

NEWSLETTER

WOODS HOLE
OCEANOGRAPHIC INSTITUTION



MARCH 1993

Continuous Improvement Council: Bringing About Change

Have you or a WHOI colleague complained about "the system" — the steps that are required to get something done? Whether it's preparing for a trip or ordering supplies from external vendors, WHOI staff have been heard saying: "there ought to be an easier way."

A Continuous Improvement Council (CIC) has been created with the charge to find the "easier way," to improve the quality and cost-effectiveness of support processes at the Institution. Associate Director for Institution Operations Larry Ladd explained when he appointed the CIC, "The Continuous Improvement Council, reporting to the Director's Council and coordinating with the Policy Advisory Committee or other policy groups as appropriate, has responsibility for selecting processes for study and giving authority to diverse teams of Institution staff to examine the selected processes and make recommendations for change. The CIC itself has the authority to bring about change."

The CIC evolved through a series of meetings beginning last fall that included 20 to 30 people from the science departments and the Institution's many support operations. Recognizing that such a large group would be unwieldy, the CIC was created with ten members selected as representative of the larger group.

Director Craig Dorman, who has encouraged Ladd to institute process improvement, noted: "Our administrative systems should help, not hinder, our basic mission. To the extent that we can involve people from throughout the Institution in the process of examining and improving our systems, we will be an even more effective institution. The CIC has my strongest support and endorsement to bring about change."

The charge to the group states:

"The Continuous Improvement Council seeks to:

- Create a climate of support which is flexible, collaborative and responsive to the changes and needs of the ocean sciences and education community;
- Engage in continuous improvement by reviewing support processes to assure effectiveness and efficiency;

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Mellon Grant Supports CRC

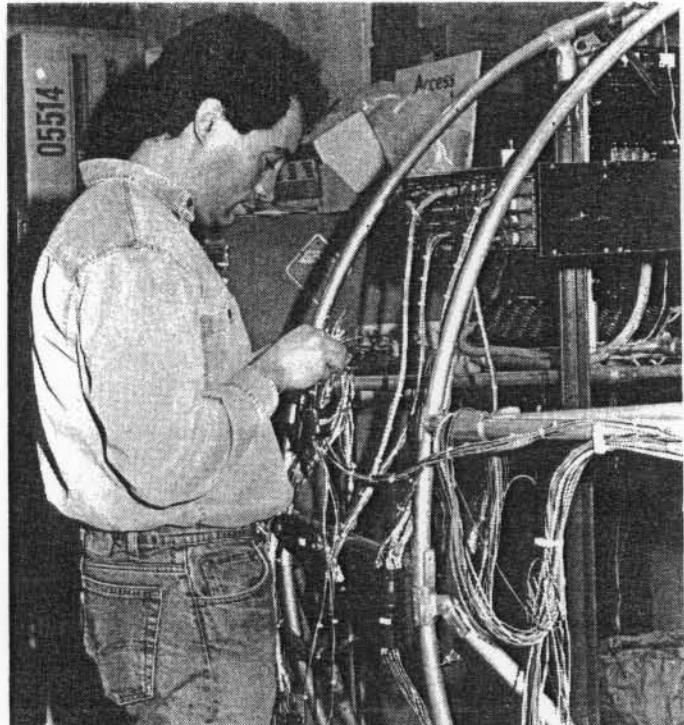
WHOI has received a \$900,000 grant from The Andrew W. Mellon Foundation of New York City to support coastal research activities at WHOI's Coastal Research Center (CRC).

The funds will be spent in decreasing amounts over a period of six years, during which time the Institution will seek funding from other sources to create a permanent endowment to support coastal research.

Founded in 1979, the Coastal Research Center's mandate is to facilitate interdisciplinary collaborations

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Photo by Terri Corbett



Tim Connors of the Alvin group works on wiring during the sub's recent overhaul. Alvin was certified to dive March 16 and made its first science dive of 1993 March 17. Atlantis II and Alvin were scheduled to depart St. George, Bermuda, March 19 for a 30-day cruise on the Mid-Atlantic Ridge. (See Ship Notes page 8.)

Continuous Improvement Council

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- Provide resources to foster an entrepreneurial and innovative spirit and an internal organization dedicated to equity, support of its people and science, and a stimulating and pleasant working environment.

"The Continuous Improvement Council is responsible for:

- Identifying, prioritizing, and selecting procedures and processes for improvement;
- Chartering and training individual Work Process Teams for the processes under review;
- Reviewing the progress of the Work Process Teams, providing feedback, and extending resources;
- Communicating the continuous improvement efforts and results to the community;
- Acknowledging the efforts of the Work Process Teams.

"The Continuous Improvement Council has authority to implement revised processes consistent with the Institution's mission and goals."

Membership includes: Joseph Agius, Manager, Management Information Systems; Joseph Coburn, Marine Operations Manager; Ann Henry, Department Executive for AOP&E; Karen Lauritzen, Controller; William McKeon, Facilities Manager; Mo Moniz, Purchasing Manager; Jake Peirson, Associate Dean and Registrar; Sallie Riggs, Director of Communications; Roy Smith, Department Executive for G&G; and Barbara Wickenden, Personnel Manager. Larry Ladd chairs the CIC and Melissa Weidman, Training and Development Administrator, serves as CIC Coordinator.

The Newsletter is published monthly for employees, students and members of the Woods Hole Oceanographic Institution community. Copy deadline is the 25th of the month. Ideas for stories, photos, and items of interest to the community are welcome and should be sent to: Editor, Newsletter, News Office, Woods Hole Oceanographic Institution, Woods Hole, MA 02543. Telephone 508-457-2000 ext. 2270 or 3340.

Editor: Shelley M. Lauzon
Staff Support: Kathleen Patterson

Two Processes Selected for CIC Examination

In a meeting in mid-March, the Continuous Improvement Council (CIC - see story page 1) identified two processes for review and identified two groups of WHOI staff to carry out the reviews and make recommendations for change as appropriate.

The two processes selected are procurement and travel. As the CIC reviewed the many processes that support scientific investigation, it looked for two that currently are subject to criticism and that are of manageable dimensions. The CIC expects to examine other processes in the future.

Members of two Work Process Teams, one for each of the areas described above, were identified by the CIC as representative of the Institution. (Staff were being invited to be members of the two Work Process Teams as the *Newsletter* went to press. Their names will be announced in the next issue.) Other staff members will be invited to meet with the Teams as appropriate to provide information and serve as resources.

Team members will receive training in the tools used in process improvement, such analytical tools as flow charts, affinity diagrams, force field analysis, and problem solving models. The Institution has engaged an experienced consultant to work with the CIC and the Work Process Teams. "We are committed to making this the best possible place to do science," Director Craig Dorman stated in introducing process management to WHOI. "And to do that we need to equip the teams with the right analytical and management tools to assure success."

In making the selection of the first processes to be reviewed, the CIC identified two problem areas:

1. "The process of conducting Institution travel and receiving reimbursement for those efforts is cumbersome and lengthy for the traveler and not cost effective for the Institution.
2. "The existing procurement process does not meet the requirements of an institution with state-of-the-art technological capabilities. Recent federal agency and outdated internal approval requirements have resulted in additional steps, labor, delays, customer and administrative dissatisfaction."

The challenge to both teams will be to: review and measure current procedures and processes, identify those steps that are critical to the traveler's needs and to the Institution's approval/documentation needs, target those steps that don't contribute to either of the needs above (no value added), and recommend disposition. Both teams will be asked to report findings and recommendations to the CIC by July 1, 1993.

Congratulations

-- to Lauren Mullineaux and Mark Grosenbaugh on the birth of their first child, Andrew James, March 18 at Jordan Hospital in Plymouth. Andrew weighed 7 lbs, 7 ozs. Lauren is an Associate Scientist in the Biology Department and Mark is an Associate Scientist in AOP&E.

A Note of Thanks

"I wish to thank all my friends here for their many thoughts and gifts given to me on the passing of my husband Dan. I want you to know it was greatly appreciated and most generous of you."

Kay Fitzpatrick

WHOI Donates \$2,200 to Local Schools, Foundation

The Institution has donated \$1,200 from its Dyer's Dock parking proceeds to the Falmouth Public Schools and \$1,000 to the Woods Hole Foundation.

The \$1,200 donation for Falmouth schools was sent to Superintendent of Schools Suzanne McGee with the suggestion the funds be used to support activities for the children of Falmouth which might otherwise not be funded.

The \$1,000 donation to The Woods Hole Foundation will be allocated by the Foundation to funds available for grants made to local organizations.

The Institution has donated the proceeds it receives from the Woods Hole Business Association to local organizations for at least twenty years. The business association is permitted to use the Dyer's Dock lot at nights and on weekends, with no overnight parking, between Memorial Day and Labor Day, returning the proceeds after expenses to WHOI. The Institution in turn donates all the proceeds to local groups.

Photo by Tom Kleindinst



Steve Solbo and members of the Facilities crew had some fun during January repairs to the broken water main in front of Clark Laboratory. The wet cement reads: "R.I.P. 2.5 R.G." and refers to the estimate of 2.5 cubic yards of cement Rick Galat (R.G.) thought would be needed to complete the job. Galat was correct but the cement truck didn't bring enough to complete the job. In case you are wondering, it's a mannequin's arm!

WHOI Receives Endowment Fund

A new endowment fund has been established at WHOI in memory of Ralph Emmons Hall by his wife, Dorothy Hall, of Rehoboth Beach, Delaware.

The Ralph E. Hall Endowment Fund for Innovative Research will provide opportunities for WHOI scientists to pursue new ideas and to explore new directions that are beyond the limits of conventional funding sources.

Hall was known as the world's foremost authority in the field of boiler water conditioning and as a pioneer in the chemical conditioning of water and the development of a product called Calgon. Calgon and Calgon products are used all over the world to combat water problems.

The annual income from the award will provide funding for young scientists to perform research, fellowships for mid-career scientists to explore new directions, or grants to give time for senior scientists to review major areas of research.

"This is a unique opportunity for scientists that will not only enhance their research but also help to maintain the Institution's independence of thought and flexibility of action," Director Craig Dorman said.

Hall conducted research at the Geophysical Laboratory in Washington, DC, the U.S. Bureau of Mines and the Hall Laboratory, a subsidiary of Hagan Corporation. He published many scientific papers and was granted over fifty patents.

Mellon Grant

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among researchers who are studying coastal processes and their interactions. "Unraveling these complex interactions requires expertise in many disciplines," said CRC Director Robert Beardsley, "and the CRC helps bring together individuals with the appropriate scientific and technical knowledge to address specific research questions."

WHOI Director Craig Dorman observed, "Nearly 40 percent of our research focuses on the problems at the coastlines, despite WHOI being known as a 'blue-water' institution. The Mellon Foundation grant provides crucial support for the CRC. The Center is now positioned to take a leadership role in helping to define and pursue the major coastal research questions of the next decade, and beyond."

The CRC also serves as a resource for the broader national and international scientific and coastal zone management and policy communities.

The CRC provides support to investigators in several forms, including long and short-term funding to students and research projects, access to experimental flumes, use of a small-boat fleet, and instrumentation. Another form of support, known as rapid response funding, enables scientists to seize opportunities that are not programmed into traditional funding schedules, such as when a natural or human-induced event occurs. The Center has no permanent, full-time staff; Research Associate Bruce Tripp and Staff Assistant Olimpia McCall serve as part-time staff. Temporary associations of scientists are created to address specific coastal research projects. The CRC has supported research in a wide variety of coastal ecosystems around the world.

John Sawyer Honored with First Chairman's Award

Honorary Trustee and Honorary Member of the Corporation John Sawyer was presented the first Chairman's Award January 7 during the Mid-Winter Meeting of the Trustees and Corporation "for his extraordinary dedication, enthusiasm, wisdom, stewardship, and sustained generosity of spirit which have marked his 20 years of service to the Woods Hole Oceanographic Institution." The citation also noted: "The award goes to a scholar of note, a war hero, a gifted teacher, a most successful college president, a totally respected Foundation leader, and always a kind, wise, and available mentor to many of us who constantly turn to him for guidance and help."

Sawyer has served WHOI in numerous capacities. He was a Member of the Corporation from 1972 to 1987, a Trustee from 1973 to 1987, and has been an Honorary Trustee and Honorary Member since 1987. He was a member of the Senior Advisors Committee for the Marine Policy Center from 1988 to 1991, and has served on the Ad Hoc Trustees Education Committee since 1990.

Sawyer received a bachelor's degree from Williams College and a master's degree in history from Harvard University, where he completed all requirements for a Ph.D. except his thesis prior to service in World War II. He served as an intelligence officer for the Office of Strategic Services and the U.S. Navy from 1942 to 1946, when he returned to Harvard as a Junior Fellow in the Society of Fellows, teaching economic history and related fields. In 1949 he was appointed an assistant professor of economic history.

Sawyer left Harvard in 1953 to serve as an associate professor at Yale University. In 1961 he was named President of Williams College. He left Williams College to become Vice President of The Andrew W. Mellon Foundation in 1974 and in

Photo by Tom Kleindinst



Chairman of the Board Guy Nichols (right) presents a gift to Jack Sawyer during Trustee and Corporation meetings at Carriage House January 7. Former Director John Steele is at Sawyer's right, Treasurer Peter McCormick is at his left, and Campaign Chairman John Bockstoce is standing at far left.

1975 was named President, a position he held until 1988. Sawyer holds numerous honorary degrees, has served on many committees and is a member of many professional organizations. He has received numerous honors and awards, including the National Academy of Sciences Public Welfare Medal in 1988 and the Phi Beta Kappa Award for Distinguished Service to the Humanities in 1990.

He recently established The John E. Sawyer Endowed Fund in Support of Scientific Staff at WHOI to provide annual income for salary and related support for members of the scientific staff. While use is not restricted, preference will be given to supporting assistant scientists in their early years of research at WHOI. Determination of the nature and amount of support, as well as the recipients, will be at the discretion of the Director.

ONR Establishes MPC Postdoc Fellowship

The Office of Naval Research (ONR) has established its first ONR Policy Research Postdoctoral Fellowship in Naval Oceanography and National Security at WHOI. The recipient of the fellowship will conduct research on U.S. environmental security and ocean research in the post Cold War era as part of the Marine Policy Center (MPC).

"It is important for managers of defense programs to understand the historical reasons for policy shifts, to anticipate the new directions implied by policy shifts, and to position programs such that national security objectives are realized efficiently and expeditiously," MPC Director Jim Broadus said.

The fellowship will include an examination of the partnership between the U.S. Navy and civilian oceanographic research to enable the Navy research establishment to foresee emerging conditions and to plan future ocean policies. Another component of the fellowship will be understanding the potential effects of recent developments in international law on the conduct of marine scientific research.

AGU Editorial Office at WHOI

Associate Scientist Alan Chave of the G&G Department is editor of the American Geophysical Union's *Review of Geophysics*. Chave has held the post since September and will serve two more years.

Books and Tapes Available through the Staff Training and Development Office

The Staff Training and Development Office, Nobska House, has a lending library of books, audio cassettes and video tapes available to WHOI employees on a variety of topics, including leadership, time management, stress management, conflict resolution, work performance, interviewing, and teamwork. A complete bibliography is available in each Executive Assistant's office. The following are some examples and current listings:

Books

- *Clean Up Your Act: Effective Ways to Organize Paperwork and Get It Out of Your Life.*
- *The Seven Habits of Highly Efficient People*
- *Neanderthals at Work: How People and Politics Can Drive You Crazy... And What You Can Do About Them*
- *You Don't Have to Go Home from Work Exhausted*
- *Quality in Action: 93 Lessons in Leadership, Participation, and Measurement*
- *The Unnatural Act of Management*

Tapes

- *Dealing with Difficult People (video and cassette)*
- *First-Time Manager*
- *Self Discipline and Emotional Control*
- *Confident Public Speaking*

Books and tapes can be borrowed for a two-three week period by calling Melissa Weidman, ext. 3272.

WHOI to Collaborate on Buzzards Bay Rim Project

The National Science Foundation recently approved a three-year \$900,000 grant to UMass/Dartmouth for the Buzzards Bay Rim Project, of which WHOI is a partner. The project will provide basic science curriculum to some 60,000 students throughout the Buzzards Bay rim area.

According to Associate Director for Education John Farrington, WHOI will receive \$15-20,000 per year for salary support for teacher workshops.

In addition to UMass/Dartmouth, WHOI and the school districts in the rim area, collaborating organizations include the Educational Development Center, the NETWORK, and the Lloyd Center for Environmental Studies.

Exhibit Center Opens April 2

The Exhibit Center will be open weekends April 2 to May 16. Hours are Friday and Saturday, 10:00 a.m. to 4:00 p.m., and Sunday, Noon to 4:00 p.m. The Exhibit Center will be open daily 10:00 a.m. to 4:00 p.m. school vacation week, April 19 - 23.

Recently Published Technical Reports and Theses

Hydrographic Data from Endeavour 214: A Study of the Gulf Stream-Deep Western Boundary Current Crossover.

Robert S. Pickart, Theresa K. McKee and William M. Smethie, Jr.

Woods Hole Oceanog. Inst. Tech. Rept., WHOI-92-23, 122 pages, May 1992.

SOUND Database of Marine Animal Vocalizations Structure and Operations

William A. Watkins, Kurt Fristrup, Mary Ann Daher and Terrance Howard

Woods Hole Oceanog. Inst. Tech. Rept., WHOI-92-31, 56 pages, August 1992.

Geochemical and Fluid Dynamic Investigations Into the Nature of Chemical Heterogeneity in the Earth's Mantle

Erik Harold Hauri

Ph.D. Thesis. MIT/WHOI, WHOI-92-32, 243 pages, September 1992.

The Black Sea General Circulation and Climate Temperature Salinity Fields

Dimitur Ivanov Trukhachev, Ph. D. and Yurii Leonidovich Demin, Prof., Sc.D.

Woods Hole Oceanog. Inst. Tech. Rept., WHOI-92-34, CRC-92-02, 136 pages, September 1992.

A Multidisciplinary Amazon Shelf SEDiment Study (AmasSeds): Physical Oceanography Moored Array Component

Carol A. Alessi, Steven J. Lentz, Robert C. Beardsley,

Belmiro M. Castro and W. Rockwell Geyer

Woods Hole Oceanog. Inst. Tech. Rept., WHOI-92-36, 100 pages, September 1992.

Vortex-Induced Forces on Oscillating Bluff Cylinders

Ramnarayan Gopalkrishnan

Ph.D. Thesis MIT/WHOI, WHOI-92-38, 251 pages, February 1993.

A System for Shipboard Analysis of Buoy Data

Kenneth E. Prada

Woods Hole Oceanog. Inst. Tech. Rept., WHOI 92-42, 33 pages, November 1992

IMET Shipboard Systems, Operations and Software User Manual

Kenneth E. Prada

Woods Hole Oceanog. Inst. Tech. Rept., WHOI-92-43, 61 pages, November 1992.

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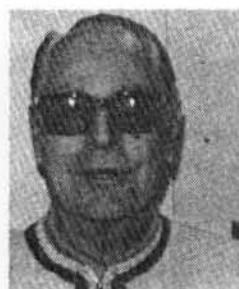
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New TIAA Interest Rates

Effective March 1, 1993, the following total effective interest rates apply for Supplemental Retirement Annuities for funds applied during:

1/1/93 - 6/30/93	6.75%
1/1/92 - 12-31/92	7.00
1/1/91 - 12/31/91	7.50
1/1/88 - 12/31/90	7.75
Prior to 1988	7.50

The interest rates for both new and older funds reflect the continuing nationwide decline in interest rate levels.

Promotions

Richard Arthur (AOP&E)
to Engineer II (2/7/93)

Nancy Barry (Personnel)
to Staff Assistant III (1/25/93)

Thomas Bouche (Facilities)
to Senior Electrician (1/25/93)

Mark Bucceri (Facilities)
to Mechanic (1/25/93)

Debra Coleman (Services)
to Staff Assistant II (1/25/93)

Peter Marennra (Facilities)
to Senior Carpenter (1/25/93)

Anne-Marie Michael (PO)
to Staff Assistant III (1/25/93)

James Moffett (MC&G)
to Associate Scientist (1/11/93)

Thomas Moore (Facilities)
to Senior Plant Mechanic (1/25/93)

Steven Solbo (Facilities)
to Senior Carpenter (1/25/93)

Ship Notes

ATLANTIS II/ALVIN

R/V *Atlantis II* and DSV *Alvin* began their first science voyage of 1993 March 17, a two-day cruise for scientists from Canada and Bermuda exploring deep-sea marine life near Bermuda. *Alvin* was certified to dive March 16 following its scheduled five-month overhaul.

All and *Alvin* departed Bermuda March 19 on Leg III of Voyage #129, a month-long voyage to conduct geological studies of a major fault zone that forms the eastern median valley wall of the Mid-Atlantic Ridge near 24°N. Twenty *Alvin* dives are scheduled to observe fresh fault scarps and to collect rock samples. Science activities at night will include camera tows, rock dredging and Sea Beam surveys. The vessels are due at Bridgetown, Barbados, April 17.

KNORR

R/V *Knorr* departed Punta Arenas Chile, February 22 to continue World Ocean Circulation Experiment (WOCE) hydrographic sampling in the southern Pacific. The 59-day leg will bring *Knorr* to Panama April 21.

OCEANUS

R/V *Oceanus* departed Woods Hole March 11 on Leg I of Voyage #256, a two-week cruise to study nitrification of the upper water column. Studies of the cycling of carbon monoxide and of manganese in the upper ocean are also planned. Scientific activities will include CTD/rosette stations, hydrographic stations and the deployment of DEEPSID in situ incubators. The ship was due in St. Georges, Bermuda, March 24.

Oceanus is scheduled to depart Bermuda March 26 for a ten-day biology cruise, returning to Woods Hole April 4. The ship will depart Woods Hole April 8 for a week-long cruise south of Cape Cod and near Georges Bank to study carbon cycling on the continental shelf. A number of pumps and filters will be used to collect samples for the cruise, part of the Ocean Margins Program.

Coastal Research Center (CRC) Director Bob Beardsley (left) explains equipment and facilities at the Coastal Research Laboratory during a Trustees visit January 7. CRC will hold an Open House March 26 from 3 to 5 p.m.

In Memoriam

The Institution announces with sorrow the death of Corporation Member Robert Pierce March 2. Word has also been received of the death of former employee Peter Kallio in early March.

Pierce was elected to the WHOI Corporation in 1991 and had been an Associate since 1980. He was the founder, Chairman, Chief Executive Officer and Director of Pierce Aluminum Co., Inc. of Canton, MA. A long-time summer resident of Woods Hole, Pierce was a graduate of Dartmouth College and served in the Coast Guard until 1953, commanding an 83-foot search and rescue cutter from New England to Florida waters. In 1967 he founded Pierce Aluminum Company. He is survived by his wife, Jean (Harding) Pierce, five sons, six grandchildren and one sister. Funeral services were held in Wellesley, MA, March 8.

Kallio joined the Institution staff in 1967 as a Research Associate in the Ocean Engineering Department. A graduate of Worcester Polytechnic Institute, he worked as a mechanical engineer at Raytheon Company from 1959 to 1962, joining the staff at Sylvania Electronics Systems as a senior engineer in 1962. He returned to Raytheon as a Senior Engineer in 1966, leaving the following year to join the staff at WHOI. During his career at WHOI Kallio also served as Project Engineer for Advanced Wastewater Management Systems. He is survived by his wife, Arlene, and two children. Funeral services were held in Northampton, MA.

Photo by Tom Kleindinst

