applied Sciences (GSEAS)	451	513	964
Graduate School of Operational and Information Systems (GSOIS)	577	128	705
School of International Graduate Studies (SIGS)	386	0	386
Other	34	0	34
Total	1,707	1,013	2,720

Resident Degree Students by School and Service

AVERAGE ON BOARD 2012

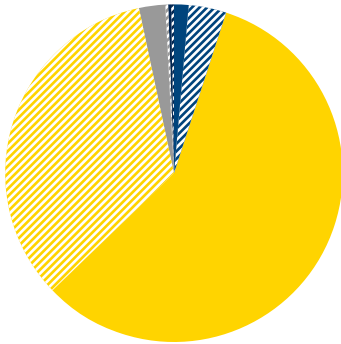
SCHOOL	NAVY	MARINE CORPS	ARMY	AIR FORCE	CIVILIAN	INTERNATIONAL	OTHER	TOTAL
GSBPP	121	52	26	16	2	41	2	259
GSEAS	285	22	18	21	28	71	7	451
GSOIS	193	77	126	23	56	99	5	577
SIGS	70	23	44	73	137	35	5	386
Other	30	0	2	0	0	3	0	34
Total	699	174	216	133	223	249	19	1,707
Total %	41%	10%	13%	8%	13%	15%	1%	100%

Source: Office of the Registrar and Office of Institutional Research and Planning

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

RESIDENT DEGREE STUDENTS

PEAK QUARTER ENROLLMENT / SUMMER 2012

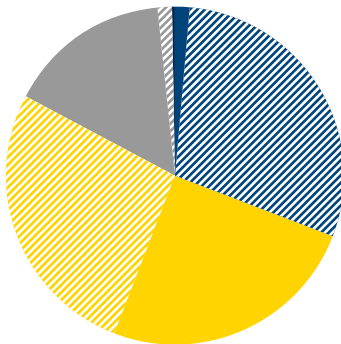


	GRADE	RANK	NAVY/R	AIR FORCE	ARMY/R	MARINE CORPS	
■	1.4%	O1	2nd Lt./Ensign	2%	4%	—	—
▨	3.7%	O2	1st Lt./Lt. j.g.	5%	1%	—	4%
■	57.8%	O3	Capt./Lt.	70%	32%	30%	67%
▨	33.8%	O4	Lt. Cmdr./Maj.	20%	60%	65%	29%
■	2.6%	O5	Capt./Lt. Col./Lt. Cmdr.	3%	3%	4%	—
▨	0.2%	O6	Capt./Col.	—	—	—	—
■	0.1%	W3	CW3	—	—	—	—
▨	0.2%	W4	CW4	—	—	1%	—
Total			100%	100%	100%	100%	100%

International Military Forces by Grade, Rank and Service

RESIDENT DEGREE STUDENTS

PEAK QUARTER ENROLLMENT / SUMMER 2012



	GRADE		RANK	INT'L NAVY	INT'L AIR FORCE	INT'L ARMY	INT'L MARINE CORPS	INT'L COAST GUARD
■	1.4%	O-1	Ensign	3%	—	—	—	—
▨	29.5%	O-2	1st Lt./Lt. j.g.	24%	24%	36%	—	100%
■	24.9%	O-3	Capt./Lt.	35%	21%	18%	—	—
▨	26.7%	O-4	Lt. Cmdr./Maj.	30%	17%	28%	—	—
■	15.7%	O-5	Cmdr./Lt. Col./Lt. Cmdr.	8%	34%	15%	100%	—
▨	1.4%	O-6	Capt./Col.	—	—	3%	—	—
■	0.5%	Flag Officer		—	3%	—	—	—
Total				100%	100%	100%	100%	100%

Source: Office of Institutional Research and Planning

Curricula by U.S. and International 2012 Enrollment

Programs	U.S. Military	International Military and Civilian	U.S. Civilian
Acquisitions and Contract Management	*	*	*
Applied Mathematics	*	*	
Civil-Military Relations	*	*	
Combat Systems Sciences and Technology	*	*	*
Combating Terrorism: Policy and Strategy	*	*	*
Computer Science	*	*	*
Contract Management (DL)	*		*
Cost Estimating and Analysis (DL)	*		*
Cyber Systems and Operations	*		
Defense Business Management			*
Defense Decision-Making and Planning	*	*	*
Defense Systems Analysis	*		
Defense Systems Management (International)		*	
Electronic Systems Engineering	*	*	*
Electronic Systems Engineering (DL)	*		*
Electronic Warfare Systems (International)		*	
Europe and Eurasia	*	*	
Executive Master of Business Administration (DL)	*		*
Executive Master of Business Administration (DL-Civ)	*		*
Far East, Southeast Asia, Pacific	*	*	
Financial Management	*	*	*
Homeland Defense and Security	*		*
Homeland Security and Defense	*		*
Human Systems Integration	*	*	
Human Systems Integration (DL)	*		*
Information Sciences	*		*
Information Systems and Operations	*		
Information Systems and Technology	*	*	*
Information Systems Management MBA			*
Information Warfare	*	*	
Joint Command, Control, Comm, Comp/Intel (C4I) Sys	*	*	
Joint Information Operations	*	*	
Joint Operational Logistics	*	*	
Manpower Systems Analysis	*	*	

DL = Distance Learning

Source: Office of Institutional Research and Planning

Curricula by U.S. and International 2012 Enrollment

Programs	U.S. Military	International Military and Civilian	U.S. Civilian
Material Logistics Support Management	*	*	
Mechanical Engineering for Nuclear Trained Officers (DL)	*		*
Meteorology	*		*
Meteorology and Oceanography (METOC)	*	*	
Middle East, South Asia, Sub-Saharan Africa	*	*	*
Modeling, Virtual Environments and Simulation	*		*
Naval/Mechanical Engineering	*	*	*
Oceanography	*	*	*
Operations Analysis	*	*	*
Program Management (DL)	*		*
Reactors — Mechanical/Electrical Engineering (DL)	*		
Remote Sensing	*		*
Resource Planning/Management for International Defense		*	
Security Studies	*		*
Software Engineering (Resident and DL)	*	*	*
Space Systems Engineering	*		*
Space Systems Operations	*		
Space Systems Operations (DL)	*		*
Space Systems Operations (International)		*	
Special Operations	*	*	*
Stabilization and Reconstruction		*	*
Supply Chain Management	*	*	
Systems Acquisition Management	*	*	
Systems Analysis (DL)	*		*
Systems Engineering	*	*	*
Systems Engineering (DL)	*		*
Systems Engineering (PhD)	*		*
Systems Engineering Analysis	*	*	*
Systems Engineering Management-PD21 (DL)	*		*
Transportation Management	*		
Undersea Warfare	*		*
Undersea Warfare (International)		*	
Underwater Acoustic Systems (DL)	*		*
Western Hemisphere	*	*	*

Source: Office of Institutional Research and Planning

DL = Distance Learning

International Resident Students by Region

PEAK QUARTER ENROLLMENT / SUMMER 2012

AUSTRALIA

Australia	6
New Zealand	1
Total	7

NORTH AMERICA

Canada	3
Mexico	1
Total	4

CENTRAL/EAST ASIA AND MIDDLE EAST

Israel	1
Jordan	1
Pakistan	14
Saudi Arabia	6
Yemen	1
Total	23

AFRICA

Algeria	1
Cameroon	1
Egypt	1
Kenya	1
Nigeria	1
Seychelles	1
Tanzania	2
Tunisia	10
Uganda	1
Total	19

CARIBBEAN, CENTRAL AND SOUTH AMERICA

Argentina	2
Brazil	4
Chile	2
Colombia	4
Total	12

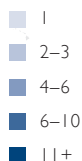
EUROPE

Albania	1
Bulgaria	2
Croatia	1
Georgia	1
Germany	13
Greece	23
Hungary	1
Latvia	2
Lithuania	1
Moldova	1
Netherlands	1
Norway	7
Romania	1
Serbia	2
Slovakia	1
Sweden	3
Turkey	58
Ukraine	2
Total	121

FAR/NEAR EAST

India	2
Japan	1
Korea	4
Malaysia	1
Maldives	1
Nepal	1
Philippine	1
Singapore	41
Sri Lanka	3
Taiwan	14
Thailand	1
Total	70

NUMBER OF STUDENTS BY COUNTRY



AUSTRALIA AND NEW ZEALAND 3%

FAR/NEAR EAST 27%

CENTRAL/EAST ASIA AND MIDDLE EAST 9%

AFRICA 7%

CARIBBEAN, CENTRAL AND SOUTH AMERICA 5%

NORTH AMERICA 2%

EUROPE 47%

Source: Office of the Registrar

Short-Term and Certificate Course Programs

GLOBAL OUTREACH / FISCAL YEAR 2012

Mobile Education Teams (METs)

11,300 U.S. students instructed: Regional Security Education Program (RSEP)

5,836 U.S. students instructed: Leadership Development and Education for Sustained Peace (LDESP)

319 METs with 21,635 participants

Visited 49 countries

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

On-Campus Short Courses

54 In-resident courses with 1,430 participants

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

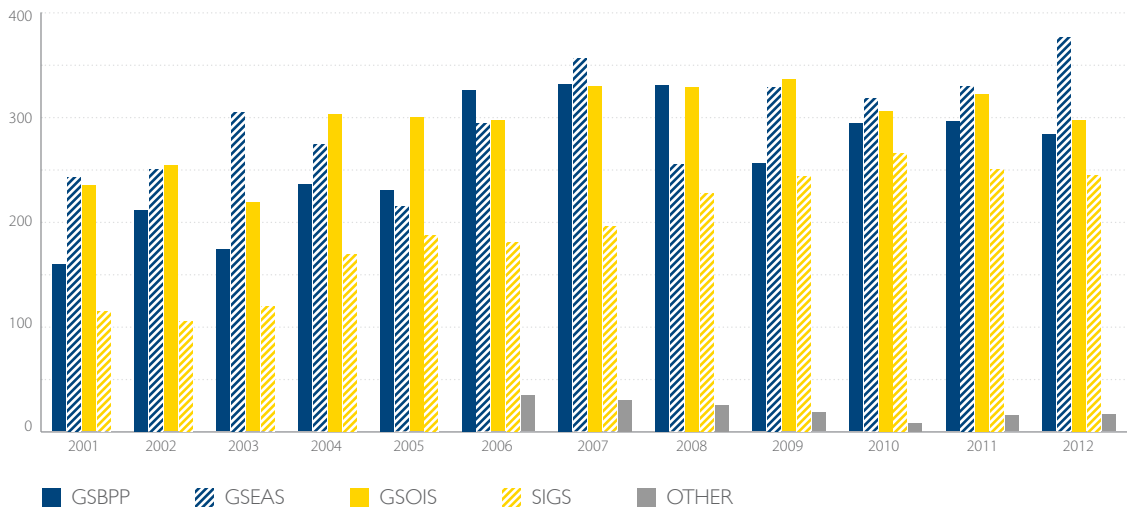
Overall

Participants from 79 countries (METs, Short Courses, Graduate Students)

Source: Office of International Graduate Studies

Degrees Conferred by Academic School

TREND SINCE 2001



SCHOOL	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
GSBPP	159	211	173	235	230	325	331	330	255	293	295	321
GSEAS	242	250	304	273	214	293	355	254	328	317	329	426
GSOIS	234	253	218	302	299	296	329	328	335	305	321	337
SIGS	114	105	119	169	187	180	195	227	243	265	250	277
Other	-	-	-	-	-	34	30	25	18	8	15	18
Total	749	819	814	979	930	1,128	1,240	1,164	1,179	1,188	1,210	1,379

Source: Office of Institutional Research and Planning

Degrees Conferred

ACADEMIC YEAR 2012

Degree	Total	Degree	Total
EE Electrical Engineer	3	MS Engineering Systems	38
EMBA Executive Master of Business Administration	120	MS Human Systems Integration	9
M Systems Analysis	28	MS Information Operations	9
MA Sec Studies (Combating-Terrorism: Policy/Strategy)	7	MS Information Systems and Operations	2
MA Sec Studies (Mid East, S Asia, Sub-Saharan Africa)	57	MS Information Technology Management	28
MA Security Studies (Civil-Military Relations)	7	MS Information Warfare Systems Engineering	9
MA Security Studies (Defense Decision-Making/Planning)	44	MS Management	34
MA Security Studies (Europe and Eurasia)	25	MS Mechanical Engineering	45
MA Security Studies (Far East, SE Asia, the Pacific)	28	MS Meteorology	13
MA Security Studies (Homeland Security and Defense)	87	MS Meteorology and Physical Oceanography	16
MA Security Studies (Stabilization and Reconstruction)	5	MS Modeling Virtual Environments and Simulation	11
MA Security Studies (Western Hemisphere)	17	MS Operations Research	58
MBA Master of Business Administration	145	MS Physical Oceanography	8
ME Mechanical Engineer	2	MS Physics	5
MEng Electrical Engineering	16	MS Program Management	13
MS Applied Mathematics	6	MS Remote Sensing Intelligence	20
MS Applied Physics	20	MS Software Engineering	2
MS Astronautical Engineering	9	MS Space Systems Operations	17
MS Combat Systems Technology	6	MS Sys Technology (Command, Control and Communications)	12
MS Computer Science	45	MS Systems Engineering	165
MS Contract Management	9	MS Systems Engineering Analysis	9
MS Defense Analysis (Financial Management)	1	MS Systems Engineering Management	10
MS Defense Analysis (Information Operations)	2	PhD Applied Physics	1
MS Defense Analysis (Irregular Warfare)	64	PhD Astronautical Engineering	2
MS Defense Analysis (National Security Affairs)	6	PhD Computer Science	2
MS Defense Analysis (Terrorist Operations and Financing)	20	PhD Mechanical Engineering	3
MS Electrical Engineering	33	PhD Meteorology	3
MS Electronic Warfare Systems Engineering	7	PhD Modeling Virtual Environments and Simulation	1
MS Engineering Acoustics	4	PhD Physical Oceanography	1
MS Engineering Science (Electrical Engineering)	1	PhD Physics	1
MS Engineering Science (Mechanical Engineering)	6	PhD Software Engineering	2
Grand Total		1,379	

Source: Office of Institutional Research and Planning

NPS Hall of Fame Honorees

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

The Honorable James Roche
Secretary of the Air Force (Ret.)
(Presented 27 Sep 01)

The Honorable Thomas White
Secretary of the Army (Ret.)
(Presented 27 Sep 01)

Professor Lui Pao Chuen
Chief Def. Scientist, Singapore Ministry
of Defence (Presented 28 Mar 02)

Vice Admiral Arthur Cebrowski,
USN (Ret.) (Presented 13 Jan 03)

General John A. Gordon, USAF (Ret.)
(Presented 16 Sep 04)

Admiral Henry Mauz, USN (Ret.)
(Presented 19 Nov 03)

Admiral James D. Watkins, USN (Ret.)
(Presented 20 Apr 05)

Admiral Wayne E. Meyer, USN (Ret.)
(Presented 23 Feb 06)

The Honorable Dan Albert, Mayor of
Monterey (Ret.) (Presented 23 Feb 07)

General Michael Hagee, USMC (Ret.)
(Presented 23 May 09)

Admiral Michael Mullen, USN (Ret.)
(Presented 11 Aug 09)

General Apichart Penkitti
Permanent Secretary for Defence, Thailand
(Presented 30 July 10)

Vice Admiral Thomas J. Hughes,
USN (Ret.) (Posthumous induction
presented 3 Dec 10)

Admiral T. Joseph Lopez, USN (Ret.)
(Presented 3 Dec 10)

Vice Admiral Pat Tracey, USN (Ret.)
(Presented 3 Dec 10)

Dr. J. Phillip (Jack) London
(Presented 2 Dec 11)

Admiral Stanley Arthur, USN (Ret.)
(Presented 2 Dec 11)

Colonel Walt Havenstein, USMCR (Ret.)
(Presented 30 Nov 12)

Admiral Eric T. Olson, USN (Ret.)
(Presented 30 Nov 12)

Selected Distinguished Alumni

Name	Achievements
Gen. Keith Alexander, USA	Director, National Security Agency (DIRNSA), CCSS and Commander, U.S. Cyber Command
Adm. Stanley Arthur, USN (Ret.)	Former Vice Chief of Naval Operations
Colonel Walter H. Augustin, USMC (Ret.)	Senior Executive Service as the Technical Director of Naval Air Warfare Systems Command, Training Systems Department
Capt. Jeffrey Bacon, USN (Ret.)	Creator of Broadside Cartoons
Vice Adm. Roger F. Bacon, USN (Ret.)	Former Assistant Chief of Naval Operations for Undersea Warfare
Vice Adm. Phillip Balisle, USN (Ret.)	Former Commander, Naval Sea Systems Command
Rear Adm. Stanley Bozin, USN	Director, Office of Budget, Office of the Assistant SECNAV for Financial Management and Comptroller
Rear Adm. Michael A. Brown, USN	Deputy Assistant Secretary for Cyber Security and Communications
Vice Adm. Nancy E. Brown, USN	Director, Command, Control, Communications and Computer Systems, The Joint Staff
Capt. Daniel W. Bursch, USN (Ret.)	Astronaut, Veteran of four space flights and Expedition 4, a six and a half month stay aboard the International Space Station, NPS Centennial Spokesperson
Dr. Todd Calhoun	Director of Programs Assessment and Evaluation, Programs and Resources Department, Headquarters, U.S. Marine Corps
Rear Adm. Philip J. Coady Jr., USN (Ret.)	Former Director of the Navy's Surface Warfare Division
Rear Adm. Dan W. Davenport, USN	Chief of Staff, U.S. Joint Forces Command
Rear Adm. Patrick W. Dunne, USN (Ret.)	Former President, Naval Postgraduate School
Gordon Eubanks	Leader in groundbreaking computer technology developments
Vice Adm. Mark E. Ferguson III, USN	55th and Current Chief of Naval Personnel
Capt. Stephen Frick, USN (Ret.)	Astronaut, veteran of two space flights to the International Space Station
Rear Adm. James B. Greene Jr. USN (Ret.)	Acquisition Chair of Naval Postgraduate School
Vice Adm. Lee F. Gunn, USN (Ret.)	Former Inspector General of the Department of the Navy
Rear Adm. Charles S. Hamilton II, USN	Former Program Executive Officer for Ships (PEO Ships)
Rear Adm. Cecil D. Haney, USN	Director, Naval Warfare Integration Group
Rear Adm. Elizabeth A. Hight, USN	Vice Director, Defense Information Systems Agency
Col. David Hilmers, M.D., USMC (Ret.)	Astronaut, physician and veteran of four space flights

Source: NPS Alumni Relations Office

Selected Distinguished Alumni

Name	Achievements
Capt. Sam Houston, USN (Ret.)	Apollo 11 hero, using his meteorological knowledge helped divert a catastrophic splashdown of Apollo 11
Vice Adm. Thomas J. Hughes, USN (Ret.)	Former President and CEO Navy Federal Credit Union. Deceased.
Capt. Wayne P. Hughes Jr., USN (Ret.)	Former Dean of the Graduate School of Operational and Information Sciences
Vice Adm. Harvey E. Johnson Jr., USCG (Ret.)	Vice President for National Preparedness and Response Solutions at BAE Systems
Rear Adm. John M. Kelly, USN	Commander, Naval Warfare Development Command
Lt. Gen. Richard S. Kramlich, USMC	Director, Marine Corps Staff and Deputy Commandant for Installations and Logistics
Vice Adm. William Landay III, USN	Director, Defense Security Coop. Agency
Lt. Cmdr. Marvin Langston, USN (Ret.)	Former Dept. of Navy Deputy Chief Info. Officer
Capt. Donald M. Layton, USN (Ret.)	Developed innovative methods for SIGINT shadowing of Japanese fleet movements
Lt. Gen. Chan Lee, ROKAF	Superintendent of the Republic of Korea Air Force Academy
Vice Adm. Michael A. LeFever, USN	Commander, Office of the Defense Representative, Pakistan
Vice Adm. Keith W. Lippert, USN	14th Director, Defense Logistics Agency
Capt. Michael Lopez-Alegria, USN (Ret.)	Astronaut, veteran of three space flights and a seven month mission aboard the International Space Station.
Rear Adm. Archer M. Macy Jr., USN	Director, Joint Integrated Air and Missile Defense Organization, Dep. Director for Force Protection J-8, the Joint Staff
Rear Admiral Michael Mathis, USN (Ret.)	Director, Joint Air and Missile Defense Organization
Vice Adm. Justin McCarthy SC, USN	Director, Material Readiness and Logistics, N4 OPNAV Staff
Rear Admiral Timothy J. McGee, USN	Commander, Naval Meteorology and Oceanography Command
Admiral William McRaven, USN	Commander, U.S. Special Operations Command
Rear Admiral Wayne Meyer, USN	Father of the Navy's AEGIS Weapons System
Vice Admiral Michael Mullen, USN (Ret.)	Vice Chief of Naval Operations
Lt. Col. Carlos Noriega, USMC (Ret.)	Astronaut, veteran of two space flights
Adm. Eric T. Olson, USN	Commander, USSOCOM; First Naval Officer to command US Special Operations Command and first Navy Seal 3 and 4 star admiral
Capt. Alan Poindexter, USN	Astronaut, veteran of two space flights. Deceased.

Source: NPS Alumni Relations Office

Selected Distinguished Alumni

Name	Achievements
Vice Adm. John Scott Redd, USN (Ret.)	Served as the first Director of the National Counterterrorism Center
Capt. Kenneth Reightler Jr., USN (Ret.)	Astronaut, veteran of two spaceflights
The Honorable James Roche, Captain, USN, (Ret.)	Secretary of the Air Force
Rear Admiral Conrad J. Rorie, USN (Ret.)	Commander, Naval Base Pearl Harbor
Cmdr. Carter “Buzz” Savage, USN (Ret.)	Deputy Assistant Secretary of Energy, Director of Advanced Fuel Cycle Program in Department of Energy’s Office of Nuclear Energy
Capt. Dylan Schmorrow, USN	Deputy Director, Human Performance, Training and BioSystems, Office of the Secretary of Defense (Research and Engineering)
Capt. Winston Scott, USN (Ret.)	Astronaut, veteran of two space flights and author of “Reflections from Earth Orbit”
Rear Adm. Kenneth Slaght, USN	Commander, Space and Naval Warfare Systems Command
Vice Adm. Stanley Szemborski, USN	Principal Deputy Director, Program Analysis and Evaluation, Office of Secretary of Defense
Rear Adm. Jan E. Tighe, USN	Interim President, Naval Postgraduate School
Vice Adm. Patricia A. Tracey, USN (Ret.)	The first woman to achieve the rank of Vice Admiral in the U.S. Navy; Former Chief, CNET
Lt. Gen. Thomas R. Turner, USA	The former Commanding General of the United States Army North, Fort Sam Houston, Texas
Maj. Gen. Michael A. Vane, USA	Chief of Staff for Doctrine, Concepts, and Strategy, and former Commanding General, U.S. Army North (Fifth Army)
Gen. William S. Wallace, USA (Ret.)	Former Commanding General, U.S. TRADOC
The Honorable Thomas White	Secretary of the Army
Col. Jeff Williams, USA (Ret.)	Astronaut, veteran of one shuttle mission and two six month tours aboard the International Space Station
Rear Admiral Edward Winters, III, USN	Former Commander, Naval Special Warfare Command
Captain Janice Wynn, USN	NPS alumnus and NPS Dean of Students
Capt. John A. Zangardi, USN (Ret.)	Former Deputy Director Warfare Integration Programs

Source: NPS Alumni Relations Office

FACULTY



Faculty by Rank

TENURE TRACK

Rank	GSBPP	GSEAS	GSOIS	SIGS	Institutes	Other Academic Programs	Admin	Total
Distinguished Professor	2	13	5	3	—	—	—	23
Professor	8	44	27	10	—	1	2	92
Associate Professor	22	33	30	17	—	2	1	105
Assistant Professor	13	9	12	15	—	1	—	50
Total	45	99	74	45	—	4	3	270

NON-TENURE TRACK

Rank	GSBPP	GSEAS	GSOIS	SIGS	Institutes	Other Academic Programs	Admin	Total
Research Professor	—	19	8	1	2	9	—	39
Research Associate Professor	3	12	8	1	7	1	—	32
Research Assistant Professor	—	15	8	3	—	1	—	27
Senior Lecturer	21	19	22	21	—	6	5	94
Lecturer	17	14	11	23	—	13	1	79
Professor Of The Practice	—	11	2	1	2	—	2	18
Research/Ed/Admin Associate	5	41	66	27	33	9	18	199
Visiting Faculty	13	2	7	1	—	2	—	25
No Academic Rank	1	—	1	1	—	—	11	14
Total	60	133	133	79	44	41	37	527
Grand Total	105	232	207	124	44	45	40	797

Note: Faculty by rank counts do not include Research Assistants.

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

Source: Office of Academic Planning as of Nov. 2012 and Office of Institutional Research and Planning

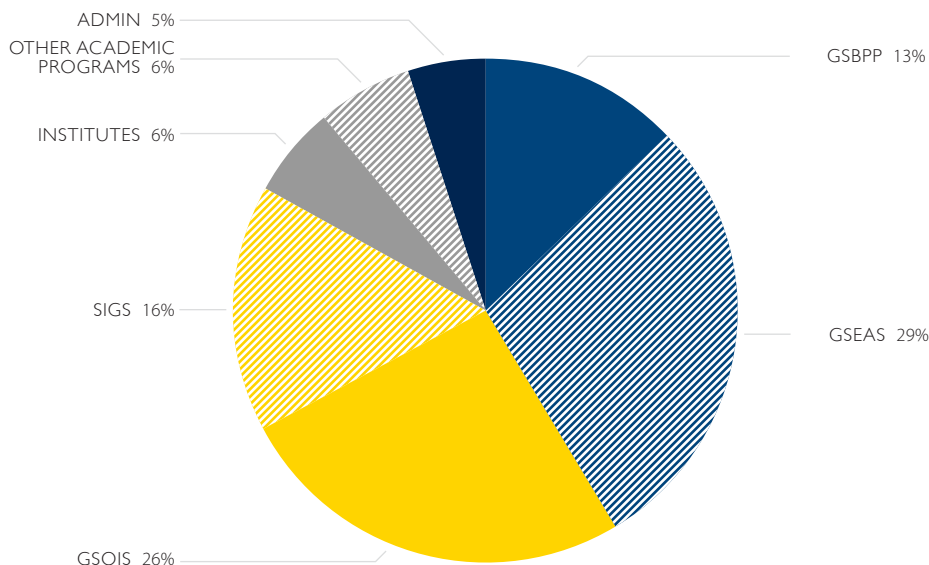
Tenure Track vs. Non-Tenure Track Faculty

BY SCHOOL / 2012

SCHOOL	TENURE TRACK	NON-TENURE TRACK	TOTAL
Graduate School of Business and Public Policy (GSBPP)	45	60	105
Graduate School of Engineering and Applied Sciences (GSEAS)	99	133	232
Graduate School of Operational and Information Systems (GSOIS)	74	133	207
School of International Graduate Studies (SIGS)	45	79	124
Institutes	—	44	44
Other Academic Programs	4	41	45
Admin	3	37	40
Total	270	527	797

Faculty Distribution

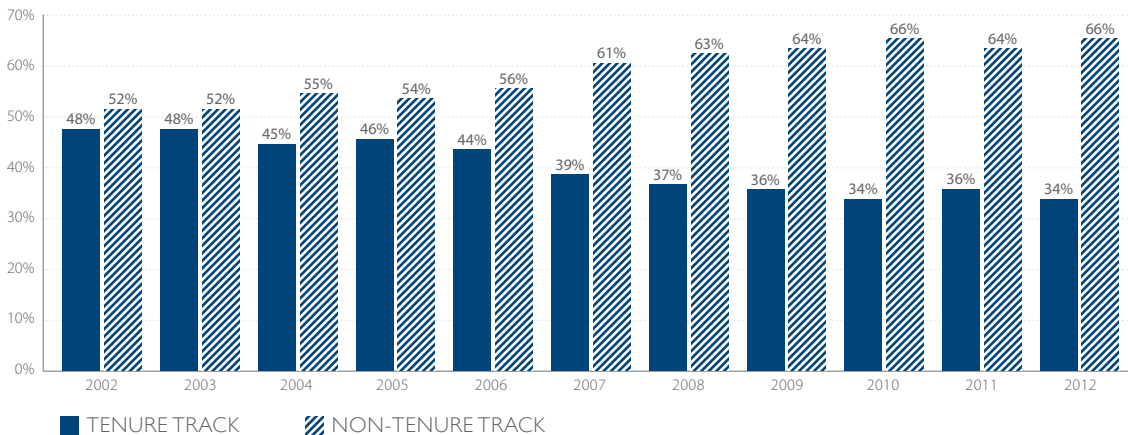
BY SCHOOL



Source: Office of Academic Planning as of Nov. 2012 and Office of Institutional Research and Planning

Tenure Track/Non-Tenure Track Faculty

TRENDS SINCE 2002



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Tenure Track	224	216	240	242	241	236	248	254	260	269	270
Non-Tenure Track	240	238	288	283	301	369	428	454	504	468	527
Total	464	454	528	525	542	605	676	708	764	737	797

Note: AY 2011 and AY 2012 faculty counts do not include Research Assistants.

Student Faculty Ratio (SFR) By School

PEAK QUARTER / SUMMER 2012

SCHOOL	RATIO
Graduate School of Business and Public Policy (GSBPP)	7.3
Graduate School of Engineering and Applied Sciences (GSEAS)	5.7
Graduate School of Operational and Information Systems (GSOIS)	9.9
School of International Graduate Studies (SIGS)	6.9
Total	7.5

Note: Student credit hours include degree and certificate. Faculty full-time equivalent includes instructional faculty only as defined by IPEDS.

Source: Office of Academic Planning as of Nov. 2012 and Office of Institutional Research and Planning

Faculty and Staff 2012

BY ETHNICITY

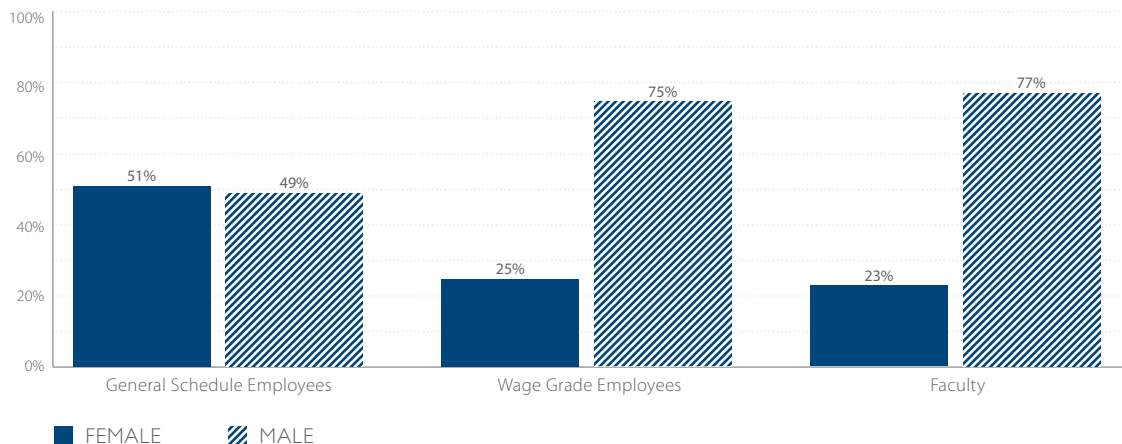
	BLACK/AFRICAN AMERICAN	AMERICAN INDIAN/ ALASKAN NATIVE	ASIAN AND PACIFIC ISLANDER	HISPANIC	WHITE	UNKNOWN	TOTAL
NPS GS	39	3	69	41	322	4	478
NPS WG	—	—	1	—	3	—	4
NPS Faculty	5	2	55	18	592	125	797
Total	44	5	125	59	917	129	1,279

GS = General Schedule Employees

WG = Wage Grade Employees

Faculty and Staff 2012

BY GENDER



Source: Office of Academic Planning as of Nov. 2012 and Office of Institutional Research and Planning

RESOURCES



Size of NPS Systems

MULTIPLE NETWORKS

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

WIRELESS

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

ACCOUNTS (USER ACCOUNTS)

Staff.....	1,174
Faculty.....	967
Resident Students	2,677
Distance Learning Students	1,789
DoDNet accounts (DLI and FNMOC).....	10*
Contractors.....	356
Shared business mailboxes	361
Total	7,334

**Note: DoDNet no longer hosts DLIFLC user accounts.*

WEB SERVICES

Total Page views annually

Extranet.....	19,937,866
Intranet	8,200,432

USER DATA

Profile and network storage	19.4 TB
Group Shares.....	5.7 TB
Virtualized server storage/Databases.....	22.5 TB
Total backup/recover storage	142.8 TB
Total number of trouble tickets in 2012	59,174

Size of NPS Systems

ACADEMIC APPLICATIONS

Learning Resource Center applications.....	288
External E-Mail Received per year.....	29,503,038
Approximate emails per day classified as spam using Barracuda	31,635
Number of unique malware blocked from infecting workstations on the network.....	532
Of all malware blocked, percentage captured using the daily Scheduled Anti-Virus scans.....	50%
Of all malware blocked, percentage captured using continuous Auto-Protect.....	47%
Significant increase in FY 2012, in the number of incidents detected and resolved, due to improved detection tools.....	40%
Estimated number of SPAM messages around the world in 2012	36 TRILLION
Total cost avoided by NPS due to effective use of SPAM Firewall.....	\$867,426
Number of operating system and application patches applied across the network.....	141,642

TELECOMMUNICATIONS

VOIP installed.....	553
Analog subscribers.....	3,350
Reliability of phone system	98%
Average number of conference calls/month	142
Average number of connection/month	557
Total number of minutes for all Conferences.....	122,498

HIGH PERFORMANCE COMPUTING (HPC)

Number of Linux workstations.....	40
Number of Linux users	250
Number of HPC Supercomputer processors	1,340
Number of Supercomputer users	150
Current HPC disk space.....	475 TB

(The average monthly computation performed on the hamming supercomputer would take 25 years to perform on a single CPU).

EDUCATIONAL TECHNOLOGY

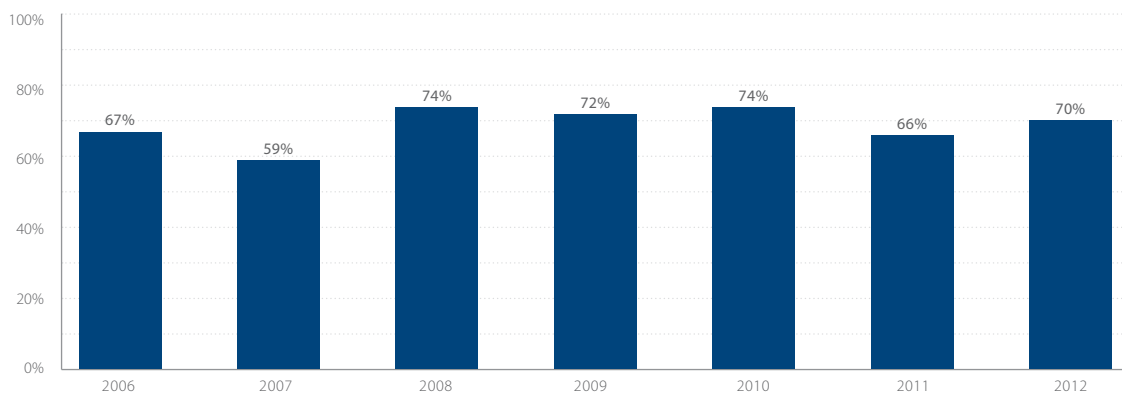
Forty-Eight Point Multipoint Control Unit (MCU)/Video Bridge.....	1
ISDN Video-Conferencing Circuits.....	165
Multimedia Presentation Systems	133
Video-Conferencing Facilities	42 ¹
Video Tele-Education Systems.....	10
Class hours recorded and streamed via the Internet in FY12	5,259
Class hours recorded and delivered through web-conferencing system in FY12.....	11,624 ²
Logins to the Learning Management System in FY12.....	993,954
Courses hosted on the Learning Management System	4,484

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

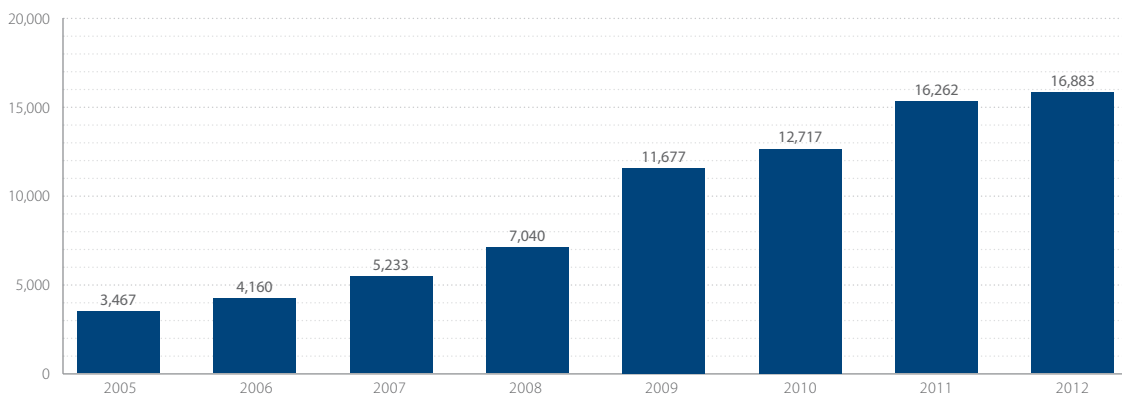
² Class hours delivered through web-conferencing consists of expected growth and an increasing trend away from streaming classes via the Internet

Source: Information Technology and Communications Services

Percentage of SPAM Blocked

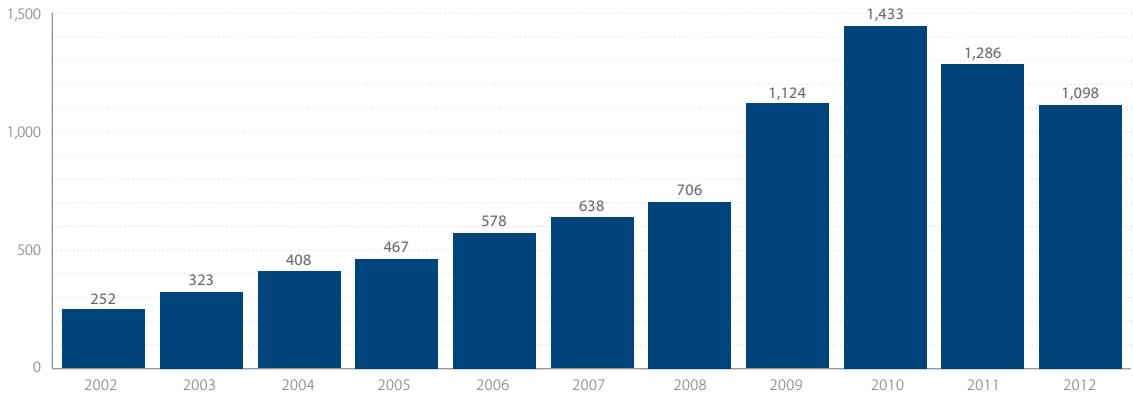


Hours of Class Content Captured on Streaming Media

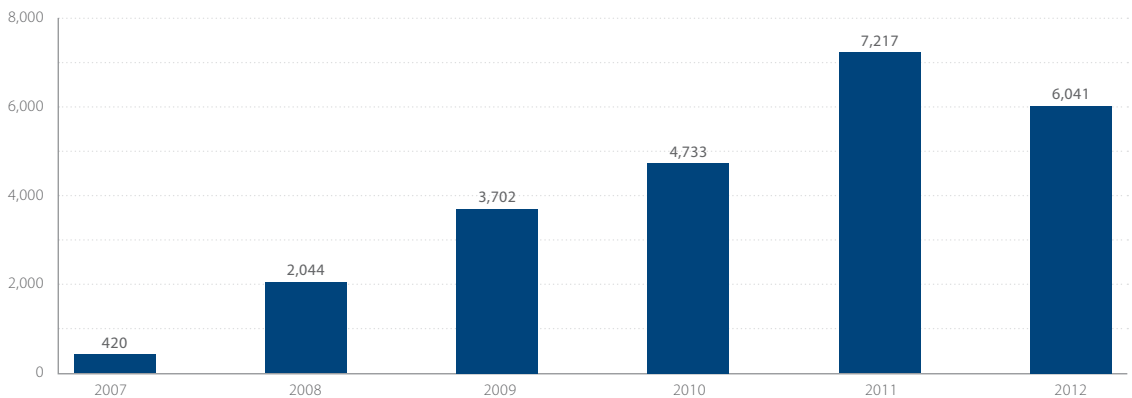


Source: Information Technology and Communications Services

Number of Learning Management System Courses Created



Number of Web-Based Synchronous Collaboration Sessions



Source: Information Technology and Communications Services

Information Technology and Communications Services Partnerships

CORPORATION FOR EDUCATION NETWORK INITIATIVES IN CALIFORNIA (CENIC)

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

INTERNET2

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

DEFENSE RESEARCH ENGINEERING NETWORK (DREN)

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

MONTEREY PENINSULA DEPARTMENT OF DEFENSE NET

Regional DOD consortium with physical infrastructure linking Fleet Numerical Meteorology and Oceanography Center, Naval Research Laboratory, Defense Language Institute, Defense Manpower Data Center, Naval Postgraduate School, and the Defense Personnel Security Research Center.

NAVY HIGHER EDUCATION IT CONSORTIUM

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

EDUCATIONAL PARTNERSHIPS

Educational and research partners of NPS that have established links to distributed technology tools: Synchronous Collaboration System, Learning Management System, Video capture, Video editing system and Podcasting. These partnerships include:

- Defense Language Institute, Foreign Language Center (DLIFLC)
- DOD Foreign Area Officer Program
- Commander Navy Installation Command (CNIC)

UNIVERSITY OF CALIFORNIA SAN DIEGO—CALIT2

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

DOD EDUCATIONAL INFORMATION SECURITY WORKING GROUP

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

CINEGRID

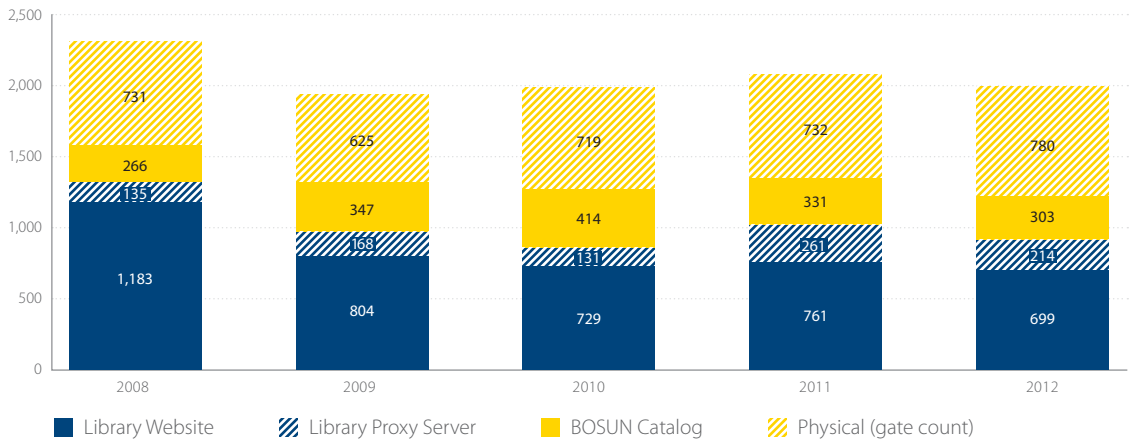
Interdisciplinary community focused on the research, development, and demonstration of networked collaborative tools to enable the production, use and exchange of very-high quality digital media over photonic networks.

CENTRAL COAST BROADBAND CONSORTIUM

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

Number of Average Library Daily Visits

ONSITE AND VIRTUAL



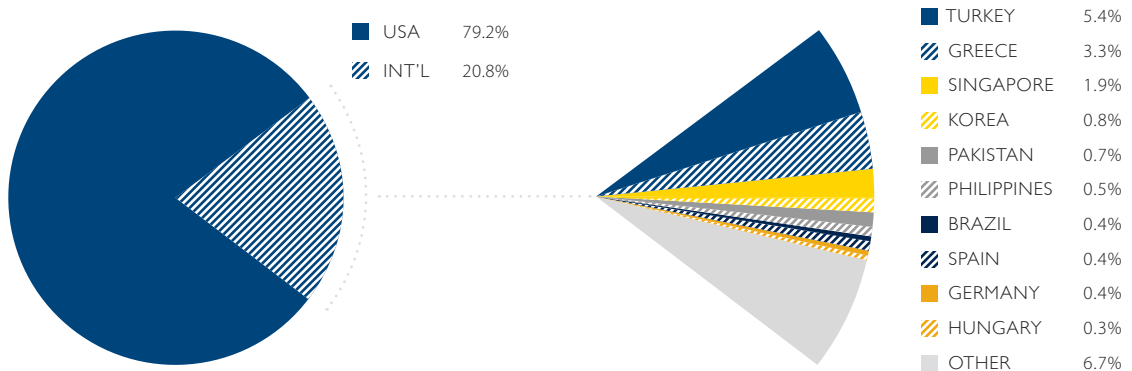
Note: Starting 2011 — Used new tool to obtain more accurate proxy server data.

NPS Alumni Registered for FY2012 Library Access

TOP COUNTRIES (N=2,098)

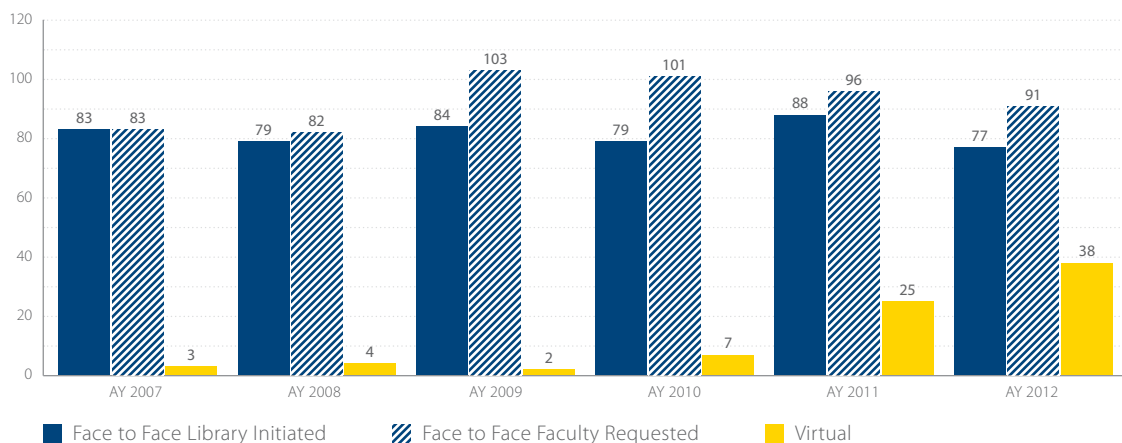
NPS ALUMNI LIBRARY ACCESS

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



Source: Dudley Knox Library

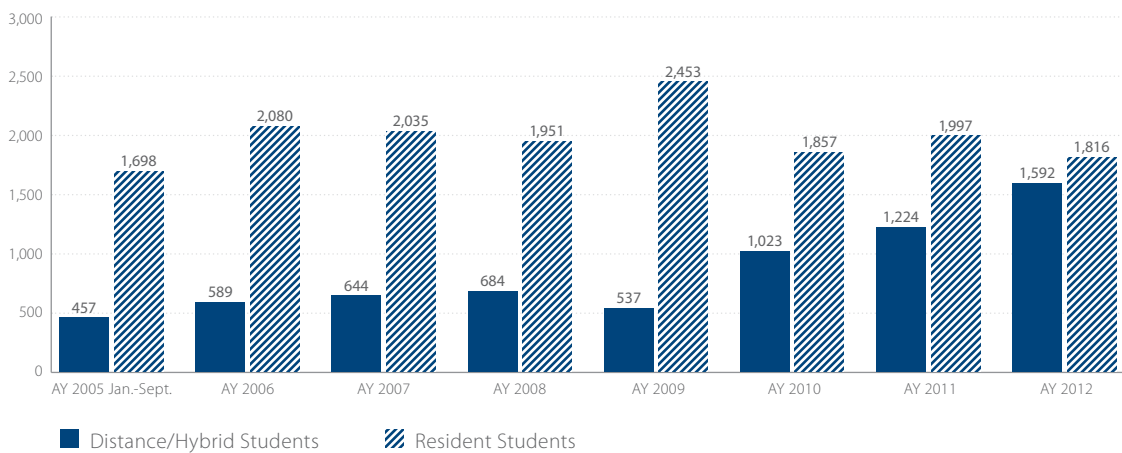
Instruction Sessions By Means of Delivery



Note: Does not include library tours.

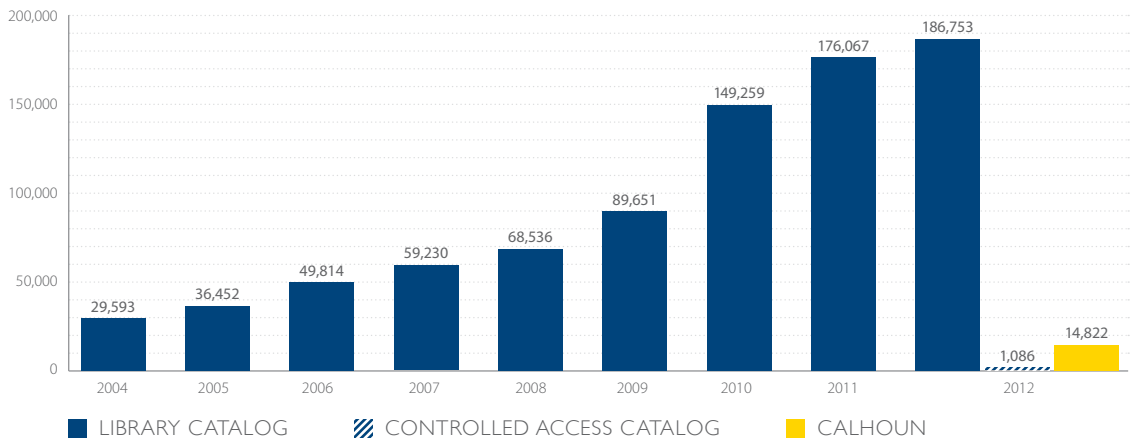
Instruction Session Participants

DISTANCE/HYBRID VS. RESIDENT



Source: Dudley Knox Library

Number of Electronic Resources



Note: 2010 increase due to new EBRARY titles. FY12 added Controlled Access Catalog and the Calhoun electronic repository.

Top 10 Local Digital Collections Downloads

EDOCS / 2012

1. How to Optimize Joint Theater Ballistic Missile Defense (Thesis, March 2004, Diehl)
2. JP5-03.1 Joint Operation Planning and Execution System Volume 1 (Planning Policies and Procedures)
3. Mujahideen Tactics in the Soviet — Afghan War (2002 CRSC Report)
4. Submarine Warfare in the 20th & 21st Centuries: A Bibliography (Bibliography)
5. Joint Pub 3-50 National Search and Rescue Manual Volume 1: National Search and Rescue System
6. Information Warfare and Information Operations (IW/IO): A Bibliography
7. The Mitigation of Radio Noise from External Sources and Radio Receiving Sites 6th Edition May 2007
8. Joint Pub 6-06.1 Joint Have Quick Planners Guide Joint Tactics, Techniques, and Procedures for Have Quick
9. The Battle of Midway: A Bibliography
10. A Bibliography of Professional Military Education

Source: Dudley Knox Library

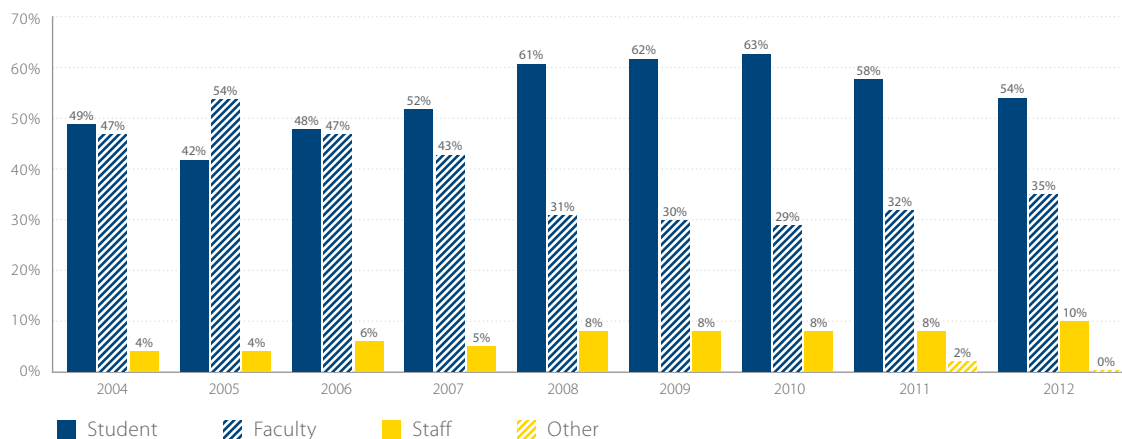
Top 10 Downloads

LIBRARY CREATED CONTENT / 2012

1. Dudley Knox Library APA Style Citation Guide
2. Thesis Quickstart (presentation file)
3. Dudley Knox Library Chicago Style Citation Guide
4. NPS CRUSER Bibliography
5. Refworks Workshop Hands-on Exercises (document)
6. Intelligence and Policy-Making: A Bibliography
7. Defense Cost Analysis Reading List (document)
8. Copyright Tips and Tricks (presentation file)
9. Search the Invisible or Deep Web (presentation file)
10. Write n Cite Instructions (document)

Interlibrary Loan

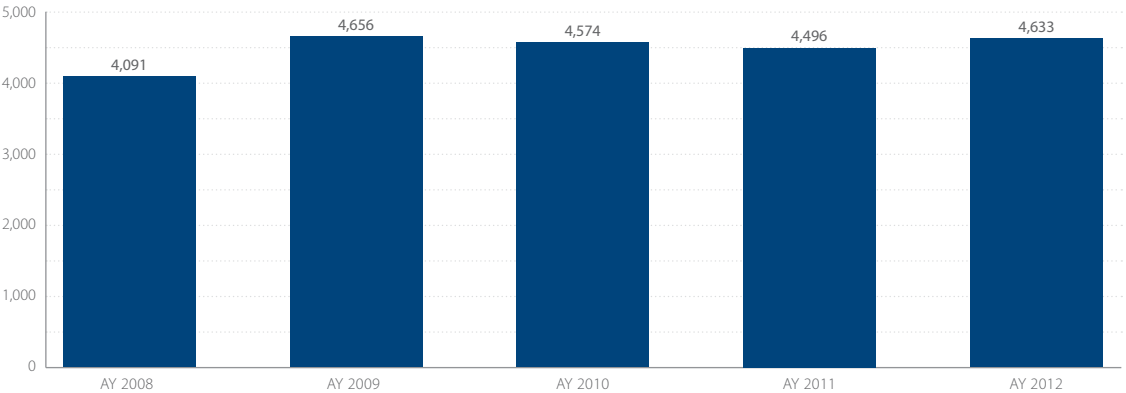
BORROWING FROM OUTSIDE LIBRARIES BY PERCENT OF PATRON TYPE



Note: Starting in 2011 — added “other” category.

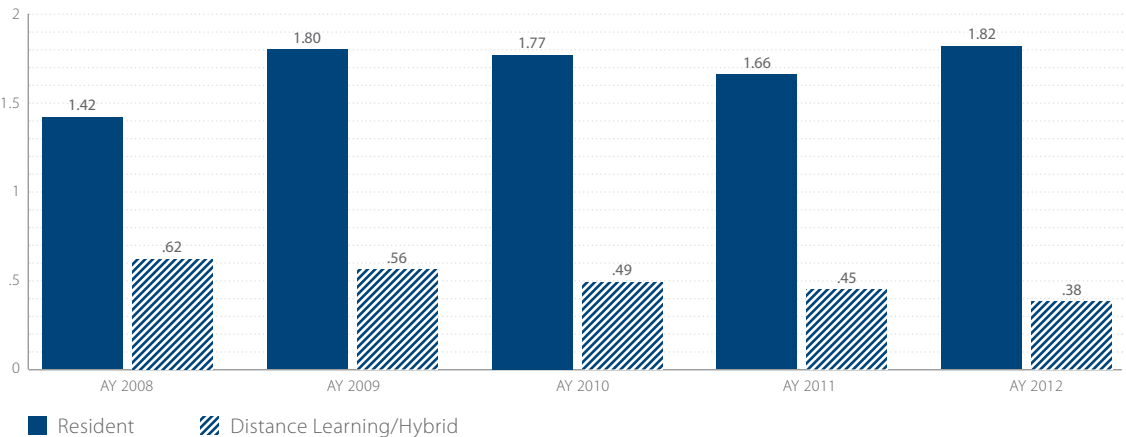
Source: Dudley Knox Library

Total Reference Questions



Note: Includes all reference questions (for Research Assistance) through all means, both on and off desk.

Reference Questions Per Student



Source: Dudley Knox Library

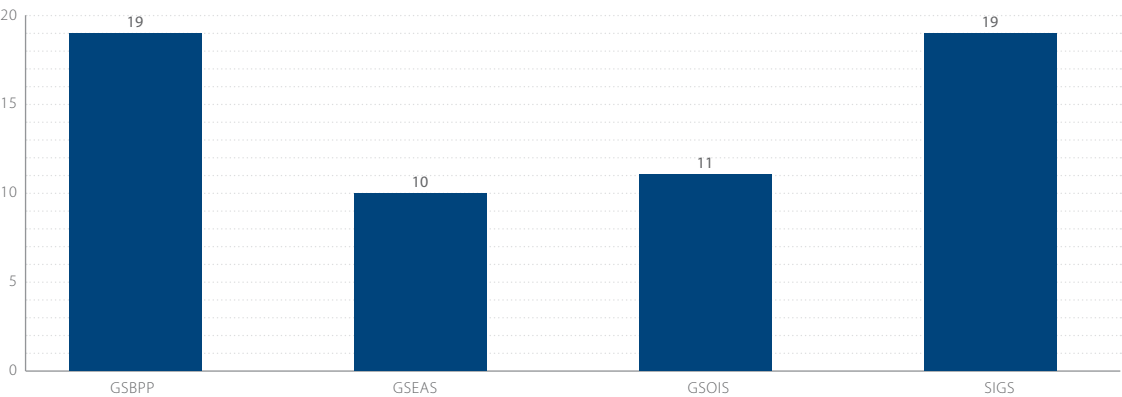
Academic Facilities

Function	Quantity	Description	Total Cost
Baseline Classroom	77	Traditional classroom with multi-media projection system and instructor computer. This is the minimum baseline technology for all traditional classrooms.	\$16,050
Laptop-Ready Classroom	1	Baseline classroom with AC electrical and LAN ports run to each seat for connecting laptops.	\$21,050
Computer-Equipped Classroom	10	Baseline classroom or lab with networked PCs and AC at each student seat.	\$74,403
Teaching Enhanced Active Learning	1	Classroom with shared power and network connectivity at student stations, strategically placed plasma displays and ability for students to project from study stations to displays.	\$93,000
VTE Classroom	4	Video tele-education classroom. Traditional style classroom augmented with videoconferencing technology, specialized video display system, instructor PC, document camera, VCR, microphones, loudspeakers, and audiovisual routing matrix.	\$118,400
VTE Studio	3	Video tele-education teaching studio. Enhanced version of Type 3a VTE Classroom, but without seats for local students. Used for VTE programs with only remote students. Includes large rear-screen projection system.	\$131,400
Video Instruction Suites	3	Video studios equipped for VTE or Elluminate use.	\$61,233
VTC Equipped Classroom	3	Traditional or computer equipped classrooms with video-conferencing capability. Not equipped for VTE. NOTE: This is an enhancement to the existing facilities and does not represent additional rooms.	\$42,500
Secure Classrooms	3	Traditional classrooms with baseline AV capabilities in SCIF and STBL	\$18,050
LRC Windows	15	Public Learning Resource Centers. Equipped with networked computers for student use, instructor computer, networked printer. Commonly used as a computer classroom on an irregular basis.	\$103,470
LRC Unix/Linux	2	Public Learning Resource Centers. Equipped with networked computers for student use, instructor computer, networked printer. Commonly used as a computer classroom on an irregular basis.	\$96,767
Mac Lab	1	Public Learning Center outfitted with network computers for student use, instructor printer, networked printer. Used as a computer lab and contains Apple Mac Pros with a dual boot Mac OS and Windows XP configuration.	\$106,000

Source: Instructional Technology

On-Campus Average Class Size

BY SCHOOL / 2012



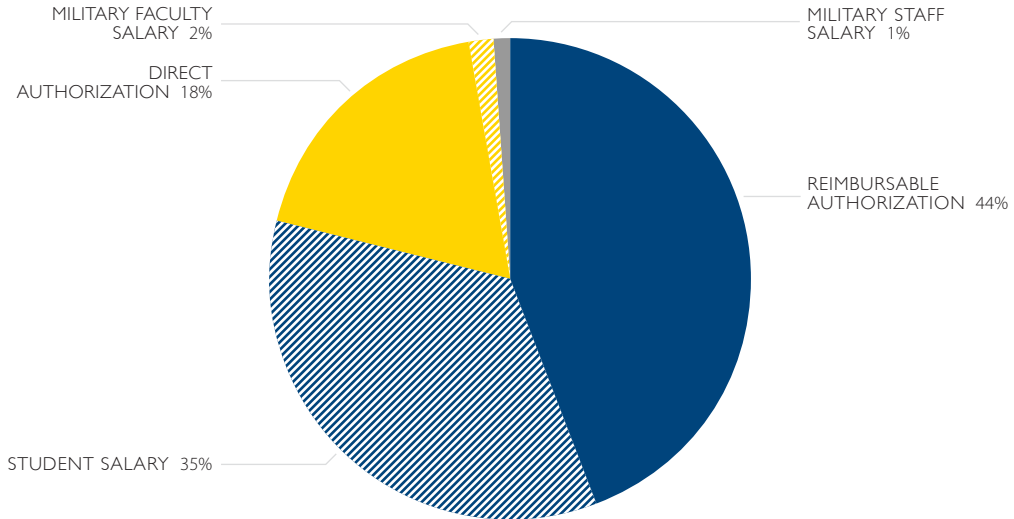
SCHOOL	AVERAGE CLASS SIZE
Graduate School of Business and Public Policy (GSBPP)	19
Graduate School of Engineering and Applied Sciences (GSEAS)	10
Graduate School of Operational and Information Systems (GSOIS)	11
School of International Graduate Studies (SIGS)	19
NPS Average Class Size	13

Note: Student counts include all courses for all quarters. Graduate courses under 3000-level not included.



Total Operations and Military Salary

BUDGET BY SOURCE / FY 2012

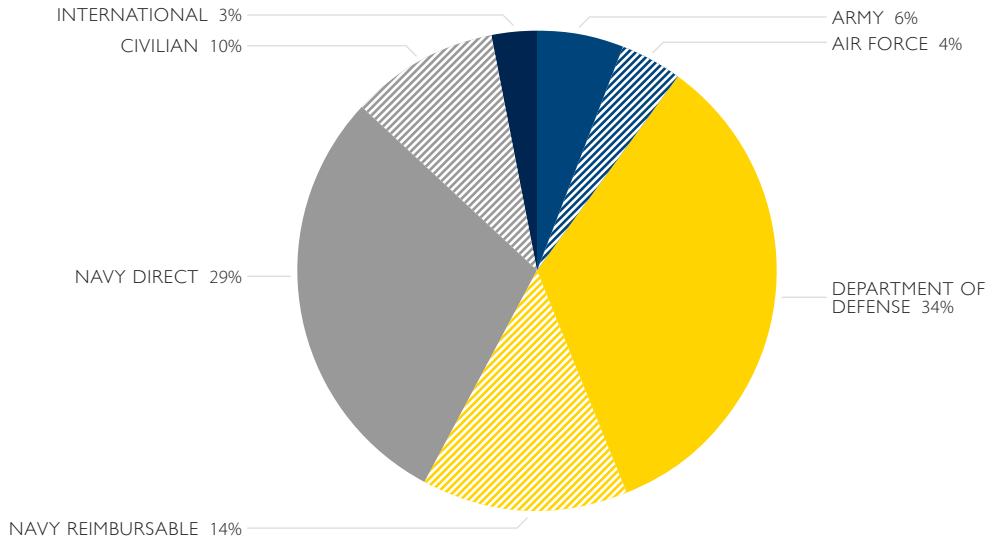


SCHOOL	\$ ALLOCATED (IN MILLIONS)
Reimbursable Income	\$260.0
Student Salary	\$204.3
Direct Authorization	\$108.6
Military Faculty Salary	\$9.0
Military Staff Salary	\$6.3
Total	\$588.2

Source: Comptroller

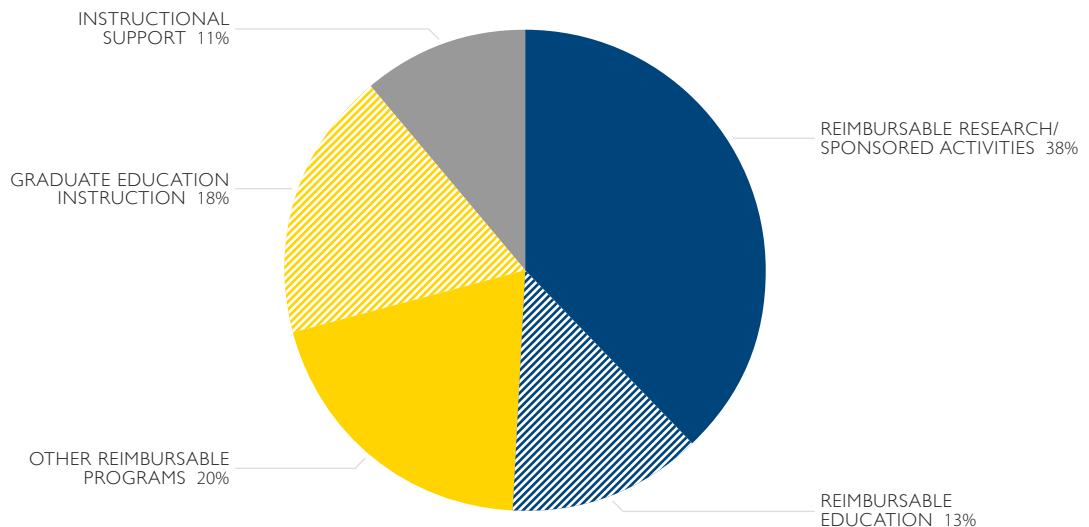
NPS FY 2012 Revenues by Source

DIRECT AND REIMBURSABLE



NPS FY 2012 Expenditures by Category

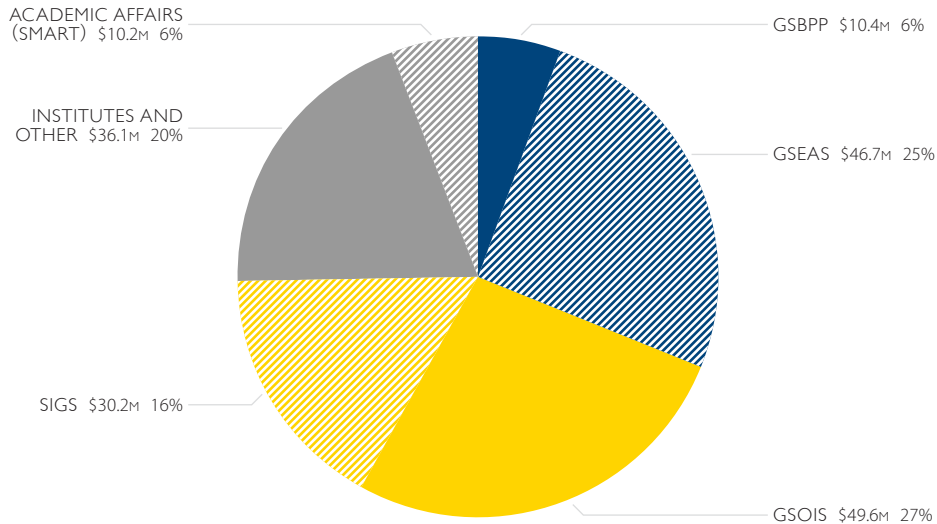
DIRECT AND REIMBURSABLE \$368.5 MILLION



Source: Comptroller

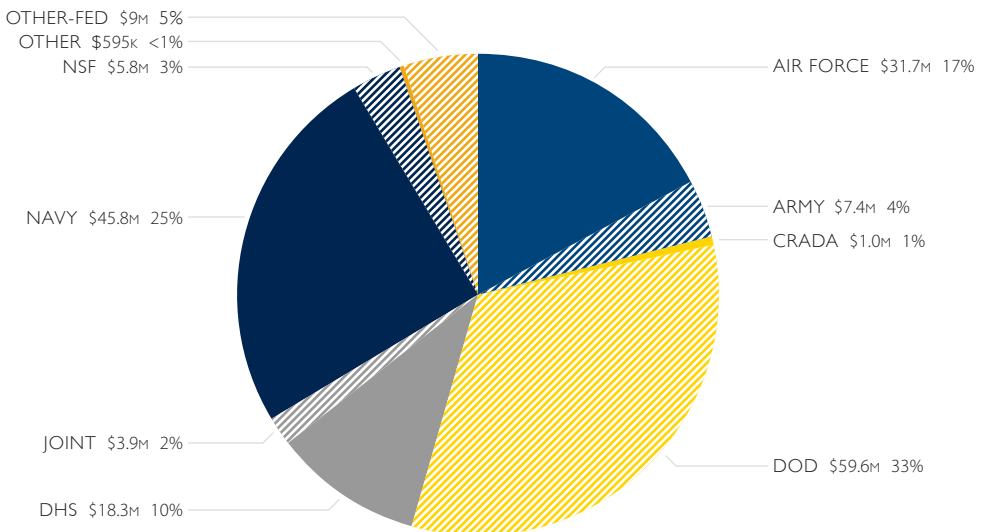
Sponsored Program Expenditures 2012

BY NPS ORGANIZATION (IN MILLIONS OF DOLLARS)



Sponsored Program Expenditures 2012

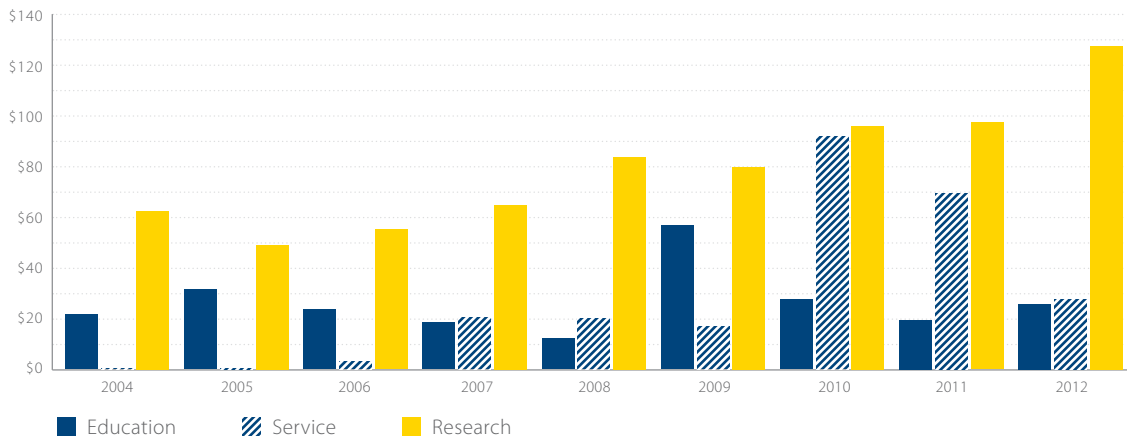
BY SPONSOR (IN MILLIONS OF DOLLARS)



Source: Research Office

Sponsored Programs Expenditures

TRENDS SINCE 2004 (IN MILLIONS OF DOLLARS)



	2004	2005	2006	2007	2008	2009	2010	2011	2012
Education	\$21.5	\$31.2	\$23.4	\$18.3	\$12.1	\$56.4	\$27.4	\$19.3	\$26.5
Service	\$0.3	\$0.5	\$3.1	\$20.3	\$19.8	\$16.8	\$91.2	\$69.2	\$28.4
Research	\$62.0	\$48.7	\$54.9	\$64.4	\$83.3	\$79.4	\$95.4	\$96.8	\$128.3
Total	\$83.8	\$80.4	\$81.4	\$103.0	\$115.2	\$152.6	\$214.0	\$185.3	\$183.2

Note: 2010 and 2011 data include expenditures for DOD SMART (Science, Mathematics and Research for Transformation) Program.



NAVAL
POSTGRADUATE
SCHOOL

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