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Research and Sponsored Programs Office (RSPO)

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Monterey, California, Research and Sponsored Programs, Office of the Vice  
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The Naval Postgraduate School (NPS) is completing the search for its Vice President and Dean of Research (VP/DoR). NPS is a graduate teaching and research university, at which nearly half of the funds supporting the faculty come from external research and education sponsors. NPS faculty have made fundamental contributions to national security through basic and applied research in traditional academic disciplines and in some non-traditional and interdisciplinary areas uniquely designed by NPS to better serve the defense and national

security of the US and its allies. We are a trusted source of expert advice to the military, host tenant research organizations, and provide experimental and demonstration platforms for dealing with a wide variety of exigent military problems. We conduct both unclassified and classified research, and graduate education.

The position description for the VP/DoR is included on page 3. The four candidates will be available to address the faculty on Tuesday, 8 May, 1500–1700 in Ingersoll 122.



**PROFESSOR  
DOUGLAS FOUTS**

*Department of Electrical and Computer Engineering, Interim Vice President/Dean of Research*

Having worked as the Associate Dean of Research under both Dan Boger, when he was the Interim Dean of Research, and Karl van Bibber, I am well aware of the many duties and responsibilities of the Vice President and Dean of Research (VP&DoR) at the

NPS. If selected as the next VP&DoR, I will seek a more appropriate balance between what I see as the three primary functions of the DoR. First, leading the Research and Sponsored Programs Office (RSPO) to provide useful, high-quality, and timely services to NPS researchers in support of their efforts. Second, to represent NPS researchers and be their advocate to the NPS administration. Third, to represent NPS research and NPS researchers to external organizations, including sponsors and potential sponsors as well as collaborating institutions and institutions NPS might collaborate with.

Toward accomplishing the three primary functions I have listed, I view the VP&DoR position as primarily a service position and I acknowledge the fact that my own research productivity will need to be curtailed. I acknowledge this will probably hurt my publication record but I am less concerned about this anyway as I have been doing mostly classified research for the past 5 years or so. I am willing to accept these realities for the sake of NPS research and NPS researchers. My own research program has greatly benefitted from those who have gone before me and made similar decisions regarding how much time they needed to allocate to the demands of the DoR position. At this point in my career, I believe it is time for me to take my turn at serving the NPS research community and I will welcome this opportunity to serve should I be selected as the next VP&DoR.

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**PROFESSOR  
JEFF PADUAN**

*Department of Oceanography*

I have been a member of the faculty since June 1991 during which time I have acted as principal investigator for numerous reimbursable programs, the most extensive and complex of them being the State of California's Coastal Ocean Currents Monitoring Program. That program involved eleven campuses and the State Coastal Conservancy, which

presented numerous administrative challenges. For the past four years I have served as department chairman. In that capacity I have seen even more facets of the NPS research enterprise.

I believe that research at NPS is at a crossroads and many of the possible paths do not lead to the healthy and growing enterprise that we all seek. I am convinced that the best ways to choose the right path involve active teamwork among researchers and administrators. This Dean of Research search and appointment process gives us a rare opportunity to agree on the way forward and to engage all of the stakeholders at once.

First and foremost I believe that the we must agree on the nature of job of the Dean of Research. The published job description does a good job of listing the many ways that the Dean of Research contributes. I would highlight, however, bullet number two: "Serve as an advocate for NPS researchers in discussions dealing with the conduct and execution of research at NPS." To me this encapsulates the essential characteristic of what is needed. On my first day as Dean, I would ask all of my colleagues to read this bullet and to recognize that my job was to be advocate-in-chief for research at NPS.

What about the major changes that are being imposed on NPS by the Navy? In addition to complying with these mandates, I believe that we must recognize that some of them may rise to a level that calls into

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### **PROFESSOR SUSAN SANCHEZ**

*Department of Operations Research*

The Dean of Research should serve as an advocate for NPS faculty researchers, proactively supporting them as they seek to develop research programs, secure projects and funding, administer those projects, and disseminate their results. The DoR should foster an environment conducive to research—recognizing that

research is a bottom-up, rather than top-down, activity. The DoR should actively engage with faculty—their engagement and enthusiasm are keys to making our campus more effective and efficient.

I care deeply about developing and implementing policies governing research, and reformulating and refining the strategic vision and plans for research at NPS. I would make the Research Board an active partner in the policy-making process. I believe that administrators—not just the DoR—should strive to improve the day-to-day experience for faculty, who in turn can focus on the primary value-added activities (education and research) rather than duplicate bookkeeping and excessive paperwork. Decreasing budgets and the ever-present possibility of BRAC mean that research activity is increasingly important for the overall health of NPS. Our incentive system provides few tangible ways to reward faculty for bringing in funding above and beyond what they need to cover their own salaries, so the DoR must find creative ways to recognize their efforts and improve the research environment. When faculty are excited by research collaborations and feel our efforts are recognized and appreciated, we can accomplish great things.

An effective DoR should have an understanding of, and appreciation for, various types of research. I have an industrial engineering/operations research background, but also spent my academic career

prior to NPS in business schools, and I respect both the “hard” and “soft” sciences. This is essential to being an effective faculty advocate, since the requirements for research productivity differ by academic discipline. I would meet regularly with the Research Board and faculty from across NPS to keep abreast of their research activity and emerging needs.

I believe (and have taught courses) in continuous improvement, and would start a multi-pronged approach for improving the faculty research environment as soon as possible. Some initiatives could have an almost immediate positive impact. These include internally-focused actions, such as setting up a small-grants program for faculty development, working closely with the Comptroller’s office and VP Finance to address PI needs for managing reimbursable research projects, and identifying ways for RSPO to provide useful reports to faculty and department chairs. Externally-focused activities would include strengthening ties with peer institutions by bringing top-flight faculty to NPS for their sabbaticals, as well as maintaining an active oversight of our web presence to ensure our external constituents recognize the level, quality, and relevance of our research. As DoR I would seek the Research Board’s involvement in expanding and prioritizing this list of initiatives. See my letter of interest for specifics.

My background and experiences have prepared me for the DoR. I have learned the value of being proactive, rather than reactive. I have a history of professional service—I have worked collaboratively with others and have first-hand experience about fostering environments where people are excited to work together for the common good. I have established and co-directed a center at NPS where many of my responsibilities and actions reflect, on a smaller scale, those I would undertake as DoR. I am aware of many of the difficulties that needlessly distract NPS researchers. An important aspect of being a center director is to our research to a wide variety of technical and non-technical audiences both within the US and abroad. I have detailed knowledge about NPS’s research processes and capabilities. I have direct experience in achieving both short-term and long-term objectives in the SEED Center, and welcome the opportunity to apply my energy and enthusiasm at the campus level as DoR.

## MEMBERS OF THE SEARCH COMMITTEE

- Phil Durkee, Professor and Dean, Graduate School of Engineering and Applied Sciences (Chair)
- James Eagle, Professor, Graduate School of Operational and Information Sciences
- Thomas Bruneau, Distinguished Professor, School of International Graduate Studies
- Uday Apte, Professor, Graduate School of Business and Public Policy
- Christopher Twomey, Associate Professor, School of International Graduate Studies
- Amela Sadagic, Research Associate Professor, MOVES Institute
- Gurminder Singh, Professor, Graduate School of Operational and Information Sciences
- Keith Snider, Associate Professor, Graduate School of Business and Public Policy
- Wendell Nuss, Professor, Graduate School of Engineering and Applied Sciences
- James Newman, Professor, Graduate School of Engineering and Applied Sciences
- Christine Haska, Vice President, Information Resources and CIO
- Doug Moses, Vice Provost, Academic Affairs
- Christopher Brophy, Associate Professor, Graduate School of Engineering and Applied Sciences
- CAPT John Schmidt, USN, NPS Institutional Research Board (non-voting member)



## DISTINGUISHED PROFESSOR KEVIN WOOD

*Department of Operations Research*

“Vision” conjures up “grand vision,” and that is not what NPS needs its Dean of Research to be working on right now. The Research and Sponsored Programs Office (“Research Office”) is a service organization for the Naval Postgraduate School and its faculty, and it can perform its job better than it has

in the last few years given the right guidance. I wish to provide that guidance. NPS faculty are great “research entrepreneurs.” They can and should fend for themselves in many aspects of research, but they, the school and the Navy would profit from a more efficient support organization. Of course, (a) the Dean needs to be a well-informed ambassador to DoD and other organizations for NPS research, (b) at times, the Dean needs to help researchers at NPS connect with potential sponsors, and (c) the Dean needs to be thinking ahead on facilities, indirect costs, new programs, compliance and a host of other issues. But, from my vantage point as an NPS professor, the key need right now is a Dean of Research who will take a more hands-on approach to day-to-day operations of the Research Office.

Many of us have had fantastic experiences in working with the

Research Office—I honestly have asked myself, how did we get so lucky to get such a good person to do job X?—but we have had negative experiences, too. The Dean of Research needs to ensure that the former experience is the one that the NPS research entrepreneurs enjoy. Just today, I was asked to supply some information on research in the OR Department on the general topic of energy. I suspected that FY10 research summaries would not be on the web yet, after 11 months or so and, alas, I was correct. As Associate Chair for Research in the OR Department, back in 2008 or earlier, I had asked about a similar delay. What is the problem?

That’s a minor irritation I just mentioned, but a lot of minor irritations add up to an inefficient organization. Somebody needs to care, to act and to instill a common vision: make it as easy as possible for NPS faculty and students to carry out great research.

My experience as Associate Chair for Research (1999–2003, 2008–2010), and being a member of the Research Board—not to mention almost 30 years of interactions with the Research Office—does provide me with a good background to begin this job with. But, I propose to visit all the customers, i.e., the faculty in the academic departments, to discuss their concerns and to elicit suggestions for a better Research Office. I am sure that such interactions will help provide me with a more strategic view for position of Dean of Research, also.

Of course, I would also plan on visiting, often, the President, the Provost, the other Deans, the Comptroller and anybody else at NPS who I could learn from and influence on behalf of researchers. I also look forward to working with and learning from the Director of Research and the Associate Dean of Research. They are invaluable assets.

## JOB DESCRIPTION: VICE PRESIDENT AND DEAN OF RESEARCH

The VP/DoR administers the NPS research program and policies to support, highlight, and enhance the quality of NPS research and graduate education. The VP/DoR administers various organizational units that help support the research enterprise; develops and enforces appropriate business practices at NPS that maintain efficient effective and efficient conduct of research; and represents NPS research interests and capabilities to external sponsors and consumers of research products. The VP/DoR reports to the executive vice president and provost.

As the leader of NPS’s research enterprise, the VP/DoR is responsible to:

- develop and implement policies governing research at NPS
- serve as an advocate for NPS researchers in discussions dealing with the conduct and execution of research at NPS
- in consultation with faculty and administrators, formulate and refine the strategic vision and plans for research at NPS, including infrastructure and facilities
- chair the Research Board
- work with other NPS senior administrators and the Faculty Council to develop and implement policies for the formulation, distribution and reporting of indirect costs
- oversee coordination with the comptroller’s office to achieve timely and accurate accounting for financial matters related to research funds at NPS
- prepare and submit budgets, requirements, and reports for

assigned areas of responsibility in accordance with NPS procedures

- promote and serve as advocate for NPS research with DoD R&D organizations, the NSF, other government agencies, and private companies conducting research
- support faculty in securing research projects and funding
- promote and administer postdoctoral programs (NRC, ONR/ASEE, NPS) and faculty/staff exchanges, research chairs, and other programs to attract external researchers
- develop policies for monitoring and reporting research productivity and quality of NPS faculty
- oversee human subject research to ensure compliance with the DoN Human Research Protection Program
- directly supervise the following personnel:
  - ◆ Director, Research and Sponsored Program Office
  - ◆ Associate Dean of Research
  - ◆ Directors, Research and Education Institutes/Centers
  - ◆ Military Associate Dean for Research and Safety

The successful applicant will have:

- an earned doctorate
- a strong graduate-education background
- an outstanding research and publication record
- demonstrated success in developing effective teamwork to accomplish institutional goals and significant experience

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**FOUTS**, *continued from page 1*

With respect to specific goals I would like to accomplish, as a faculty member who has been teaching, conducting unclassified and classified research, and supervising MS and PhD student research at the NPS for almost 21 years, I have seen and experienced both the good and the bad the RSPO has to offer, as well as the NPS administration. I have similar opinions about the RSPO and its people, functions and processes, and in some cases the exact same opinions, as those expressed by other NPS faculty in the comments they provided during the recent customer satisfaction survey that was taken in December 2011. For example, I believe very strongly the RSPO should establish an online system for accepting research proposals from the faculty and for conducting the review, approval, and submission-to-sponsor process. Such a system must be fast, efficient, easy to use, must perform all the required tasks without errors, and must make the acceptance, review, approval and submission-to-sponsor process completely transparent so that PIs will always be able to look up what stage of the process their proposal is in. I also strongly believe the RSPO needs to develop a system for persistent monitoring of sponsoring organizations in a wide variety of subject areas that can alert appropriate NPS researchers when a broad agency announcement or call for proposals is issued in their subject matter area. Another goal I will work toward is a research safety organization that can accomplish its work with a minimum of cost and personnel and without interfering with researcher productivity, while at the same time making sure experimental research at NPS facilities is conducted safely and without damage to the environment. The RSPO should be helping, not hindering, NPS experimentalists.

**PADUAN**, *continued from page 1*

question the long term viability of research at NPS. Department of Commerce, for example, has specific legislation that allows NOAA to participate in cooperative institutes with university partners. We need such authority. We need to insure that NPS faculty remain competitive with respect to their peers at other universities. If there are rule changes that are needed to make that possible, I am confident that we have the support at the highest levels of the Navy and the Department of Defense to bring them about.

Although some of the necessary changes must involve working with our sponsors around the country, the primary activities of the next Dean of Research must be internal. Research represents two thirds of our campus activity; it cannot be managed as a minor component of the teaching mission. I firmly believe that state-of-the-art research on the NPS campus is part of the teaching mission. It makes the educational programs unique and worthwhile.

As Dean of Research, I would bring this viewpoint to the table and, most importantly, I would insist that I be at the table when critical decisions affecting NPS research are discussed and decided upon. I am equally sure that I would need to learn a great deal on the job and to enlist the advice of our seasoned faculty. Yet I am confident that I can have a positive impact and I am unwilling to stay on the sidelines when monumental changes are taking place that will affect all of us.

**VP/DOR JOB DESCRIPTION**, *continued from page 3*

with defense and government research funding agencies such as DARPA, ONR, AFOSR, NSF, etc. The successful applicant

must possess superb communication skills, wide intellectual curiosity and awareness, willingness to travel often, and eligibility for a TS/SCI security clearance.

**MEET THE CANDIDATES**  
for Vice President/Dean of Research  
8 May, 1500–1700  
Ingersoll Hall, Room 122  
All are urged to attend.