



Promise and Barriers in the Campus Environment to Innovative Research

Harvey B Newman
California Institute of Technology
NSF CC-NIE Meeting, Washington DC
May 1, 2014



Barriers or Keys to Innovative Research



- ❑ **Overcoming the Impedance Mismatch:** Between those who define scientific research more narrowly, and more broadly
 - ❑ Engagement and collaboration remain the key
 - ❑ “Just go away and make it work”: means it won’t work
- ❑ **Strategic Role of the Enablers:** Empowering the faculty to meet multiple demands, and engage in what matters most
 - ❑ To compete successfully
 - ❑ To improve the position in a field or as a university as a whole; which has non-linear benefits
- ❑ **Barriers to Innovation: Misconceptions Q&A**
 - ❑ The faculty is already doing well; they don’t need more help. [Help]
 - ❑ We’ve done well so far: why worry ? [Worry]
 - ❑ We need to be sure they pay their way from grants; after all it’s a zero sum game [It isn’t]



Barriers or Keys

Specific to Cyberinfrastructure



- ❑ **The conventional problems:**
 - ❑ **Out of date infrastructure; Out of date strategy**
 - ❑ **Lack of understanding of the new role of CI**
- ❑ **Innovation, Problem Solving and Progress:**
 - Who Owns this Problem ? Where is the architect ?**
 - ❑ ***Is there an architect ?***
 - [Or - Can the scientists and engineers “spontaneously” collaborate to close the gap ?]**
 - ❑ **Where is he in the organization ? Where does he belong ?**
 - ❑ **Where to find them ? Where to train them ?**
 - ❑ **Do we need to recognize these scientists and/or engineers as a key class for our success, recognized by their “peers” ?**
 - ❑ **Persistence: The time-dependence of problems; matched by the mission-orientation of (some) scientists**