PROGRAMS OVERVIEW

The Naval Postgraduate School (NPS) has strong executive education and professional development (EE/PD) programs that extend the reach of its graduate programs to mid- or senior-grade professionals who are unable to take the time out of their careers to attend degree programs, or who need targeted information at their locations on their time schedules. In addition to degree and certificate courses offered for credit, Schools, Centers, Departments, Institutes and other organizations of NPS provide executive education, numerous short courses, seminars, and conferences to meet specific sponsors’ needs. NPS’s short courses do not award academic credit, but selected short courses may award continuing education units (CEUs).

While the majority of EE/PD activity happens within SIGS, many organizations across campus offer EE/PD courses, within and outside the Schools, and NPS had over 24,000 students taking short courses in 2016. The primary organizations involved in EE/PD at NPS and covered by this report are:

- School of International Graduate Studies (SIGS - Including CCMR, CHDS, and NSA)
- Graduate School of Business and Public Policy (GSBPP - Including DRMI, and HRCOE)
- Graduate School of Engineering and Applied Science (GSEAS)
- Graduate School of Operational and Information Sciences (GSOIS)
- Center for Executive Education (CEE)

The EE/PD education NPS offers fall into one of three categories:

- Type 1: Courses with closed enrollment. Student pre-registration occurs in advance of the course. (Students are eligible for CEUs.)
- Type 2: Courses with open enrollment. Student enrollment occurs at the start of the course. (Students are eligible for award of CEUs.)
- Type 3: Exercises, workshops or seminars. No participant enrollment as students. (Participants are not eligible for award of CEUs.)

NPS Quick Facts for 2016

- **Student Enrollment:** There has been a decline in EE/PD students overall since 2015, with attendance in 2016 down over 15%, a downward trend which has continued for the past three years. The number of EE/PD courses offered by NPS also decreased overall over 5%.
- **EE/PD Funding:** DoS sponsored 33% of EE/PD courses in 2016, with DoD second at 26%.
- **Locations:** The proportion of students educated outside and within the US was roughly equivalent at approximately 37% each. Twenty-one percent of EE/PD students were educated at sea, and 3% online.
- **Student Types:** The largest group of EE/PD students, at 34% overall, was from non-US military forces in 2016.
- **CCMR:** Seventy-four percent of all EE/PD funding was utilized by CCMR in support of 291 courses and over 12,400 students.
Programs Overview

**Figure** | Continuing Education Units (CEUs) are a standard measure of EE/PD delivery, where ten classroom contact hours represent one CEU. Over three fourths of CEU-eligible courses were offered by SIGS.

**Figure** | CCMR provides most of SIGS’ 73% of EE/PD courses to 82% of NPS’s EE/PD students. The rest of the campus provides short course education to the remaining 8% of students, both in the US and across the globe.

**Figure** | 82% of NPS’ EE/PD students attend SIGS programs within CCMR, CHDS, NSA, RSEP or SIGS’ academic departments.

**Figure** | The largest portion of NPS’ EE/PD funding is utilized by CCMR in executing an extensive portfolio of recurring and on-demand short courses.

**Figure** | The Department of State provides 33% of NPS’ EE/PD funding, followed by the Department of Defense at 26%.

**Figure** | Forty-three percent of NPS’ EE/PD students are educated on board deployed ships as part of the RSEP program in SIGS. Our Monterey campus houses the largest land-based concentration of EE/PD education.
CENTER FOR EXECUTIVE EDUCATION

The Naval Postgraduate School’s Center for Executive Education (CEE) designs and delivers a wide variety of customized executive education programs for Navy Flag Officers, SESs, Captains, and GS15s as part of the Navy Executive Development Program (NEDP). These courses are designed to address the strategic-level executive needs of senior Navy leaders. The Center offers these programs at their facilities at the Naval Postgraduate School in Monterey, CA and at off-site locations near major Navy concentration areas. All programs are designed to provide the knowledge, skills, and abilities to manage and lead effectively in complex DoD organizations by engaging participants in case studies, team exercises, practical applications, and lectures.

CEE offers a number of courses on a routine basis including:

1. **TS - Tailored Support** (Flag Only): These highly-specialized courses generally run 2-4 days and are specifically tailored for Flag Officers transitioning from one assignment to the next.

2. **LI - Leading Innovation** (Flag/SES Only): This 5-day course is designed for one- and two-star Flag Officers and SESs with a focus on innovation, creativity, risk management and risk assessment.

3. **NSLS - Navy Senior Leader Seminar** (O-6s/GS-15s): This premier 9-day program is focused on senior leader development and addresses a wide array of executive topics including: strategic planning, strategic communication, financial literacy, decision making, risk management, self-assessment, and innovation.

4. **SPEAR - Strategic Planning for Execution, Assessment and Risk Workshop** (Flags/O-6s and their staffs): The SPEAR workshop is designed to help Flags and Commanding Officers work collaboratively with their senior staff members to develop a strategic plan, develop metrics and outline an execution plan to drive change. A follow-on “SPEAR-2” workshop is also offered to help leaders and their staffs implement and sustain their change initiatives.

5. **SCW - Strategic Communication Workshop** (Flags/O-6s and staff): The SCW is designed as a follow-up to the SPEAR workshop outlined above and is intended to help senior commanders and their staffs craft their Strategic Communication Plan as part of their overall strategic planning and execution efforts.

CEE Quick Facts for 2016

- The number of CEE courses offered in 2016 fell by 19% from 2015’s offerings, and the number of students was correspondingly reduced by 34%.
- 653 Students attended 39 CEE courses in 2016.
- 64% of CEE’s courses are delivered through a mixed format of face-to-face and DL.
- 58% of CEE’s students are US Navy, with another 41% being DoN Civilians.
REGIONAL SECURITY EDUCATION PROGRAM

The Naval Postgraduate School's (NPS) Regional Security Education Program (RSEP) provides deploying Naval Forces with information regarding security challenges for the regions in which they will deploy and operate. The training is given to Carrier Strike Groups (CSG) and Amphibious Readiness Groups (ARG) staffs to provide them with a better understanding of the cultural and security challenges they face on deployment. By making senior leaders more aware of the strategic environments in which they will operate, RSEP contributes to better-informed decision making at the operational and tactical levels, enhancing readiness and mission accomplishment. The program is intended to enhance the operational mission of strike groups by providing cultural, historical and security contexts of the regions in which they deploy.

RSEP Quick Facts for 2016

- More than 6,300 Navy and Marine Corps personnel received Regional Security Education in 2016.
- 370 hours of instruction were provided in 2016 by eight ship-based and one shore-based deploying teams, usually comprised of two to three team members.
- 30 Professors/Subject Matter Experts delivered over 70 briefs during a combined 76 days underway on Naval vessels.

CENTER FOR CIVIL-MILITARY RELATIONS

The Center for Civil-Military Relations' (CCMR) core mission is to build partner capacity through a wide variety of core competencies including:

- Democratic Civil-Military Relations
- Defense Reform/Institution Building
- Defense & Security Decision-Making
- Educational Support to Operational Commands
- Peacekeeping & Peacebuilding Operations & Disaster Response (HADR)
- Civil-Military Responses to Terrorism.

CCMR Quick Facts for 2016

- In FY16, CCMR served 12,405 participants from 130 countries.
- CCMR executed 291 events in total for FY16, which is a 25% increase from FY15.
- CCMR utilizes over $44.3 million in program funding, and around $27 million of that funding runs through NPS.
- Eighty percent of CCMR’s courses are Type 3 (exercises, workshops or seminars), and 20% of courses are type 1 (closed enrollment with student registration determined in advance & NPS faculty member as instructor).
CCMR Students

CCMR’s programs are designed for mid- to senior-grade military officers, civilian officials, legislators, and personnel from non-governmental organizations, both in residence and overseas. Sixty-eight percent (9,829) of CCMR’s FY16 participants are members of international (non-US) military services or foreign civilians.

CCMR Programs

- Mobile Education Teams & In-Residence Courses: CCMR conducts Mobile Education Teams (MET) abroad for specific countries and/or regions, and In-Residence courses at NPS in Monterey, CA.
- Distance Learning: CCMR complements its education experience with distance-learning courses. These courses can be taken online one to two months prior to attending a seminar.
- Exercises: CCMR offers multinational and interagency exercise planning, design, control and evaluation in support of Combatant Command partnerships.
- Tailored Support: CCMR is a leading provider of tailored academic support to the Department of State, the Office of the Secretary Defense, the Geographic Combatant and Component Commands, and Allies/Partner countries.
- Research and Publication: CCMR conducts academic research and publishes regularly in its core competencies.
DEPARTMENT OF DEFENSE

DEFENSE RESOURCES MANAGEMENT INSTITUTE

The Defense Resources Management Institute (DRMI) conducts professional education programs in resources management and analytical decision making for military officers of all services and civilian officials from the U.S. and over 170 partner nations, providing a unique opportunity for U.S. students to collaborate, share, and learn with international participants. In highly interactive classrooms, course participants learn and practice concepts and analytic tools to help them manage defense and security resources more efficiently and effectively in modern defense organization.

DRMI offers eight regularly scheduled resident courses:

- Defense Resources Management Course—4 weeks; presented four times a year
- International Defense Management Course—10 weeks; biannual
- Senior International Defense Management Course—4 weeks; annual
- Multiple-Criteria Decision Making Course—2 weeks; annual
- Introduction to Budgeting Concepts—8 days; annual
- Performance Management and Budgeting Course—1 week; annual
- Risk Management Course—2 weeks; annual
- Human Capital Resources Management Course—2 weeks; annual

DRMI can adapt and tailor any of its resident programs to serve the unique needs of a sponsor. As directed by DoD, DRMI offers mobile education courses of 1-2 weeks for U.S. military services and defense agencies, and for foreign governments.

DRMI Quick Facts for 2016

- In 2016, DRMI conducted 35 courses in 11 locations—4 states and 7 foreign countries.
- 64% of DRMI’s courses are offered on demand, while fourteen are offered at regularly scheduled periodic intervals.
- The two most heavily subscribed courses offered by DRMI account for 33% of their annual throughput.
CENTER FOR HOMELAND DEFENSE AND SECURITY

The NPS Center for Homeland Defense and Security (CHDS) develops and offers an array of educational resources to the national homeland security enterprise with 100% fully reimbursable funding by the Department of Homeland Security. These endeavors significantly advance the strategic and critical thinking abilities of the nation’s homeland security and emergency management leadership.

CHDS Programs

In FY 2016 CHDS conducted its full complement of master’s degree and executive leaders’ programs, as well as executive education seminars, summits, workshops, online modules, self-study courses, journal publications and continued to develop the nation’s premier collection of homeland security related policy and strategy documents. Participants in CHDS programs primarily represent federal, state and regional emergency management, law enforcement, fire services, public health, intelligence, military, and homeland security department officials from across the country.

Master’s Degree: 903 homeland security leaders have earned master’s degrees, in FY 2016. 91 students are currently enrolled.

Executive Education Seminars: 812 federal, state and municipal public officials, and 19 military officials, participated in 20 seminars tailored to the unique issues facing governors, mayors and other jurisdictional leaders.

Executive Leaders Programs: There are 575 alumni and with 95 current participants in these programs which are designed for senior level public and private officials to shape national strategy and policy development.

Homeland Security Affairs Journal is the nation’s first peer-reviewed, digital journal in the field and is catalogued by over 470 libraries worldwide. In FY 2016 it had 4,411 subscribers with 71,322 average website visits per month.

University and Agency Partnership Initiative: CHDS offers its curriculum, learning technologies and educational resources to 372 institutional partners, increasing the number of students with access to homeland security education.

Homeland Security Digital Library: The nation’s premier repository for homeland security documents, with holdings exceeding 180,000 total documents. 1,699 new accounts were created in FY 2016 for a total of 31,987 accounts held by 750 organizations.

Self Study Courses: 1,277 new participants enrolled in 11 self-study courses—non-credit, online versions of the MA courses which are available to professionals who wish to enhance their understanding of key concepts and require the flexibility of self-paced instruction.
ACADEMIC DEPARTMENTS

While the majority of EE/PD activity at NPS occurs in the five centers, organizations and programs already discussed, many of the academic departments within the four Schools also provide EE/PD courses that complement their academic programs. Schools/Academic Departments offering EE/PD courses include:

Graduate School Of Business And Public Policy (GSBPP)
- Human Resources Center of Excellence
- Advanced/Practical Comptrollership

Graduate School Of Engineering And Applied Science (GSEAS)
- Systems Engineering Department
- Mechanical and Aerospace Engineering Department
- Electrical and Computer Engineering Department

Graduate School Of Operational And Information Sciences (GSOIS)
- Defense Analysis Department
- Computer Science Department
- Cyber Academic Group
- Information Science Department
- Operations Research Department

School of International Graduate Studies (SIGS)
- National Security Affairs Department

Schools/Departments Quick Facts for 2016
- Over $5.8M of EE/PD occurred in the schools/academic departments in 2016.
- 2,122 students were educated in 55 EE/PD courses based in academic departments. Both the number of courses offered and the number of students have decreased significantly since 2015.
- Over half of the EE/PD students in the academic departments were educated through the directly-funded Human Resources Center of Excellence.