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John Knauss has a lot of facets. From 1968-1987, while I was at La Spezia and Woods Hole, he was just an "important name" I had seen on ocean circulation papers, in charge of conferences, as the University of Rhode Island (URI) Dean, etc. He attended a few of the Friday night biweekly Geophysical Fluid Dynamics Seminars that rotated between Woods Hole Oceanographic Institution, Massachusetts Institute of Technology, and Harvard, with occasional forays to Yale, Brown, and URI. He did not engage in the usual mathematical questions-and-answers, but saved his bullets for probing questions like "Why do you think that?" and "How did you come to that conclusion?" and "So what?" These are paraphrases, not quotes: I do not remember the details of his comments, but remember being impressed that he was not apparently enamored of or swayed by all the integral signs; I sensed a kindred spirit.

Then I joined the Office of Naval Research (ONR). One of my very first jobs – at a URI Site Review – was to tell John we weren't going to give him all the money he had asked for, which involved some remote sensing data of the Brazil Current. The "important name" turned out to be a gentleman as well, and helped me get through the meeting gracefully as we negotiated.

I moved to the National Oceanic and Atmospheric Administration (NOAA) in 1991, while John was its Administrator. He turned the tables almost immediately and showed he held no grudge: he gave me some start-up money to try and kick off some of the early activities in the Global Ocean Observing System (GOOS). The important name and gentleman became a benefactor. His words of guidance on GOOS were quite simple; in effect he said this is worth doing, and it is time to do it, so get together with people who want to make it happen and

work with them. John then left NOAA, and so did I a few years later. He returned to a split life in Rhode Island and La Jolla, and I returned to ONR.

We keep crossing paths via the Ocean Studies Board and various governmental committees like the Ocean Research Advisory Panel of the National Oceanographic Partnership Program. He always strikes me as someone who is wise and is ready with his counsel, but never quite believing of the ponderous nature of getting things done in Washington. The senior citizen-oceanographer delivers a boyish enthusiasm about new ideas, and never seems to lose his optimism for things like GOOS. I'm sure he thinks it is still a good idea, and it is still time to do it.

Another NOAA person when I was there with John was the late Ned Ostenso. One of Ned's sayings was that "you can lead with a carrot or you can lead with a stick, but you can't lead with a tin cup." John Knauss proves another alternative is viable: he leads with a quiet but forceful intellectual strength, an avoidance of fluff, and a focus on defensible objectives.

The Washington Post recently reported on a document making the rounds of Washington, called "Rumsfeld's Rules." One of them is quite elegant: "Remember: A's hire A's and B's hire C's." The quality of people at URI attests to John's tenure there and to his being an A.

These are a lot of facets, plus he has won the much-coveted Albatross Award from the American Miscellaneous Society. We are all fortunate to know him.

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