Welcome to the Graduate School of Business & Public Policy at the Naval Postgraduate School

The Nation's Premier National Security Research University

NPS 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.

The Naval Postgraduate School is an academic institution whose emphasis is on study and research programs relevant to the Navy’s interests, as well as to the interests of other arms of the Department of Defense. NPS is a unique graduate school—an institution dedicated to recognizing and innovatively solving problems in support of our military forces, our country’s global partners, and our national security.

Over the course of the university’s 100-year history, the Naval Postgraduate School has established a superior level of academic excellence. Throughout the university’s four schools, its comprehensive institutes and its many interdisciplinary centers and research groups are a wide breadth of relevant disciplines tailored to the direct needs of national and global security.

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.

Nearly 1,500 students attend the Naval Postgraduate School. The student body consists of officers from the five U.S. uniformed services, officers from approximately 30 other countries and a small number of civilian employees.
ORGANIZATIONAL LEADERSHIP

Vice Adm. Ronald A. Route, USN (Ret.), President
Dr. Douglas A. Hensler, Provost
Capt. Deidre McLay, Acting Chief of Staff
Capt. Thomas MacRae, Dean of Students
Dr. William R. Gates, Dean, Graduate School of Business & Public Policy
Dr. Gordon McCormick, Dean, Graduate School of Operational & Information Sciences
Dr. James Wirts, Dean, School of International Graduate Studies
Dr. Philip Durkee, Dean, Graduate School Of Engineering & Applied Sciences

STUDENTS: AVERAGE ON BOARD

Resident degrees students (including 224 international students)......1,707
Distance learning students..........................1,013
Certificates...........................................206
Total..................................................2,926

TOTAL NUMBER OF DEGREES AWARDED

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

RESIDENT GRADUATION RATE

Average Graduation Rate...............................91%

DEGREES CONFERRED BY SERVICE

U.S. Citizens

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

DEGREES CONFERRED BY SERVICE

International

Army...............................................66
Air Force.........................................18
Navy...............................................47
Coast/Natl Guard.................................4
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--brining operational expertise.

STAFF

• 482 GS/WG 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.

ACADEMIC FACILITIES

• 77 classrooms that offer 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 & Office of Institution Research and Planning
Our Mission:

“To serve our Nation by educating U.S. and allied military officers as well as defense civilians in defense-focused business and public policy, by conducting research in defense management and public policy, and by providing intellectual resources for leaders and organizations concerned with defense business management practices and policies.”

We pursue our vision and perform our mission through graduate education, research, and professional service.

“The Graduate School of Business & Public Policy is uniquely positioned to help improve defense business practices and administration. Our scholarship informs current decision makers and improves management procedures and policies. Our instruction prepares the next generation of defense sector leaders to analyze and think critically so that they can effectively manage organizations, resources, people, and programs in complex, sometimes life-threatening environments. We are proud of our contribution to the U.S. and allied defense sectors and U.S. national security.”

Dr. William R. Gates, Dean of GSBPP
As part of NPS, the Graduate School of Business and Public Policy is accredited by the Western Association of Schools and Colleges (WASC). In addition, the Graduate School of Business & Public Policy has the distinction of being one of only a few institutions in the world to have its graduate management programs accredited by both the Association to Advance Collegiate Schools of Business (AACSB), the premier accrediting association for schools of business, and the National Association of Schools of Public Affairs and Administration (NASPAA), the premier accrediting association for schools of public administration.

As the leading graduate level business school offering degree programs uniquely tailored to the defense community, GSBPP provides high quality management education to a new generation of military and civilian leadership. The integrated civilian and military faculty of GSBPP have a clear focus on defense organizations, system applications and instruction supported by extensive defense-oriented research.

GSBPP reflects the need to manage the business side of national defense effectively to support its operational requirements. With concentrations in acquisition, program management, contracting, financial management, logistics, manpower and systems analysis, and information technology management, the depth and breadth of faculty defense expertise is unlike any in the country.

After graduating from GSBPP, alumni fill jobs managing the business of defense, setting defense policy, and providing defense sector administration. GSBPP graduates have made and are continuing to make a difference, filling important military and government leadership positions worldwide.
Developing a portfolio of products tailored to the unique needs of defense sector sponsors

Academic programs at the Graduate School of Business & Public Policy reflect the needs of the Armed Services and other government agencies.

GSBPP is remarkably versatile. The school has the ability to create new curricula on short notice; to modify current programs to meet the demands of the defense community; to use evolving technology to advance research and scholarship.

A multitude of faculty capabilities combined with diverse academic products and a variety of delivery modes allow GSBPP to reach across the nation and across the world.

Academic Areas

- Acquisition Management
- Financial Management
- Manpower & Economics Management
- Operations & Logistics Management
- Organizations & Management
Faculty Capabilities

- Management
- Communication
- Financial Management
- Budgeting
- Logistics
- Operations Management
- Manpower Systems
- Economics
- Contracting
- Program Management

Products

- Graduate Degree
- Graduate Certificate
- Certificate (Non-Credit)
- Executive Education
- Research Program

Delivery Modes

- Resident
- Video Teleconference
- Web-Based Learning
- Traveling Faculty
- Hybrid Modes
Master of Business Administration (MBA)

GSBPP at NPS offers the only MBA program specifically designed to provide a defense-focused, graduate-level education in business. The objectives of the MBA program are to prepare officers for management positions within the Department of Defense by providing them with professional knowledge and skills and to develop broad critical-thinking and analytical abilities that will benefit students in their futures careers.

Designed to satisfy both current and future management competencies of active duty military officers and government civilians, the MBA program consists of: a business management core, a mission-related core, alternative curricular concentrations, an applied project or thesis, and professional certification programs.

GSBPP provides graduate management education in five primary curricular areas of direct relevance to military educational needs: Acquisition Management, Defense Management and Analysis, Financial Management, Information Systems Management, Logistics Management. GSBPP also offers two specially designed curricula for international students.
Defense Energy Degree Program

As requested by the Secretary of the Navy, the NPS energy degree program is designed to enhance national security by reducing the demand for energy, expanding energy supply options, and considering energy consumption and the associated costs and logistics challenges in all decisions about military strategic planning, structuring, equipping and posturing the force. To achieve these energy goals, the nation needs a cadre of energy professionals knowledgeable in energy science, technology, policy, management and analysis. This is the requirement that NPS’ energy programs, both graduate degree programs and academic.

MBA – Financial Management with Energy Focus Degree

The Graduate School of Business & Public Policy offers an eighteen-month MBA in Financial Management with an energy focus. The Financial Management – Energy curriculum prepares officers for business, financial management, and analysis positions within the DON and DOD, and provides an advanced education in energy-related problem solving.

Graduate courses cover topics such as energy economics, energy strategy and policy, financial reporting standards, cost standards, cost analysis, budgeting and financial management, internal control, auditing, management planning and control systems, strategic resource management, quantitative techniques used in planning and control, system acquisition and program management, and the Planning Programming, Budgeting Execution System (PPBES) used within the Department of Defense.
Master of Science in Management (MSM)

The Master of Science in Management program prepares graduates to manage in complex defense organizations and to conduct rigorous analyses of organizational problems, policies, and operations. To accomplish these goals, the program places particular emphasis on developing students’ mathematical and statistical skills and their ability to analyze and model complex phenomena. There are two resident programs that lead to a MSM degree: Manpower Systems Analysis (MSA) and Defense Systems Analysis.

The Manpower Systems Analysis curriculum is designed for U.S. and international officers who will fill leadership and analytical roles in military manpower personnel, training, and education management. MSA subspecialists are responsible for developing and analyzing policies to ensure that the Navy and DOD are recruiting, training, utilizing and retaining personnel in the most efficient and effective ways possible.

The Defense Systems Analysis curriculum is an interdisciplinary program that integrates mathematics, accounting, economics, behavioral science, management theory, operations/systems analysis, and a chosen subspecialty to further students’ understanding of the process by which the defense mission is accomplished. This curriculum is also structured to give students the opportunity to design their own program of study.
Non-Resident Degree Offerings

Executive Master of Business Administration (EMBA)

The Executive Master of Business Administration (EMBA) is a defense-focused general management program for senior Department of Navy officers and senior Department of Navy civilians. The program design and course work capitalizes on the current managerial and leadership experience of program participants.

Specifically, the EMBA goals are to provide participants with:

- a solid background in management fundamentals;
- financial management and acquisition knowledge and abilities;
- the analytical- and critical-thinking skills necessary to make decisions under conditions of extreme uncertainty;
- opportunities for interaction so that managers can learn from each other; and
- projects and activities relevant to today’s knowledge-driven, team-based environment.
**Master of Science in Contract Management (MSCM)**

The Master of Science in Contract Management degree is designed to provide civilians in the Department of Defense and other federal government agencies an advanced education in the concepts, methodologies, and analytical techniques necessary for successful management of acquisition and contracting with complex organizations.

This is an eight-quarter, distance-learning program that features a curriculum with an interdisciplinary approach to problem solving and analysis, including quantitative financial analysis, economics, and public and private sector operations. By utilizing case studies, teaming exercises, hands-on applications, active participation, and other lecture and laboratory tasks, students are able to develop and hone their critical thinking and problem solving skills within actual situations.

---

**Master of Science in Program Management (MSPM)**

The Master of Science in Program Management degree is designed to provide primarily civilians in the Department of Defense and other federal agencies an advanced education in the concepts, methodologies and analytical techniques necessary for successful management of programs and projects within complex organizations.

This is an eight-quarter, distance-learning program that features a curriculum focused on leadership, problem solving and decision making within the acquisition environment. The curriculum satisfies the mandatory Level III Defense Acquisition University (DAU) in Program Management and provides other DAU certifications satisfying requirements of the Defense Acquisition Workforce Improvement Act (DAWIA).
Distance Learning and in-Resident Degree

Master of Art in Management (MAM)

The Master of Arts in Management is a new degree program approved in December 2012 by the NPS Academic Council, and started in January 2013. This new program provides the DON with leaders and managers in the new business defense environment that are trained and skilled in financial management and capable of using accurate, timely and relevant financial management information and analysis to support DON decision makers.

The new program is specifically designed to meet the needs of the Unrestricted Line Officer (URL) community, including Aviators, Surface Warfare Officers (SWO), and especially Submariners. The eighteen-month program will be a hybrid including six months of distance learning (DL) courses and twelve months of full-time residential courses. Students will take a selection of the MBA core courses, such as Organizational Effectiveness, Economics of Global Defense Environment and Operations Management, as well as specific financial management specialty courses such as Defense Financial Management Practice. Upon completing a final capstone project, students will be awarded a Master of Arts in Management.

Additionally, students will satisfy their Navy Joint Professional Military Education (JPME)- Phase 1 requirements by taking four Naval war college courses, including Strategy & War, Systems Acquisition, and Theatre Security Decision Making.
Professional Development Programs

• Human Resource Center of Excellence (HRCOE)
• Practical Comptrollership Course (PCC)
• Veteran Administration (VA)

Graduate Certificates

• Acquisition Management Distance Learning Program (AMDLP)
• Advanced Acquisition Program (AAP)
• Army Cost Management Certificate Course (Army CMCC)

Non-Credit Education Programs:

• International Short Courses, Seminars, and Workshops
GSBPP Research Programs and Centers

- Acquisition Research Program (ARP)
- Center for Defense Management Research (CDMR)
- Humanitarian Research Group (HRG)
- Manpower, Personnel, Training and Education Program (MPTE)
Driving the Evolution of DOD Acquisition Processes and Policies

Each May the Naval Postgraduate School hosts the Annual Acquisition Research Symposium in Monterey, California. This symposium serves as a forum for the exchange of ideas among scholars and practitioners of public sector acquisition. Organizers seek a diverse audience of influential attendees from academe, government, and industry who are well placed to shape and promote future research in acquisition.

The symposium showcases acquisition research carried out under the Naval Postgraduate School’s Acquisition Research Program (ARP). It also features papers and presentations on recently completed and on-going projects conducted by researchers from universities and institutions from around the world, as well as remarks by a distinguished slate of guest speakers and panelists.

ARP By the Numbers

- 10-20 NPS-wide faculty research projects funded each year
- 75-100 Graduate Students each year
- 140+ acquisition research products produced each year
- Over 1200 + research products added to the acquisition body of knowledge
- 70+ Universities/think tanks engaged in a virtual consortium on acquisition research

Source: Acquisition Research Program
The GSBPP faculty is unique in its composition, joining individuals with varying academic, professional, practitioner, and service backgrounds to provide relevant graduate instruction and research programs.

A combination of top notch civilian faculty combined with active and retired military officers provides GSBPP with expertise both within and beyond the DoD. The civilian faculty supply theoretical and academic expertise that are enhanced by numerous contacts throughout the Navy and Defense community, while the military faculty offer recent DoD experience, and professional and operational expertise.

GSBPP faculty are expected to excel in teaching as well as conduct significant research that is relevant to the Department of Defense. Faculty members maintain a high degree of connectivity with sponsors of instructional and research programs. Almost all faculty work year round, teaching two quarters and conducting research and/or engaging in administrative work for the other two quarters.

Quick Facts

- 104 total faculty members
- 75 civilian professors from top PhD programs
- 8 active and 21 retired military professors with recent fleet/service experience
Students

Student Body

- Officers from the five U.S. uniformed Services
- Department of Defense and Federal government civilian employees
- International Officers and government employees from approximately 50 countries
- Defense contractors

Resident Degree Students by Service Average on Board 2012

- Navy: 47%
- Marine Corps: 20%
- Army: 10%
- Air Force: 6%
- Civilians: 1%
- International: 17%

Type of Enrollment Average on Board 2012

- Distance Learning: 59%
- Full-Time Resident: 41%

Source: NPS 2013 Fact Book
Admissions

For admission to either a degree or a non-degree program, whether on campus or by distance learning, the minimum qualification is a regionally accredited baccalaureate degree with appropriate preparation for the proposed program.

Each program has its own admissions criteria, and applicants are encouraged to thoroughly review GSBPP department and program requirements before applying.

All applicants must submit an online application that is reviewed and processed by the Admissions Office. The final acceptance decision is determined by the appropriate department faculty.

To access the online application or to obtain more detailed information regarding admission eligibility, academic counseling, degree programs, and how to apply, visit the Naval Postgraduate School website or contact the Admissions Office.

Website: www.nps.edu/admissions
E-mail: admissions@nps.edu

Location

The Naval Postgraduate School campus is located on the Monterey Peninsula along the central coast of California.

The school is within a short distance from Fisherman’s Wharf, Cannery Row, the Monterey Bay Aquarium, Carmel-by-the-Sea, and much more.

The area’s spectacular world-class golf courses make it a renowned destination. Natural parks, scenic trails, and white, sandy beaches are home to an amazing array of wildlife that complements this natural setting.
NAVAL POSTGRADUATE SCHOOL
GRADUATE SCHOOL OF BUSINESS & PUBLIC POLICY

Contact Information

Graduate School of Business &
Public Policy
555 Dyer Road
Monterey, CA  93943

Phone: (831) 656-2471
Fax: (831) 656-3407
www.nps.edu/GSBPP

International Students

H. Gary Roser COL, USMC (Ret)
Assistant Dean of SIGS

1 University Circle, Rm B-047
Monterey, CA  93943
Phone: (831) 656-2186
Fax: (831) 656-3064
E-mail: groser@nps.edu