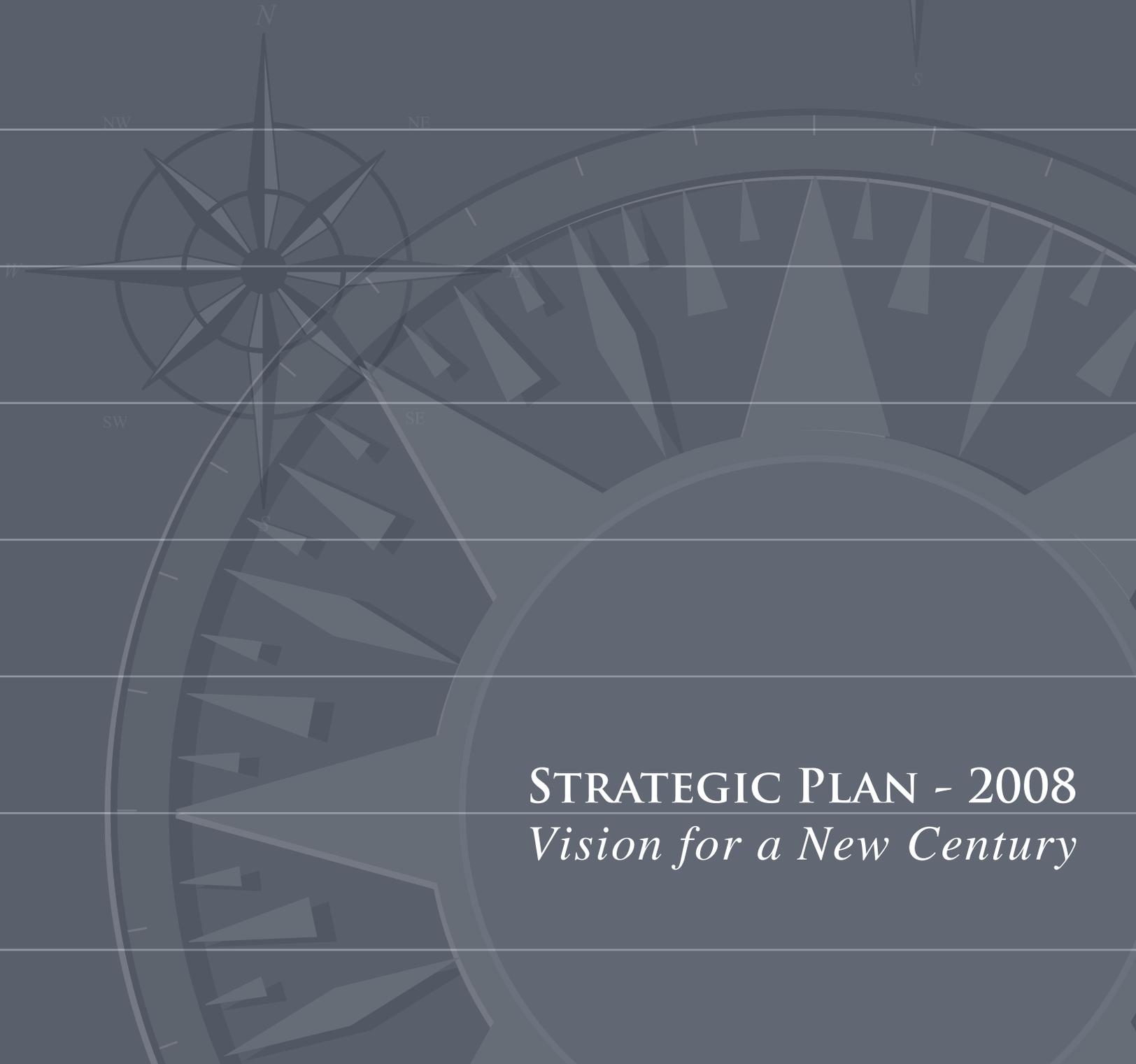
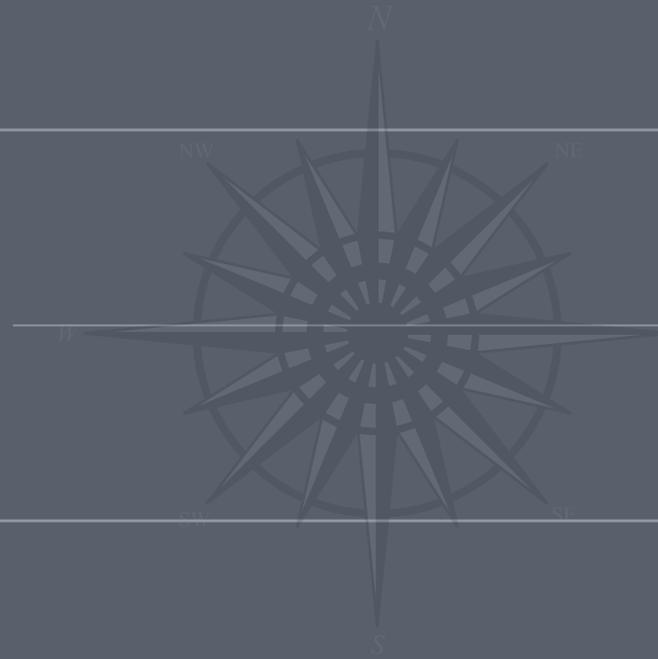




NAVAL  
POSTGRADUATE  
SCHOOL



STRATEGIC PLAN - 2008  
*Vision for a New Century*



# NAVAL POSTGRADUATE SCHOOL

## STRATEGIC PLAN: *VISION FOR A NEW CENTURY*

### INTRODUCTION

The Naval Postgraduate School (NPS) is a unique graduate school — an institution dedicated to providing education and research with a focus on relevance to the defense and security arenas and on recognizing and innovatively solving problems in support of our military forces, our country’s global partners and our national security. While there are many civilian universities that provide graduate education, there are few that are dedicated to providing national security-related graduate educational programs for military officers, as well as federal, state and local government civilian employees and contractors. The Naval Postgraduate School is such a place.

### MISSION STATEMENT

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

### I. BACKGROUND

At NPS, four world-class Schools oversee fourteen academic departments that provide more than 42 master’s and 18 doctoral degree programs and certificates to 1,800 resident students, including 300 international students, as well as approximately 900 distributed-learning students worldwide. Four Institutes, multiple secure research facilities and twenty-three 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.

Approximately 500 scholars and professionals, 10 percent of whom are military officers and half 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

**“The Naval Postgraduate School is a national -- and international -- treasure. With its rigorous curriculum, talented faculty and a diverse student body that includes students from all the US armed forces, other federal agencies and more than 60 nations, NPS contributes greatly to enhanced joint, coalition and interagency effectiveness. Knowledge and imagination are the keys to dealing with the challenges of this new era, and here at NPS those keys are forged. The School rightly boasts an illustrious past, but I am convinced that its future burns even brighter.”**

*Admiral Michael G. Mullen  
Chairman of the Joint Chiefs of Staff  
Former Chief of Naval Operations  
NPS, Class of 1985  
Operations Research*





**“We strive to maintain an agile and flexible force that can not only contribute to winning our Nation’s wars but also can assist in preventing future conflict to the extent possible—whether by dissuasion, deterrence, humanitarian action or disaster relief.”**

*Honorable Donald C. Winter  
Secretary of the Navy  
Speech before House  
Armed Services Committee  
Feb. 28, 2008*



defense-related theories to defense-related solutions, many times resulting in patent-eligible technologies.

The NPS Board of Advisors functions as an eighteen-member federal advisory committee that provides guidance to NPS, and reports to the Secretary of the Navy, the Chief of Naval Operations and the Commandant of the Marine Corps on matters pertaining to the School and its graduate education and research programs.

Well-positioned to continue to develop as the nation’s premier educational and research institution for defense and national security, *Vision for a New Century* details the School’s strategic drivers and goals through 2012, and is designed to guide the university in making the critical choices necessary to maintain and enhance its leadership position and to increase its support of the U.S. military and of our nation’s security.

## **II. STRATEGIC VISION AND GOALS**

In October 2007, the U.S. Navy, the U.S. Marine Corps and the U.S. Coast Guard published an “historical first,” an initiative titled *A Cooperative Strategy for 21st Century Seapower*, which outlines how these services will collaborate to assist the United States in preventing wars as well as winning them, and in protecting U.S. vital interests and global prosperity.

“Guided by the objectives in the *National Security Strategy*, *National Defense Strategy*, *National Military Strategy* and the *National Strategy for Maritime Security*, the United States Navy, Marine Corps and Coast Guard will act across the full range of military operations to secure the United States from direct attack; secure strategic access and retain global freedom of action; strengthen existing and emerging partnerships and establish favorable security conditions.”

At the heart of the success of this maritime strategy are adaptability and flexibility from the unified forces, and a blend of peacetime engagement and major combat operations capabilities. Mission-tailored force packages will require interoperability and integrated approaches, as well as enhanced cooperation with multinational partners that possess varying levels of technology; maritime domain awareness, and intelligence, surveillance and reconnaissance capacities must be increased; robust information-assurance measures must be secured to protect information from compromise; and a powerful fleet of ships, aircraft and joint forces that can project power ashore, selectively control the seas and protect both friendly forces and civilian populations from attack must be maintained.

Recognizing the challenges and opportunities proposed in the maritime strategy, particularly as mission-tailored joint forces are dispersed under a decentralized authority in multinational environments, NPS also recognizes the vital role it will play in supporting the ambitious vision of the Sea Services.

## MAJOR CHALLENGES

- To provide graduate education to more Navy Unrestricted Line Officers and U.S. military officers, while the US military is engaged in wartime activities
- To enhance the quality and relevance of the NPS mission while urgent military needs compete for resources
- To engage other agencies of the U.S. government and other nation states in support of homeland, national and international stability and security

## NPS VISION

**As a naval/defense-oriented research university, the Naval Postgraduate School will operate as a geographically distributed educational system that provides a broad range of high-quality graduate education in support of national and international security.**

Chartered originally to focus on science and technology, NPS has evolved from a single engineering department at the U.S. Naval Academy 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. In support of its mission and vision, NPS has identified four main goals in this strategic plan, *Vision for a New Century*, upon which the School will engage its primary efforts:

### **GOAL 1. NPS WILL SUSTAIN CONTINUOUS IMPROVEMENT IN THE QUALITY AND RELEVANCE OF OUR GRADUATE EDUCATION AND RESEARCH PROGRAMS.**

*NPS will continue to excel by offering a wide array of graduate and professional programs and research of national prominence; by recruiting, developing and maintaining a distinguished faculty; by producing exemplary graduates; by valuing the discovery, dissemination and application of new and significant*

**“NPS is the hidden jewel in the Federal crown of military and government education. Here is where you find cutting-edge technological research; advanced training in civil-military dynamics; the best and only master’s program for government officials in Homeland Security operations; and critical real-time training exercises in peacekeeping and stabilization and reconstruction activities. Nowhere else does a single dollar of investment go so far in advancing America’s agenda of peace through strength. I am proud of the work done by faculty, staff and students at this institution.”**

*The Honorable Sam Farr  
Congressman, 17th District of California*



**“We will build a Navy with appropriate force structure and develop the strategic lay down necessary to implement the Maritime Strategy, continue to be the dominant and most influential naval force, globally and across all maritime missions, and instill in our military and civilian force a focus on mission and individual readiness that is underpinned by a warrior ethos ... We will prevent war, dominate any threat and decisively defeat any adversary, and to do this, we will remain a superbly trained and led team of diverse Sailors and civilians, who are grounded in our warrior ethos, core values and commitment to mission readiness and accomplishment. ... We are indeed the fortunate few who have the privilege to serve in the United States Navy.”**

*Admiral Gary Roughead  
Chief of Naval Operations  
2007-2008 CNO Guidance*



*knowledge; and by providing the educational and technological resources required for superior graduate-level education and research. NPS will improve its instructional programs and will achieve breakthroughs in its military and security-related research and applications of research, and rank among the most respected institutions of higher learning in the United States.*

The quality of the NPS educational programs is only as good as the quality of its faculty. Cultivating and sustaining an intellectual community of scholars, scientists and engineers is a crucial institutional priority and will include opportunities for multi-disciplinary conversations, seminars and guest speakers, as well as funding for new program development and other academic community-building strategies.

NPS will make an institutional commitment to provide the infrastructure and resources required for the research-related support of the academic enterprise. Investment strategies will involve support for initiatives that exhibit excellence, maintain their centrality to the core mission of NPS, and are responsive to the emerging needs of the Navy and the Department of Defense. Partnerships with industries, peer institutions, research laboratories, Joint Service commands, and local and state governments will remain essential components of leveraging resources and ensuring access to the technology and intellectual capital required for the continued success of the School.

NPS must continue to assess its existing programs and determine their excellence through the Academic Review process, and by using benchmarking indicators. Quality indicators include not only those used at the local levels through comparisons with peer institutions, but also national-level metrics that include rankings, publications, citations, research dollars, postdoctoral appointments, doctoral degrees awarded, surveys of stakeholders, patents and licenses, honors and awards and endowed Chairs. Important indicators of performance include curricular reviews, faculty memberships on defense and homeland security boards, partnerships with other commands, continuing and executive education programs, distributed-learning programs, and recognition in national and international media.

## **GOAL 2. NPS WILL EXTEND EDUCATION TO THE TOTAL FORCE AND TO OUR GLOBAL PARTNERS.**

*NPS graduate educational and research programs will facilitate collaboration among all members of the Total Force, comprised of personnel from all military services, coalition allies and defense agencies, so that they may be able to quickly identify and address new defense and national security-related challenges. NPS will serve the Total Force at our campus in Monterey, through*

*our educational and research outreach activities, and by expanding distributed-learning programs to reach more Unrestricted Line Officers and other U.S. and international officers.*

Because the Navy's operational tempo makes it difficult for URL officers to attend residential programs in Monterey, NPS — with its unique repository of scientific, technical, cultural, management and security expertise — has developed the ability to deliver programs to other operational units around the world. NPS will continue that practice, and will continue to serve the Total Force at its campus in Monterey, as well as its satellite campuses. Capitalizing on the faculty expertise at NPS and its partner universities, programs will be structured so that research will be conducted in collaboration with both university and laboratory personnel who are employed at federal laboratories, agencies or other institutions. Demand for these programs has already been identified in Dahlgren and Pax River, Va., and San Diego, Calif., therefore, NPS will focus its initial efforts in these two areas. To help fill graduate-level vacancies within the federal government, NPS will enroll U.S. civilians in Scholarship-for-Service educational programs that are focused on science, engineering, business, national security and technology of critical importance to the Department of Defense, its international partners and federal agencies. NPS will also increase the number of executive and non-degree educational opportunities, lending support to the National Capital Region by establishing an EMBA and related programs that are focused on government financial processes, including acquisition, procurement, accounting and regulations.

A leader in the nation's partnership-building programs, NPS has specialized in providing analytical decision-making and resources management for military officers from all services and civilian officials of the U.S. and 125 other countries. These programs assist foreign nations in resolving civil-military conflicts resulting from defense transformation, stability and support operations, counterterrorism and other security challenges; increase oversight and cohesion among Department of Defense international education providers; and promote efforts to advance U.S. State and Defense Department goals throughout the world. NPS will continue to provide new opportunities for U.S. military, civilian and international students and organizations such as those established with the National University of Singapore. Similar joint-degree program concepts will be extended to the Geneva Center for Security Policy, the Graduate Institute of International Studies and the University of Geneva in Switzerland, a world center for security and stability studies and humanitarian relief, and emerging opportunities for collaboration with Mexican, German and Canadian defense-related colleagues.



**With its classified research capabilities, its diverse educational systems and its proven ability to apply interdisciplinary research to warfare development and operations, homeland security and defense, business practices and security policy issues, NPS can help the DoD and federal agencies by expanding its Scholarship-for-Service programs to all qualified U.S. citizens, and by offering career development opportunities in science, engineering, systems management and program management to national-security workers.**

*Dr. Leonard Ferrari  
Provost, Naval Postgraduate School*



### **GOAL 3. NPS WILL BROADEN RESEARCH IN NATIONAL SECURITY.**

“The battlefield of today and the battlefield of the future are going to continue to be uncertain, chaotic, plagued with fog and friction, and very dangerous.

We need military leaders who can work and thrive in that particular environment.

An NPS education, bolstered by student and faculty research, produces a graduate whose intellectual agility and flexibility will prove increasingly valuable to the Naval Services and the Joint Force in dealing with such uncertainty.”

*General Michael W. Hagee  
Former Commandant of the Marine Corps  
NPS, Class of 1969  
Electrical Engineering*



*A vigorous research program assures that students will be taught the most up-to-date and relevant information by NPS faculty, that the latest processes materials and technologies will be transferred to the Navy and Marine Corps to strengthen our nation’s defense. Research also contributes to the School’s national and international prominence, thereby facilitating recruitment of the best possible faculty and increasing the value of our degrees to NPS graduates. NPS will therefore broaden its research programs in national security by increasing the funding of basic research, expanding its interdisciplinary research and field experiments, and by developing strong partnerships with the Department of Homeland Security and other federal agencies, including the Department of Defense, the Department of Energy and the private sector. Specific areas of growth will be dependent on federal funding and NPS faculty priorities.*

To improve several high-quality field experimentation programs, such as those focused on surveillance technologies, sensor development, networks, biometrics and wireless communications that have been developed at NPS within the last five years, NPS will integrate social, economic and political science faculty with science and technology faculty to conduct a series of international scenarios focused on national and homeland-security issues, including surveillance, communications, detection and interdiction.

To maintain leading-edge positions in technological expertise, applications to industry and to management development, partnerships with federal agencies will be strengthened by the number the Cooperative Research and Development Agreements signed by NPS and its industry partners.

### **GOAL 4. NPS WILL SEEK OPERATIONAL EXCELLENCE IN FINANCIAL, BUSINESS, ADMINISTRATIVE AND SUPPORT AREAS.**

*NPS is committed to the recruitment and development of a talented workforce of faculty, staff and administrators who will ensure that NPS is functioning efficiently and that modern technology and business practices are employed in all facets of operations. Valuing diversity, NPS will recruit from other higher-education institutions and government organizations, and will recognize its staff as professionals and active participants in societies related to their fields of expertise. NPS will also aggressively seek to strengthen and to increase its financial base, pursue the resources necessary to achieve its vision and develop business models that enhance its stakeholders’ return on investments.*

NPS is committed to operational excellence, which encompasses the people, tools, systems, resources, decision-making and shared governance structures of the School. NPS will aggressively seek to strengthen and increase its financial base, pursue the resources necessary to achieve its vision and develop business models that enhance its stakeholders' return on investment. Revenue from tuition and other non-government sources will be increased.

NPS will invest strategically in its classrooms, its laboratories, its library and in technology. Operational plans will support the School's strategic goals, and NPS will make investments and decisions consistent with the School's mission and vision. As an institution, NPS will monitor its performance and report to its community and to its stakeholders, which will allow those invested in NPS to capitalize on their investment.

Services will be web-based when possible, including remote access for faculty and students based in other sites. Buildings and the surrounding grounds will provide an environment conducive to learning, and reflect the standards held by the Navy and the Department of Defense.

### III. CONCLUSION

Founded in 1909, NPS is one of the oldest and most prestigious institutions belonging to the United States Department of Defense. Since its inception almost a century ago, NPS has been found to be worthy of the investment that both the Navy and the nation has made in it. The School has educated some of the most brilliant and effective leaders of our nation and of the world. Countless numbers of NPS graduates have made significant contributions to global stability and national security, and some remarkable breakthroughs in research at NPS have saved the lives of the men and women who so bravely defend their nations daily.

Ready to embrace the title of "flagship institution" that the Navy has guaranteed it, and to support the success of the maritime initiative, the world-class campus of the Naval Postgraduate School, a bulwark of research and higher education, is prepared to grow even more in terms of its production, programs and influence. This Strategic Plan, *Vision for a New Century*, provides an achievable blueprint for NPS to map its future, one which is certain to add to the School's record of achievement, success and support.



**Our mission of research and education is fueled by the intellectual vitality and contributions of our faculty. How we can turn our attention to the strengthening of our intellectual community should be a central and visible feature of our progress in our strategic plan.**

*Daniel Oliver*  
President, Naval Postgraduate School

