

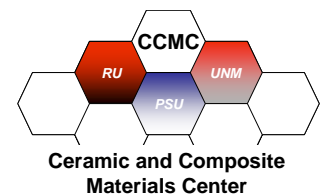
# Research Planning and Decision Making

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**Joint Center with  
Rutgers University  
The Pennsylvania State University and  
The University of New Mexico**



**Ceramic and Composite Materials Center**  
*An NSF Industry/University Cooperative Research Center*



# Research Vision

*It is a challenge to update the research agenda of the Center*

- **Maintain a Core Set of programs of broad interest**
  - Within CCMC there are 5 Thrust Areas, within each Thrust Area we target at least 1 project to be a Core/General Interest Project
- **Establish Specific Targeted Thrust Area with a sufficient number of programs**
  - A Thrust Area will have at least 3 projects
- **Establish a means of introducing a new Thrust Area**
  - Follow “Alex’s Rules for creating a Center”
- **Establish means of terminating a Thrust Area**
  - Tread very carefully! Try to consolidate projects

# Long Term Vision

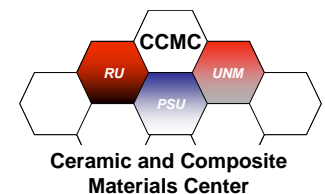
The long term program vision is a blend of Partner University interests AND the ability to recruit companies

CCMC has been able to establish Thrust Areas that are of interest to a sufficient percentage (approximately one third) of existing members while recruiting new members to that thrust

Don't neglect existing members or programs when New Thrust



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# Short Term Objectives/Targets

- **Project evolution has been challenging! Do Not assume that members will volunteer project ideas**
- **Our procedure has been to request input 6 months out**
- **Most input comes from one on one visits or off-line discussions. Once these are established, the Director has to be careful not to shift interest from ongoing projects to new projects**
- **Make sure Companies know which projects are important to them!! It is not always obvious.**

# Managing Projects

- Don't let projects last forever!
- CCMC has shifted to a 2 year/4 year project management scheme. Once a project begins it is funded for 2 years, but can be redirected on an annual basis. At the 2 year Check Point, the IAB decides whether to continue the project or terminate.
- The project is ended at 4 years, subject to a little flexibility. If the topic is of sufficient interest, it can be re-proposed to the IAB and continued.

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**Life forms provide the basis of project management**

# IAB Comments

How do we use Life Forms? We advise our IAB to vote as follows:

- **Very Interested** – Relevant from your companies perspective and would allocate funding to this project: THIS PROJECT IS KEY TO YOUR MEMBERSHIP
- **Interested** – Relevant from your companies perspective and would allocate funding to this project
- **Interested with change** – Relevant from your companies perspective, would allocate funding to this project with the following changes: PLEASE INDICATE YOUR CHANGES
- **Not Interested** – Not Relevant from your companies perspective, approve of CCMC funding of the project as a core project
- **Abstain** – Not Relevant from your companies perspective, do not wish to see CCMC funding for this project

# Project Funding

- **CCMC has a 2 tier membership: \$15/40K. We funding projects at \$45K, so it is imperative to gain widespread support for projects or to leverage funding with outside support.**
- **As examples:**
  - **The US Army Material Center of Excellence in Armor. This program leverages the CCMC funding at 3:1. The MCOE is Rutgers based but partners with Penn State.**
  - **30% of CCMC members provide one on one contract support in similar areas to CCMC projects.**
- **In Reality, with the small levels of funding, Center funding tends to supplement faculty with research initiatives in similar topical areas. It is challenging to get faculty buy-on without leveraged funding opportunities.**