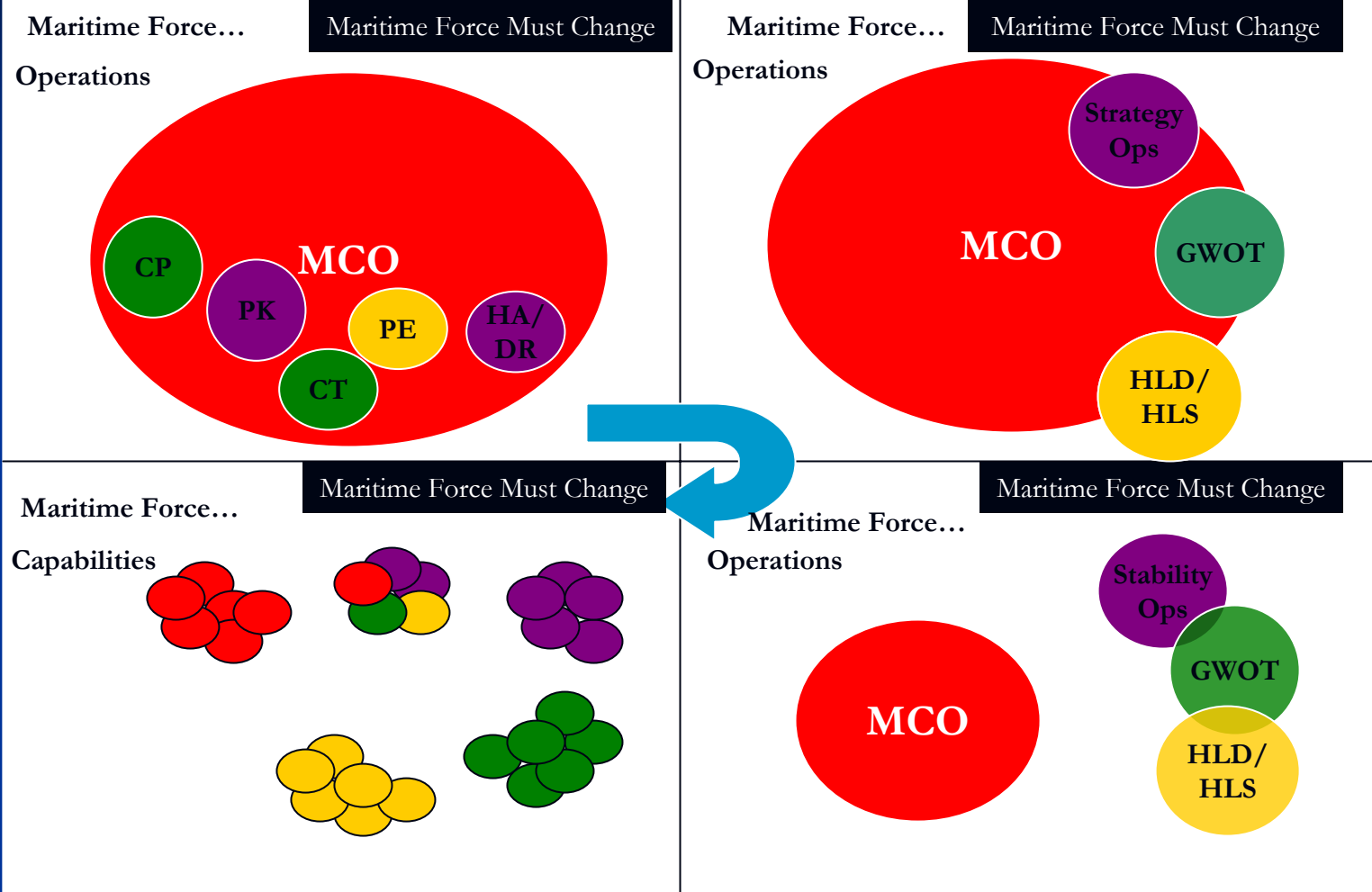




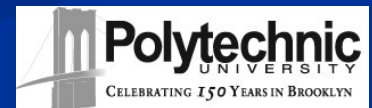
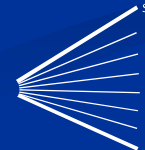
Non-Linear, Innovative and Global:
Universities in the Naval Research Enterprise

Honorable Jerry MacArthur Hultin
President, Polytechnic University
Former Under Secretary of the Navy

NDIA Conference - Washington DC - August 3, 2006



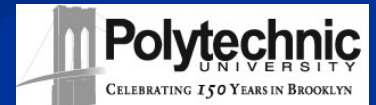
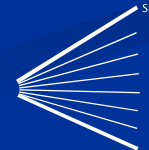
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The New University



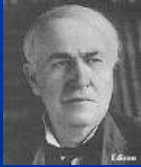
1. Non-Linear
2. Innovative
3. Global

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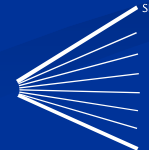


Non-Linear

Considerations of use?

		No	Yes
Quest for Fundamental Understanding?	Yes	<p>Pure basic Research (Bohr)</p> 	<p>Use-inspired Basic research (Pasteur)</p> 
	No		<p>Pure applied Research (Edison)</p> 

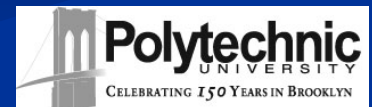
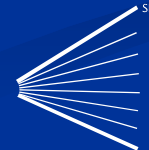
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Innovative

- **Innovation – creating new products and services**
 - Supported by Science, Engineering and Management
- **Creativity**
 - Primary discovery
 - Architecture – Integration
 - Application
- **Project Management**
- **Entrepreneurial**
 - Comfortable with Risk
 - Technology Transfer
 - New Business Models and Concepts

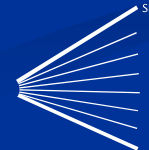
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Global

- Educate Americans for STEM
 - Bring best and brightest from around the world
- Scientists, Engineers and Managers Around the World
- Issues
 - Up from poverty
 - Economic systems
 - Conflict and its control
 - Social justice
 - Political systems
 - Race and ethnicity
 - Human commonality and diversity

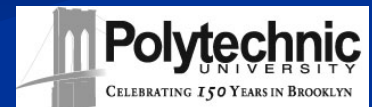
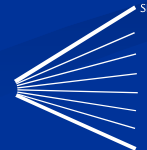
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Global

- Opportunities
 - America's Competitiveness
 - Global Growth
 - Global Collaboration
- Local impact
 - Pilots
 - Test results
 - Get outcomes

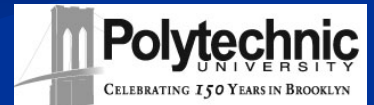
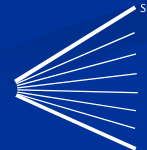
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Discussion

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