

NPS Redoubles Commitment to Human Subjects Research

As a result of recommendations made through the process of Assurance – which certifies that an institution complies with the requirements set forth in the federal regulations for the protection of human subjects – in May 2009 the university redoubled its commitment to human subjects and ethics research by establishing a dedicated Institutional Review Board (IRB) Chair and a full-time administrative assistant.

Formerly a position of collateral duty in Operations Research, the Chair of the IRB is now Dr. Angela O’Dea, who oversees the Human Research Protection Program (HRPP) at NPS. Joining Dr. O’Dea is her assistant, Ms. Rikki Panis, and an 11-member volunteer Board which meets either once a quarter or as needed to review protocols, to determine the level of risk to the research subjects, and to make a recommendation to the proper authority regarding approval.

Three overarching principles guide human subjects research: respect, which recognizes the personal dignity and autonomy of individuals and mandates special protection for those persons with diminished autonomy; beneficence, which entails an obligation to protect persons from harm; and justice, which requires that the benefits and burdens be distributed fairly.

Responsibility for the protection of volunteer research subjects from research risk is a NPS command-wide responsibility involving all hands, including the investigators, the sponsors, the regulator, the institution and the IRB. The most common types of human subjects research conducted at NPS are questionnaires, interviews, and equipment testing involving humans, e.g. retinal scanning, fingerprinting,

and audio/video recording. Breach of confidentiality, directly quoting someone without consent, loss of subject data, inducing post-traumatic stress disorder and injury through the use of experimental equipment, are the most common risks to research subjects at

NPS. The goal of the IRB is to mitigate these risks, which can be done only if the research has been approved by the IRB. Conducting research without IRB approval establishes the School as non-compliant with federal, DoD and DoN regulations, and jeopardizes both

its status and its ability to maintain Assurance. In addition, an increasing number of academic journals now require IRB review and approval prior to publishing.

It is also the responsibility of the IRB to ensure that the involvement of humans as research subjects is confined to research that is necessary, scientifically sound, reasonably safe and the benefit to be derived clearly justifies the risk incurred by the subject. All applications and proposals involving human subjects are evaluated, including all preliminary activities such as collection of pilot data, regardless of the source of funding or the location of the study or whether conducted by other government facilities or civilian institutions or contractors. On the basis of this evaluation, the NPS IRB may approve or disapprove the application of proposal, or enter into negotiations to develop an approved one. No research intervention with human subjects may take place until a proposal has been submitted to the IRB and the Principal Investigator has received a written letter of approval. Turnaround time for review from the IRB ranges from two to three weeks; however, if the IRB needs more information, it will take longer.

Dr. O’Dea welcomes thesis students and/or faculty to drop by her office in Halligan Hall 285 or to contact her at Ext. 3966 if they have questions about human subjects or ethics research. Although it is currently being updated, another good resource for learning about the processes and responsibilities involved in human subjects and ethics research at NPS is the IRB Web site which can be found at: <http://www.nps.edu/research/IRB.htm>, also posted on the Student Information Page.

Rikki Panis



Angela O’dea

New Arsenal for Marketing NPS

NPS has new collateral pieces to use in its marketing efforts, the NPS Viewbook along with a 15-minute DVD, which provide an overview of NPS today and a look toward its future. Together, these two materials outline the story of NPS in a fresh new way, one that is certain to appeal across the spectrum of the School’s audiences.

The School has marketing tools that focus on specifics, such as the Fact Sheet, Research overview and other brochures. In addition, NPS has available a tri-fold brochure which gives an explanatory overview of the campus. Both President Oliver and Provost Ferrari felt that NPS also needed a recruitment and marketing tool specifically designed for potential students and faculty. Based on the viewbooks from peer institutions and other research organizations, and in keeping with their initiatives – faculty recruitment and

retention, recognizing impending federal workplace labor shortages due to retirements, and the expansion of programs, research and teaching capabilities at NPS – both President Oliver and Provost Ferrari recommended that NPS produce its own viewbook, thereby launching the seven-month effort.

What distinguishes viewbooks from other marketing materials is that they describe, in a visual way, the essence of a university, its faculty, students and programs. An external company specializing in viewbooks began the effort for NPS by holding extensive background interviews with campus leaders and arranging for focus groups comprised of students, alumni, deans, faculty and community leaders. Transcripts of all interviews were produced and reviewed by each School and department. The resulting information formed the basis for the text of the NPS Viewbook. Famed Naval photographer Brian Wolff visited NPS for three days, and shot stunning aerial photographs as well as all around the campus. The high-resolution photos have been added to the School’s photo gallery.

The new NPS DVD is a 15-minute compilation of interviews with campus leaders, faculty and NPS supporters such as Mr. Leon Panetta, Director of the CIA, and General Michael Hagee, retired 33rd USMC Commandant, who shares how NPS impacted his career.

Copies of both the NPS Viewbook and the DVD have been sent to Department of Navy, Department of Defense and Pentagon officials, Navy Flag Officers, the presidents and provosts of the top 100 research universities, local and community leaders and the NPS Board of Advisors. To obtain a copy of the NPS Viewbook and/or DVD, please contact Mr. Alan Richmond, Director of Marketing and Community Relations at Ext. 3649.

IN BRIEF

- ♦ Led by Professor Oleg Yakimenko, a team of NPS students from the department of Mechanical and Astronautical Engineering (MAE) won First Place at the AIAA Region VI Rocket Launch Competition at Koehn Lake, near California City, Calif. GSEAS and the AIAA Point Lobos section co-sponsored two NPS teams, one from MAE and the other from Systems Engineering. All eight teams were required to assemble their rockets, work out their weight and balance, develop a reliable and safe return mechanism, and predict their rocket’s time of flight, time to zenith, altitude, etc. The primary goal was to predict overall performance. The winning rocket from PLS Team Peacock will be put on display in Watkins Hall.
- ♦ Spanagel building manager Kerry Yarber supervised an Alumni Relations-sponsored cleanup – providing trash and recycling receptacles, bins for batteries and toners, and manpower to haul excess furniture, equipment, tech equipment, etc., making safer, cleaner and greener working and learning spaces for users of the building.
- ♦ This Fall, eight civilian students will enroll in master’s and doctoral programs at NPS under the DoD-sponsored Science, Mathematics, And Research for Transformation (SMART) program, bringing the total number of students in this program to 10. The students will be working towards degrees in Computer Science (3), Electrical Engineering (3), Mechanical Engineering (1), Astronautical Engineering (1), MOVES (1), and Operations Research (1). If you know top-caliber engineering, science, mathematics or analysis students who would like to participate in this Scholarship-for-Service program, please invite them to apply at www.asee.org/SMART.
- ♦ While the larger section of Lot P (HOV lot) located closest to Herrmann Hall will remain HOV parking only from 0700-1200, the section closest to the boiler plant is now open parking. This lot, with a separate entrance/exit from the HOV lot, allows parking for 26 vehicles and is located close to the library and academic buildings. There are also eight additional HOV spots located at the end of Meneken Loop adjacent to Lot A1. The motorcycle parking area by the boiler house has been upgraded to support parking for 16 motorcycles. Motorcyclists are strongly encouraged to use designated motorcycle spots and not to park in spaces designated for vehicles.



Message From Provost Leonard Ferrari



We have much to celebrate at NPS in the areas of faculty and staff professional development, initiatives that are important not only in meeting the strategic goals of the institution, but also as we prepare for the next and last stage in our accreditation process, the Educational Effectiveness Review in 2010.

Academic Affairs has expanded professional development programs and services for faculty and formalized a program, Promote Excellence

in Teaching to Advance Learning (PETAL), the initiatives of which include courses, seminar programs, personalized consultations, resources for educational effectiveness and assessments and the Compass Series, an orientation program that features first-year services to welcome and support faculty new to teaching and NPS. Twenty-three faculty sought periodic assistance in developing and planning courses through instructional coaching, piloted in fall quarter 2009. During the spring quarter, a session of Interactive Teaching and Learning was offered for resident faculty. The session was designed as a practicum to introduce educational research, theory, instructional practices for teaching, learning and assessments. Faculty can then apply this knowledge to courses that are developed for resident, blended and distributed learning platforms. In fall and summer 2010, results and recommendations will be shared after six courses are selected for a research pilot designed to collect data primarily related to course migration into Sakai, an open-source alternative to Blackboard that was de-

veloped by Stanford, MIT, Michigan, Indiana and Minnesota and is now in use at over 300 higher educational institutions in the U.S.

The Staff Development Advisory Committee hosted training in conjunction with the April Federally Employed Women Conference, (FEW) and sponsored a training in July, "Business Grammar and Proofreading," and Administrative Professional's Conference in San Jose. The Committee will be conducting a SharePoint training at NPS, is currently working on developing a multicultural training for the staff, and will also brief the staff about the elections for the new members of the Council. In addition, in conjunction with HRO, the Council has rewritten both the Wellness instruction to include both health and education, and the Civilian Academic Development instruction, which now includes the new process for applying as a staff employee to NPS.

Thank you to all who are working on these important initiatives and committees. Your efforts are invaluable, and appreciated by the entire campus.

Announcements

On August 7, 2009, just a day after the IG inspection is complete, **Colonel David Smarsh** will be turning over his responsibilities in advance of his official retirement on December 1, 2009 from a successful career serving in the United States Air Force.

Appointed to his post in July 2003, Colonel Smarsh currently serves at NPS in three capacities: as Senior Military Assistant to the President, Commander of the Military Element – a title issued in December 2007 via a Memorandum by the Vice Chief of Naval Operations – and Chief of Staff. Colonel Smarsh also served NPS as Interim President prior to President Oliver's arrival, and prior to regionalization, Colonel Smarsh was responsible for overseeing base activities. Colonel Smarsh has been a Commander four times throughout his career, and values as his legacy the persistent practice of "doing the right thing." He also has strong academic credentials – a

doctorate and three master's degrees. His hopes for the School are that it continues to be a relevant, flexible and the premier provider for graduate education and research for our military services. Recognizing the contributions of so many who have helped him to achieve success, Colonel Smarsh would like to extend his thanks "to all at NPS for their dedication, support and teamwork." Colonel Smarsh's successor will be **Colonel Pete Boerlage**, USAF.

Cmdr. Bob Chambers, Deputy Dean of Students, has retired from the Navy, and has accepted a position as the Senior Naval Science Instructor (NJROTC) at Alvarez HS in Salinas.

Ms. Tela Long has accepted a position with the FAO program. **Mr. Phil Gonda**, Cmdr., USN (ret.) has assumed the duties as the Executive Assistant for the Dean of Students.

Lt. In Sung Cho, from HSC-28 in Norfolk, Va., has reported aboard as the Deputy Director of Programs.

Faculty Notes

The Rear Admiral John Jay Schieffelin Award for Teaching Excellence was awarded to **Prof. Nancy Haegel**, Department of Physics.

Donald Stoker, a professor with Monterey's Naval War College curriculum, recently published "6 Reasons Insurgencies Lose: A Contrarian View," in *Small Wars Journal*, which can be accessed at: <http://smallwarsjournal.com/blog/2009/07/six-reasons-insurgencies-lose/>.

Prof. Chong Wang of GSBPP and Prof. Elizabeth Demers co-authored a paper titled "The Impact of Career Concerns on Accruals Based and Real Earnings Management" which has been accepted for presentation by 2009 American Accounting Association at their annual meeting in New York City, N.Y., from August 1-5.

Senior Lecturer and 835 Academic Associate at GSBPP **Cmdr. (ret.) E. Cory Yoder**, is cited as one of eight project managers, authors and contributing editors in the 325-page

Contingency Contracting - A Joint Handbook for the 21st Century.

John Dillard, Senior Lecturer in GSBPP and Systems Engineering, published "Optimizing US Air Force and Department of Defense Review of Air Force Acquisition Programs."

GSBPP **Associate Prof. Geraldo Ferrer** presented two papers at the 10th International Decision Science Institute Conference. "Open Architecture, Inventory Pooling and Maintenance Modules" was selected as the *Best Application Paper Award*. Ferrer's research was sponsored by the Acquisition Research Program at NPS.

On July 26, 2009, Prof. and Director of the Information Operations Center **John Arquilla** published an article in the San Francisco Chronicle titled "Click, click ... counting down to Cyber 9/11". His latest book is titled *Worst Enemy: The Reluctant Transformation of the American Military*.

Air and Space Week Rocks!

The Alumni Relations and Centennial Headquarters Office will be presenting "NPS Centennial Salute to Aeronautics and Astronautics" during Air and Space Week, from August 4-9, 2009. Events will include: 'Wear Your Flight Suit to Work Day' on August 4, an aviation guest lecture "Skunk Works Design Story" on August 5, an Astronaut Symposium on the 6th, Breakfast with the Astronauts at NPS and an opportunity to meet NPS astronauts at the California International Airshow in Salinas on August 7, and concluding with NPS Ap-

preciation Day at the Airshow, featuring the U.S. Navy Blue Angels.

Mr. Alan Brown, former Director of Engineering at Lockheed Martin and pioneer of developments in stealth technology will be speaking on the history of the famous Lockheed Skunk Works and the development of the F-117 Stealth Fighter in a lecture entitled "Skunk Works Design Story."

Thirteen astronauts (including one via satellite) will be guest speakers at the Astronaut Symposium on Thursday, August 6, 2009, along with Professor

Robert Ball, NPS Instructor Chris Adams, Cmdr., USN (ret.), and Meghan Buchanan (LMCO).

NPS Astronauts will also participate in Breakfast with the Astronauts on Friday morning, August 7, which will include a slide show of photos from space, discussion with the astronauts and autograph signings.

For more information or to register for these events, please visit www.nps.edu/100, or contact Alumni Relations/Centennial Headquarters at 831-656-3092/6081 or e-mail alumni@nps.edu.

CALENDAR

August 5-7

Dr. Steve Cross, Dr. Tom McDermott, Rear Adm. (ret.) Jim McGarrah
Georgia Institute of Technology, Georgia Tech Research Institute (GTRI)
POC Rear Adm. (ret.) Jerry Ellis Ext. 2488

August 6-7

Estonia Cooperative Cyber Defense Centre of Excellence Personnel
Presenters: NPS Cyber Conflict Seminar
POC Dorothy Denning Ext. 7784

August 9-10

Vice Adm. Michael C. Vitale, USN
Commander, Naval Installations Command
NPS site visit
POC Pete Dausen Ext. 3037

August 9-September 30

Distinguished Prof. Thomas Vonder Haar
Colorado State University
POC Phil Durkee Ext. 2517

August 11

America's Heroes Charity Golf Tournament
NPS Foundation
POC Rear. Adm. (ret.) Merrill Ruck Ext. 2427

August 13-16

Commodore Di Petro
Australian Naval Attache in Washington
POC Lt. Cmdr. Trainor Ext. 3233

August 18

Maj. Gen. Masten M. Robeson, USMC
Commander, Marine Corps Forces Special Operations Command
Secretary of the Navy Guest Lecture
POC Protocol Ext. 2466

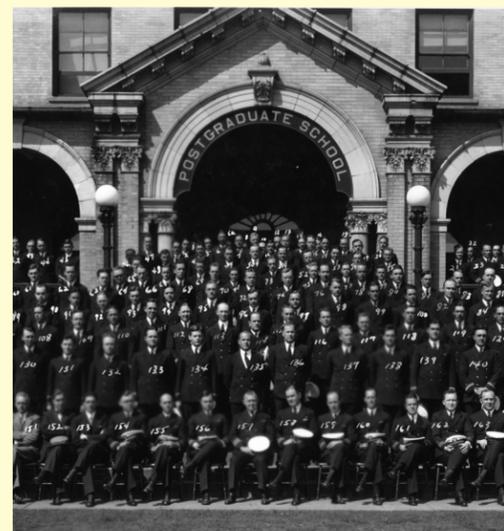
HISTORICAL HIGHLIGHTS

The earliest Naval Postgraduate School student thesis currently held by the Dudley Knox Library was written in 1930 by ordnance engineering student Lt. j.g. P.E. McDowell. His thesis, titled "The Problem of the Eight Inch Cruiser," was a classical kinetics treatment of offensive firepower.

In 1942, McDowell turned his attention to human factors as a member of the secret National Defense Research Committee Project 17:3-1, a joint Army-Navy program titled, "The Physiological and Psychological Effects of Sound on Men in Warfare."

He then played a key role in a landmark 1943 psychological analysis for crew selection for the new battleship USS New Jersey. The project was later called "a miraculous success" by Dr. Leonard Carmichael, secretary of the Smithsonian Institution and president of Tufts University.

McDowell is student number 55 (second row from back, standing by the lamppost) in the 1930 NPS class photo.



Historical Highlights are provided by the Dudley Knox Library.