



DEPARTMENT OF THE NAVY
NAVAL POSTGRADUATE SCHOOL
1 UNIVERSITY CIR
MONTEREY, CA 93943-5000

NPSINST 3120.1
00
8 Feb 2024

NPS INSTRUCTION 3120.1

From: President, Naval Postgraduate School

Subj: NAVAL POSTGRADUATE SCHOOL LEADERSHIP ORGANIZATIONAL
DESCRIPTION

Ref: (a) OPNAV INSTRUCTION 3120.32D, Change 1

Encl: (1) Naval Postgraduate School Organizational Chart

1. Purpose. This instruction describes the organizational design of the Naval Postgraduate School at the executive leadership level. Enclosure (1) is a graphical depiction of that organization. Additionally, the general duties of each leadership position represented in enclosure (1) are explained herein. These billet descriptions are for general knowledge only. The specific duties and responsibilities of each billet can be found in individual position descriptions or in reference (a).

2. Scope and Applicability. This instruction applies to all active and reserve military personnel, civilian employees, and full-time contractor personnel attached to or serving at Naval Postgraduate School (NPS).

3. Roles and Responsibilities

a. President, NPS. The President is charged with the absolute responsibility for mission execution, safety, well-being, and efficiency of NPS.

(1) Executive Assistant (EA). The EA supports specific programs set forth by the President and supervises the Deputy EA, the Protocol Officer, and any other personnel assigned to the Office of the President. The EA reports directly to the President.

(2) Protocol Officer. The Protocol Officer plans and implements every aspect of visits from elected officials, appointed federal officials, U.S. military flag/general officers (O-7 and above), Senior Executive Service members, and international military flag/general officers. The Protocol Officer provides support for social functions sponsored by the President and is involved in providing protocol expertise for military ceremonies. The Protocol Officer offers guidance to departments, centers, and institutes hosting distinguished visitors for conferences, lectures, events, and executive level courses and programs. The Protocol Officer reports directly to the EA.

(3) General Counsel (GC). The GC provides legal advice to the President, Chief of Staff (COS), and the Vice Presidents (and each of their respective organizations) regarding all matters and services performed within, or involving, NPS and the Department of Defense (DoD). NPS is the GC's client, and the GC reports to the Office of General Counsel, Assistant Secretary of the Navy, Manpower and Reserve Affairs.

(4) Staff Judge Advocate (SJA). The SJA is the principal legal advisor and staff assistant to the President concerning the interpretation and application of the Uniform Code of Military Justice, the Manual for Courts Martial, the Judge Advocate General Manual, and other laws and regulations relevant to the administration and operation of the command. The SJA reports directly to the President.

(5) Staff Inspector General (IG). The Staff IG conducts reviews and assessments to advise the President and NPS staff on compliance with Navy policies, while also seeking opportunities to improve compliance-based processes. On receiving complaints or allegations of fraud, waste, abuse or mismanagement, the Staff IG will conduct inquiries to establish facts and, if enough creditable evidence exists, investigate to provide the President with an accurate and independent report. The IG reports directly to the President.

(6) Deputy Director of Equal Employment Opportunity (DDEEO). The DDEEO manages and coordinates all elements of NPS' EEO program. This includes managing diversity initiatives, promoting a discrimination-free workplace, and ensuring compliance with relevant EEO laws and regulations. The DDEEO is responsible for developing and implementing policies and procedures that foster inclusivity, fair employment practices, and equal opportunities for all members of the NPS community. The DDEEO reports directly to the President.

(7) Public Affairs Officer (PAO). The PAO is responsible for developing, providing and maintaining internal information, community outreach and public information programs that are consistent the objectives established by the Secretary of the Navy, the Chief of Naval Operations, and the President of NPS. The PAO advises the President on all public affairs matters. The PAO reports directly to the President.

b. Chief of Staff (COS). The COS is responsible for integrating and synchronizing the actions of the entire NPS staff in support of the President's decision cycle and mission requirements, including higher headquarter requirements. The COS is the Commanding Officer (CO) of all military personnel assigned to NPS. The COS also coordinates the activities of those personnel who report directly to the President and is the Acting President when the President is unavailable to execute required functions. The COS reports directly to the President.

(1) Command Administrative Officer (AO). The AO oversees military administrative matters and correspondence at NPS. The AO maintains a reference library and central correspondence files in adherence to specified regulations. Additionally, the AO supervises the preparation of the Plan of the Week and coordinates the indoctrination of newly reported personnel. The AO reports to the COS.

(2) Security Manager. The Security Manager is responsible for coordinating all aspects of the information and physical security programs. The AO ensures proper classification management, personnel security, information systems security, physical measures for protecting classified material, industrial security, and security training. The security manager reports to the COS.

(3) Director, Office of Safety, Health, and Environment (DOSHE). The DOSHE is responsible for coordinating and implementation of a comprehensive safety program based on objectives established by the President and COS. The DOSHE distributes safety information, monitors the submission of required safety reports to ensure accuracy and timeliness, and maintains appropriate safety records and statistics. The DOSHE reports to the COS and has direct access to the President for safety matters.

(4) Strategic Communications Director (SCD). The SCD develops and executes a comprehensive communications strategy aligned with the mission and vision set by the President. The SCD coordinates communications matters at all levels, ensuring the widespread distribution of key information, monitoring the submission of required reports to ensure accuracy and timeliness, and maintaining relevant records and statistics to gauge the effectiveness of communication efforts. The SCD reports to the COS.

c. Vice President, Provost and Chief Academic Officer (Provost). The Provost is responsible for the day-to-day academic and associated administrative operations of NPS, oversees a diverse faculty and staff, provides long-term planning leadership for the campus community, oversees the NPS academic budget, and advises the President on all campus issues. The Provost reports directly to the President.

(1) Director, Institutional Research and Decision Support (IRDS). The Director of IRDS gathers, organizes and provides information and data about NPS in support of senior leader decision-making as well as planning, management, accreditation, assessment, and evaluation activities at every level. The Director of IRDS reports to the Provost.

(2) Vice-Provost Warfare Studies (VPWS) and Director Naval Warfare Studies Institute (NWSI). The VPWS manages the integration of efforts between NPS, the Fleet, Fleet Marine Forces, naval service headquarters, and other military stakeholders. NWSI serves as a catalyst for NPS' ability to deliver highly applied interdisciplinary research and education; implementable tactical solutions; unclassified and classified research that supports critical leadership decisions and warfighting concept and capability development; world-class military and civilian researchers who are superior critical and creative thinkers; innovations in warfare concepts and capabilities. The VPWS is also responsible for the management and execution of the Naval Research Program (NRP), and as Director of NWSI also coordinates the activities of the NPS warfare chairs. The Director of NWSI reports to the Provost.

(3) Vice-Provost Academic Affairs (VPAA). The VPAA is responsible for oversight and coordination of NPS' education and academic programs. The VPAA manages educational strategy, academic policy, resourcing coordination, administrative oversight, operational

coordination, program analysis, and education service support for NPS' education and academic programs. The VPAA reports to the Provost.

(4) Registrar. The Director of Academic Administration and University Registrar manages and directs all aspects of academic administration division, including admissions, scheduling, registrar, academic support, educational analysis, enrollment management planning, and development of supporting technology. The Director develops and implements administrative policies, processes, procedures, and technological solutions to facilitate the effective, efficient, and innovative provision of academic and education support services. The Director of Academic Administration reports to the Vice Provost Academic Affairs.

(5) Director, International Graduate Program Office (IGPO). The Director, IGPO is responsible for executing all aspects of the international graduate education program in accordance with SECNAVINST 4950.4B, including recruiting and admissions, administrative and academic support for international students and their families, managing the Field Studies Program and alumni engagement program. The Director reports directly to the Vice Provost for Academic Affairs.

(6) Director, NPS Extended Campus (NEC). The Director, NEC is responsible for leading the Extended Campus' mission to extend the reach of NPS graduate, executive, and professional education programs, certificates, and short courses beyond the traditional in-resident student experience in Monterey. The NEC Director oversees educational support activities and contracts for campus-wide distance learning and other modalities; this includes including videography, graphics, instructional design, programmatic communications, and admin support services. Serves as the primary advisor to NPS senior leadership on developing institutional-level educational programs. Oversees the assessment and continuous improvement of distance learning and non-traditional educational programs. The NPS Extended Campus Director reports directly to the Vice Provost Academic Affairs.

(7) Director, Center for Executive Education (CEE). The Director of the Center for Executive Education (CEE) leads the comprehensive direction of CEE, and is responsible for the development and execution of NPS executive education and professional development initiatives. Tailored specifically for military and civilian senior leaders, CEE programs are designed to equip these leaders with the necessary knowledge, skills, and abilities required for effective leadership in complex military and defense organizations. The Director has an integral role in the CEE course delivery supporting the Navy's Executive Development Program (NEDP), and actively engages in course and curriculum design, instruction and research. Managing the annual budget and supervising CEE faculty and staff, the Director also provides academic service and consultation to Naval and Defense activities. Through close collaboration with high-ranking officials, the Director ensures strategic alignment of CEE programs with evolving needs of Navy and Marine personnel. The Director of the CEE reports to the Vice Provost Academic Affairs.

(8) Director, Center for Executive Education (CEE). The Director of the CEE is responsible for the development and execution of NPS executive education and professional development opportunities to U.S. Navy military and civilian leaders, providing them with the knowledge, skills, and abilities to manage and lead effectively in complex DOD organizations. The director of the CEE reports to the VPAA.

(9) Vice-Provost Academic Leadership (VPAL). The VPAL supervises all department and unit chairs at NPS and is responsible for chair and faculty leadership mentoring programs and creating school-wide leadership developmental opportunities. The VPAL develops and supports efforts to create a diversified and inclusive pool of potential NPS leaders, guides and supports faculty by working with campus leaders to set expectations for promotion and tenure policies and procedures and manages promotion and tenure processes. The VPAL provides academic expertise and insight to the NPS Provost and Chief Academic Office on faculty affairs issues, including but not limited to academic oversight of requests to recruit, faculty hiring and position descriptions, sabbatical and leave policies, and supporting overall faculty career management. The VPAL also reviews policies and appointment processes and manages the process for special categories of faculty: Distinguished Professor; MILFAC Appointments; joint Appointments; NPS Volunteers, faculty emeritus. The VPAL reports to the Provost.

(10) Vice-Provost Research & Innovation (VPRI). The VPRI leads the Office of Research and Innovation efforts in outreach, is involved in all institutional partnership agreements, engages directly with Office of Naval Research leadership, Assistant Secretary of the Navy for Research Development and Acquisition leadership, Under Secretary of Defense for Research and Engineering leadership, and other Naval and DOD organizations charged with supporting Research, Development, Test and Evaluation, as well as private industry partners and other academic organizations. The VPRI leads the development of the NPS Research Strategic Plan, research and reimbursable policy, and resourcing coordination in support of research activities across campus. The VPRI reports to the Provost.

(11) Associate Provost (AP), Research Operations. The AP of Research Operations manages the Research Operations and Program Support Office (ROPSO). ROPSO provides oversight of institutional programs, supports the development of laboratory recapitalization and prioritization in coordination with the Chief Operating Officer, and advocates for NPS faculty and staff in their execution of research activities. Working with the Safety Office and Naval Support Activity Monterey, it manages and supports NPS research field experimentation and compliance. It provides program management functions for large, multidisciplinary research activities and supports the coordination of research execution with external partners. ROPSO oversees numerous institutional internship programs that support research activities across campus and manages various STEM activities and fellowship programs. The Associate Provost of Research Operations reports to the Vice Provost Research and Innovation.

(12) Director, Emerging Technology and Innovation (ETIO). The ETIO promotes research innovation practices towards realizable products of value to the DON/DOD. In coordination with the Office of General Counsel, it supports the development of formal agreements with industry partners, academia, and other external organizations, and provides NPS researchers with pathways to transition their work. It coordinates interdisciplinary activities across NPS with external partners and supports the development of large research programs. ETIO provides a framework for NPS activities to align with the broader NavalX ecosystem of Tech Bridge efforts, as well as integrate into work conducted within the Naval Innovation Center at NPS. The Director of Emerging Technology and Innovation reports directly to the Vice Provost Research and Innovation.

(13) Director, Sponsored Program Support Office (SPSO). The SPSO is responsible for the management and administration of the systems and processes utilized to propose and track reimbursable programs at NPS. It oversees the development of program and support agreements, coordinates with the Financial Management Directorate on reimbursable funds acceptance and sponsored program administration and ensures compliance with NPS and DoN policies. In coordination with Institutional Research and the Public Affairs Office, it develops reports and web content promoting the research activities of the institution. SPSO coordinates with the Information Technology Assistance Center to maintain the software utilized by NPS researchers to submit proposals to external and internal sponsoring organizations. It also reviews relevant proposals for compliance with the DON Human Research Protection Program policies and manages postdoctoral, internship, and exchange programs. The Director of the Sponsored Program Support Office reports directly to the Vice-Provost Research and Innovation.

(14) Dean of Students (DOS). The DOS is the CO of military students, and is responsible for student health, welfare, conduct and other student affairs related to discipline, academic standing, accountability, travel, and military administrative matters. The DOS reports to the Provost.

(15) University Librarian (UL). The UL is the Chief Administrative Officer of the Dudley Knox Library (DKL) responsible for formulating and implementing library information policies, programs, services, and associated technologies that support the NPS on-campus and distributed instructional and research programs. The library administratively consists of the Dudley Knox Library which is comprised of Enterprise and Knowledge Management Services, and Outreach and Academic Support Services, and the Graduate Learning Center which is comprised of the Graduate Writing Center and Thesis Processing Office. The University Librarian reports to the Provost.

(16) Director, Graduate Learning Center (GLC). The Director of the Graduate Learning Center is responsible for improving the writing skills of NPS students and for processing all student theses for format, correct citation, general quality and plagiarism protection. The Directors of the Graduate Writing Center (GWC) and Thesis Processing Office (TPO) report to the Director of the GLC. The Director of the GLC reports to the UL.

d. Vice President and Chief Operating Officer (COO). The COO serves as the senior advisor to the President for the operations of NPS. The COO coordinates NPS business and resource

allocation processes to meet NPS mission requirements. NPS's business operations include the functions of financial management, information technology, resource management, human resources, manpower, acquisition, process improvement, data management, logistics, program management, facilities, and travel with Director positions responsible for each. The COO reports directly to the President.

(1) Command Information Officer (CIO). The CIO is also the Director of Information, Technology and Communication Services (ITACS), and is responsible for the development and operation of the IT infrastructure and customer support for all NPS academic education, research and administrative support programs. The CIO reports to the COO.

(2) Deputy Command Information Officer (DCIO). The DCIO serves as the Director of Operations of ITACS and is responsible for the development and improvement of information technology (IT) infrastructure operations and maintenance, including customer support and enterprise application development. The DCIO reports to the CIO.

(3) Chief Information Security Officer (CISO). The CISO is responsible for the application of cybersecurity policies, principles, and practices in the delivery of IT services and provides strategic direction for the security of NPS data, IT systems, and networks. The CISO reports to the CIO.

(4) Facilities Director. The Facilities Director is responsible, in Coordination with Naval Support Activity Monterey, for the management of NPS facilities infrastructure including planning to ensure that facilities meet future educational and research requirements. The Facilities Manager reports to the COO.

(5) Human Resources Director. The Human Resources Director is responsible for strategic and operational human resource functions to include Equal Employment Opportunity, Employee Relations, Labor Relations, Strategic HR Planning, workforce Training and Development, Employee Services, Performance Management and Position Management. The Human Resources Director reports directly to the COO.

(6) Enterprise Resource Manager (ERM). The ERM is responsible for directing, managing, planning, facilitating, integrating, and documenting Naval Postgraduate School resource requirements. The ERM also leads and manages the business support cells (BSCs) in direct support of the academic mission. The ERM reports to the COO.

(7) Acquisition Director. The Acquisition Director has overall responsibility for all acquisition support utilizing Naval Supply Systems Command contracting warrant authority, as delegated from Fleet Logistics Center (FLC) San Diego. The Acquisition Director also coordinates with FLC San Diego for contracting support in the areas of information technology, research, and sponsored programs. The Acquisition Director reports to the COO.

(8) Command Data Officer (CDO). The CDO is responsible for the identification, collection, analysis, measurement, documentation, reporting, and presentation of reliable,

statistical data regarding the efficiency and effectiveness of NPS operations. The CDO reports to the COO.

(9) Operations Deputy and Business Process Improvement Director. The Operations Deputy and Business Process Improvement Director is responsible for the performance of the Logistics Director, Manpower Officer, and Travel Office Director. The Operations Deputy and Business Process Improvement Director is also responsible for leading, planning, designing, developing, and deploying long term process improvement. The Operations Deputy and Business Process Improvement Director reports to the COO.

(10) Logistics Director. The Logistics Director is responsible for the overall planning, coordination, and management of property administration, as well as the development of internal policies and procedures necessary for the proper administration of the property programs. The Logistics Director reports to the Operations Deputy.

(11) Travel Office Director. The Travel Office Director manages the Travel Office and oversees the use of the Defense Travel System (DTS) as the official government travel program. The Travel Office Director reports to the Operations Deputy.

(12) Manpower Officer. The Manpower Officer is responsible for all manpower functions within NPS, and is also responsible for analyzing, evaluating, developing, and advising on NPS manpower programs. The Manpower Officer reports to the Operations Deputy.

e. Comptroller. The Comptroller is responsible for financial resource management, accounting, internal control, and audit support in order to optimize the operational, material and resource posture of NPS. The Comptroller reports directly to the President.

(1) Deputy Comptroller, Accounting. The Deputy Comptroller for Accounting is responsible for financial analysis and planning, financial reporting, development and implementation of financial controls, oversight of financial systems and integration, timekeeping, and interpretation of financial and accounting rules and regulations as they apply to NPS. The Deputy Comptroller for Accounting reports to the Comptroller.

(2) Deputy Comptroller, Budget. The Deputy Comptroller for Budget accepts, formulates, and reports on the execution of various types of funds, including operations and maintenance, Navy, research development training and education, other procurement, Navy, and other sources of funding. The Deputy Comptroller for Budget reports to the Comptroller.

4. Records Management. Records created as a result of this instruction, regardless of format or media, must be managed per SECNAV M-5210.1 of September 2019, regardless of format or media, must be maintained and dispositioned per the records disposition schedules located on the Department of the Navy Directorate for Administration, Logistics, and Operations, Directives and Records Management Division portal page at

<https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>.

8 Feb 2024

5. Review and Effective Date. Per OPNAVINST 5215.17A, NPS will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, Department of Defense, Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 10 years, unless revised or cancelled in the interim, and will be reissued by the 10-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the need for cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.



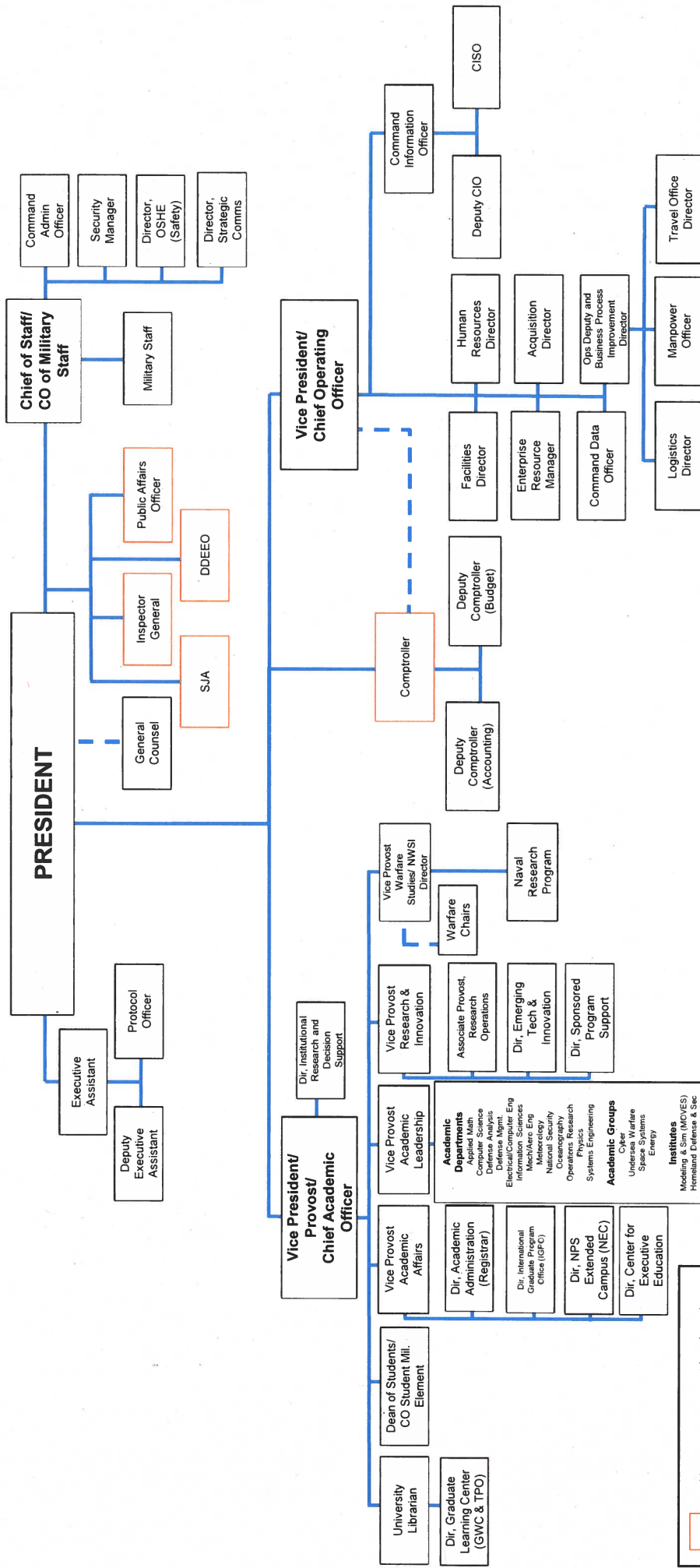
A. E. Rondeau
President

Releasability and distribution

This instruction is cleared for public release and is available electronically only via Naval Postgraduate School Intranet website, <http://intranet.nps.edu/Code00/Instructions/IndexNew.html>



NAVAL POSTGRADUATE SCHOOL ORGANIZATIONAL CHART



Direct Report to President by Policy Reporting
 Coordinating