NAVAL
POSTGRADUATE
SCHOOL
FACT BOOK 2004

NPS
PRAESTANTIA PER SCIENTIAM

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Naval Postgraduate School
FACT BOOK
2004

Office of Institutional Research

Naval Postgraduate School

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INTRODUCTION

NAVAL POSTGRADUATE SCHOOL OVERVIEW

The Naval Postgraduate School (NPS) holds the status of a Carnegie Doctoral/Research University – Intensive, and has been called a national treasure by many, most recently in 2003 by former President George H.W. Bush. NPS earns this title by providing unique professional military-relevant graduate education that meets the highest academic standards while responding to the dynamic educational and research needs of the Department of Defense (DoD), other federal agencies, and our international allies.

NPS students learn, as they will operate in the future, in a multi-disciplinary, joint, international and inter-agency environment. Of the nearly 1,500 students enrolled in degree programs, over half are military officers from the Navy and Marine Corps and the others are military officers and civilians from all U.S. services and other federal agencies. There are also about 300 students from 60 other nations studying side-by-side with U.S. officers. These students are the world's military leaders of tomorrow and have been selected to study in fields such as Space Operations, Civil-Military Relations, Information Warfare, Modeling and Simulation, Total Ship Design, Computer Science, Financial Management and Homeland Security. There are an additional 800 students enrolled in degree and certificate programs around the world. These programs demonstrate NPS's ability to respond quickly and agilely to emerging needs of our national security, bringing the intellectual capital of a highly respected faculty to bear upon new challenges. NPS's outreach efforts also span the globe with mobile education teams that take education to other nations.

NPS develops new educational programs, explores different delivery methods and modifies its existing programs to meet the emerging requirements of the services. In addition to its main campus, NPS reaches out to numerous off-campus locations and fleet concentration areas including Washington, DC, Norfolk, Virginia, San Diego, California and Annapolis, Maryland. NPS also offers executive education programs for U.S. and international students that prepare leaders to operate in our complex world.

The Naval Postgraduate School was established as the Postgraduate Division of the U.S. Naval Academy in 1909. In 1949, as part of a Department of Defense reorganization, Congress authorized the move of NPS from Annapolis, Maryland, to Monterey, California. In 1951, NPS officially opened its doors in Monterey.

In 1959, Arleigh Burke, WWII Hero and former Chief of Naval Operations (CNO), praised the nation for having the foresight to establish NPS. His words remain true today, reinforcing the need for education of our militaries and those who support them. "The naval leaders of fifty years ago showed great perspective and foresight in seeing the need for advanced technical and scientific knowledge among naval officers. They recognized that ships and naval weapons were becoming more complex, that their proper employment at sea would require officers who were familiar not only with the age-old profession of the sea, but who could use effectively the complex weapons of the years to come."

NPS is comprised of four graduate schools, a Center for Executive Education, three institutes and many research centers. Since its beginning as a naval engineering school, NPS has maintained a reputation for excellence in contributing to the technological advancement of the Naval Armed Forces through advanced education and research.

NAVAL POSTGRADUATE SCHOOL MISSION

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

The NPS Vision is to be the world leader in naval and defense related graduate education and supporting research, and to prepare the intellectual leaders of tomorrow's forces. The strategy begins with the Naval Services and extends to the other U.S. Armed Services, other nations and to the defense community at large. NPS is dedicated to providing relevant, quality graduation education and supporting research, enabling all Navy and Marine Corps officers easy access to the education, information and support services they want and need, anytime, anywhere.

The strategy to achieve the NPS vision is built upon institutional focus on academic excellence; relevance and uniqueness of NPS program offerings, teaching and research; global and community outreach; lifelong learning; information and technological superiority and a world class campus.

Joint Vision 2010 and 2020 recognize high quality people, innovative leadership and the right organizational structure are needed to prepare warriors for the challenges of the future battlespace. To develop the ideas introduced in Joint Vision 2010 and 2020 for network centric operations, the United States needs a high percentage of military officers and defense civilians with an understanding of systems engineering and integration, and who possess a postgraduate level education in science, technology and management.

The Naval Postgraduate School is responding to the challenges of Joint Vision 2010 and 2020 by aligning its education and supporting research programs with three major goals:

- Academic programs and research that are nationally recognized and support the current and future operations of the Navy and Marine Corps, our sister services and our allies;
- Institutes that focus on the integration of teaching and research in direct support of the four pillars of Joint Vision 2010 and 2020 and their enabling technologies; and
- Executive and continuing education programs that support continuous intellectual innovation and growth throughout an officer's career.

PROGRAMS

The Four Academic Schools

The four Academic Schools - the Graduate School of Business and Public Policy (GSBPP), the Graduate School of Engineering and Applied Sciences (GSEAS), the Graduate School of Operation and Information Sciences (GSOIS), and the School of International Graduate Studies (SIGS) - were created in the first half of Academic Year 2001, and did not exist as formal entities before that time. Each school was created as a collective grouping of academic departments and their curricula were used to categorize prior year data and reflect historic trends in terms of the current four Academic schools.

The Three Research Institutes

Three Research Institutes, The Modeling Virtual Environments and Simulation (MOVES) Institute, The Wayne E. Meyer Institute of Systems Engineering, and the Cebrowski Institute for Information Innovation and Superiority, provide the Navy and Department of Defense a specialized research venue for top priority projects with a uniquely military perspective.

Program List

NPS offers a continuum of learning opportunities, including graduate degrees and certificates both on campus and in several non-resident and distributed (distance) learning environments. NPS offers many continuous learning opportunities including several types of non-degree advanced, professional education programs and executive education. Mobile education teams span the globe bringing NPS education to many different nations.

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 will be reviewed again in 2009-2010. The accreditation process is one of peer review which requires an institution to define itself through an institutional mission statement, and then uses an array of criteria to determine if the institution is able to fulfill its mission successfully. Apart from institutional accreditation, the Graduate School of Engineering and Applied Science's Electrical, 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).   Under the Graduate School of Business and Public Policy, the NPS Masters in Business Administration program is accredited by the National Association of Schools of Public Affairs and Administration (NASPAA).

Relevance and Uniqueness

NPS programs are aligned with the rapidly changing needs of the national security. Opportunities for faculty development are available in areas important to the Naval services. An outstanding military faculty brings strong academic credentials and real-world operational expertise into the classroom and the programs. The NPS environment fosters, supports and encourages interdisciplinary activities. The graduate institutes ensure the academic tools learned in the schools are applied to current military challenges and requirements.

Innovative Programs

NPS offers a variety of innovative programs that enable students to challenge themselves. These programs include executive education, graduate certificate programs, continuing education and joint programs with other institutions. NPS faculty, both civilian and military, form one of the critical cornerstones of advanced DoD research.

Definitions

Average on Board

The Naval Postgraduate School works on a modified quarterly school year - every three months, new courses are started, students graduate and new students arrive. In addition, the summer is a full quarter. These factors combine with traditional military transfers occurring at two peak times during the year to create widely varied numbers of students on board (i.e., enrolled) from one quarter to the next. Therefore, the most representative formula for calculating the flow of students through the university is not a snapshot of any single quarter's enrollment statistics, but rather an average of all four quarters. The Average On Board (AOB) student count is calculated based on the total number of students attending classes in pursuit of a degree, for both resident and distributed learning for the entire Academic Year (October to September) divided by four.

Enrollments

Enrollment information is a snapshot from the first quarter in the Academic Year, beginning October 1.

Distributed (or Distance) Learning

Non-traditional delivery methods that expand learning beyond the traditional classroom: online web-based technologies, short courses, outreach programs and video-tele-education.

DEGREE OFFERINGS

Master of Arts	Mechanical Engineering	**Doctor of Philosophy**
National Security Affairs	Leadership and Human Resource Development	Astronautical Engineering
Security Studies (Civil-Military Relations)	Management (Business Administration)	Applied Mathematics
Security Studies (Security Building in Post Conflict Environments)	Materials Science and Engineering	Applied Physics
Security Studies (Defense Decision-Making and Planning)	Mechanical Engineering	Computer Science
Security Studies (Homeland Security and Defense)	Meteorology	Electrical Engineering
Master of Business Administration (MBA)	Meteorology and Physical Oceanography	Engineering Acoustics
Executive MBA	Modeling Virtual Environments and Simulation	Information Science
Master of Science	Operations Research	Mechanical Engineering
Applied Mathematics	Physical Oceanography	Meteorology
Applied Physics	Physics	Modeling Virtual Environments and Simulation
Applied Science (Operations Research)	Product Development	Operations Research
Astronautical Engineering	Program Management	Physical Oceanography
Computer Science	Software Engineering	Physics
Combat Systems Technology	Space Systems Operations	Software Engineering
Contract Management	Systems Engineering	
Defense Analysis	Systems Engineering & Analysis	
Electrical Engineering	Systems Engineering Management	
Engineering Acoustics	Systems Integration	
Engineering Science	Systems Technology	**Doctor of Engineering**
Information Systems and Operations	**Engineering**	Astronautical Engineering
Information Technology Management	Astronautical Engineering	Computer Science
International Resource Planning and Management	Electrical Engineering	Engineering Acoustics
Leadership and Human Resource Development	Mechanical Engineering	Mechanical Engineering

BOARD OF ADVISORS

BOARD MEMBER	TERM	TITLE	AFFILIATION
ADM Stanley R. Arthur, USN (Ret)	31-Oct-08	President	Lockheed Martin Missiles & Fire Control-Orlando
VADM Lylee G. Bien, USN (Ret)	31-Oct-08	Private Consultant	Space and Communications Defense Industry
Dr. Jack Borsting	30-Sep-05	Executive Director	Center for Telecomm Management University of Southern California
RADM Jay Cohen, USN	none	Chief	Office of Naval Research
LT GEN Michael Dunn	none	President	National Defense University
Dr. Robert Fossum	31-Oct-08	Senior Research Scientist	University of Texas at Austin
VADM Davis E. Frost, USN (Ret)	31-Oct-08	President	Frost & Associates
VADM Lee Gunn, USN (Ret)	31-Oct-08	President	Institute for Public Research CNA Corporation
VADM Al Harms, USN (Ret)	none	Chief	Naval Education and Training
MAJ GEN David H. Huntoon, Jr. USA	none	Commandant	Army War College
MGEN Thomas S. Jones	none	Commanding General	Training & Education Command Marine Corps Combat Development Command
VADM J. Kevin Moran	none	Chief Learning Officer	Naval Education and Training
MAJ GEN David H. Huntoon, Jr., USA	none	Commandant	Army War College
Honorable Sean O'Keefe	30 Sep-08	Administrator	National Aeronautics & Space Administration
*Dr. Elizabeth Paté-Cornell	30-Sep-05	Professor and Chair	Stanford University
Lt Gen John F. Regni	none	Commander	AIR University
Dr. Graham B. Spanier	31-Oct-07	President	Penn State University
Mr. G. Kim Wincup	30-Sep-05	Vice President	Science Applications International , Corp.

*Denotes Board Chair

Source: Office of the Provost, Human Resources Office

HISTORICAL TIMELINE

–	1909	Founded at the U.S. The Naval Academy to provide the Fleet with a focused Engineering Program
–	1919	The Navy resumes its support for advanced education. The Postgraduate Department of the Naval Academy is re-designated as the Naval Postgraduate School. The first head of NPS is Capt. Ernest King, who will later become Chief of Naval Operations during the turbulent years of World War II- the first students arrive six months after the Armistice is signed
–	1941	NPS student population nearly doubled with the outbreak of World War II and the need for advanced technical skills among officers
–	1945	The 79th Congress passes Public Law No. 250, authorizing the head of the Naval Postgraduate School to confer masters and doctorate degrees
–	1946	Congress passes P.L. No. 402, establishing the civilian position of academic dean at NPS
–	1947	80th Congress passes P. L. No. 302 in July, an act "to authorize the Secretary of the Navy to establish a postgraduate school in Monterey, California"
–	1947	80th Congress passes P.L. No. 303, which formally establishes the Naval Postgraduate School as a separate activity from the Naval Academy
–	1947	May 3, Navy announces Monterey as choice for postgraduate school location
–	1951	Dec 22, Naval Postgraduate School - Monterey commissioned
–	1951	Operations Research curriculum established
–	1955	NPS receives provisional accreditation from the Western Association of Schools and Colleges
–	1956	The first women student officers begin arriving in January
–	1956	May 31, Dedication of academic buildings: Bullard, Halligan, Herrmann, King, Root, and Spanagel Halls
–	1956	Management curriculum established
–	1968	Ingersoll Hall dedicated at NPS
–	1969	Nov 24, La Mesa Village formally dedicated, easing the housing crunch for students
–	1972	National Security curriculum and Anti-Submarine Warfare curricula established
–	1975	Dudley Knox Library dedicated
–	1992	Glasgow Hall dedicated- keynote speaker was Congressman Leon Panetta
–	1992	Groundbreaking for new engineering building.
–	1996	Information Warfare curriculum established
–	1999	Naval War College Joint Professional Military Education Course; Special Operations and Systems Engineering Integration curriculum established
–	2001	Four major Academic Schools established
–	2002	Designated as Center for Homeland Security Training
–	2003	Graduate degree in Homeland Defense announced
–	2003	Designated Department of Defense Information Operations Center of Excellence
–	2004	May, Designated as the only U.S. NATO Partnership for Peace (PfP) Education and Training Center by the Secretary of State
–	2004	July, Establishment of The Center for Stabilization & Reconstruction Studies (CSRS) to assist in winning the global war on terror
–	2004	Aug 27, Celebrated 50 Years in Computing featuring information technology pioneers from around the world
–	2004	Sept 3, Designated Information Operations Center of Excellence by Deputy Secretary of Defense

QUICK FACTS
2004

Students Average On Board

1,574 resident students (including 343 international students)

Distributed (Distance) Learning Programs

322 students participating in degree or certificate programs, also thousands of other students in short courses at NPS, in other U.S. locations, and other nations

Alumni

More than 45,000 alumni from all 50 states, the District of Columbia and more than 70 different nations

Faculty

240 Tenure and Tenure-Track
≈ 99% of NPS civilian faculty hold Ph.Ds
≈ 10% of NPS faculty are military bringing operational expertise

Staff

367 GS and Wage Grade staff members (includes both full and part-time)
    328 full-time
    37 part-time
    2   job-share

Finances

Operating budget is $356.2 million dollars including student salary

Facilities

NPS is composed of 322.25 acres of land with 114 buildings
(≈ 1.7 million square feet)

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)

EDUCATIONAL PARTNERSHIPS

Local

California State University, Monterey Bay (CSUMB)
Monterey Institute for International Studies (MIIS)

Regional

University of California, Santa Barbara
Stanford University

National

Johns Hopkins University
Maryland's Smith School of Business

Research

Lawrence Livermore Laboratories

Department of Defense

Air Force Institute of Technology
Naval War College

Source: NPS Command Brief, Naval Postgraduate School Fact Sheet, July 2004, Office of the Registrar, Alumni Affairs Office, Office of Academic Planning, Comptroller, and Public Works

x

STUDENT POPULATION
AND ENROLLMENT

DEGREE PROGRAM – RESIDENT & DISTRIBUTED LEARNING

AVERAGE ON BOARD STUDENT POPULATION
ALL DEGREE STUDENTS
TRENDS SINCE 1995
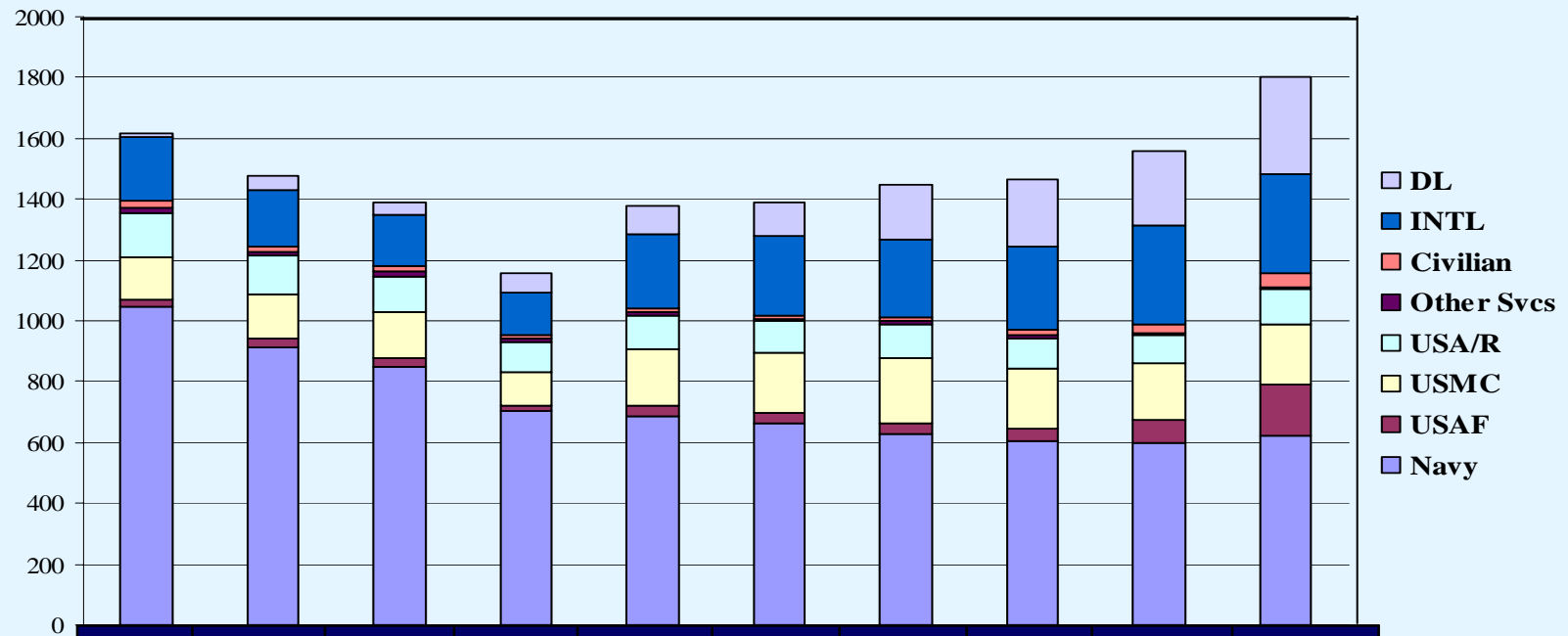
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Navy	1046	911	847	701	685	665	629	607	597	624
USAF	25	30	31	21	35	31	35	39	79	168
USMC	140	145	151	109	190	200	215	198	182	195
USA/R	144	127	118	97	109	102	109	98	95	116
Other Svcs	16	15	16	12	13	10	12	13	8	6
Civilian	22	17	18	13	12	10	13	17	30	49
INTL	214	185	168	142	239	261	256	272	323	323
DL	11	47	39	64	95	111	180	221	247	322

Source: Office of the Registrar Annual On-Board

Note: Data do not include faculty and staff enrolled as students.

DEGREE PROGRAM STUDENTS
BY TYPE OF ENROLLMENT
AVERAGE ON BOARD TRENDS SINCE 1995

Year	Full Time Resident	Distributed Learning	Total
1995	1,690	11	1,701
1996	1,519	47	1,566
1997	1,469	39	1,508
1998	1,536	64	1,600
1999	1,332	95	1,427
2000	1,334	111	1,445
2001	1,315	180	1,495
2002	1,336	221	1,557
2003	1,319	247	1,566
2004	1,483	322	1,805

Source: Office of the Registrar

Note: Data do not include faculty and staff enrolled as students.

DEGREE PROGRAM STUDENTS BY SCHOOL
FALL ENROLLMENTS 2004

School	Full Time Resident	Distributed Learning	Total
Graduate School of Business and Public Policy	289	182	471
Graduate School of Engineering and Applied Sciences	404	139	543
Graduate School of Operational and Information Sciences	515	24	539
School of International Graduate Studies	237	43	280
NPS Total	1,445	388	1,833

Source: Office of the Registrar

Note: Data do not include faculty and staff enrolled as students.

PERCENTAGE OF DEGREE PROGRAM STUDENTS ENROLLED
IN THE FOUR ACADEMIC SCHOOLS
FALL 2004

15%

29%

□ GSOIS

□ GSEAS

26%

□ GSBPP

□ SIGS

30%
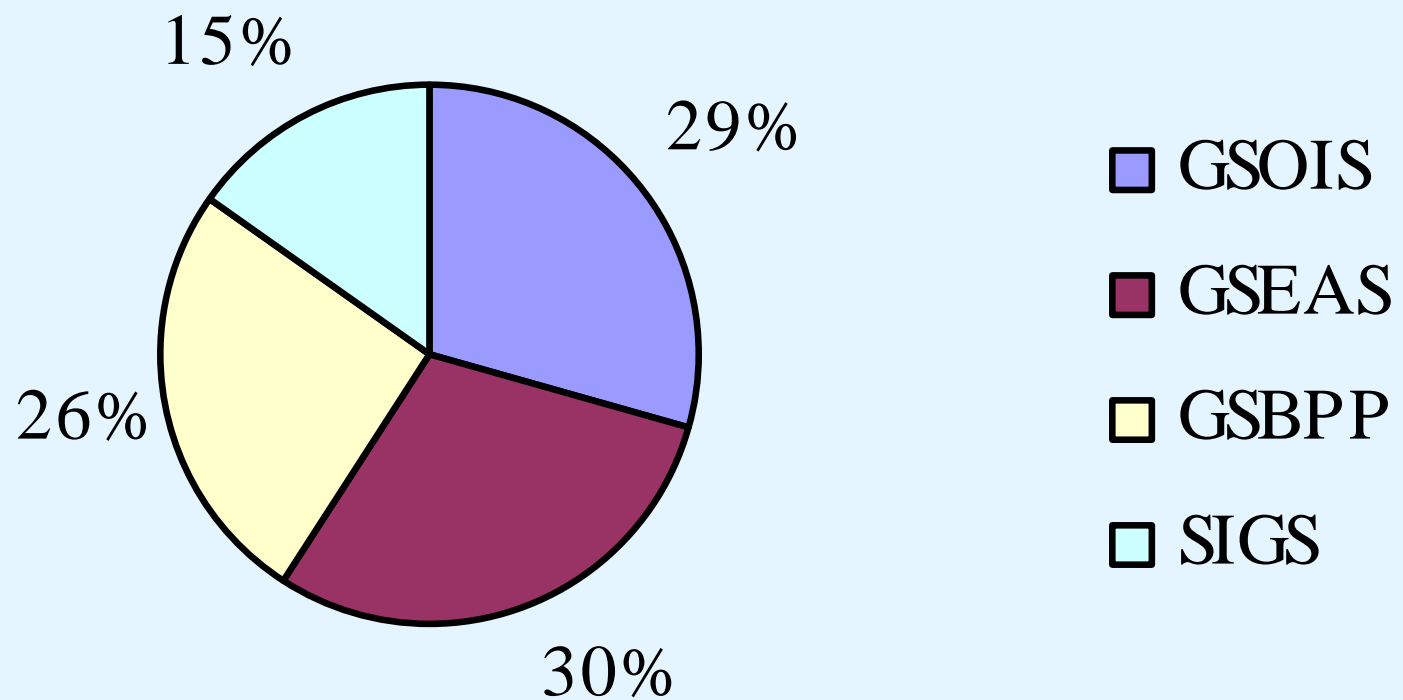
DEGREE PROGRAM STUDENTS BY SCHOOL
AVERAGE ON BOARD 2004

School	Full Time Resident	Distributed Learning	Total
Graduate School of Business and Public Policy	277	186	463
Graduate School of Engineering and Applied Sciences	417	132	549
Graduate School of Operational and Information Sciences	546	11	557
School of International Graduate Studies	243	54	297
NPS Total	1,483	383	1,866

Source: Office of the Registrar

Note: Data do not include faculty and staff enrolled as students.

PERCENTAGE OF DEGREE PROGRAM STUDENTS ENROLLED
IN THE FOUR ACADEMIC SCHOOLS
FALL 2004

☐ **GSOIS**
■ **GSEAS**
■ **GSBPP**
☐ **SIGS**

Source: Office of the Registrar

Note: Data do not include faculty and staff enrolled as students.

6
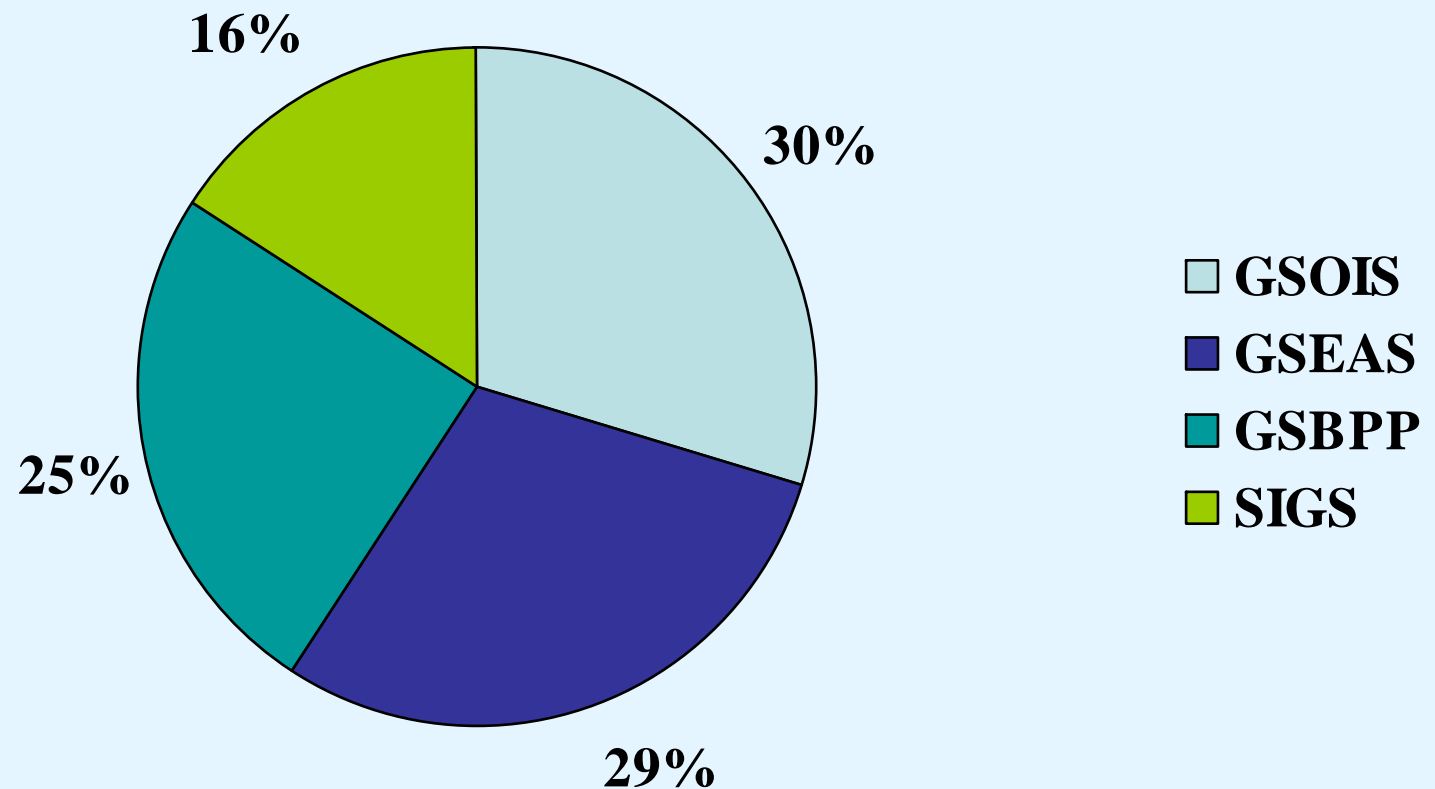
DEGREE PROGRAM – RESIDENT STUDENTS

RESIDENT DEGREE PROGRAM STUDENTS BY ACADEMIC SCHOOL & SERVICE
FALL ENROLLMENTS 2004

School	Navy	Marine Corps	Army	Air Force	Inter-national	Other	Total
Graduate School of Business & Public Policy	132	65	15	16	60	1	289
Graduate School of Engineering & Applied Sciences	237	22	12	35	88	10	404
Graduate School of Operational & Information Sciences	186	81	52	26	137	33	515
School of International Graduate Studies	50	25	19	78	58	7	237
Total	**605**	**193**	**98**	**155**	**343**	**51**	**1,445**

Source: Office of the Registrar

Note: Data do not include faculty and staff enrolled as students.

RESIDENT DEGREE PROGRAM STUDENTS BY ACADEMIC SCHOOL & SERVICE AVERAGE ON BOARD 2004

School	Navy	Marine Corps	Army	Air Force	Inter-national	Other	Total
Graduate School of Business & Public Policy	127	54	19	19	55	2	277
Graduate School of Engineering & Applied Sciences	249	25	12	38	79	15	417
Graduate School of Operational & Information Sciences	196	88	59	27	135	42	546
School of International Graduate Studies	52	28	22	84	55	3	243
Total	624	195	112	168	324	62	1,483

Note: Data do not include faculty and staff enrolled as students.

RESIDENT DEGREE PROGRAM STUDENTS BY SERVICE
AOB 2004
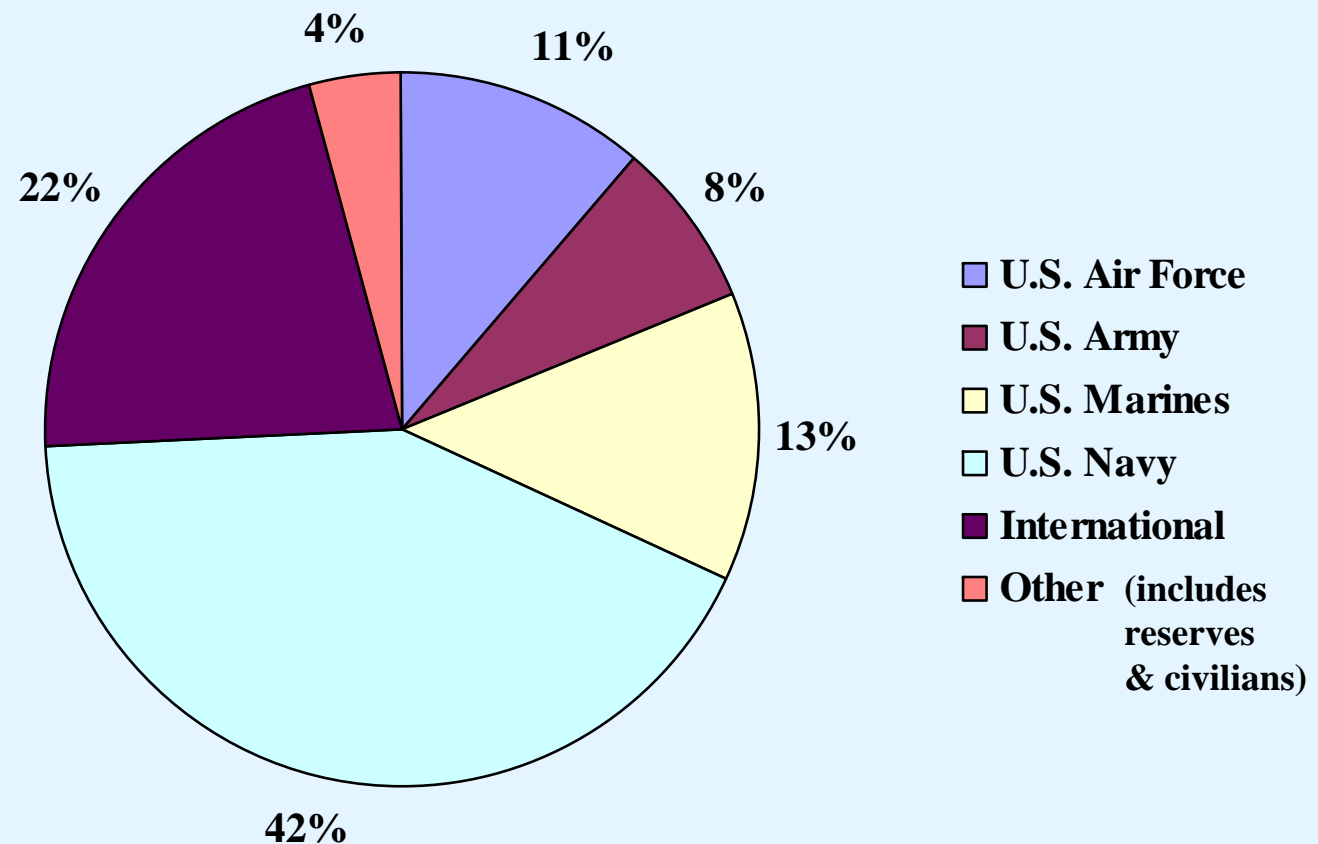
Legend:
- ☐ U.S. Air Force
- ■ U.S. Army
- ☐ U.S. Marines
- ☐ U.S. Navy
- ■ International
- ■ Other (includes reserves & civilians)

Source: Office of the Registrar

RESIDENT DEGREE PROGRAM U.S. MILITARY FORCES
BY RANK & SERVICE
AVERAGE ON BOARD 2004

US Navy		US Marine Corps		US Army		US Air Force	
Cmdr.	21	Lt. Col.	3	Lt. Col.	5	Lt. Col.	
Lt. Cmdr.	147	Maj.	77	Maj.	66	Maj.	69
Lt.	220	Capt.	113	Capt.	42	Capt.	61
Lt. j.g.	3	1st Lt.	4			1st Lt.	19
Ensign	12					2nd Lt.	14
				CW3	1		

US Coast Guard		US Air National Guard		US Army Reserve		US Naval Reserve		US Army Reserve National Guard	
		Lt. Col.	1	Lt. Col.	2				
Lt. Cmdr.	1	Maj.		Maj.	2	Lt. Cmdr.	12	Maj.	
Lt.	5	Capt.	1			Lt.	178	Capt.	1
Lt. j.g.						Lt. j.g.	17	1st Lt.	
						Ensign	32		

Source: Office of the Registrar

Source of rank abbreviations:

2002 Edition of Associated Press Stylebook

STUDENT DEGREE PROGRAM POPULATION
BY GENDER, RACE/ETHNICITY
TRENDS SINCE 1999

	1999	2000	2001	2002	2003	2004
Male	90%	91%	92%	92%	92%	93%
Female	10%	9%	8%	8%	8%	7%
American Indian/Pacific Islander	-	.1%	.4%	1%	-	0%
Asian	2%	3%	3%	3%	2%	4%
Black	6%	8%	10%	9%	11%	7%
Other/Unknown	6%	6%	5%	6%	6%	6%
White	86%	83%	82%	81%	80%	78%

This includes all United States Department of Defense students, including. civilians.

International Students not included in tabulation

Source: Defense Manpower Data Center

RESIDENT DEGREE PROGRAM INTERNATIONAL STUDENTS
BY COUNTRY & REGION-FALL ENROLLMENTS 2004

Africa

Botswana	1
Cameroon	0
Morocco	1
Rwanda	1
South Africa	2
Tunisia	6
Total	11

Australia   5

Caribbean, Central & South America

Argentina	1
Brazil	4
Chile	6
Colombia	1
Dominican Republic	0
Ecuador	0
El Salvador	0
Jamaica	1
Paraguay	0
Peru	1
Trinidad-Tobago	0
Uruguay	0
Venezuela	4
Total	18

Central/East Asia & Middle East

Armenia	0
Bahrain	5
Israel	0
Jordan	1
Kazakhstan	1
Pakistan	5
Saudi Arabia	1
Uzbekistan	0
Total	13

Europe

Albania	4
Bulgaria	4
Czech Republic	1
France	1
Georgia	2
Germany	11
Greece	61
Hungary	1
Italy	1
Latvia	2
Lithuania	1
Moldova	1
Norway	4
Poland	9
Portugal	3
Romania	6
Slovakia	1
Switzerland	1
Spain	2
Sweden	1
Turkey	65
Ukraine	4
United Kingdom	0
Total	186

Far/Near East

Ethiopia	1
India	2
Indonesia	5
Japan	1
Korea	3
Malaysia	9
Mongolia	1
Papua-New Guinea	0
Philippines	11
Singapore	46
Taiwan	13
Thailand	5
Total	98

North America

Canada	5
Mexico	8
Total	13

Grand Total = 343

Source: Office of the Registrar

RESIDENT DEGREE INTERNATIONAL STUDENT POPULATION BY REGION
FALL ENROLLMENTS 2004
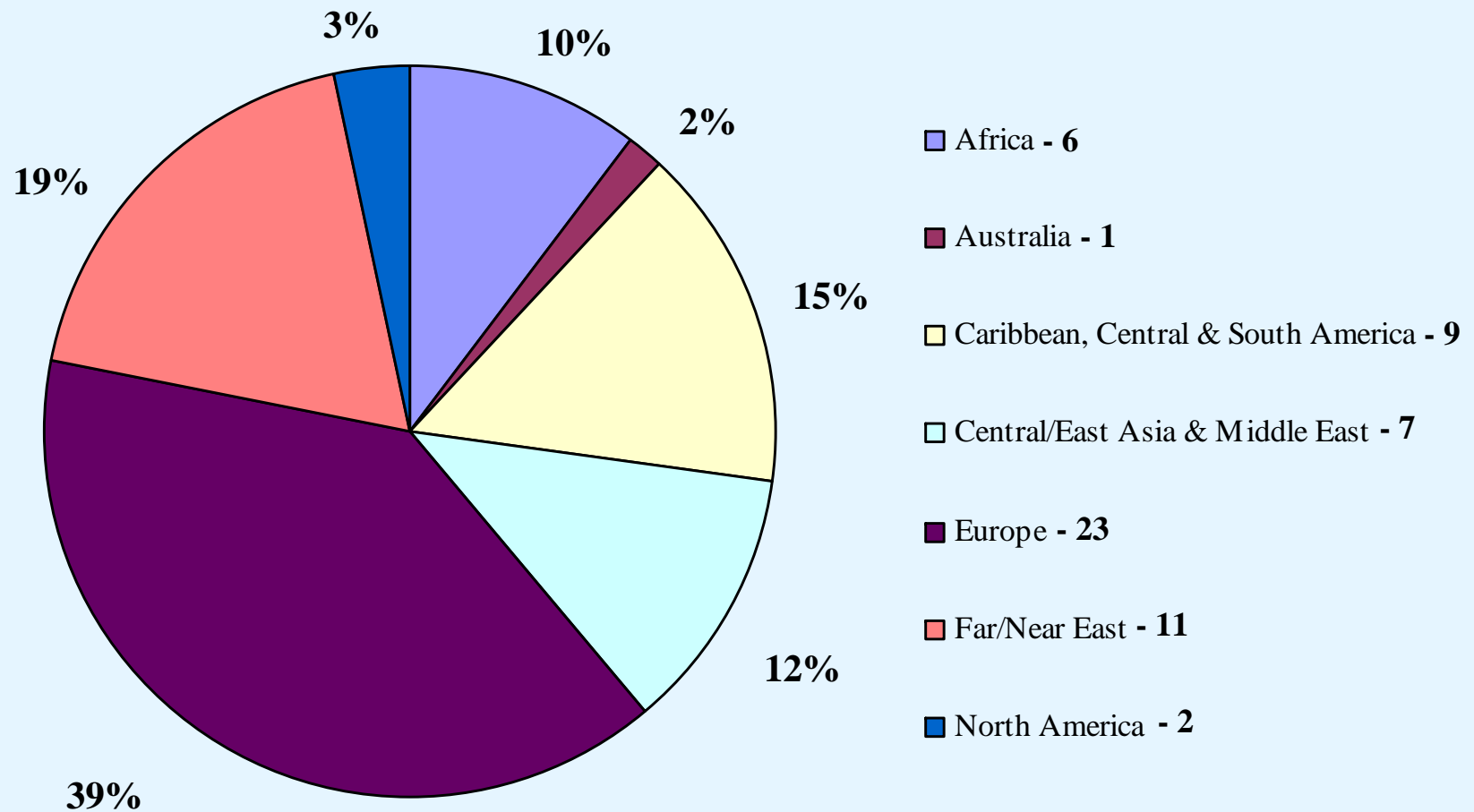
Legend:

- Africa **- 6**
- Australia **- 1**
- Caribbean, Central & South America **- 9**
- Central/East Asia & Middle East **- 7**
- Europe **- 23**
- Far/Near East **- 11**
- North America **- 2**

Pie chart percentages: 3%, 10%, 2%, 15%, 12%, 39%, 19%

RESIDENT DEGREE PROGRAM INTERNATIONAL STUDENTS
BY COUNTRY & REGION-AVERAGE ON BOARD 2004

Africa		**Central/East Asia & Middle East**		**Europe**		**Far/Near East**	
Botswana	2	Armenia	0	Albania	3	Ethiopia	0
Cameroon	1	Bahrain	5	Bulgaria	3	India	3
Morocco	2	Israel	1	Czech Republic	2	Indonesia	5
Rwanda	1	Jordan	2	France	1	Japan	2
South Africa	2	Kazakhstan	1	Georgia	2	Korea	2
Tunisia	6	Pakistan	8	Germany	13	Malaysia	4
Total	14	Saudi Arabia	1	Greece	53	Mongolia	1
		Uzbekistan	0	Hungary	2	Papua-New Guinea	1
		Total	18	Italy	0	Philippines	8
				Latvia	1	Singapore	40
Australia	**4**			Lithuania	2	Taiwan	14
				Moldova	5	Thailand	5
				Norway	3	Total	85
Caribbean, Central & South America				Poland	10		
Argentina	1			Portugal	3		
Brazil	3			Romania	7	**North America**	
Chile	5			Slovakia	1	Canada	1
Colombia	0			Switzerland	1	Mexico	8
Dominican Republic	1			Spain	2	Total	9
Ecuador	1			Sweden	1		
El Salvador	1			Turkey	60		
Jamaica	2			Ukraine	5		
Paraguay	1			United Kingdom	0		
Peru	1			Total	180		
Trinidad-Tobago	0						
Uruguay	0					**Grand Total = 329**	
Venezuela	3						
Total	19						

14

Source: Office of the Registrar

RESIDENT INTERNATIONAL MILITARY FORCES BY RANK
FALL ENROLLMENTS 2004

Int'l Air Force		Int'l Army		Int'l Marines		Int'l Navy	
		Brig. Gen.	1				
Col.	1	Col.	6				
Lt. Col.	12	Lt. Col.	15			Cmdr.	10
Maj.	22	Maj.	34	Maj.	1	Lt. Cmdr.	42
Capt.	15	Capt.	24			Lt.	41
1st Lt.	8	1st Lt.	28			Lt. j.g.	40
2nd Lt.	1	2nd Lt.	1			Ensign	1

SHORT-TERM AND CERTIFICATE COURSE PROGRAMS
GLOBAL OUTREACH -FY 2004

Mobile Education Teams (METs):

79 METs visited 46 foreign countries and instructed 2,710 international students

- Regional Security and Education Program (RSEP)
- Principles of Defense Acquisition Management
- International Negotiations
- Principles of Defense Procurement and Contracting
- National Assistance in Defense Capacity-Building
- Civil-Military Relations Pre-Survey
- Regional Civil-Military Relations and Continuing Education
- Civilian Control of the Armed Forces in a Democracy: Methods, Techniques and Application
- The Media and the Military
- Building Linkages Between the Legislature and the Military
- Domestic Support Operations
- Executive Program in Defense Decision-Making
- Intelligence and Democracy
- Defense Restructuring
- Implementing Strategic Planning: Developing Effective Defense Personnel Management Policies
- Defense Strategic Planning: Transforming Strategies for Defense Reform
- Implementing Strategic Planning: Developing Strategic Guidance
- Implementing Strategic Planning: The Operational Dimension
- Implementing Strategic Planning: The Development of National Tasks Lists
- Translating National Level Policy Into Defense Guidance: Approaches and Implementation
- Implementing Strategic Planning: Developing National Logistics Concepts
- EIPC Peace Support Operations
- Multinational Logistics
- Planning Peace Operations
- Security Building In Post-Conflict Environments
- Preparing for Peacekeeping Deployments: Negotiating Effective Support Agreement with International Organizations
- Preparing for Peacekeeping Deployments: Reviewing Inter-Ministerial Peacekeeping Roles and Missions
- Preparing for Peacekeeping Deployments: Reviewing Ministry of Defense and Defense HQ's Peacekeeping Roles and Missions
- Preparing for Peacekeeping Deployments: Adopting Task Lists and Standing Operating Procedures
- Civil-Military Responses to Terrorism – Regional
- Civil-Military Responses to Terrorism
- Civil-Military Cooperation (CIMIC) Support of Multinational and Interagency Relief and Reconstruction Operations
- Distinguished Visitor Orientation Tour (DVOT)

SHORT-TERM AND CERTIFICATE COURSE PROGRAMS
GLOBAL OUTREACH
FY 2004

On Campus Short Courses (1-3 weeks)

182 international students from **58** countries took instruction in:

- Enhanced International Peacekeeping Capabilities (EIPC)
- Civil-Military Responses to Terrorism – Global
- Planning Peace Operations
- Combating Terrorism
- Defense Restructuring
- Executive Program in Defense Decision Making
- International Defense Acquisition Management Course
- Intelligence and Democracy
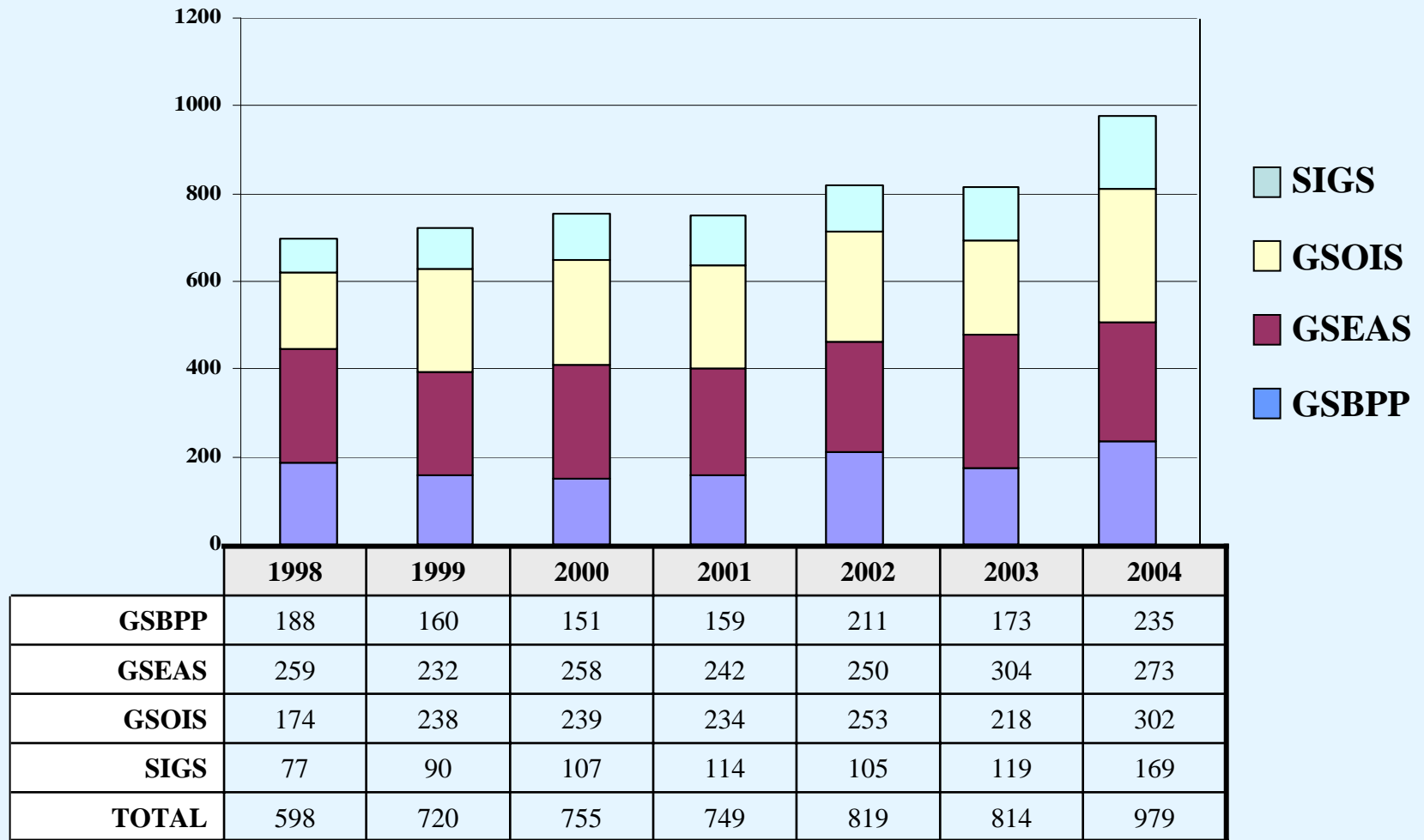- Distinguished Visitor Orientation Tour (DVOT)

ACADEMIC PROFILE

DEGREES CONFERRED TRENDS
BY ACADEMIC SCHOOL

	1998	1999	2000	2001	2002	2003	2004
GSBPP	188	160	151	159	211	173	235
GSEAS	259	232	258	242	250	304	273
GSOIS	174	238	239	234	253	218	302
SIGS	77	90	107	114	105	119	169
TOTAL	598	720	755	749	819	814	979

Source: Office of the Registrar See endnote 1 for explanation of degree distribution in the four schools-Includes distributed learning degrees

* 6 confirmed degrees come from areas other than the 4 schools

DEGREES CONFERRED

AY 2004

Program	Count	Program	Count
AAE Aeronautical and Astronautical Engineering	2	MS Engineering Acoustics	10
ASTE Astronautical Engineer	1	MS Engineering Science (Mechanical Engineering)	23
BS Meteorology	8	MS Information Systems and Operations	12
EE Electrical Engineering	1	MS Information Technology Management	53
EMBA Business Administration	29	MS Leadership and Human Resources Development	18
M Systems Engineering	1	MS Management	13
MA National Security Affairs	93	MS Meteorology	4
MA Security Studies (Civil-Military Relations)	13	MS Meteorology and Physical Oceanography	18
MA Security Studies (Defense Decision-Making and Planning)	40	MS Modeling Virtual Environments and Simulation	17
MA Security Studies (Security Building in Post-Conflict Environments)	11	MS Operations Research	57
MA Security Studies (Homeland Security and Defense)	12	MS Physical Oceanography	3
MBA Business Administration	159	MS Physics	3
ME Mechanical Engineering	3	MS Program Management	11
MS Aeronautical Engineering	12	MS Software Engineering	8
MS Applied Mathematics	2	MS Space Systems Operations	10
MS Applied Physics	20	MS Systems Engineering	70
MS Applied Science	2	MS Systems Engineering (Electronic Warfare)	1
MS Applied Science (Operations Research)	4	MS Systems Engineering Management	1
MS Astronautical Engineering	9	MS Systems Technology (Command, Control, & Communications - C3)	14
MS Combat Systems Technology	4	MSME Materials Science and Engineering	8
MS Computer Science	72	MSME Mechanical Engineering	30
MS Contract Management	5	PHD Electrical Engineering	1
MS Defense Analysis	19	PHD Mechanical Engineering	1
MS Defense Analysis (Information Operations)	4	PHD Meteorology	2
MS Defense Analysis (Irregular Warfare)	10	PHD Operations Research	1
MS Defense Analysis (National Security Affairs)	1	PHD Modeling Virtual Environments and Simulation	1
MS Electrical Engineering	48	PHD Software Engineering	2
MS Engineering Science (Electrical Engineering)	4		
		Grand Total*	985

* 4 confirmed degrees have unknown programs

ALUMNI

NPS ALUMNI IN THE UNITED STATES
AS OF 2004

Alaska: 0.2%
Hawaii: 1.4%

Puerto Rico: 0.1%
Guam: 0.1%

Deployment: 3% (U.S. only)

Source: Alumni Affairs Office

Locations are those reported in "current address"
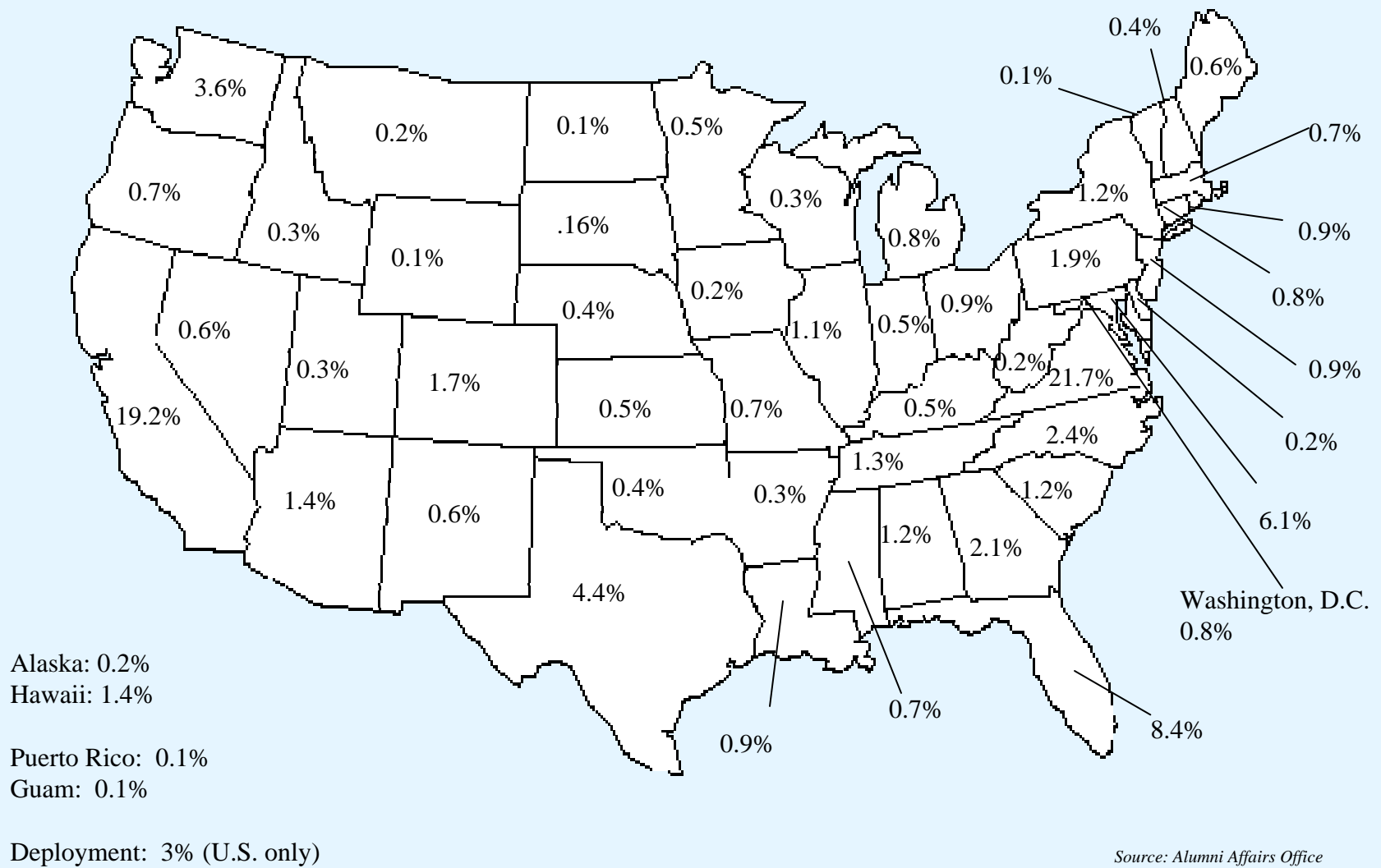
SELECTED DISTINGUISHED ALUMNI

ADM Stanley Arthur — Former Vice Chief of Naval Operations
ADM Arleigh Burke, USN (Ret.) — WWII hero and former CNO
VADM Phillip Balisle — Commander, Naval Sea Systems Command
VADM Arthur Cebrowski, USN (Ret.) — Father of network-centric warfare
CAPT Eugene Cernan USN (Ret.) — Astronaut, last man to walk on the Moon
RADM Patrick W. Dunne — President, Naval Postgraduate School
Gordon Eubanks — Former CEO, Symantec Corporation
GEN John Gordon USA — Deputy Assistant to the President for Counter-Terrorism
GEN Michael Hagee — Commandant of the Marine Corps
Pao Chuen Lui — Chief Defence Scientist, Singapore Ministry of Defence
ADM Moshe Marom — Vice Chief of Naval Operations, Israeli Navy
ADM Henry Mauz, USN (Ret.) — Former Commander in Chief of the Atlantic Fleet
RADM Wayne E. Meyer USN (Ret.) — Father of the Aegis system
ADM Michael Mullen — Current Vice Chief of Naval Operations
ADM Robert Natter — Former Commander in Chief of the Atlantic Fleet
ADM Hyman G. Rickover USN (Ret.) — Father of the nuclear Navy
CAPT James Roche USN (Ret.) — Current Secretary of the Air Force
Kevin Sharer — CEO, Amgen
RADM Kenneth Slaght — Commander, Space and Naval Warfare Systems Command
ADM James Watkins USN (Ret.) — Former CNO and Secretary of Energy
BGEN Thomas White USA (Ret.) — Former Secretary of the Army

Source: Alumni Affairs Office

FACULTY/STAFF

FACULTY BY RANK

Rank	SIGS	GSEAS	GSOIS	GSBPP	Research	Other	Total
Tenure-Track							
Professor	12	48	28	11	2	5	106
Associate Professor	10	36	29	14	-	4	93
Assistant Professor	13	7	8	12	1	-	41
Instructor	-	-	-	-	-	-	-
Total	**35**	**91**	**65**	**37**	**3**	**9**	**240**
Non Tenure-Track							
Research Professor	1	4	3	-	1	1	10
Research Associate Professor	1	12	8	-	2	-	23
Research Associate	4	22	20	-	49	2	97
Research Assistant Professor	-	4	6	1	1	1	13
Research Fellow	-	1	-	-	-	-	1
Senior Lecturer	14	14	9	7	2	4	50
Lecturer	16	7	12	18	1	3	57
Visiting Faculty	1	2	8	8	3		22
Other Faculty	3	1	-	1	2	8	15
Total	**75**	**158**	**131**	**72**	**64**	**28**	**528**

TENURE TRACK VS. NON-TENURE TRACK FACULTY
BY SCHOOL

Tenure Track vs. Non-Tenure Track Faculty			
School	Tenure Track	Non-Tenure Track	**Total**
GSBPP	37	35	**72**
GSEAS	91	67	**158**
GSOIS	65	66	**131**
SIGS	35	40	**75**
Research Institutes	3	61	**64**
Academic Services	9	19	**28**
Naval Postgraduate School Total	**240**	**288**	**528**

FACULTY DISTRIBUTION BY SCHOOL

- GSEAS - 158
- GSOIS - 131
- SIGS - 75
- GSBPP - 72
- RESEARCH INSTITUTES - 64
- ACADEMIC SERVICES - 28
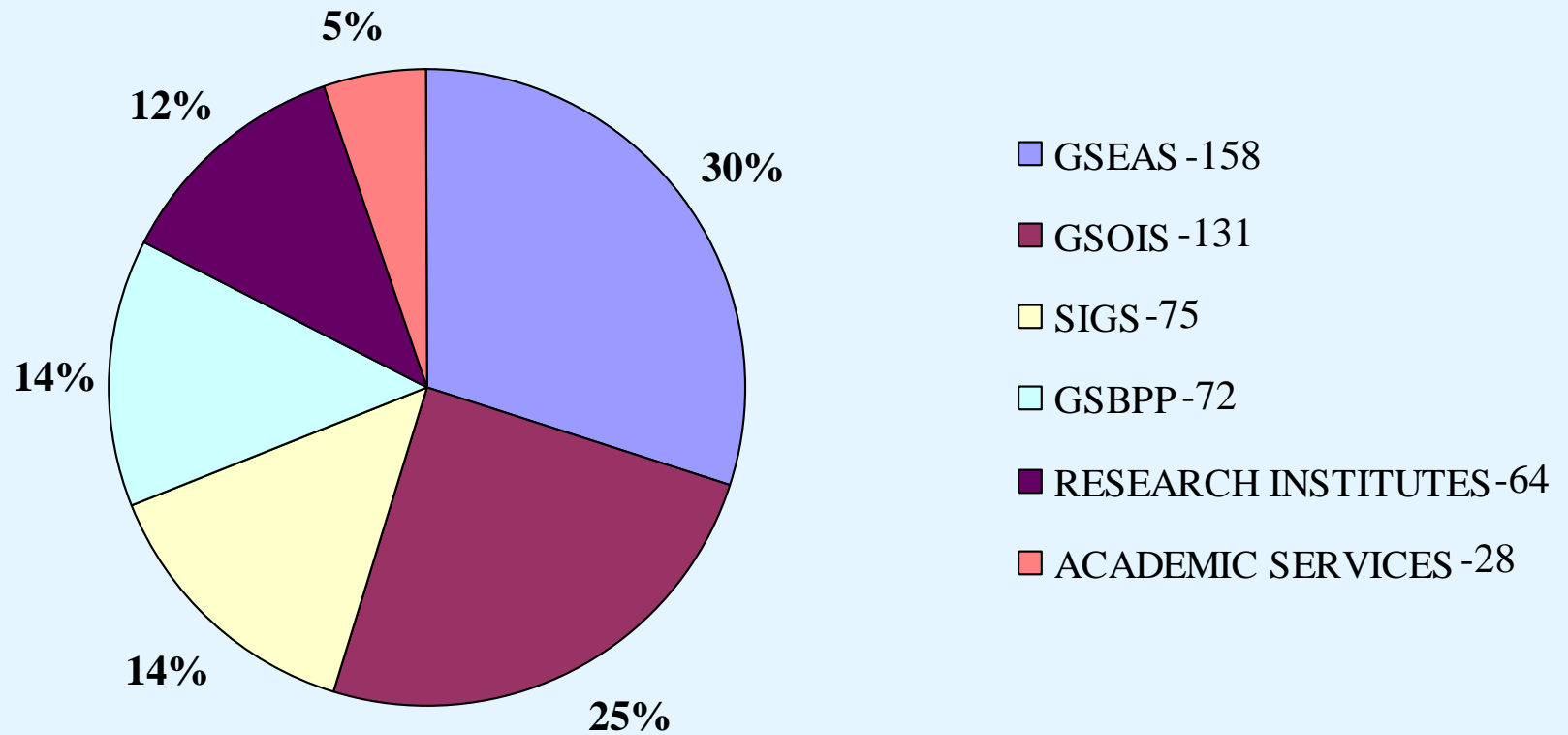
Source: Director of Academic Planning as of 1 Feb 05

Reflects all faculty on payroll, including full and part-time

TENURE-TRACK FACULTY/NON-TENURE TRACK FACULTY TRENDS SINCE 1998

TENURE TRACK FACULTY
SOURCE OF TERMINAL DEGREE

Stanford University

University of California – Berkeley

University of California – Los Angeles

Massachusetts Institute of Technology

University of Washington

Purdue University

Harvard University

University of Southern California

University of California – San Diego

Case Western University

University of California – Davis

University of Texas

Georgia Tech University

Yale University

University of Wisconsin

University of Michigan

Arizona State University

Princeton University

Pennsylvania State University

Northwestern University

University of California – Santa Barbara

University of Minnesota

University of Chicago

Oregon State University

Naval Postgraduate School

*In ascending order; schools
shown are represented by 3 or
more Faculty members*

Source: Office of Academic Planning

FACULTY AND STAFF BY GENDER, RACE/ETHNICITY
FALL 2004

Type	African American			American Indian			Asian/Pacific Isl			Hispanic			White			Total		
	M	F	Tot	M	F	Tot	M	F	Tot	M	F	Tot	M	F	Tot	M	F	Tot
GS*	4	24	28	2	2	4	20	40	60	7	20	27	109	132	241	142	218	360
Wage** Grade	1	0	1	0	0	0	0	1	1	1	0	1	6	1	7	8	2	10
NAF*	10	10	20	1	1	2	25	27	52	12	6	18	28	27	55	76	71	147
Faculty*	2	4	6	2	0	2	30	9	39	9	2	11	369	71	440	412	86	498

Total = 1,015

*Naval Postgraduate School (NPS) only

**Naval Support Activity Monterey Bay (NSAM)

INSTRUCTION

ON-CAMPUS AVERAGE CLASS SIZE
TRENDS SINCE 1998
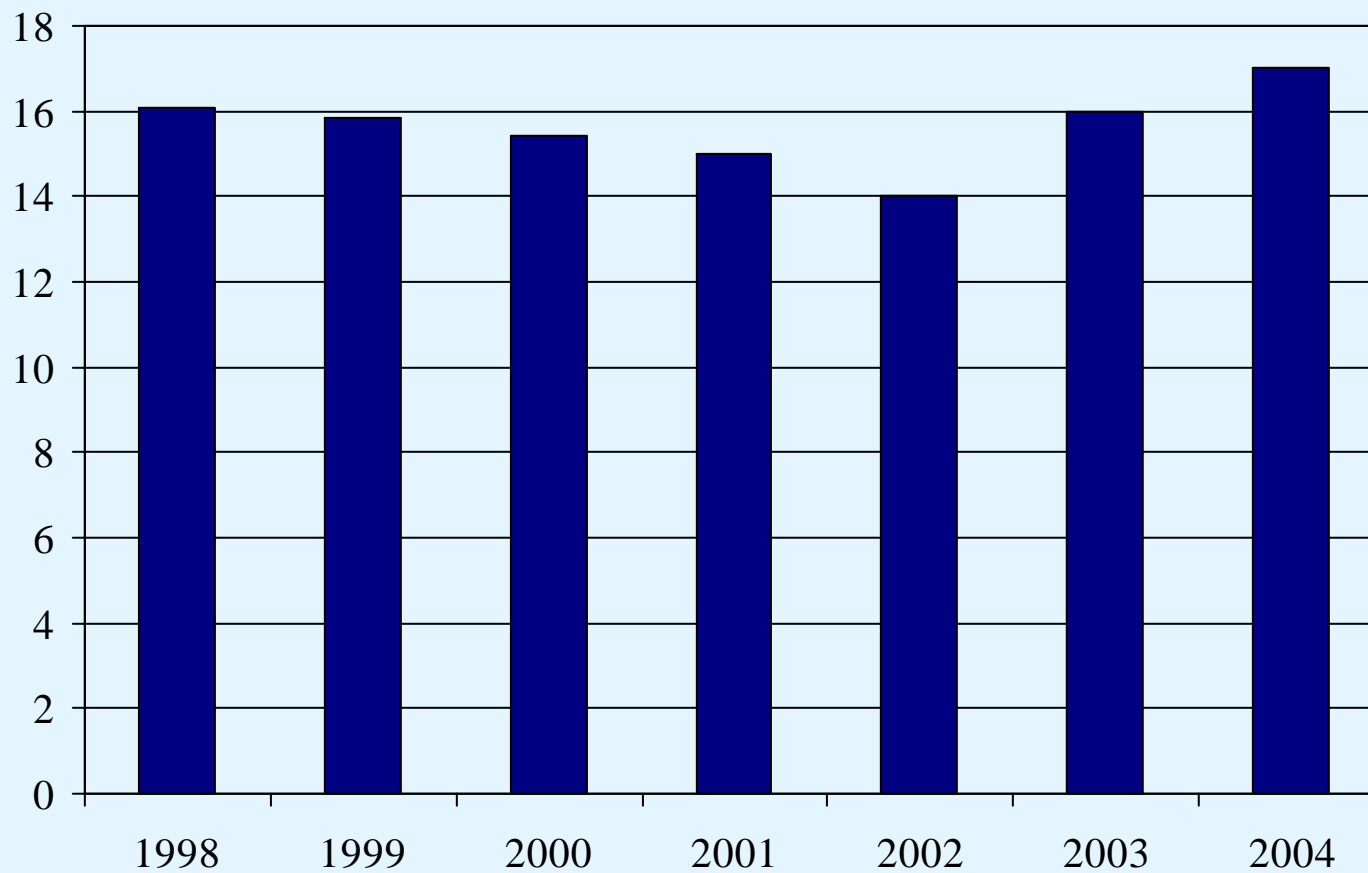
Average Number of Students per Class

Source: Office of the Registrar

29

ON-CAMPUS AVERAGE CLASS SIZE BY SCHOOL
2004

School	Average Number of Students per Class
Graduate School of Business and Public Policy	25
Graduate School of Engineering and Applied Sciences	15
Graduate School of Operational and Information Sciences	16
School of International Graduate Studies	17
Total	**17**

Source: Office of the Registrar

Number of students per class calculated as:

Total number of students in each school / Total number of class sections

INFORMATION TECHNOLOGY
AND
COMMUNICATION SERVICES (ITACS)

DESKTOP UNIT INFRASTRUCTURE

Deskware
MS Office
2000,2002,2003

Groupware
MS Outlook

Decisionware

Remedy

Enterprise Research Planning Applications
PYTHON DORS ETAC PARIS ANSRS DTS HRMIS

Data Warehouse
SAS HRMIS Web Survey Crystal Enterprise

Enterprise Relational Database
My SQL Oracle FOCUS MS SQL Server 2000 MS Access
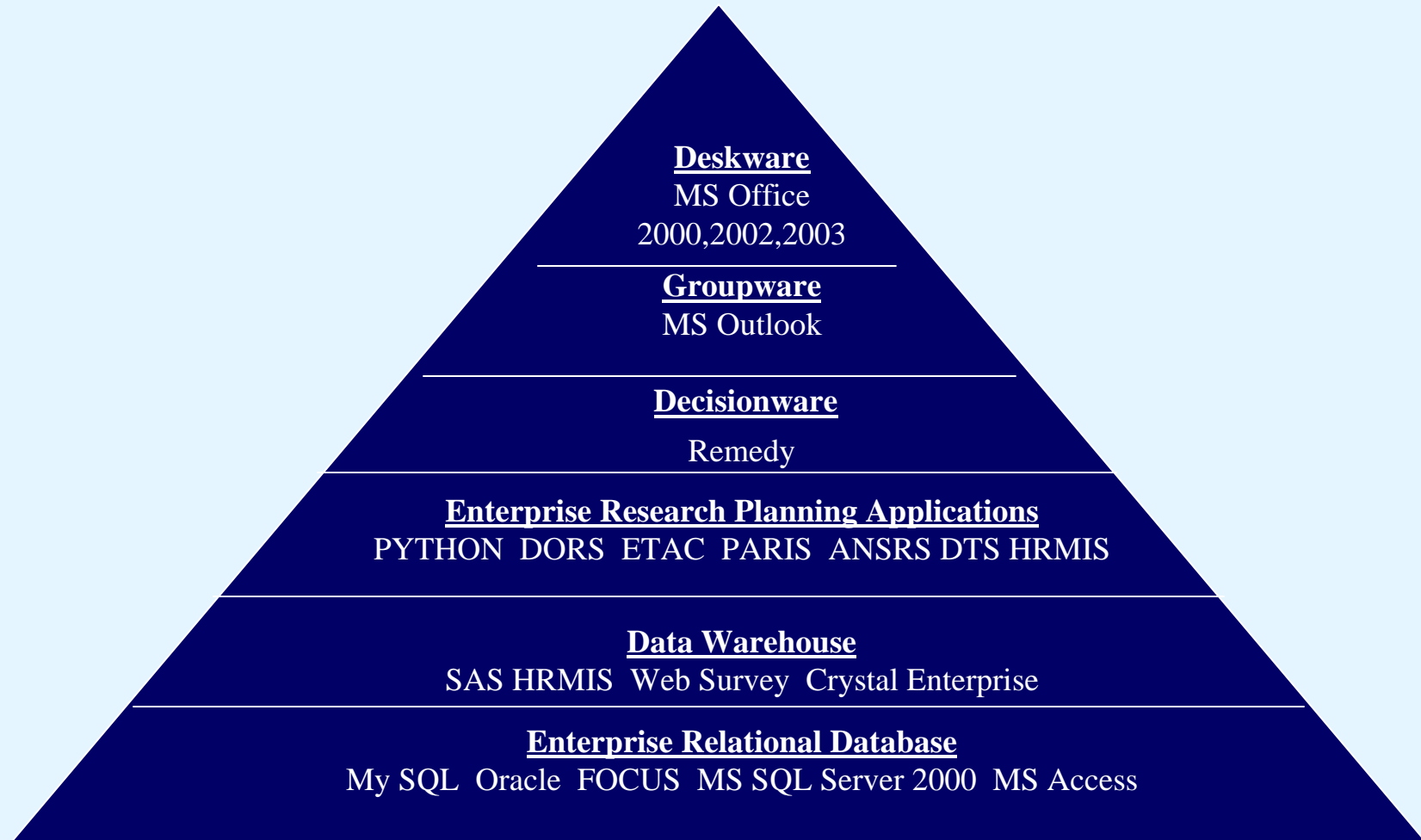
SIZE OF NPS SYSTEMS
2004

► **Multiple Networks –**
  ◊ **DREN / HPC (High Performance Computing)**
  ◊ **PacBell internet for Research**
  ◊ **CAL-REN - .edu domain**
  ◊ **Abilene Internet2**
  ◊ **City of Monterey INet**
  ◊ **DoDNet**

► **Web services**
  ◊ **Extranet**
    ► **Successful requests: 53,715,232**
    ► **Average data transferred per day: 326.25 megabytes**

  ◊ **Intranet**
    ► **Successful requests: 81,866,976**
    ► **Average data transferred per day: 786.34 megabytes**

► **4675 systems (computer, printer, scanner) connected to NPS network**
► **6828 campus computer accounts**
► **3000 digital - 50 active phone lines**
► **ISDN Video Conference Circuits – 161**
► **Audio Conference Ports - 24**
► **Software applications – 800**
► **External email received – 10 million per year**
► **Email SPAM filter deletes 4.7 million per year**

7 Terabytes of user data

E-mail – 924 Gigabytes

Internet traffic – 75 Gigabytes per day

124 Terabytes of mainframe data
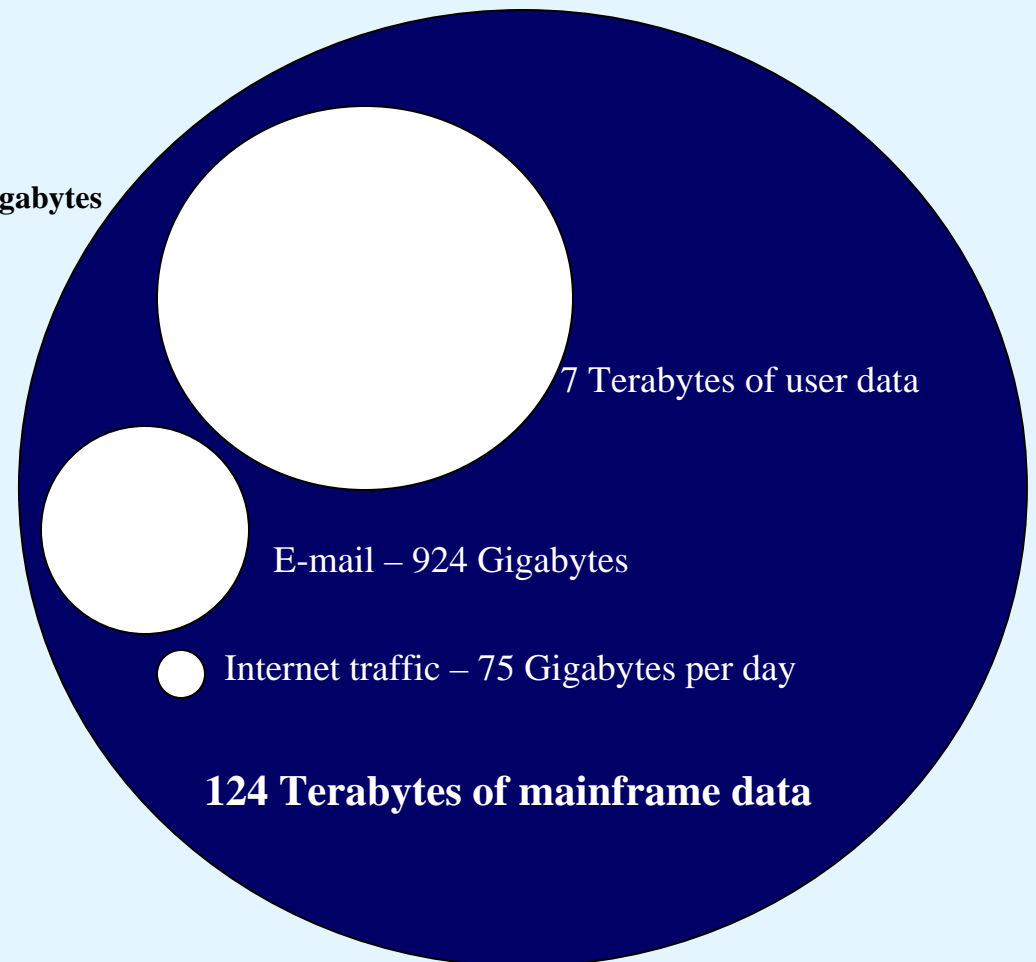
CURRENT AND FUTURE NETWORK CONNECTIONS
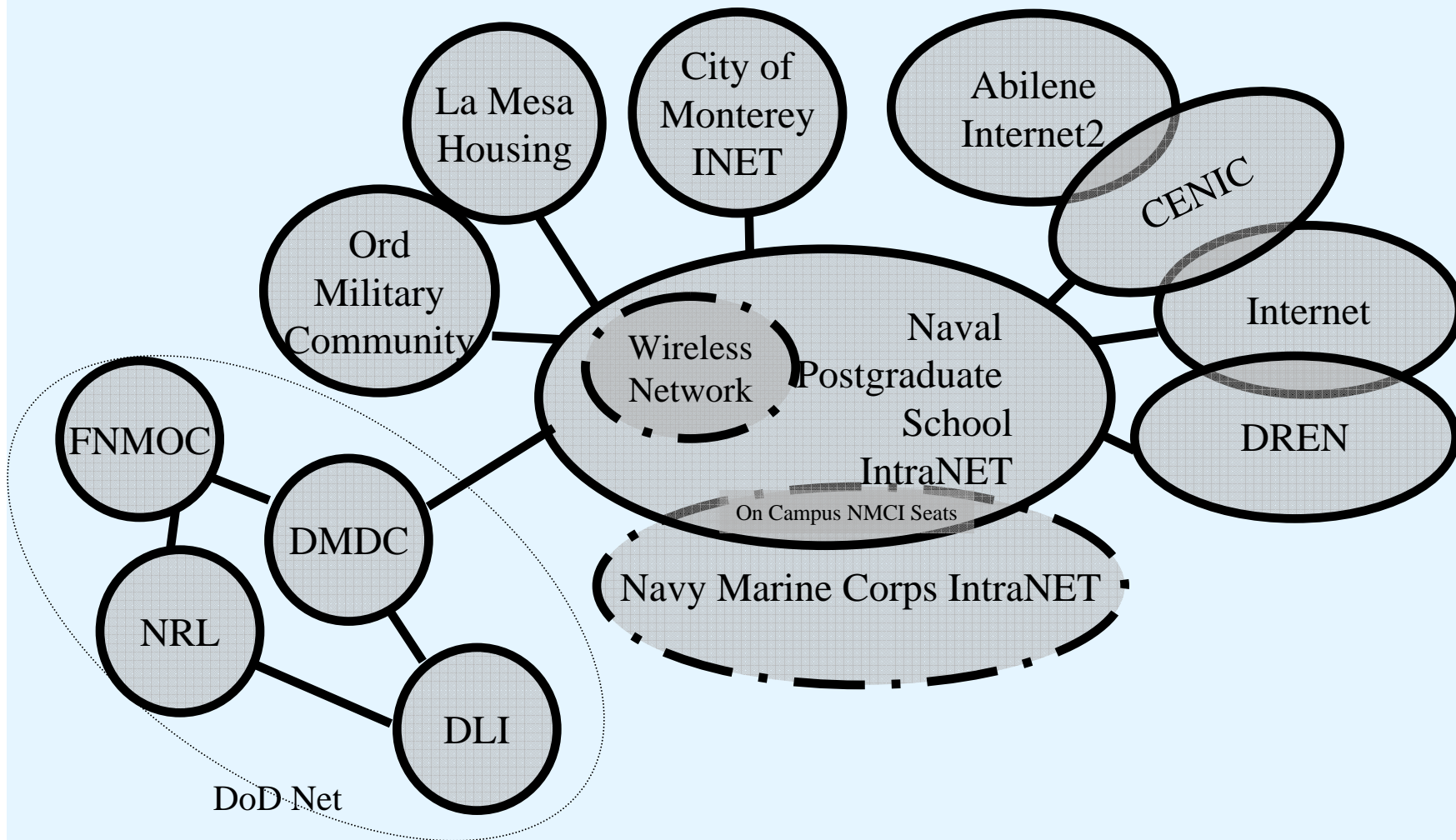
INFORMATION TECHNOLOGY AND COMMUNICATIONS SERVICES PARTNERSHIPS

Monterey Peninsula DoDNet
> 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

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 provides connectivity to other national high-speed networks such as LambdaRail
> and Internet2

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.

Internet2
> National high-speed, high capacity network. U.S. university-led consortium with partners in industry and
> government accelerating development of tomorrow's internet.

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.

Source: ITACS

LIBRARY PROFILE

KNOX LIBRARY QUICK FACTS
2004

❧ Circulation - 13% increase over 2003

❧ Items recalled for patrons – 32% increase over 2003

❧ Circulation of video/DVD materials – 79% increase over 2003 (a direct result of the new displays for these items)

❧ Circulation of faculty reserve material – 29% increase over 2003

❧ Requests received from NPS patrons – 27% increase over 2003

- 52% of these requests are from students
- 17% are filled with in-house resources
- 36% are for books NPS does not own
- 21% are photocopies of articles from journals not owned by NPS
- 24% are first time requesters

❧ Average turnaround time on inter-library loan and document deliver requests

- 41% within one week
- 24% in under two days

❧ Students and faculty from National Security Affairs represent largest number of requestors

LIBRARY RESOURCE STATISTICS 2004

Number of Patrons	
Total per year	**256,818**
Average per day	**714**
Collections	
Physical Volumes (includes bound journals and all books)	**599,484**
Current Journal Subscriptions	**836**
Classified and Limited Distribution Technical Reports	**46,413**
Microfiche	**821,270**
Maps	**4,285**
CD's/DVD's	**914**
Circulation	
# Items Circulated	**31,705**
# Items Recalled by Patron	**665**
Library Transactions	
# Items borrowed for NPS Patrons	**4,526**

LIBRARY SPACE UTILIZATION
FY 2004

Collections

Study Space

Services

Library Tenants (Office of Continuous Learning, Distributed Learning Resource Center, Office of Institutional Research)

Library Services (Circulation, Inter-Library Loans, Reference)

Library Staff Offices/ Conference Room

NPS Unique (Restricted Resource Services/Thesis)

Source: Knox Library records
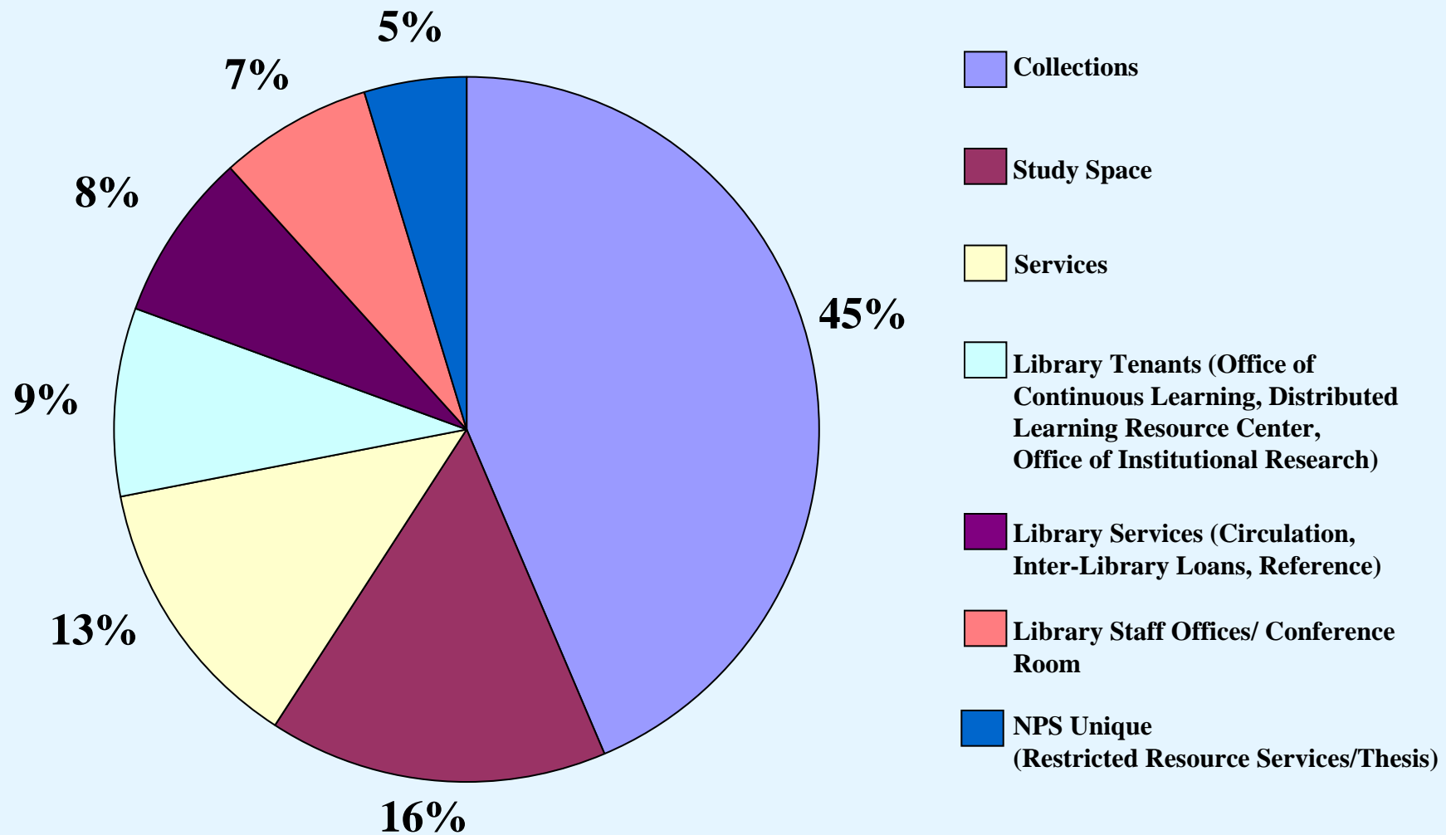
LIBRARY PARTNERSHIPS

MOBAC – Monterey Bay Area Consortium

CSUMB, UC Santa Cruz, MIIS, MPC, Hartnell College, Monterey Public Library, Carmel Public Library, Salinas Public Library, Watsonville Public Library

AMIGOS – Amigos Library Services, Inc.

A non-profit organization and one of the nation's largest library resource-sharing networks and a leader in providing IT to libraries. Membership consists of over 750 libraries and cultural institutions.

BCR – The Bibliographical Center for Research

A non-profit, multi-state library cooperative that has served the library community since its founding in 1935. Today it serves 1,065 voting-member libraries in 39 states and Canada.

CNL – Consortium of Naval Libraries

The Consortium of Naval Libraries (CNL), formed in 1997, has a vision to provide world-class information access and services to the Navy and be the Department of Defense leader in virtual library development. The CNL has grown from zero to sixty member libraries in just three years.

NRLA – National Research Library Alliance

To provide their research communities with a common core of scientific information, four federal libraries have formed a consortium called the National Research Library Alliance (NRLA). NRLA members are the NASA Goddard Space Flight Center Library, the Office of Information Services of the National Institute of Standards and Technology, the National Science Foundation Library, and the Ruth H. Hooker Research Library of the Naval Research Laboratory.

Homeland Security Defense

The Dudley Knox Library has received research funding to establish a Digital Library in support of the new Homeland Security curricula being developed and taught at the Naval Postgraduate School.
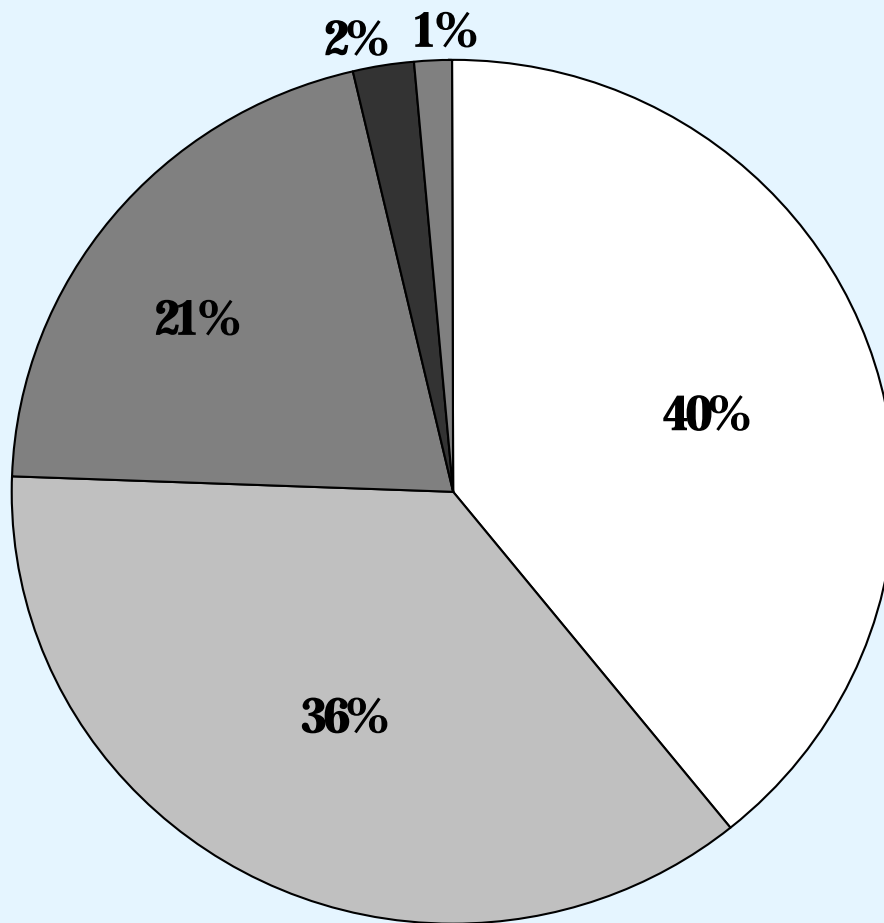
Source: Knox Library records

FINANCES

TOTAL OPERATIONS AND MILITARY SALARY BUDGET
BY SOURCE
FY 2004

☐ Reimbursable Authorization 140.3

☐ Student Salary 129.1*

☐ Direct Authorization 74.8

■ Military Faculty Salary 7.9+

■ Military Staff Salary 4.9+

Figures in $Millions
TOTAL $356.2 Million

* Does not include international or civilian student salary
+ Military salaries computed at composite rates
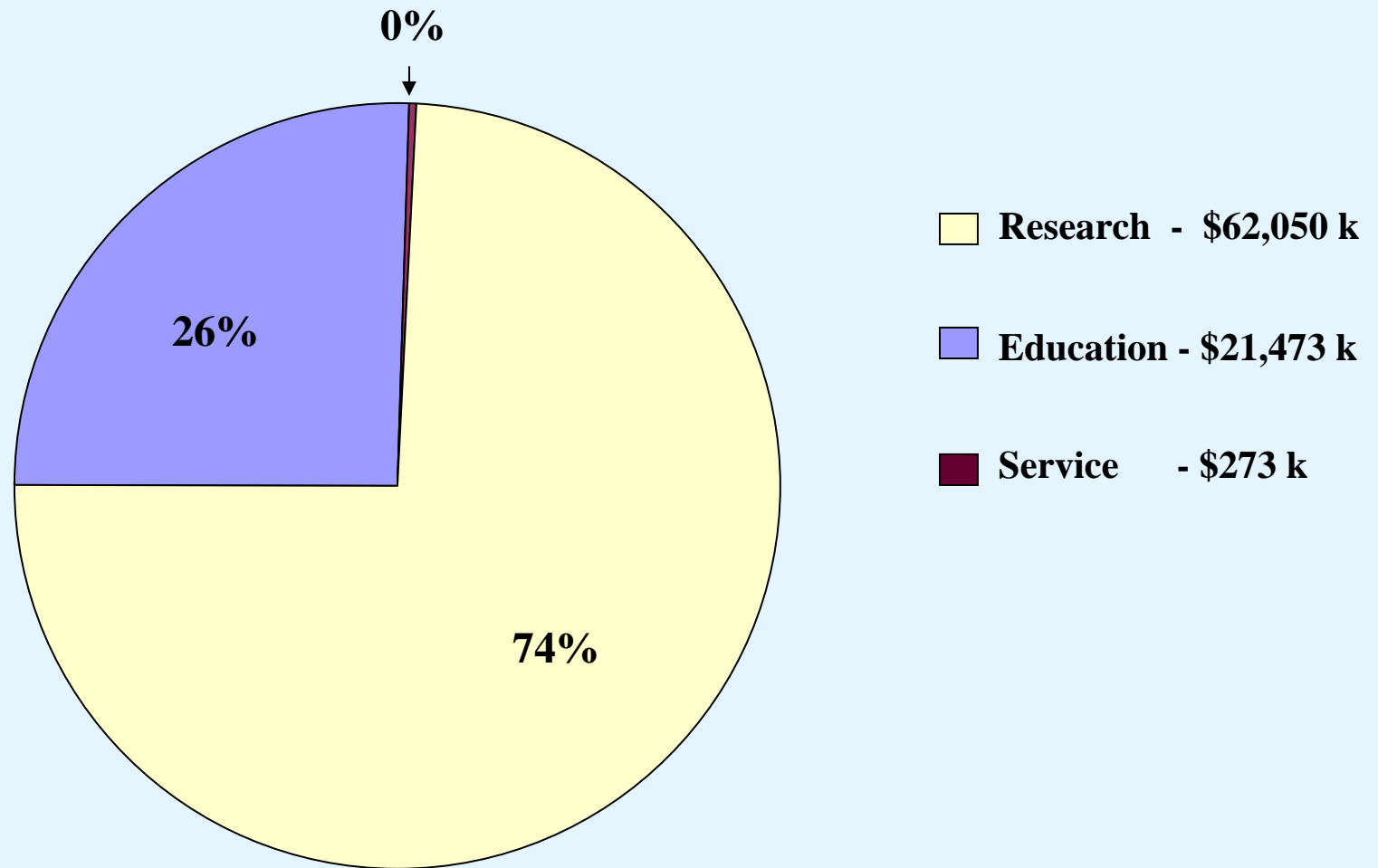
Source: Comptroller's Office closeout data

RESEARCH

SPONSORED PROGRAM EXPENDITURES BY ACTIVITY TYPE
2004

0%

26%

74%

☐ **Research - $62,050 k**

☐ **Education - $21,473 k**

■ **Service   - $273 k**

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SPONSORED PROGRAM EXPENDITURES BY NPS ORGANIZATION
2004

Legend:
- GSEAS - $19,781 k
- SIGS - $15,834 k
- GSOIS - $11,884 k
- GSBPP - $4,713 k
- INSTITUTES - $21,536 k
- OTHER $10,047 k

Pie chart values: 12%, 24%, 26%, 19%, 6%, 14%
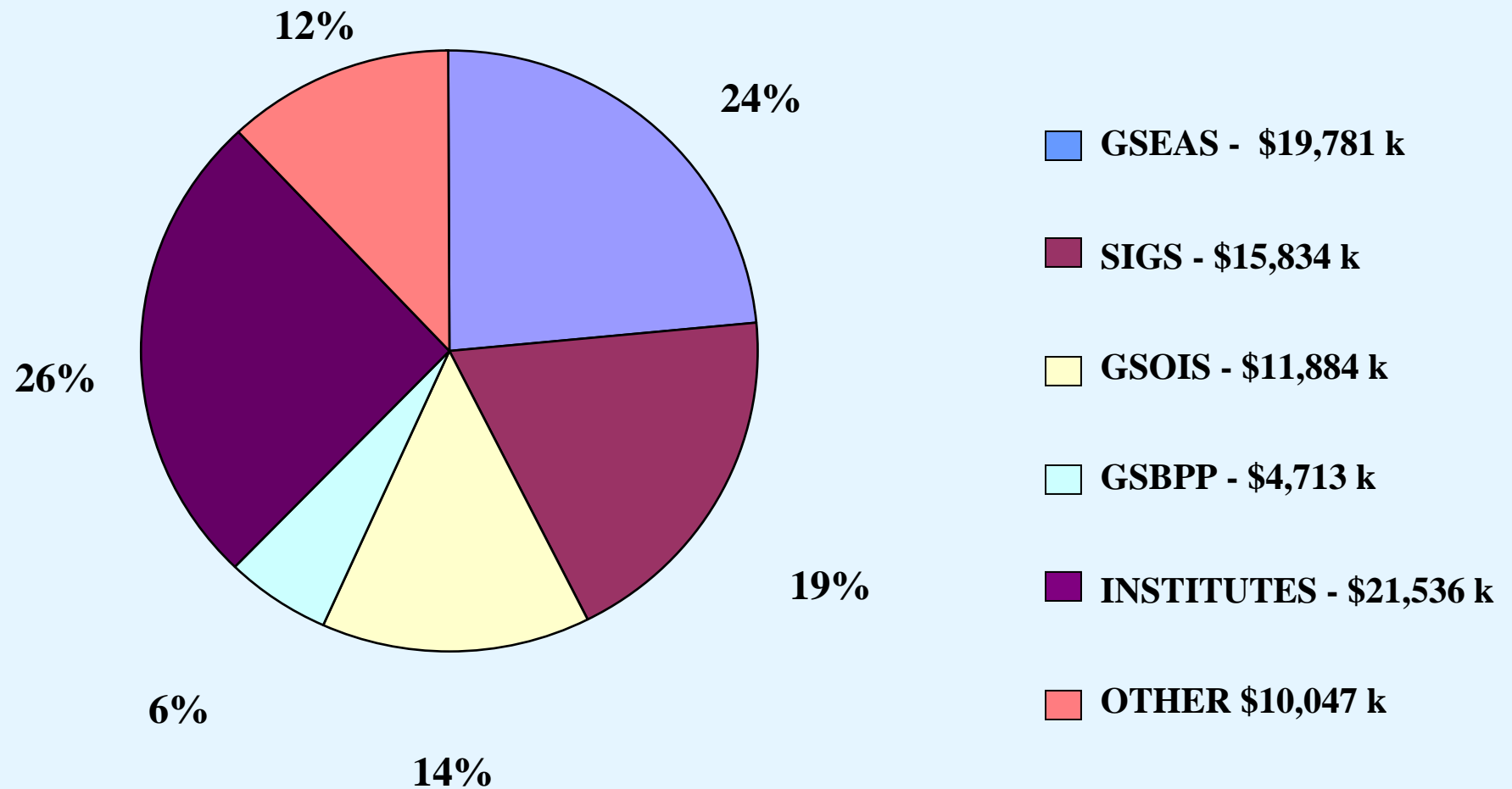
SPONSORED PROGRAM EXPENDITURES BY SPONSOR
2004

Legend:
- Air Force - $3,147 k
- Army - $7,198 k
- Defense - $5,284 k
- Joint - $3,209 k
- Navy - $31,825 k
- NSF - $2,338 k
- Industry - $990 k
- Other - $1,781 k
- Other Federal Agencies - $28,025 k

43
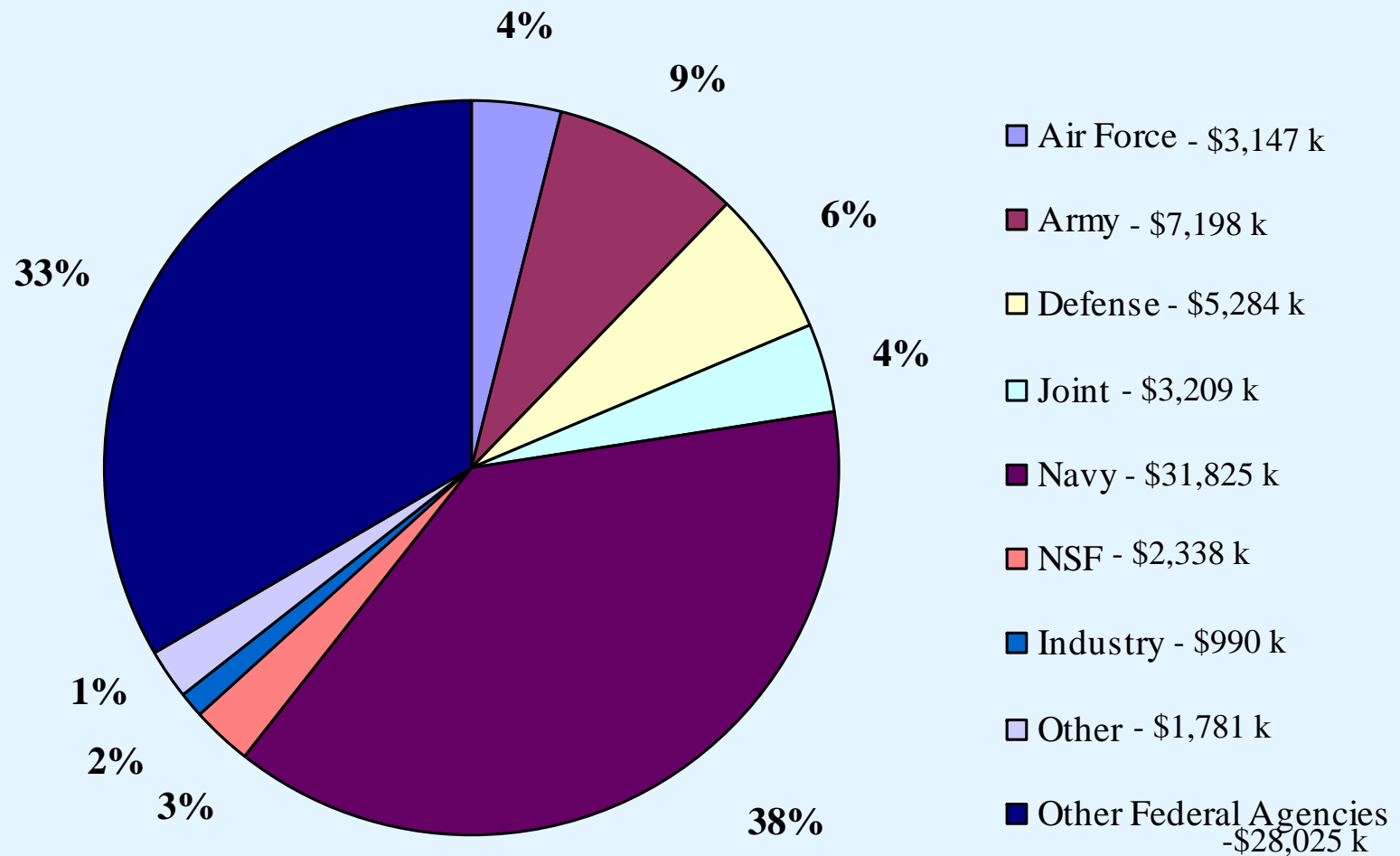
RECENT FACULTY PATENTS
as of 30 September 2004

- Method and Apparatus for Motion Tracking of an Articulated Rigid Body (Issued)

- Predictive Read Cache Memories for Reducing Primary Cache Miss Latency in Embedded Microprocessor Systems (Issued)

- Heat-Driven Acoustic Power Source Coupled to an Electric Generator (Issued)

- Turbulence-Resolving Coherent Acoustic (Issued)

- Sediment Flux Probe Device and Method for Using (Issued)

- Ultra-Wide Band Radio Frequency Vest Antenna (Issued)

- High Intensity, Directed Light and Sound Crown Dispersion Device (Issued)

- Digital Signal Processor Based Torpedo Counter-Measure (Issued)

- False Target Radar Image Generator for Countering Wideband Imaging Radars (Issued)

- Identification Friend or Foe System Including Short Range UV Shield (Issued)

- Tactical Vectoring Equipment (Issued)

Source: NPS Legal Office

PHYSICAL FACILITIES

UNIVERSITY LAND
OWNED AND EASEMENTS
FY04

SITE	LAND (ACRES)	PROPERTY AT ORIGINAL COST
NPS Main Campus	135.00	$660,372
Lab Recreation Area	107.61	$98,460
La Mesa	298.00	298,330
Beach	55.00	$240,000
Annex	19.70	$46,063
Point Sur	1.18	No purchase price
Marina Airport	1.96	Easement
Coast Guard Pier	1.30	Easement
Monterey Bay	0.50	Easement
Total	**620.25**	**$1,343,225**

Source: Department of Public Works

BUILDINGS & GROUNDS: PLANT REPLACEMENT VALUE TRENDS
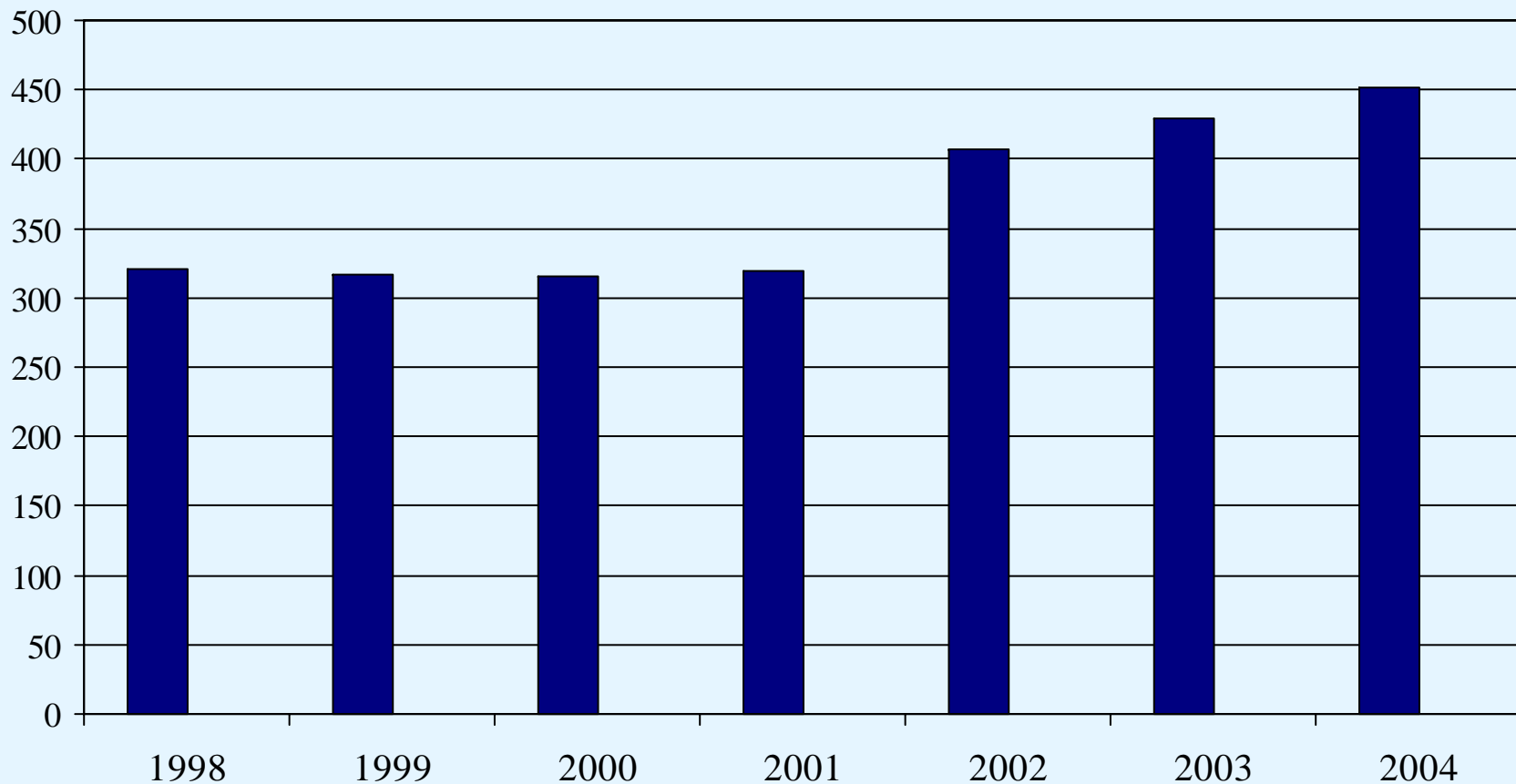
Figures in $Millions

Note: during FY04, Commander Navy Installations (CNI) became the real property landholder for all navy land. Eight small installations were added to NSA Monterey as a result. The traditional NPS Plant Replacement Value (PRV) is $452M. With the additional sites added by CNI the total PRV is $1.018 Billion.

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Source: Department of Public Works

CAMPUS BUILDINGS & SQUARE FOOTAGE
BY LOCATION
FY04

Location	Number of Buildings	Area (Sq Ft)
NPS Main Campus	69	1,407,075
Presidio of Monterey Shared Medical Facilities	1	4,770
Laboratory/Recreation Area	21	53,371
La Mesa Village (housing)	4	not available
Beach Property	4	24,228
Fleet Numeric Meteorology and Oceanography Center Annex	10	132,696
Marina Airport	2	22,147
Point Sur	3	10,542
Total	**114**	**1,654,829**

Source: Department of Public Works

ENDNOTES

1.   The following table lists the degree titles and groups them into the four academic schools and the six subject categories listed in the "Academic Profile" section.

GSBPP	Business	MBA
		EMBA
		MS Management
		MS Contract Management
		MS Program Management
		MS Leadership and Human Resource Development
		MS Systems Engineering Management
GSEAS	Engineering	AAE Aeronautical and Astronautical Engineering
		EE Electrical Engineering
		ME Mechanical Engineering
		MS Aeronautical Engineering
		MS Astronautical Engineering
		MS Electrical Engineering
		MS Engineering Acoustics
		MS Engineering Science (Electrical Engineering)
		MS Engineering Science (Mechanical Engineering)
		MS Mechanical Engineering
		MS Systems Engineering
		MS Systems Engineering (Electronic Warfare)
		MSME Materials Science and Engineering
		MSME Mechanical Engineering
		MS Materials Science and Engineering
		PHD Aeronautical and Astronautical Engineering
		PHD Electrical Engineering
		PHD Mechanical Engineering

Transitioned to MBA program in 2002/2003

GSEAS	Physical Sciences	MS Applied Mathematics
		MS Applied Physics
		MS Meteorology
		MS Meteorology and Physical Oceanography
		MS Physical Oceanography
		MS Physics
		MS Space Systems Operations
		MS Systems Integration
		PHD Applied Physics
		PHD Meteorology
		PHD Physical Oceanography
		PHD Physics
GSOIS	Computer and Information Sciences	MS Computer Science
		MS Defense Analysis (C4I: Command & Control)
		MS Defense Analysis (Financial Management)
		MS Defense Analysis (Information Operations)
		MS Defense Analysis (Irregular Warfare)
		MS Information Systems and Operations
		MS Information Technology Management
		MS Modeling Virtual Environments and Simulation
		MS Software Engineering
		MS Systems Technology (Command, Control, & Communications - C3)
		MS Systems Technology (Scientific & Technical Intelligence)
		PHD Computer Science
		PHD Software Engineering
	Operations Research	MS Operations Research
		PHD Operations Research
SIGS	National Security	MA International Security & Civil-Military Relations
		MS Defense Analysis (National Security Affairs)
		MA National Security Affairs