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Peer Institutions Analysis for the Naval Postgraduate School Executive Summary, January 2009

Naval Postgraduate School, Monterey, California.



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Peer Institutions Analysis for the Naval Postgraduate School
Executive Summary
January 2009

At the request of NPS, a peer analysis was conducted by an outside company which included macro-level information from readily available data sources about resources, academic programs, faculty composition and activity, research activity, staffing, fund-raising, alumni engagement, student composition and demographics, relevant student information, number and types of degrees awarded, institutional facilities information, and levels of support for administrative areas.

A peer analysis provides valuable and useful information on the range and magnitude of a number of key performance indicators and can help an institution identify data collection needs and areas for improvement.

Highlights from the peer analysis include the following:

- Enrollment growth at NPS from 1996 to 2006 has been strong - NPS grew 49% over the time period compared to the peer median of 13% growth.
- NPS has a lower proportion of female students (11%) than does its peers (36%). In terms of cultural diversity, 13% of NPS students are minority compared to 15% for the peer institutions.
- More detailed trend data in the full report show that while peer institutions increased only 5% between 2003 and 2006, NPS increased 64% in number of degrees granted.
- The median for the peers in percent women faculty is 30%; NPS is well below the median at 16% and ranks 16th among the peers. NPS has 11% minority faculty, which is just below the median of the peers.
- In average salaries NPS is above the median for all three ranks of full, associate, and assistant professor. NPS ranks 7th among the peers in full professor average salary and 1st among the peers in associate and assistant professors' and lecturers' average salaries.
- While NPS compares favorably in the proportion of full-time staff and the percentage of women (57% versus 53% for the peers), it is not possible to determine minority status of staff consistently for the IPEDS reports.
- In staff/faculty ratios, NPS, at 0.80, ranks last among the peers in the ratio of total staff to faculty. Georgia Tech has the highest number of staff per faculty FTE at 4.67, the median is 2.20 and MIT at .90 is slightly above NPS, but is last of the peers excluding NPS.
- NPS ranks eighth in research expenditures per tenured and tenure track FTE faculty. NPS ranks ninth among the peers in growth in research expenditures from FY 1998 to FY 2005.
- The majority of funding for all institutions is the federal government. However, while the peer median for funding from federal sources is 64%, that same value for NPS is 84%.
- Growth in research and development expenditures over the entire eight-year period for NPS was 51%, which is higher than the peer median growth of 46% over the same time period.

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Section I – Introduction and Overview

The purpose of this report is to provide a peer institution analysis for the Naval Postgraduate School (NPS) covering a broad variety of topic areas and variables. At the request of NPS, the analysis included macro-level information from readily available data sources about resources, academic programs, faculty composition and activity, research activity, staffing, fund-raising, alumni engagement, student composition and demographics, relevant student information, number and types of degrees awarded, institutional facilities information, and levels of support for administrative areas. The resulting data and analyses fall into seven categorical groupings: academic programs, students, faculty, staffing, resources, research, and facilities.

The Integrated Postsecondary Education System (IPEDS) of the National Center for Education Statistics (NCES) is a major source of data for this peer study. Institutions that receive federal financial aid are required to complete the IPEDS surveys and IPEDS provides access to the data for participating institutions. Although IPEDS has lengthy instructions, definitions, and edits built into the surveys it administers, institutions interpret the definitions and fit their own data into the IPEDS definitions as well as possible. Despite that drawback, peer analysis provides valuable and useful information on the range and magnitude of a number of key performance indicators and can help an institution identify data collection needs and areas for improvement.

Peer Institution Selection

NPS originally proposed 18 institutions to be used as the comparison group for peer analysis. Collegiate Enterprise Solutions (CES) suggested that several of the institutions be removed and that five be added to the group. This resulted in an initial set of 24 institutions that varied significantly in size and mission. The goal in looking at a set of initial data for the proposed set of 24 institutions was to review the information and develop some criteria that would be helpful in reducing the number of institutions to a manageable size and more importantly to reflect characteristics that are important to NPS. Data were pulled from the IPEDS Institutional Characteristics, Enrollment, and Degrees Awarded databases for all 24 institutions and some additional data were obtained from the US News online edition of Best Graduate Schools.

The data consisted of these variables:

- Geographic region
- Control of institution (public or private)
- Carnegie classification
- FTE students (fall 2006)
- Student headcount information – total and by student level (fall 2006)
- Percent graduate headcount enrollment (fall 2006)
- Number and percent graduate degrees awarded 2006

- Number and percent of programs that are graduate engineering
- Whether or not the institution has a medical school (generally, institutions w/ medical schools were not included)
- US News and World Report ranking in the Best Engineering Graduate Schools publication

The data are displayed in the first chart of the appendix (page 6). The final criteria used to determine which institutions to include in the NPS comparison group are:

- Percent graduate degrees > 30%
- Engineering % of graduate CIPs > 50%
- Ranked by US News in the Best Engineering Graduate Schools publication
- On the US News list with rank greater than 50.

The recommendation was to eliminate any institutions that fail one or more of the above threshold tests. Discussion with NPS resulted in a few deletions and additions. Claremont was added based on its program mix, Stevens Tech and Illinois Tech were included based on their significant engineering programs, UC Santa Barbara was included because it is a partner school for NPS.

Displayed below is the final list of 15 comparison institutions – both the full name of the institution and the abbreviated name used in the tables and charts are included.

California Institute of Technology	Cal Tech
Carnegie Mellon University	Carnegie Mellon
Claremont Graduate University	Claremont
Duke University	Duke
Georgia Institute of Technology	Georgia Tech
Illinois Institute of Technology	Illinois Tech
Massachusetts Institute of Technology	MIT
North Carolina State University	NC State
Rensselaer Polytechnic Institute	Rensselaer
Rice University	Rice
Stanford University	Stanford
Stevens Institute of Technology	Stevens Tech
University of California, Santa Barbara	UC Santa Barbara
University of Illinois, Urbana-Champaign	UI Urb.-Champ.
University of Southern California	USC

Data are provided for each of the individual peer institutions and then a median was computed for each data element. In the following summary, all peer data referenced should be assumed to be medians unless otherwise noted.

Section II: Academic Programs

All of the peers except Claremont offer a significant number of bachelor degree programs. Because NPS does not offer bachelor level programs, the analysis focuses on

graduate degree level programs in order to provide the best comparison between NPS and the peers.

Section III: Student Profile

NPS has a very focused and specific mission, which makes it quite different from most of the peers in size comparisons. NPS ranks fourteenth in overall headcount enrollment; only Claremont and Cal Tech are smaller than NPS. Enrollment growth at NPS from 1996 to 2006 has been strong - NPS grew 49% over the time period compared to the peer median of 13% growth.

Because of the special nature of its students, NPS has a lower proportion of female students (11%) than does its peers (36%). In terms of cultural diversity, 13% of NPS students are minority compared to 15% for the peer institutions.

Summary data on graduate enrollments can be found in the appendix on page 7. Degree data on page 8 of the appendix confirms that graduate degree program areas at NPS and the peer institutions are relatively similar. More detailed trend data in the full report shows that while peer institutions increased only 5% between 2003 and 2006, NPS increased 64% in number of degrees granted.

Section IV: Faculty

The faculty section is divided into four sub-sections: faculty composition and demographics, faculty tenure status, faculty scholarly activity, and faculty salaries.

The summary table on page 9 of the appendix provides counts of total employees, counts of faculty, the percent of employees with faculty titles, the percent of total faculty who are full-time, the percent who are women, and the percent who are minorities. Under instructional faculty is shown the percent who are tenured and tenure track; and average salaries for full professors, associate professors, and assistant professors.

NPS ranks at the bottom among the peers in the absolute number of total faculty employees (not unexpected because of NPS's size), but is 5th in terms of the percent of total employees who are faculty. Ninety-five percent of all faculty members at NPS are full-time, which is well above the median of 39% for the peers and places NPS first in rank among the peers on this measure. The median for the peers in percent women faculty is 30%; NPS is well below the median at 16% and ranks 16th among the peers. NPS has 11% minority faculty, which is just below the median of the peers and 10th in rank in the percent of faculty who are minority.

In average salaries NPS is above the median at all three ranks of full, associate, and assistant professor. NPS ranks 7th among the peers in full professor average salary and 1st among the peers in associate and assistant professors' and lecturers' average salaries. This salary information does not include benefits. The detail provided in the full report

could be analyzed for gender differences in both rank and average salary as compared to peers.

Section V: Staffing

The staffing summary table (page 10 of the appendix) gives numbers of staff, proportion of women and minorities and percent by job category as defined by IPEDS. While NPS compares favorably in the proportion of full-time staff and the percentage of women (57% versus 53% for the peers), it is not possible to determine minority status of staff consistently for the IPEDS reports. Further investigation into more accurate data preparation for IPEDS would be needed to adequately benchmark this variable.

The full peer analysis report included calculation of FTE Staff to FTE Faculty ratios. FTE were computed according to IPEDS definitions as full-time plus one-third of part-time headcount. In staff/faculty ratios, NPS, at 0.80, ranks last among the peers in the ratio of total staff to faculty. Georgia Tech has the highest number of staff per faculty FTE at 4.67, the median is 2.20 and MIT at .90 is slightly above NPS, but is last of the peers excluding NPS.

Section VI: Resources

This section focuses on the financial resources of an institution and includes three important areas – revenue and expenditures by category, fund-raising activity (measured by the size of endowment), and alumni engagement (measured by the amount of alumni giving). Because NPS does not participate in IPEDS Finance or several other resource reports, there were no data for the institution. Data are furnished for the peers on a variety of financial indicators, fund raising and alumni engagement – summaries are shown on pages 11 through 13 of the appendix.

Section VII: Research

The summary data (appendix page 14) shows that the volume of research funding at NPS in absolute dollars ranks thirteenth among the peers, which might be expected given the relatively small size of NPS compared to some of the peers. However, NPS ranks eighth in research expenditures per tenured and tenure track FTE faculty which demonstrates that NPS has a strong emphasis on research. NPS ranks ninth among the peers in growth in research expenditures from FY 1998 to FY 2005. These are data currently available through the National Science Foundation and does not include the strong growth of the years since 2005.

Additional information supplied on the summary table includes NPS rank in FY 2005 expenditures and percent revenue from contracts and grants. For the NSF measure, NPS ranks at 160 and the peers range from seven for Stanford to 377 for Claremont with a median of 148.

More detailed data on R&D expenditures at NPS and the peers by source of funds for FY 2005 in the full report shows the majority of funding for all institutions is the federal government. However, while the peer median for funding from federal sources is 64%, that same value for NPS is 84%. NPS ranks fourth among the peers in percent of funding from federal sources.

Another detail table displays trends in research and development (R&D) expenditures for FY 1998 through FY 2005. Growth over the entire eight-year period for NPS was 51%, which is higher than the peer median growth of 46% over the same time period.

Section VIII: Facilities

For many years, facilities data was not collected on any national or comprehensive basis. According to the Society for College and University Planning (SCUP), until 2003 almost thirty years had elapsed since a public or private agency had taken responsibility for the comprehensive collection of data reflecting the size and growth patterns of college and university facilities. Because of this lack of facilities information and the great need for such data SCUP initiated the Campus Facilities Inventory (CFI) survey in 2003 and conducted the survey for five years. Because SCUP has been unable to generate sufficient participation rates to make the data useful over the long term, the year 2007 was the fifth and final year that general space use data was collected.

Unfortunately, there is no other source of readily available facilities data and only nine of the peer institutions participated in one or more years of the CFI. The data can be found in the appendix on page 15.

Section IX: Conclusions, Findings, and Recommendations

NPS is a unique institution with a mission unique in higher education across the country. There are few institutions that only have graduate programs and certainly none with the exact characteristics of NPS. While this makes peer comparison difficult there is value in selecting a set of institutions that are as similar as possible in characteristics that are important to NPS. The value is increased when data drawn from national sources includes NPS – it is important to have data from NPS that is reported according to the same definitions. In some cases NPS data was not available for this analysis. The recommendation is that NPS submit all applicable IPEDS surveys including Finance and consider reporting data to respond to US News surveys and other similar national data collection agencies and organizations.

**Institutional Characteristics, Enrollment, Degrees and Ranking Data
Naval Postgraduate School and Potential Comparison Institutions**

Institution Name	Geographic region	Control of Institution	Carnegie Classification (2000)	FTE (Fall 2006 Derivation)	UG Headcount Fall 2006	Graduate Headcount Fall 2006	First-Prof. Headcount Fall 2006	Total Graduate & 1st Prof. Headcount Fall 2006	Total Headcount Fall 2006	% Grad HC Enr Fall 2006	Grad Degrees Awarded 2006	Total Degrees Awarded 2006	% Grad Degrees Awarded	Total Programs	Engineering Programs	Grad Engineering CIPs	% Engineering CIPs	% of Engin Programs that are Grad	Medical School	% Grad Degrees Awarded > 30%	Eng % of Grad Prgms > 50%	US News Ranking - Best Engin. Grad. Schs. 2009
MIT	England	Priv NFP	Extensive	10092	4127	6126	0	6126	10253	60%	2069	3198	65%	102	35	26	34%	74%		TRUE	TRUE	100
Stanford	Far West	Priv NFP	Extensive	15529	6422	10285	1040	11325	17747	64%	3083	4839	64%	183	26	19	14%	73%	X	TRUE	TRUE	98
Georgia Tech	Southeast	Public	Extensive	16808	12361	5575	0	5575	17936	31%	1680	4157	40%	98	38	27	39%	71%		TRUE	TRUE	86
UI Urb-Champ	Great Lakes	Public	Extensive	40565	31472	10221	1045	11266	42738	26%	3553	10285	35%	280	41	26	15%	63%		TRUE	TRUE	83
Cal Tech	Far West	Priv NFP	Extensive	2086	864	1222	0	1222	2086	59%	297	544	55%	63	22	17	35%	77%		TRUE	TRUE	81
Carnegie Mellon	Mid East	Priv NFP	Extensive	9161	5548	4451	0	4451	9999	45%	1895	3182	60%	165	23	17	14%	74%		TRUE	TRUE	79
U Southern California	Far West	Priv NFP	Extensive	30812	16729	13950	2710	16660	33389	50%	5280	9549	55%	266	41	30	15%	73%	X	TRUE	TRUE	77
North Carolina State	Southeast	Public	Extensive	26750	23730	7096	304	7400	31130	24%	1929	6344	30%	229	42	26	18%	62%		TRUE	TRUE	53
Rensselaer	Mid East	Priv NFP	Extensive	6443	5192	1488	0	1488	6680	22%	595	1631	36%	86	32	21	37%	66%		TRUE	TRUE	52
Rice	Southwest	Priv NFP	Extensive	4952	3011	2013	0	2013	5024	40%	633	1444	44%	105	19	12	18%	63%		TRUE	TRUE	51
Duke	Southeast	Priv NFP	Extensive	13144	6330	5350	1693	7043	13373	53%	1980	3449	57%	110	14	9	13%	64%		TRUE	TRUE	51
U California-Santa Barbara	Far West	Public	Extensive	20688	18212	2870	0	2870	21082	14%	952	5806	16%	153	12	8	8%	67%		FALSE	TRUE	64
Stevens Inst Tech	Mid East	Priv NFP	Intensive	3385	1853	2976	0	2976	4829	62%	893	1247	72%	58	26	19	45%	73%		TRUE	TRUE	27
Illinois Inst Tech	Great Lakes	Priv NFP	Intensive	5624	2352	3354	1041	4395	6747	65%	1267	1639	77%	87	28	19	32%	68%		TRUE	TRUE	32
Claremont Graduate U	Far West	Priv NFP	Extensive	1787	0	2039	0	2039	2039	100%	506	506	100%	38	0	0	0%	0%		TRUE	FALSE	Not ranked

Student Profile Summary Fall 2006

NPS has a very focused and specific mission, which makes it quite different than most of the peers in size comparisons. NPS ranks fourteenth in overall headcount enrollment; only Claremont and Cal Tech are smaller than NPS. Eight of the peers have an enrollment over 10,000 and four of these have enrollment over 20,000. The median size is 10,253. Enrollment growth at NPS from 1996 to 2006 has been strong resulting in a rank of 2nd on this measure. NPS grew 49% over the time period compared to the peer median of 13% growth.

Since NPS has only graduate students it is important to compare NPS headcount to graduate only headcount at the peers. While NPS ranked 16th in size when comparing total enrollment, it ranks 12th among the peers in graduate headcount enrollment. In enrollment growth over time NPS at 49% growth moves from a rank of 2nd to a rank of 4th and the peer median is 28%.

NPS rank remains the same at 16 in the percent of women graduate students and is 11th in rank on the percent minority measure. In terms of individual minority categories, NPS ranks 8th in the number of black students, 7th in American Indian students, 15th in Asian students, 12th in Hispanic students, 9th in white students, 16th in non-resident alien (international) students, and 4th in unknown. In attendance status NPS moves from a ranks 12th in the percent of full-time graduate students.

	Total Enrollment	Graduate					% Growth 1996 to 2006	Total Enrollment Growth 1996 to 2006
		Graduate Enrollment	% Graduate	% Women	% Minority	% FT		
Naval Postgraduate School	2,627	2627	100%	11%	13%	71%	49%	49%
Rank among Peers	14	12	1	16	11	12	4	2
Median of Peers	10,253	4451		36%	15%	77%	28%	13%
Peer Institutions								
Cal Tech	2,086	1222	59%	30%	15%	100%	20%	10%
Carnegie	9,999	4451	45%	30%	13%	74%	58%	29%
Claremont	2,039	2039	100%	51%	27%	80%	4%	4%
Duke	13,373	5350	40%	48%	16%	94%	45%	15%
Georgia Tech	17,936	5575	31%	26%	14%	82%	59%	38%
Illinois Tech	6,747	3354	50%	34%	12%	58%	10%	7%
MIT	10,253	6126	60%	30%	17%	97%	14%	4%
NC State	31,130	7096	23%	45%	13%	52%	15%	11%
Rensselaer	6,680	1488	22%	31%	12%	76%	-27%	6%
Rice	5,024	2013	40%	36%	17%	96%	37%	21%
Stanford	17,747	10285	58%	36%	15%	66%	30%	13%
Stevens Tech	4,829	2976	62%	25%	24%	22%	72%	55%
UC Santa Barbara	21,082	2870	14%	44%	16%	95%	28%	14%
UI Urb.-Champ.	42,738	10221	24%	47%	13%	77%	9%	10%
USC	33,389	13950	42%	45%	30%	75%	38%	19%

Source: IPEDS Peer Analysis, fall 2006

**Degrees Awarded Summary
FY 2006**

NPS at 98% ranks first among the peers in the percent of degrees awarded that are master's degrees. The peer median is 37%, which is understandable since most of the peers have large undergraduate programs in addition to graduate offerings. NPS awarded 14% of its master's degrees to minorities and 12% to women. NPS awarded one percent of its degrees at the doctoral level which is 16th in rank among the peers and below the median of 8%.
At NPS the largest proportion of graduate degrees awarded at the master's level is in business (28%) followed by engineering (27%).

Institution	Total	# Grad	% Grad	% Grad Minority	% Grad Women	% Business, management, marketing, and related support services	% Computer and information sciences and support services	% Engineering	% Mathematics and statistics	% Physical sciences
NPS	1,102	1,087	99%	14%	12%	28%	9%	27%	0%	7%
Rank among Peers	14	16	16	10	16	4	6	8	16	4
Median of Peers	3,198	1,546	0	0	0	19%	7%	26%	3%	5%
NPS as a % of peer median	34%	70%	207%	78%	33%					
Peer Institutions										
UI Urb.-Champ.	10,285	3,234	31%	13%	45%	19%	5%	17%	3%	5%
USC	9,685	4,612	48%	29%	44%	18%	9%	22%	1%	1%
NC State	6,344	1,854	29%	14%	45%	9%	6%	26%	5%	3%
UC Santa Barbara	5,844	948	16%	17%	46%	0%	6%	20%	4%	8%
Stanford	4,839	2,789	58%	22%	36%	16%	7%	32%	4%	5%
Georgia Tech	4,157	1,680	40%	14%	24%	9%	9%	59%	2%	6%
Duke	3,463	1,546	45%	29%	41%	44%	1%	9%	1%	3%
MIT	3,198	2,069	65%	18%	28%	24%	7%	43%	1%	6%
Carnegie Mellon	3,182	1,895	60%	13%	29%	27%	22%	20%	2%	2%
Illinois Tech	1,639	984	60%	11%	32%	17%	19%	31%	1%	2%
Rensselaer	1,631	595	36%	12%	28%	23%	12%	41%	6%	6%
Stevens Tech	1,567	893	57%	23%	27%	52%	11%	31%	2%	2%
Rice	1,444	633	44%	21%	35%	39%	3%	12%	6%	12%
Cal Tech	544	297	55%	11%	23%	0%	4%	42%	4%	35%
Claremont	530	506	95%	23%	56%	26%	4%	0%	3%	0%

**NPS and Peer Institutions
Faculty Summary
Fall 2005 Data**

NPS ranks 15th among the peers in the absolute number of faculty employees, but is 5th in terms of the percent of employees who are faculty. Ninety-five percent of all faculty at NPS are full-time which is well above the median of 39% for the peers and places NPS first in rank among the peers on this measure. The median for the peers in percent women faculty is 30%; NPS is well below the median at 16% and ranks 16th among the peers. NPS has 11% minority faculty, which is just below the median of the peers (13%) and 10th in rank in the percent of faculty who are minority

Sixty-nine percent of all faculty at NPS are instructional faculty, which is well above the median of the peers (30%). NPS has 46% tenured faculty which is slightly below the peer median of 52% and in tenure track faculty NPS at 19% is just above the median of the peers (18%). In average salaries NPS is above the median at all three ranks of full, associate and assistant professor. NPS ranks seventh among the peers in full professor average salary and first among the peers in both associate and assistant professor salary.

	Total Employees	All Faculty					Instructional Faculty Only						
		Headcount Faculty	% Faculty	% FT	% Women	% Minority	# Instruct. Faculty	% Instruct. Faculty	% Tenured	% Tenure Track	Ave. Full Prof. Salary	Ave. Assoc. Prof. Salary	Ave. Asst. Prof. Salary
NPS	933	513	55%	95%	16%	11.0%	354	69%	46%	19%	\$123,469	\$117,354	\$104,291
Rank Among Peers	15	15	5	1	16	10	13	13	11	8	7	1	1
Median of Peers	6436	3313	51%	39%	30%	13%	1001	30%	52%	18%	119895	87274	71611
NPS as % of median	14%	15%	N/A	N/A	N/A	N/A	35%	227%	N/A	N/A	103%	134%	146%
Peer Institutions													
Duke	16363	4490	27%	66%	38%	13.0%	1218	27%	47%	16%	138,260	89,630	71,150
Stanford	14754	7213	49%	39%	41%	18.0%	974	14%	73%	24%	155,038	105,152	86,949
USC	14768	6881	47%	44%	36%	18.0%	2479	36%	36%	8%	128,715	88,469	76,396
UI Urb.-Champ.	16807	8829	53%	25%	30%	13.0%	2478	28%	53%	21%	114,415	78,238	68,069
NC State	9624	4330	45%	39%	37%	10.0%	1749	40%	60%	17%	97,599	71,892	63,327
MIT	13505	8544	63%	58%	25%	12.0%	1322	15%	51%	18%	135,647	92,078	82,587
Georgia Tech	9247	4558	49%	19%	25%	18.0%	1043	23%	52%	26%	119,895	83,384	70,597
UC Santa Barbara	6436	3313	51%	37%	36%	14.0%	1044	32%	64%	13%	114,602	69,908	63,732
Carnegie Mellon	6395	3289	51%	36%	30%	11.0%	1001	30%	42%	19%	123,468	89,091	80,542
Cal Tech	3666	1392	38%	64%	23%	9.0%	327	23%	69%	15%	149,126	101,912	93,138
Rice	2438	851	35%	87%	28%	16.0%	635	75%	56%	21%	126,996	87,274	76,074
Rensselaer	2810	1450	52%	40%	25%	9.0%	487	34%	52%	20%	110,822	82,109	70,963
Illinois Tech	1721	1024	60%	33%	26%	5.0%	611	60%	26%	12%	106,048	77,379	67,600
Stevens Tech	1199	726	61%	39%	22%	10.0%	352	48%	18%	13%	104,254	81,700	71,611
Claremont	440	282	64%	30%	49%	32.0%	83	29%	34%	22%	114,476	94,877	74,551

Source: IPEDS Employees by Assigned Position, IPEDS Fall Staff Survey, and Faculty Salaries from fall 2005

Notes: The first section of the above table is titled "All Faculty" and includes the IPEDS categories of primarily instruction, instruction/research/public service, primarily research, and primarily public service. For Duke, USC, and Stanford medical faculty are included in the all faculty category. The statistics for percent full-time, percent women, and percent minority are provided for all faculty combined in order to provide a picture of the entire group of employees holding any faculty title.

Information on tenure status and average salary is provided for the subset of instructional faculty only. Instructional faculty are instruction/research staff whose major regular assignment is instruction, including those with released time for research. For tenure status figures above this includes full-time and part-time faculty designated as "primarily instruction" and "instruction, combined with research and public service." For the average salary information above, this group includes only full-time faculty designated as "primarily instruction" and "instruction, combined with research and public service."

Perturbation procedures were applied to these data to protect against disclosure of individual information.

Average salary is equated to 9-month contracts by IPEDS. See the detailed section on faculty salaries for further explanation.

**NPS and Peer Institutions
Staffing Summary
Fall 2005 Data**

The data in this table focus on characteristics of non-faculty employees. NPS ranks 15th among the peers in terms of total employees and 15th in the number of staff (excluding faculty), reflecting the small size of the institution overall. However, NPS, at 45%, is just below the median (49%) in the percent of employees that are non-faculty and at the median (92%) of the peers in the percent of employees that are full-time. NPS ranks 6th among the peers and just below the median in the percent of employees who are women, but ranks last in the percent of employees who are minorities. The majority (42%) of NPS employees fall into the "other professional" employee category, followed by the clerical/secretarial and executive/administrative/managerial categories. This places NPS at the median of the peers in their staffing pattern. NPS has a very small proportion of employees (1%) in the service and maintenance category compared to the peer median of 12% but is second among the peers in the percent of employees that are technical and paraprofessional.

	Total Employees	Headcount Staff	Percent Staff	% FT	%Women	% Minority	Percent by Job Category					
							Cler/Sec.	Exec. Admin. Mngrl.	Other Professional	Serv/Maint	Skilled Crafts	Tech. & Paraprof.
Naval Postgraduate School	933	420	45%	92%	57%	0.5%	26%	13%	42%	1%	1%	17%
Rank Among Peers	15	15	12	8	6	16	7	8	8	16	15	2
Median of Peers	6436	3123	49%	92%	53%	33%	24%	11%	41%	12%	3%	5%
Peer Institutions												
Duke	16363	11873	73%	93%	64%	28.9%	14%	7%	48%	11%	3%	17%
Stanford	14754	7541	51%	90%	65%	36.0%	31%	6%	49%	7%	2%	5%
USC	14768	7887	53%	93%	58%	56.9%	27%	5%	48%	12%	1%	8%
UI Urb.-Champ.	16807	7978	47%	93%	55%	13.8%	20%	11%	37%	17%	7%	7%
NC State	9624	5294	55%	96%	53%	24.4%	23%	9%	35%	12%	6%	16%
MIT	13505	4961	37%	89%	53%	14.8%	35%	17%	23%	11%	3%	11%
Georgia Tech	9247	4689	51%	90%	44%	36.3%	8%	2%	71%	12%	4%	3%
UC Santa Barbara	6436	3123	49%	98%	52%	33.1%	22%	7%	47%	14%	3%	7%
Carnegie Mellon	6395	3106	49%	92%	51%	9.9%	15%	16%	53%	7%	2%	8%
Cal Tech	3666	2274	62%	92%	47%	43.7%	16%	15%	42%	17%	5%	5%
Rice	2438	1587	65%	92%	61%	36.5%	25%	7%	41%	20%	4%	3%
Rensselaer	2810	1360	48%	86%	53%	8.9%	27%	16%	34%	20%	1%	2%
Illinois Tech	1721	697	40%	97%	54%	34.9%	24%	30%	33%	4%	5%	5%
Stevens Tech	1199	473	39%	84%	50%	18.6%	27%	20%	35%	8%	5%	5%
Claremont	440	158	36%	94%	77%	39.2%	34%	22%	36%	8%	0%	0%

Source: IPEDS Employees by Assigned Position and IPEDS Fall Staff Survey Fall 2005

Notes: Includes all staff categories except faculty. All faculty are displayed in the faculty summary section.

Includes medical school employees for Duke, Stanford, and USC

Resources Summary

Duke ranks first among the peers in total expenditures and total revenue and Claremont ranks last. The median for total expenditures is \$936 million and for total revenue it is \$1.2 billion. Revenue for tuition and fees and state and local appropriations were combined in order to provide more comparable data between the private and public institutions. Carnegie Mellon is first among the peers in the measure of tuition and fees and appropriations per FTE student. Three measures are provided on expenditures - the percent of expenditures spent on instruction, research, and service; the percent expended on academic and institutional support (administrative costs); and the percent expended on wages and benefits. Ideally the amount expended on instruction, research and service should be high and the amount expended on academic and institutional support should be low - under 10% is considered to be a good goal. As in most organizations wages and benefits are a large proportion of the expenditures for all of the peers except Cal Tech. Expenditures at the other peer institutions for wages and benefits range from 47% to 64%, but at Cal Tech expenditures are only 12% of the total.

	FY 2007 Total Revenue	FY 2007 Total Expenditures	FY 2007 Tuition and Fees and Approp. per FTE Student	FY 2007 Pct Exp on Inst/Res/Serv	FY 2007 Pct Exp on Academic /Inst Support	FY 2007 Pct Exp on Wages/Benefits
Naval Postgraduate School	N/A	N/A	N/A	N/A	N/A	N/A
Rank Among Peers	N/A	N/A	N/A	N/A	N/A	N/A
Median of Peers	\$1,157,982,000	\$936,375,463	\$15,485	61%	15%	59%
Peer Institutions						
Duke	\$5,095,489,000	\$3,474,544,000	19,670	39%	9%	53%
Stanford	3,155,080,000	2,904,705,000	14,094	63%	13%	59%
Cal Tech	2,576,490,000	2,287,291,000	11,388	17%	4%	12%
MIT	3,965,681,000	2,207,621,000	19,347	69%	25%	47%
USC	2,509,102,000	1,849,344,000	18,411	66%	15%	62%
UI Urb.-Champ.	1,781,654,765	1,775,062,977	14,915	45%	10%	58%
NC State	1,279,007,801	1,026,727,112	17,438	60%	12%	62%
Georgia Tech	996,789,271	936,375,463	18,569	64%	9%	60%
Carnegie Mellon	986,854,619	762,099,059	24,178	74%	15%	64%
UC Santa Barbara	798,264,000	683,370,000	15,485	48%	10%	61%
Rice	1,157,982,000	396,099,000	14,530	61%	19%	63%
Rensselaer	469,513,000	346,933,000	18,471	59%	26%	52%
Illinois Tech	235,109,000	197,703,000	11,619	54%	32%	54%
Stevens Tech	151,619,948	133,300,217	10,424	61%	19%	61%
Claremont	53,447,528	48,394,036	12,643	65%	27%	59%

Sources: Revenue and Expenditure data is from IPEDS Finance FASB and GASB Surveys, 2006-07

FTEs are from the IPEDS12 Month Enrollment

Notes: Some caution should be used in interpreting the data on this table because there are two reporting formats used by the peer institutions for revenue and expenditures. The private institutions report under FASB standards and the public institutions report under GASB standards. As a result there are differences between the way individual items may be classified in each reporting format. Most notably depreciation is reported in GASB as a separate category and in FASB depreciation is distributed across the other reporting categories. The data are displayed on this summary table together only to provide an overall view of the information.

Fund-Raising Summary

According to The Center on Measuring University Performance, public and private institutions live on the resources generated from many sources, but endowment is critical to their success because it reflects the long-term strength of accumulated private support and institutional savings that can be used for important purposes each year. Stanford ranks first among the peers and third among the top 200 institutions overall in the amount of endowment assets in 2005 according to the Center on Measuring University Performance. The median for the peer group is \$791,787,000 in endowment assets with a range from \$12,205,000,000 to \$80,830,000. The peer institutions have seen a median growth of 99% in endowment assets from 1996 to 2005, with Rice at the top of the group having a growth rate of 275%.

	2005 Endowment Assets x \$1000	2005 Endowment Rank (The Center)	% Growth in Endowment Assets 1996 to 2005
NPS	N/A	N/A	N/A
Rank Among Peers	N/A	N/A	N/A
Median of Peers	\$791,787	63	99%
Peer Institutions			
Stanford	12,205,000	3	223%
MIT	6,712,436	5	171%
Duke	3,826,153	14	107%
Rice	3,611,127	17	274%
USC	2,746,051	19	169%
Cal Tech	1,417,931	33	72%
Carnegie Mellon	837,459	59	99%
UI Urb.-Champ.	791,787	63	51%
Rensselaer	624,279	79	74%
NC State	380,541	130	27%
Illinois Tech	263,000	179	47%
Georgia Tech	262,902	180	133%
Claremont	153,868	268	68%
Stevens Tech	130,237	303	62%
UC Santa Barbara	80,830	383	184%

Source: The Center for Measuring University Performance, American University Data, 2007

Notes: Data from The Center are for all annual giving amounts for any institution that reported to NSF in 1990-2003.

Alumni Engagement Summary

Information about alumni engagement is not readily available in terms of how many alumni volunteer or remain active with an institution. However, the amount of money that alumni contribute to an institution provides a reasonable proxy for engagement. The peer median is a giving rate of 27% and a dollar amount of \$82,306,000. Stanford is ranked number one by The Center in annual giving among the peers and has an alumni giving rate of 36% according to US News. Most of the peers show a significant increase in giving from 1996 to 2005 with Rice at the top with a 181% increase.

	2005 Annual Giving (The Center) X\$1000	2005 Annual Giving National Rank (The Center)	% Growth in Annual Giving 1996 to 2005	2007 Alumni Giving Rate (US News)	2007 Alumni Giving Rank (US News)
NPS	N/A	N/A	N/A	N/A	N/A
Rank Among Peers	N/A	N/A	N/A	N/A	N/A
Median of Peers	\$82,306	60	80%	27%	29
Peer Institutions					
Stanford	\$603,586	1	93%	36%	13
USC	331,754	6	158%	38%	8
Duke	275,816	11	52%	40%	7
MIT	206,007	17	56%	37%	10
Cal Tech	163,971	26	180%	29%	24
NC State	126,344	33	42%	24%	33
UI Urb.-Champ.	125,697	35	82%	14%	109
Georgia Tech	82,306	60	65%	31%	22
Carnegie Mellon	79,300	61	4%	22%	47
Rice	52,918	87	181%	34%	15
UC Santa Barbara	48,882	94	80%	19%	62
Rensselaer	47,173	99	9%	18%	74
Illinois Tech	20,589	194	140%	13%	124
Claremont	13,914	262	81%	N/A	N/A
Stevens Tech	12,105	296	63%	22%	47

Sources: US News and World Report on Best National Universities

The Center for Measuring University Performance, American Universities Data, 2007

Notes: Data from The Center are for all annual giving amounts for any institution that reported to NSF in 1990-2003.

Research Summary

The volume of research funding at NPS ranks 13th among the peers in absolute dollars and well below the median but ranks eighth in research expenditures per FTE tenured and tenure track faculty, and is slightly above the median on this measure. NPS ranks ninth among the peers in growth in research expenditures from FY 1998 to FY 2005 and is well above the median in the percent of expenditures from federal sources.

	Total Research Expenditures FY2005	NSF Rank FY 2005 Expenditures	Percent Revenue from Grants and Contracts 2005	Research Expenditures per Ten/Trk FTE Faculty FY 2005	Percent Expenditures from Federal Sources	Percent Growth in Research Expend. FY 1998 to 2005
Naval Postgraduate School	\$51,343,000	160	N/A	\$222,264	84%	51%
Rank Among Peers	13	13	N/A	8	4	12
Median of Peers	200,297,000	148	19%	221,358	65%	67%
Peer Institutions						
Stanford	\$714,897,000	7	30%	\$758,914	80%	74%
Duke	630,752,000	10	18%	865,229	60%	123%
MIT	580,742,000	14	47%	667,520	79%	41%
UI Urb.-Champ.	499,711,000	24	28%	262,453	58%	52%
Georgia Tech	425,386,000	31	48%	534,405	58%	64%
NC State	302,596,000	54	19%	221,358	N/A	N/A
Cal Tech	265,364,000	62	9%	975,603	94%	43%
Carnegie Mellon	200,297,000	80	37%	332,167	87%	46%
UC Santa Barbara	165,014,000	97	24%	203,219	63%	72%
USC, all campuses	122,212,000	114	19%	113,264	53%	32%
Rensselaer	65,571,000	147	24%	184,707	65%	70%
Rice	63,102,000	149	15%	127,749	87%	54%
Illinois Tech	25,498,000	213	18%	117,502	N/A*	82%
Stevens Tech	22,997,000	217	1%	201,728	N/A*	78%
Claremont	2,677,000	377	13%	42,492	N/A*	568%

*Illinois Institute of Technology, Stevens Institute of Technology, and Claremont Graduate University were not included in the NSF table on expenditures by source because they are not among the first 200 institutions.

Source for Expenditure data, NSF rank, expenditures by source: National Science Foundation/Division of Science Resources Statistics, Survey of Research and Development Expenditures at Universities and Colleges, FY 2005.

Source for counts of tenured and tenure track faculty: IPEDS Employees by Assigned Position, Fall 2004

Source for revenue from contracts and grants: IPEDS Finance Survey, FY 2004-05.

Some caution should be used in interpreting the research revenue percentages from grants and contracts because the revenue figures come from the IPEDS Finance Survey and the peer institutions do not report under the same formats. The four public institutions report under GASB standards and the remaining private institutions report under FASB standards. The two standards are not interchangeable so there may be some discrepancies in the way the revenue is distributed. See the section on Resources for further explanation of the differences in FASB and GASB.

Facilities Summary

NPS is the smallest of the peers in terms of total net assignable square feet and the NASF for classrooms and labs, but is second among the peers in the percent of NASF for classrooms and labs. Only NC State has more space dedicated to classrooms and labs. NPS ties for the number one rank in the percent of E&G NASF, along with Georgia Tech and Rensselaer. No space at NPS, Georgia Tech, or Rensselaer was categorized as auxiliary in the CFI. NPS is well above the median in percent E&G NASF and ranks fourth in the number of E&G NASF per FTE student. The median is 271 and NPS is at 391 net assignable square feet per student.

Year	UNITID	Institution	Total NASF	NASF Classrooms and Labs	% NASF Classrooms and Labs	E&G NASF	Percent E&G NASF	E&G NASF per FTES
2006	119678	NPS	840,091	238,746	28%	840,091	100%	391
		Rank among peers	10	10	2	10	1	4
		Median of peers	5,059,987	1,308,194	0	4,154,766	72%	271
		NPS as % of peers	17%	18%	122%	20%	138%	144%
Peer Institutions								
2005	145637	UI Urb.-Champ.	12,558,684	2,573,676	20%	7,635,721	61%	188
2007	166683	MIT	7,756,796	2,094,344	27%	5,553,683	72%	550
2007	198419	Duke	7,295,898	1,308,194	18%	5,737,070	79%	436
2006	139755	Georgia Tech	7,212,308	1,692,149	23%	7,212,308	100%	429
2005	199193	NC State	5,059,987	1,615,820	32%	4,154,766	82%	155
2007	110705	UC Santa Barbara	4,126,365	959,521	23%	2,299,431	56%	111
2007	211440	Carnegie Mellon	3,433,251	759,722	22%	2,482,658	72%	271
2007	194824	Rensselaer	2,410,418	605,945	25%	2,410,418	100%	374
2005	227757	Rice	2,163,309	454,688	21%	1,327,855	61%	268

Source: Facilities data are from the Society for College and University Planning Campus Facilities Inventory,

FTES used in the above E&G NASF per FTES calculation are from National Center for Education Statistics, Data Feed

Notes: Not all institutions participated in the SCUP CFI Survey. NC State, Cal Tech, Claremont, Illinois Tech, Stanford, Stever and USC did not participate in any of the three years of the survey so no facilities data are available for these institutions. NASF is Net Assignable Square Feet - Total NASF includes E&G and Auxiliary space.

E&G is Education and General - E&G excludes space dedicated to auxiliary enterprises.