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2018-04-17

## Reimbursable research at NPS

Paduan, Jeff

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# Reimbursable research at NPS

*Jeff Paduan*  
Dean of Research

for  
**CRUSER Technical Continuum (TechCon) 2018**  
**17-18 April 2018, 1300-1600**  
**ME Auditorium**



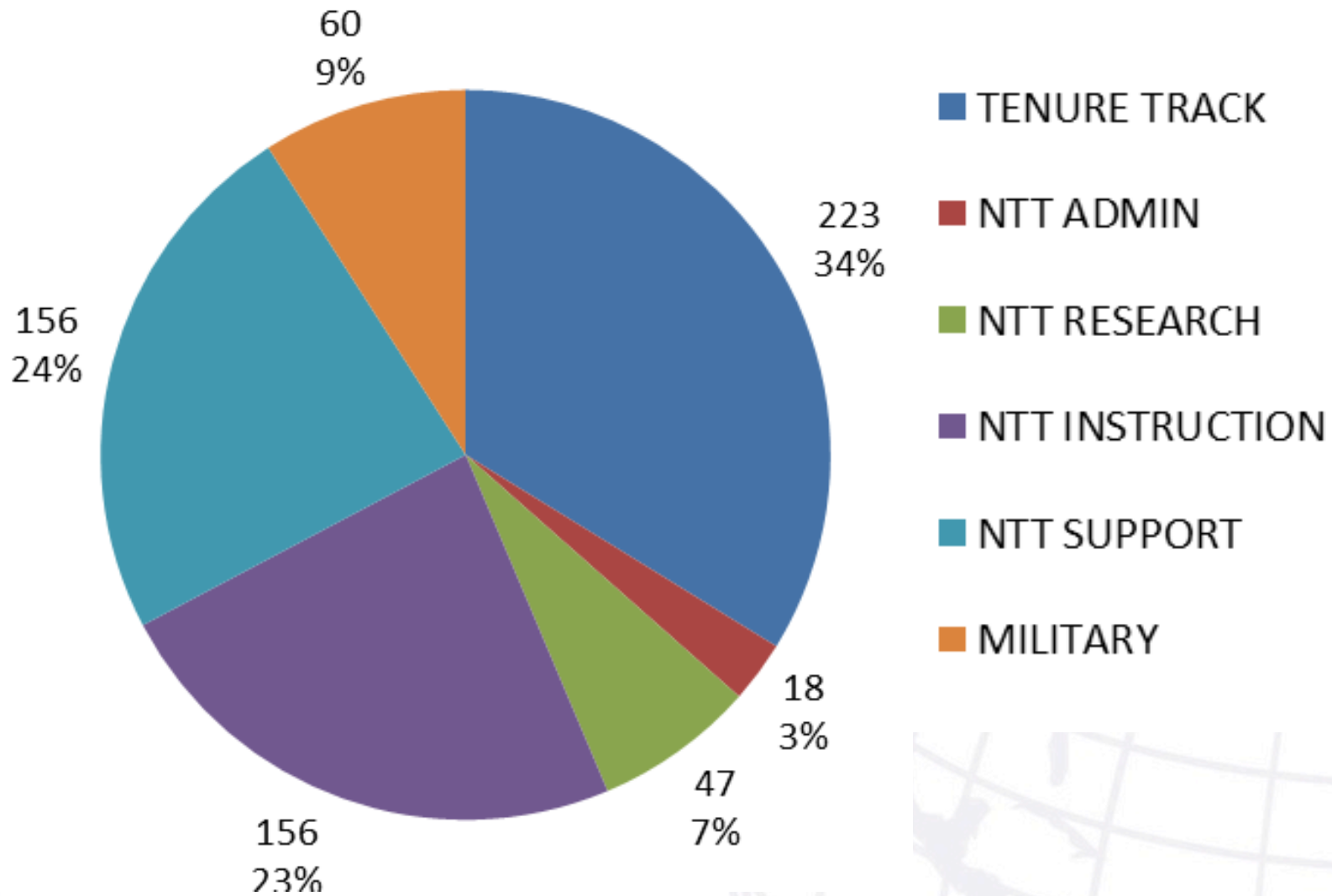
## Why research-centric education?

### It follows from the NPS mission:

“Provide **relevant and unique** advanced education and **research programs** to increase the effectiveness of Commissioned Officers of the Naval Service **to enhance the security** of the United States. In support of foregoing, and to **sustain academic excellence**, foster and encourage a program of **relevant and meritorious research** which both supports the needs of the **(US) Navy** and Department of **Defense (DoD)** while building the intellectual capital of Naval Postgraduate School Faculty.”



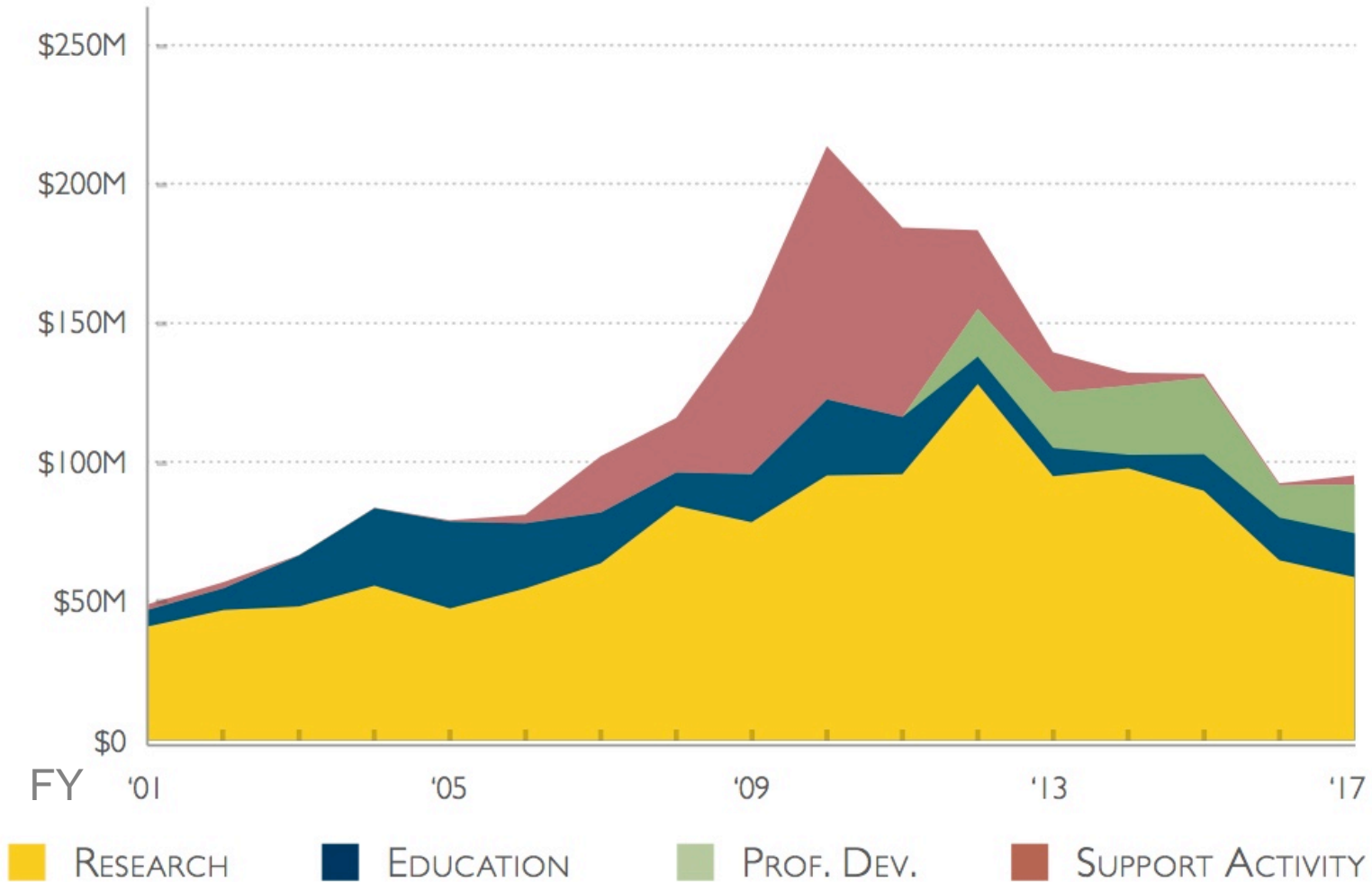
# NPS Faculty in FY16 (660)





# NPS Sponsored Programs

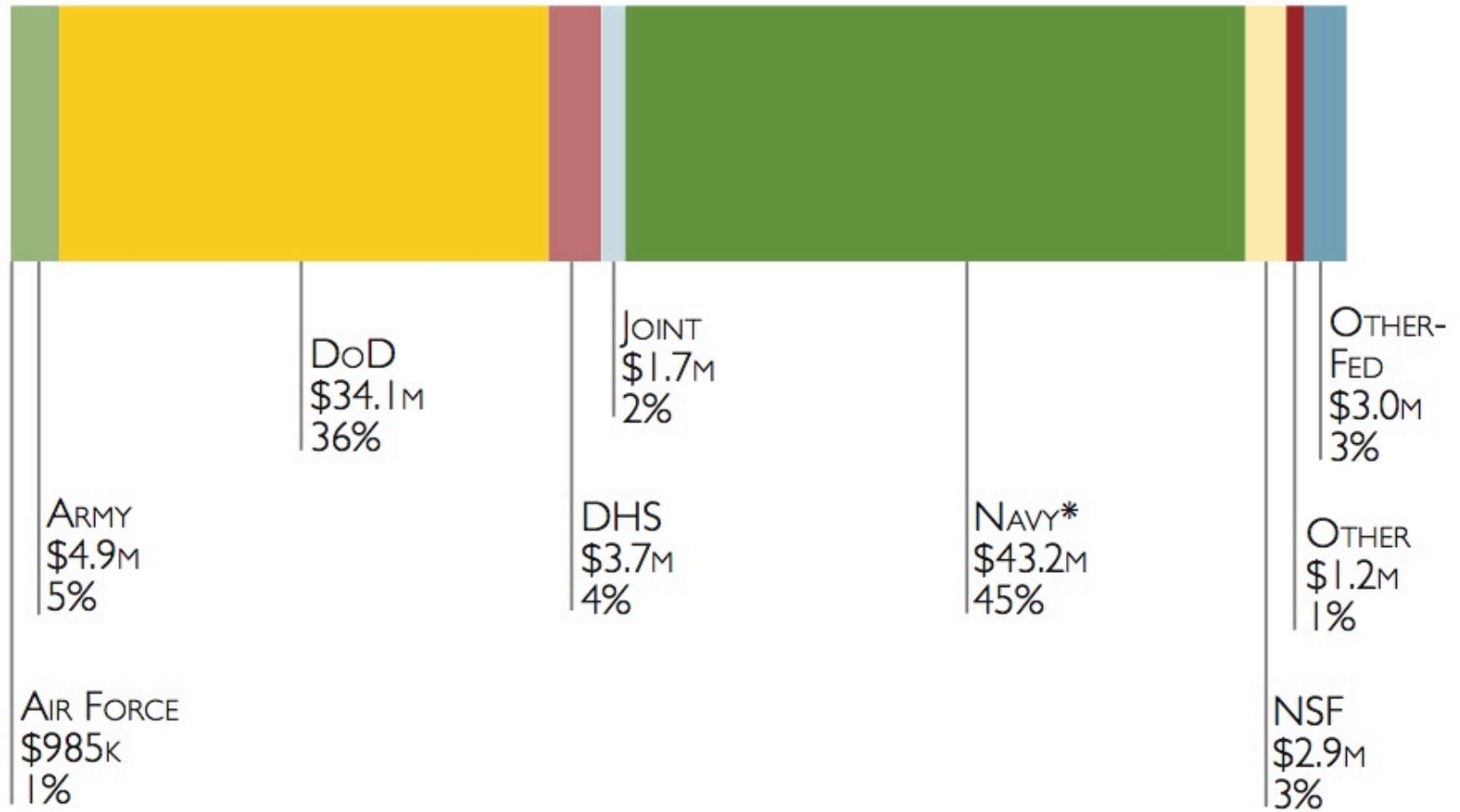
## SPONSORED PROGRAM PROFILE FY 2001-2017 (FUNDS EXPENDED)





# FY17 Funds Executed: \$95.5M

## BY SPONSOR .....



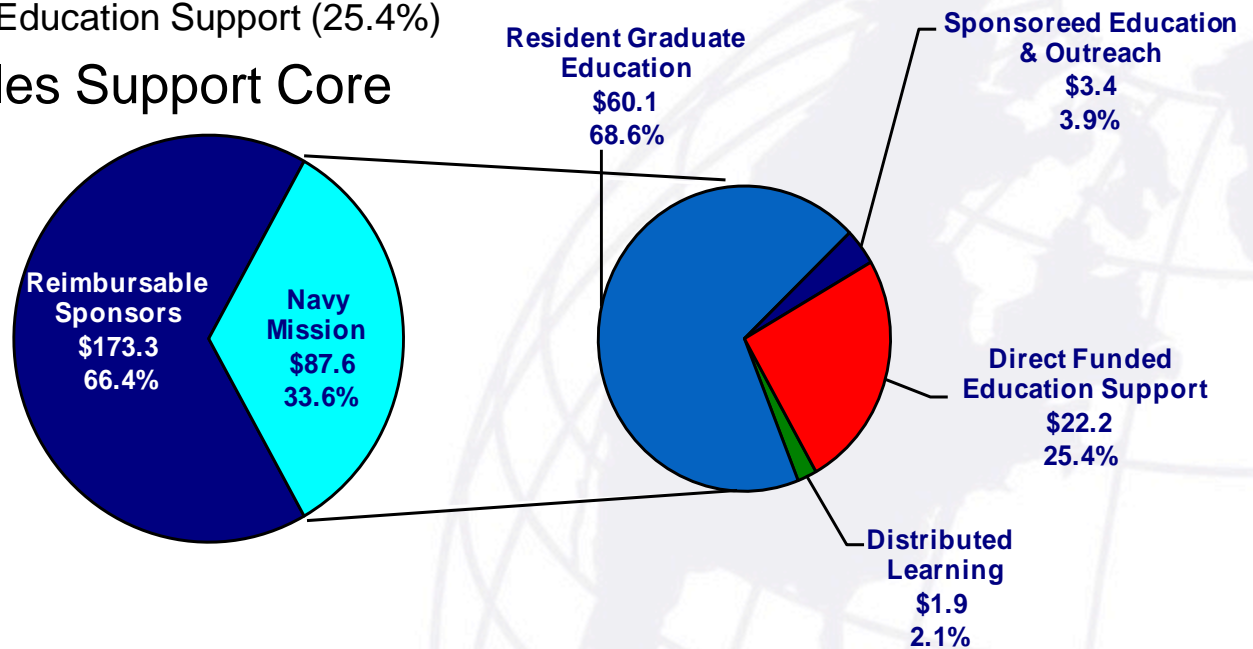
\* Navy funds include Naval Research Program (NRP) funding.





- ❑ Core Budget Areas:
  - ❑ Delivering Graduate Education (70.7%)
    - Resident Graduate Education (68.6%)
    - Distributed Learning (2.1%)
  - ❑ Supported Education / Outreach (3.4%)
  - ❑ Direct-Funded Education Support (25.4%)

## ❑ Reimbursables Support Core



**65%/35% Resourcing Mix (FY15)**  
**59%/41% in FY16**



NPS depends on external (i.e., reimbursable) funding for 1/2 to 2/3 of its operating budget

Different groups consider this:

- Work for others
  - (on Navy FTE)
- Leverage

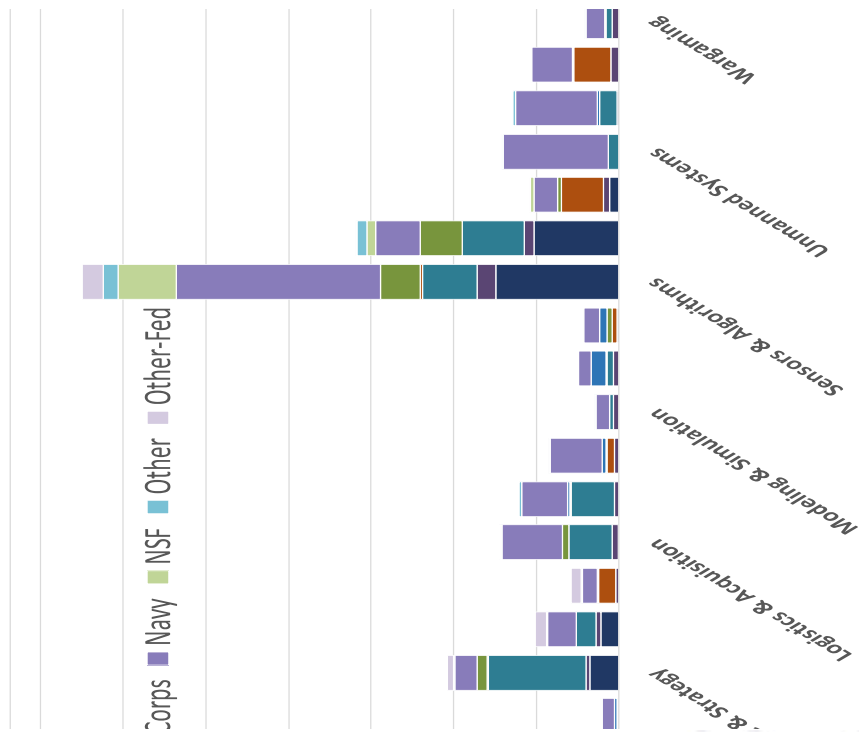
**Reality is that there is no choice if program diversity and quality are to be maintained**

**65%/35% Resourcing Mix (FY15)**  
**59%/41% in FY16**





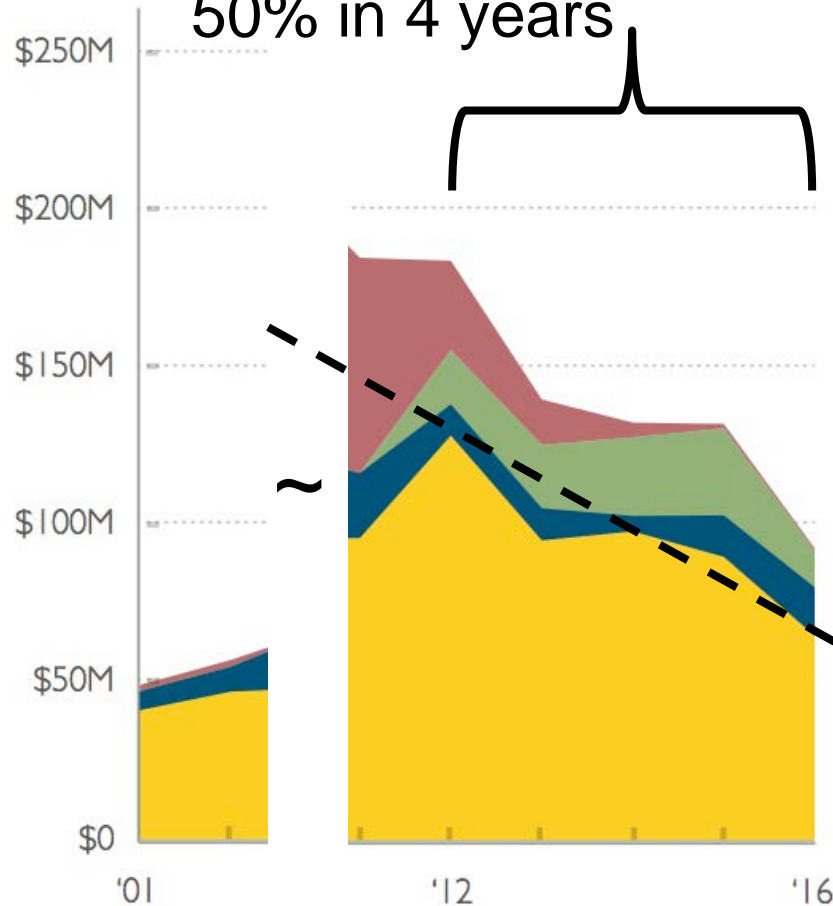
## FY15 & 16 & 17 Executed RR \$ by Thrust Area and Sponsor Group (Totals: \$77.9M; \$57.2M; ~\$50M)





# NPS Sponsored Programs

Research is down  
50% in 4 years



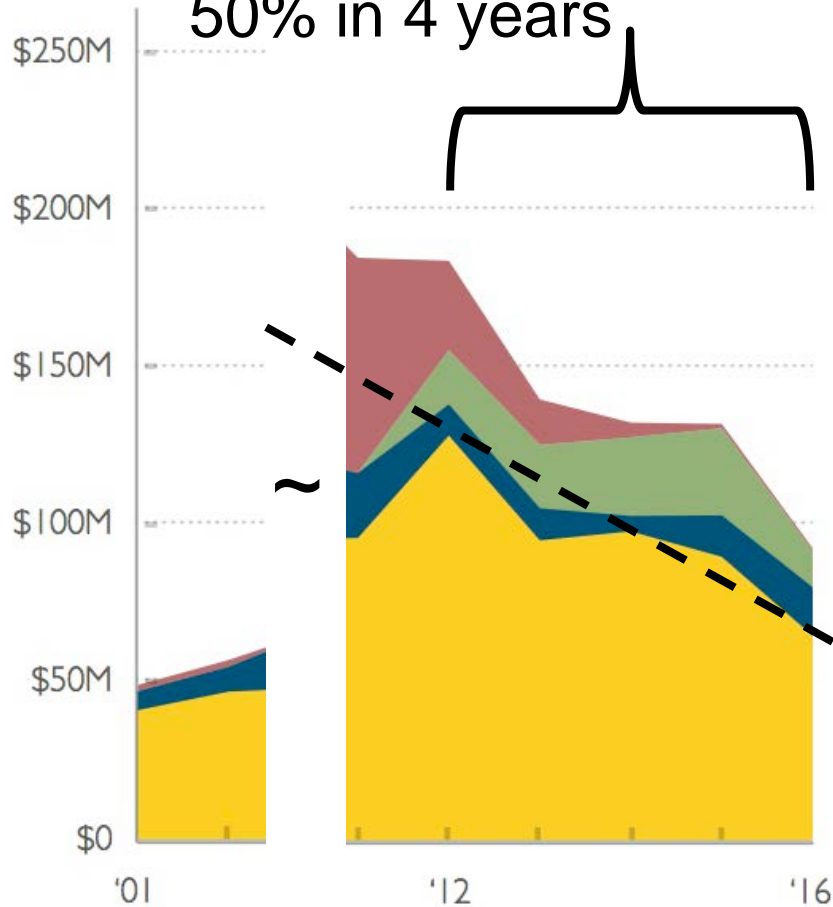
RESEARCH

- 51% Contracting Rule
  - Strict interpretations of “in-house” has destroyed prog (e.g., post-docs)
  - Limited use of project orders
- Distracted/ineffective local services
  - E.g., contracting, travel, comptroller, HR
  - Hiring services are slow or non-existent
- Prohibition on any institutional use for indirect funds
  - Micromanagement is leading to other mistakes in collection & allocation
  - Growing and wildly changing rates are damaging sponsor relationships
- Late arriving funds due to Congressional use of CRs
  - Exacerbates impact of eliminating “interim accounts”



# NPS Sponsored Programs

Research is down  
50% in 4 years



- Hiring is turned on
  - Priority given to reimbursable faculty
  - Support staff will follow
- **Processes MUST improve, however**

RESEARCH

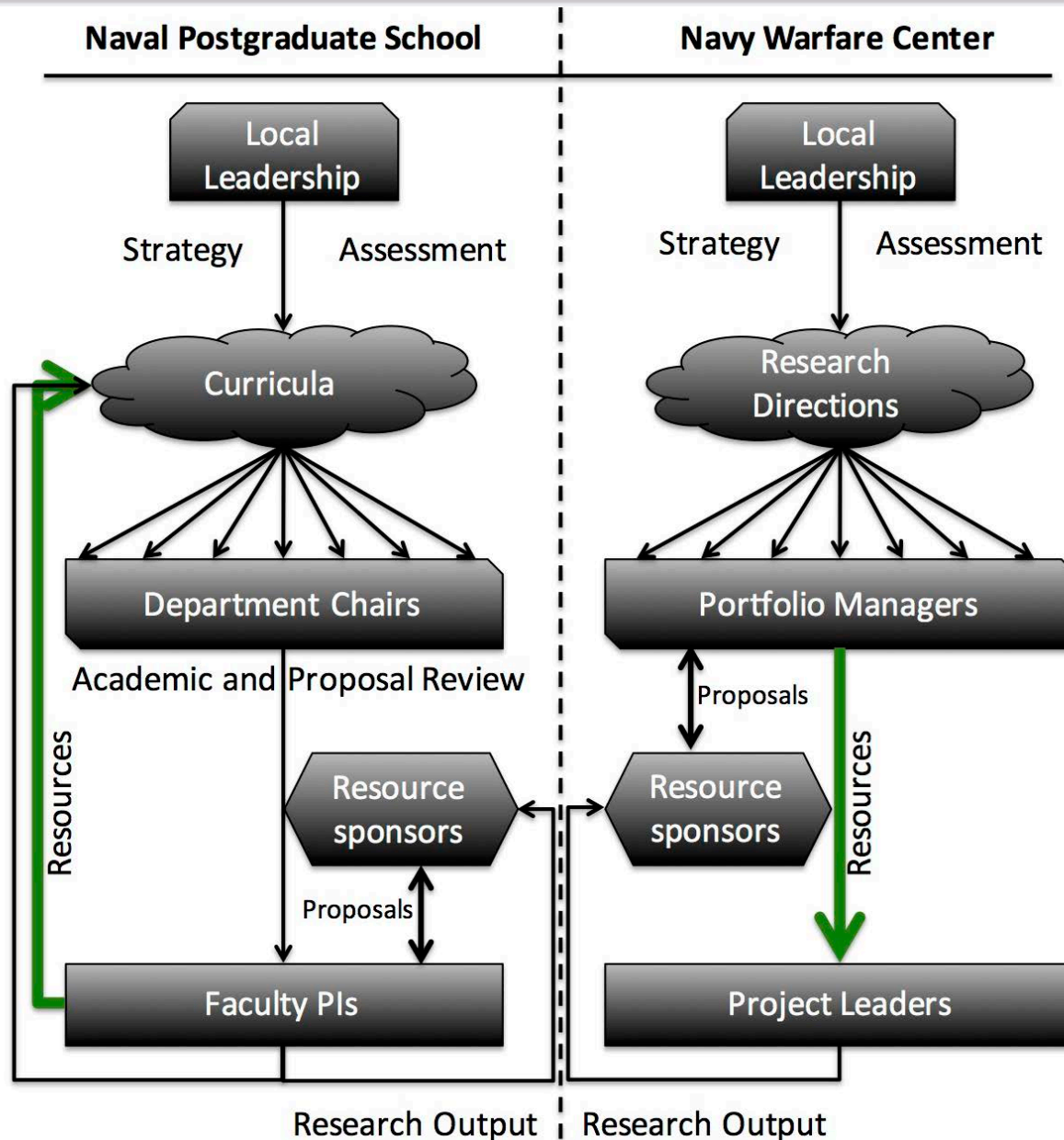


**Questions?**





# Navy Research Models





- **Graduate University**

Responsive to joint, interagency, and coalition requirements

- **Research Institution**

Pursuing innovative technology and improving national security

- **Community of Alumni**

Leading and defending the Nation and transforming the Department of Defense (DoD)

Tech / GSEAS →

**1909** Founded at the U.S. Naval Academy

Ops / GSOIS →

**1951** Moved to Monterey

Mgmt / GSBPP →

**1951** Operations Research Department

Security / SIGS →

**1956** Systems Management Department

**1972** National Security Affairs Department and War-Fighting curricula (e.g., Anti-Submarine Warfare)

JPME / NWC →

**1996** Information Warfare Curriculum

**1999** Joint Professional Military Education (JPME) campus

**2003** Homeland Security Curriculum

**2004** Information Operations

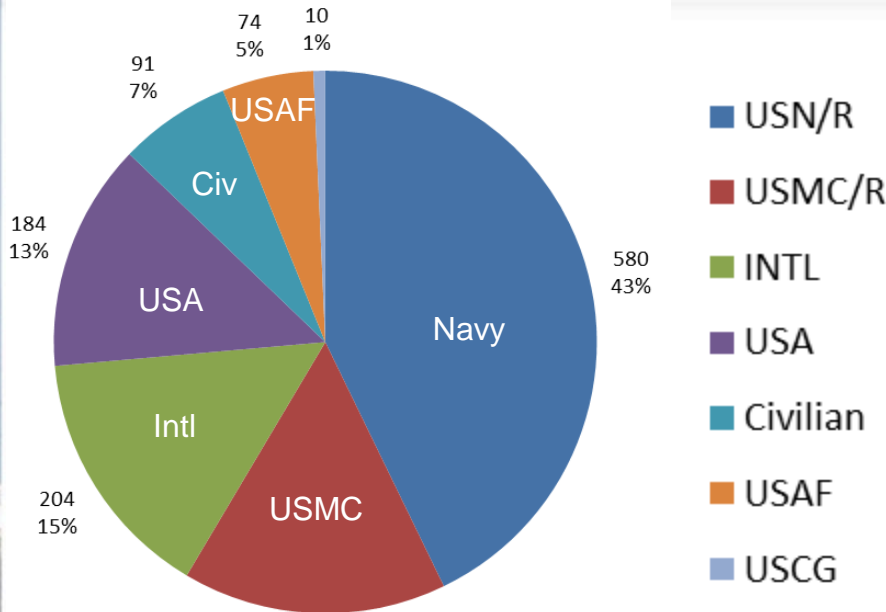
**2012** Cyber, Energy

## History Highlights



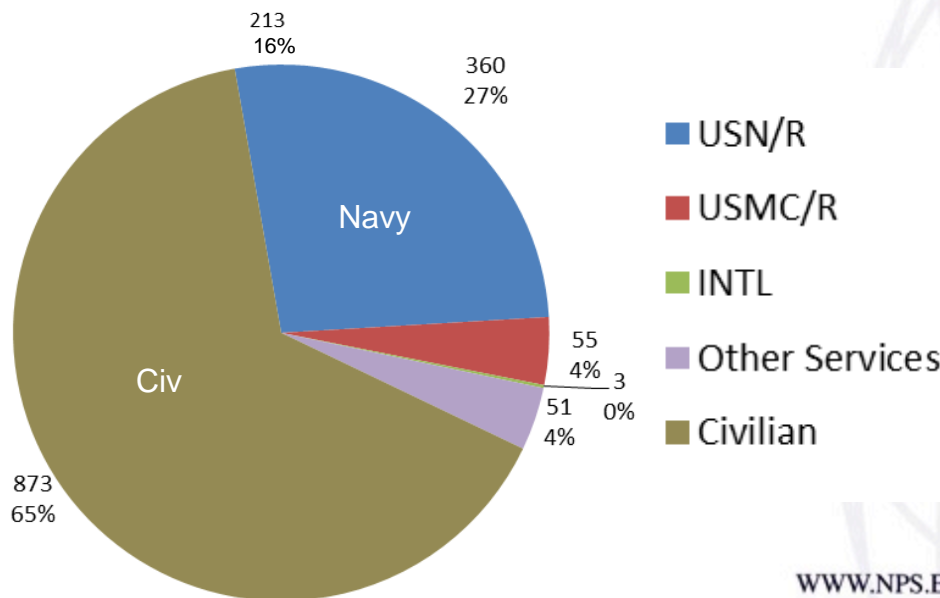


# NPS FY16 Student Counts



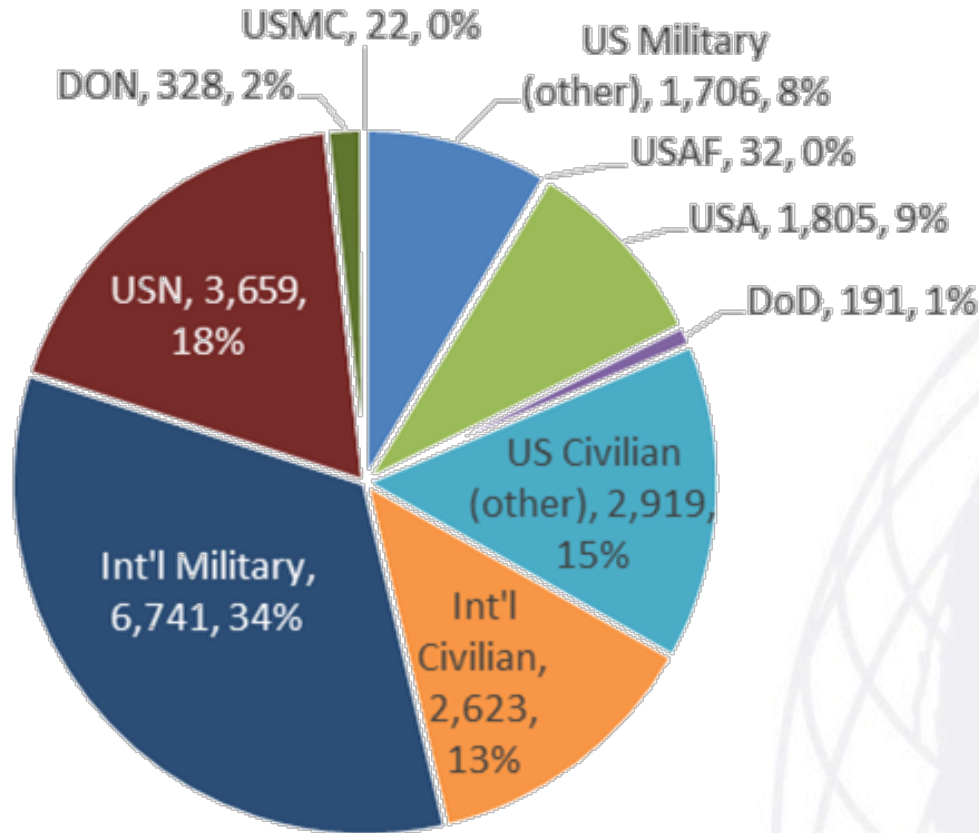
## Resident Students (1,355):

- **59% Naval (USN & USMC)**
- **19% Other US Services**
- **15% International**
- **7% Civilian**



## DL Students (1,341):

- **31% Naval (USN & USMC)**
- **65% Civilian**
- **4% Other US Services**
- **<1% International**



20,026 students with known affiliation

## NPS EE/PD – 2016

- **Over 24,000 Total Students**
  - Intl Military Personnel
  - USN Personnel
- **NPS Major Units:**
  - CCMR
  - DRMI
  - CEE
  - RSEP
  - CHDS
- **Major Sponsors:**
  - DOD/OSD
  - DON



- Active recruiting from *top Ph.D. programs*
- A *robust mix* of tenured faculty, lecturers, research faculty, and others
- Includes ~8% military personnel with strong academic credentials and recent operational experience
- Integrates *teaching* with *research*
- No teaching assistants
- Develops *technologies* which are eligible for *patents*

## Highlights

### 605 Civilian Faculty (AY2016/QTR 4)

232 Tenure or Tenure-Track (100% with Doctorates)

383 Non-Tenure-Track

### 51 Military Faculty

### Top Sources of Faculty Graduate Degrees

|             |    |
|-------------|----|
| UC Berkeley | 23 |
| MIT         | 20 |
| Stanford    | 19 |
| USC         | 16 |
| UCLA        | 12 |

### Top Universities

211 NPS faculty earned their highest degree from one of the top 50 universities



## One exception to the “bottom-up” proposal process

### \$12M/year Program

- ~~~10%~~ of the research portfolio  
15%

### Benefits accrue widely

- Provides faculty and student opportunities to work operational problems
- Educates faculty about the Navy's problems
- Educates Navy leadership about NPS's capabilities

