



DEPARTMENT OF THE NAVY

NAVAL POSTGRADUATE SCHOOL
1 UNIVERSITY CIR
MONTEREY CA 93943-5000

IN REPLY REFER TO:

5420
Ser 00/007
13 Jan 09

FIRST ENDORSEMENT on Board of Advisors to the President,
Naval Postgraduate School ltr of 7 January 2009

From: President, Naval Postgraduate School
To: Secretary of the Navy
Via: Chief of Naval Operations

Subj: FIFTIETH MEETING OF THE BOARD OF ADVISORS TO THE
PRESIDENT, NAVAL POSTGRADUATE SCHOOL

1. Forwarded, supporting the recommendations and comments provided by the Board of Advisors.
2. The Naval Postgraduate School (NPS) will take action on issues that are within the School's purview.
3. I am pleased to note that in October 2008, the CNO approved and directed implementation of an NPS governing organization, funding and policy framework that directly and positively responds to the BOA recommendations in paragraph 9 of their report. This information has been shared with BOA members and will be briefed at the April 2009 meeting.
4. I would like to personally thank this board for their continued, dedicated support.

DANIEL T. OLIVER

Copy to:

CNO

VCNO

CMC

DNS-32

N1/N8

AAUSN/SPD

Library of Congress, Exchange and Gift Division (8 copies)

NPS BOA Members

7 January 2009

From: Chair, Board of Advisors to the President, Naval
Postgraduate School

To: Secretary of the Navy

Via: (1) President, Naval Postgraduate School
(2) Chief of Naval Operations

Subj: FIFTIETH MEETING OF THE BOARD OF ADVISORS TO THE
PRESIDENT, NAVAL POSTGRADUATE SCHOOL

Ref: (a) Public Law 92-463, Federal Advisory Committee Act
(b) SECNAVINST 1524.2B

Encl: (1) Board of Advisors Members and Other Meeting Attendees

1. In accordance with references (a) and (b), the Naval Postgraduate School (NPS) Board of Advisors (BOA) met on October 21 and 22, 2008 at the Office of Naval Research in Arlington, Virginia. A list of members and others in attendance is at Enclosure (1). In our report below we describe the principal themes of this meeting. In addition, we highlight areas that we believe deserve special attention or require action.

2. Accreditation: The board received the progress report of the NPS faculty and staff in the critical area of academic accreditation. Excellent progress has been made in completing the process for the Accreditation Board for Engineering and Technology (ABET) and preparing for the visits by the Western Association of Schools and Colleges (WASC), the National Association of Schools of Public Affairs and Administration (NASPAA), and the Association to Advance Collegiate Schools of Business (AACSB).

- **The ABET accreditation of the MS degree programs in Electrical Engineering, Mechanical Engineering, and Aeronautical Engineering was granted by ABET for the maximum of six years. Accreditation for the maximum allowable period is unusual and we feel that it reflects the quality of the faculty, students, and laboratories in these departments.**
- **The accreditation of the MS in Management was extended by NASPAA, also for the maximum of 7 years. The MBA degree in**

the Graduate School of Business and Public Policy (GSBPP) was, however, granted a temporary extension of one year by NASPAA. There were two issues, one substantive regarding the number of terminal-degreed faculty, and one other, a minor mis-communication which should easily be cleared up. It should be noted that the MBA program has been fully accredited by the AACSB.

- Substantial work continues on the WASC institutional accreditation, a multi year process. **One site visit is scheduled for March 2009 and the completion of all WASC review requirements, including a formal site visit is scheduled for October 2010. Work continues on the AACSB accreditation of the GSBPP scheduled for completion in 2010. Board of Advisors members appreciate these periodic updates and applaud the progress that is evident in the reports.**

3. Information Technology: Dr. Christine Cermak, NPS Chief Information Officer, provided an update on information technology issues. She has been working with the CIOs for the Naval Academy and Naval War College, developing requirements and recommendations for the Navy Higher Education IT Consortium. She described very well the need for NPS faculty and researchers to have access to faculty and researchers throughout the world in a timely, flexible, dynamic and collaborative environment. The Consortium conducted a six month study and validated that requirement in their final report. Other recommendations included one specifying continued collaboration among the three institutions (while maintaining local authority at each location for IT infrastructure and services) to ensure responsiveness and essential levels of support tailored to the institutions' distinct missions and requirements. The Consortium identified information technology and communications services as a mission critical resource; this is consistent with higher education standards throughout the country. The Board concurred with those findings and recommendations, **and strongly endorsed continued participation by NPS in the study and the Navy Higher Education Consortium.**

4. USMC Student Payback Tour Requirement: Career progression and competitiveness of NPS (Navy and Marine) graduates has been a periodic Board topic for many years. The Board has been concerned with the perception (and more likely the fact) that officers who attend NPS, then serve the associated utilization/pay back tours, may be out of operational or occupational specialty tours for so long that the experience makes them less competitive with their peers for promotion and command. The Board believes this may be particularly true for Marines, where the Corps endeavors to make the best use of the

Marine's graduate education by following attainment of a Masters degree with an immediate experience tour. The Board recognizes the value of an NPS education over the entire career of a graduate, not just in an immediate utilization tour; we are sure that the Corps does too. **The Board recommends, then, that the Deputy Commandant for Manpower and Personnel examine Marine Corps promotion and command selection trends for graduates by academic major and MOS over the last 10 years, with comparisons to service norms. The Board recommends a similar study for trends in applications and selection for NPS in numbers and quality of applicants, and opportunity for selection over the same period. If troubling trends appear, the Board recommends that Marine leaders examine options that could reverse any negative career effects of Marines' assignments to resident graduate education.**

5. Laboratory Updates: NPS provides unique education and research opportunities based on the operational experience of all the University's students. Today's student population includes not only all U.S. services, but representatives of many foreign countries as well as U.S. Department of Defense civilians and defense contractors. Students and faculty are encouraged to be innovative in finding solutions to current and near-term war fighting needs. Central to these learning experiences are state of the art laboratory facilities with which students must be able to address curriculum requirements and research theses activities. Up-to-date laboratory facilities allow students and faculty to demonstrate and evaluate the latest technologies and allow them to utilize and experiment with new technologies. Proper laboratory facilities will facilitate cutting edge research and ground-breaking operational support. NPS leaders have been concerned over the years that failure on the part of the University to keep laboratories up to date could lead reduced enrollments of international students in particular. International students at NPS enroll in science and technology programs most often. **This is but one more reason for our asking Navy leaders to provide adequate, dependable funding for construction, modernization, and updates of the laboratories at NPS.**

6. Support for Technical Degrees: The NPS Board of Advisors also applauds the recent policy decision of the Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education (N1)) with regard to technical degrees. N1 is moving to increase to 65% the minimum percentage of students completing technical degrees at the U.S. Naval Academy (USNA) and in the Naval Reserve Officer Training Corps (NROTC). The board shares the evident concern of Navy Department leaders about dwindling

enrollments of Navy and Marine Corps students in the science and technology curricula. We are also worried about the sustainability of the Navy's science and technology programs with low student participation at NPS and elsewhere. As USNA and the NROTC programs produce more graduates in science and technology, more Navy and Marine Corps officers will be suitable for these high quality programs at the graduate level at NPS. As importantly, these graduates will further enrich the technical acumen of the Naval Services, ensuring a greater appreciation in the officer corps for and management of the highly technical aspects and requirements of the services.

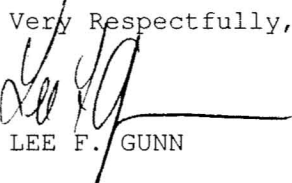
7. Centennial Events: Dr. Christine Cermak, NPS Vice President for Information Resources, also updated the Board on Centennial planning. A number of renovations and refurbishments are planned for the campus, including Herrmann Hall. A calendar of events has been developed, with the kick-off Memorial Day weekend 2009. NPS will be commemorating its past, showcasing its present accomplishments and contributions, and rallying support for its future. **The Board recommends that Navy leadership become involved in this important celebration of its premier graduate institution.** Below are a few examples of Centennial initiatives underway:

- Installation of Centennial banners on campus and on the perimeter of the campus
- Monthly Centennial-related events on campus
- Alumni reunions
- Historical displays on the quad
- Campus monuments
- Photography book chronicling NPS' history and present.

8. Embedded Programs: In our last report, we expressed support for the initiatives of the NPS Systems Engineering curriculum to develop embedded education and research programs within Navy Warfare centers. The Systems Engineering department has successfully established MOAs with NAVAIR and NAVSEA, and is working on similar efforts with SPAWAR. Under the NAVAIR agreement, students have already begun course work at PAX River, and two tenure-track faculty members have been hired. Under the NAVSEA agreement, support is in place to begin classes as this report is written in January 2009, with a student cohort split between Dahlgren and Port Hueneme. Discussions with SPAWAR are targeting programs at both San Diego and Charleston.

The board encourages NPS to consider the possibility as well of establishing appropriate partnerships with local universities in the locales where the embedded courses are now and are intended in the future to be delivered.

9. Graduate Education Review Board (GERB): The Board was briefed on the substance and outcome of the GERB chaired by VCNO on October 20th by both N1 and N4. We are encouraged by the proposals to rationalize Navy leadership governance for NPS as well as those to provide sufficient and stable funding support for mission and facilities. **The Board urges quick adoption of the recommendations to establish NPS as an installation and as much of the increased facilities funding support as is possible.** We view robust Base Operating Support, sustainment, and recapitalization as absolutely necessary to compensate quickly for years of underfunding if we are to recognize NPS as the international strategic asset that it is. Sufficient and stable support is essential also to the accreditation of this fine educational institution.

Very Respectfully,

LEE F. GUNN

Copy to:
CMC
VCNO
DCNO N1
DNS-32
AAUSN/SPD
Library of Congress, Exchange and Gift Division
NPS BOA Members

FIFTIETH MEETING OF THE BOARD OF ADVISORS TO THE PRESIDENT,
NAVAL POSTGRADUATE SCHOOL
21 - 22 OCTOBER 2008

Members in attendance:

VADM(Ret) Lee Gunn, Chair
Mr. Walter Anderson
ADM(Ret) Stan Arthur
Honorable Jack Borsting
ADM T. Joseph Lopez, USN(Ret)
BGen Melvin Spiese, USMC
Dr. Robert Fossum
Honorable G. Kim Wincup
Lt Gen(Sel) Allen Peck, USAF
Dr. Elisabeth Pate-Cornell
MG Bob Williams, USA
Dr. Walter Jones
Dr. John Deegan, Provost NDU (for LtGen Wilson, USMC)
Dr. William Johnsen, Dean of Academics AWC (for MG Williams, USA)
VADM Mark Ferguson, USN

Members not in attendance:

VADM(Ret) Lyle Bien
Honorable Sean O'Keefe
VADM(Ret) David Frost
Dr. Graham Spanier

Invited guests:

Honorable Donald C. Winter, Secretary of Navy
VADM Michael Loose, Deputy Chief of Naval Operations, Logistics (N4)
CAPT Richard Scudder, Air Force Institute of Technology

NPS Staff:

President Daniel Oliver
Dr. Leonard Ferrari
Colonel David Smarsh
Dr. Doug Moses
Dr. Christine Cermak
Dr. Kevin Smith
Ms. Jaye Panza, Designated Federal Officer

Enclosure (1)