

**National Science Foundation**  
**Advisory Committee for Business and Operations**

Fall 2015 Meeting

December 8-9, 2015

Room 1235

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**Tuesday, December 8, 2015**

- 1:00 pm     **Welcome/Introductions/Recap**  
*Co-Chairs: Greg Jackson and Susan Sedwick*
- 1:15 pm     **BFA/OIRM/OLPA Updates**  
*Presenters: Marty Rubenstein, BFA, Joanne Tornow, OIRM, Tony Gibson, Office of Legislative and Public Affairs*
- 1:45 pm     **NSF Headquarters Relocation Update**  
The NSF Relocation Office will update the Committee on the status of the relocation project. Specifically, the presentation will address the status of design and construction, overall project schedule and how the project team will use an Integrated Project Schedule, a strategic communications plan, and union negotiations.  
  
*Presenter: Brian MacDonald, OIRM*
- 2:30 pm     **Modernizing the Workforce - IT-Driven Change Management**  
The presentation will describe some of the previous experience with automation of business processes, as well as some observations on predictable and unanticipated outcomes. It will then describe some new IT developments related to business intelligence, more open access, and new reporting capabilities that will likely change elements of the work environment at NSF. These developments have the potential to give users the capability to perform higher-value work and to create analyses that can assist with data-driven decision making. However, fully capturing this potential likely requires the NSF workforce to adapt to new ways of doing things and to gain new skills and abilities quickly. This raises questions on how we ready the NSF workforce for this new data-driven world.  
  
Committee Action/Feedback:
  - To what extent have your organizations experienced similar change in IT-enabled capabilities?
  - How have you managed adaptation in the workforce in light of such change?
    - Updating the capabilities of the existing workforce
    - Modifying the skills and abilities you are looking for in hiring new employees
  - What guidance do you have for NSF as we manage the current confluence of opportunities?  
*Presenter: Judy Sunley, OIRM*  
*Discussant: Chuck Grimes*
- 3:15 pm     **Break**
- 3:30 pm     **Document Management and Digitization Project**  
Two drivers, external and internal, are leading NSF to address records management at this time:
  - Compliance with Presidential Memorandum M-12-18 to “reform records management policies and practices and to develop a 21st-century framework for the management of government records” by December 31, 2019; and
  - NSF’s impending relocation to Alexandria – The space allocation will not allow the same central filing space as in the current headquarters, therefore reduction is required.

NSF is currently working on a pilot focusing on the document management and digitization of non-grant records. The goal is to recommend an electronic system that will best meet NSF’s needs by reducing paper working files.

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Committee Action/Feedback:

- Have your organizations identified or implemented industry standards for electronic document management systems?
- What guidance do you have for NSF to effectively manage, improve, and implement the transition from paper to electronic formats?
- Do you have best practices from private industry that could be shared to aid NSF through this transition?

*Presenter: Wonzie Gardner, OIRM*

*Discussant: Jim Barbret*

4:15 pm

**National Academy of Public Administration (NAPA) Study of NSF's Use of Cooperative Agreements to Support Large Scale Investments in Science and Technology (CLOSED SESSION)**

At the spring 2015 meeting, NSF informed the NSF Advisory Committee for Business and Operations that the Director and the National Science Board had commissioned the National Academy of Public Administration (the Academy) to scrutinize NSF's use of Cooperative Agreements to support the development, construction, and operation of state-of-the-art, large-scale research facilities. The Academy appointed an expert Panel, supported by a professional study team, to explore other federal funding mechanisms and agency practices and to recommend improvements to NSF's processes that support large-scale research facilities.

The study is expected to conclude later this month, and NSF management requests that the Committee review the draft Academy report and provide expert advice on how best to implement recommendations.

Committee Action/Feedback:

NSF is considering formation of a subcommittee of the NSF Business and Operations Advisory Committee to advise the agency as it prepares to assess the Academy recommendations and consider implementation. NSF seeks the Committee's perspective on the formation of a subcommittee, its charge and potential subcommittee members. NSF also seeks the Committee's feedback on the draft Academy report and any other potential next steps.

*Presenter: Fae Korsmo, Office of the Director*

5:30 pm

**Adjourn**

6:30 pm

**Dinner - SER**

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**Wednesday, December 9, 2015**

8:45 am           **Preparation for Discussion with Dr. Córdova and Dr. Buckius**

9:30 am           **Discussion with Dr. Córdova and Dr. Buckius**

10:30 am          **Break**

10:45 am          **Presidential Transitions: What Agencies Can Do to Prepare**

NSF is only a year away from the next presidential transition. All Federal agencies face the challenge of needing to take concrete steps to prepare for the transition well in advance of knowing who the next President will be or what transition materials will be required. NSF would like to use limited time and human resources productively and efficiently to make the transition as smooth as possible. Comprehensive preparation based on the assumption that the new administration will want or need information on anything or everything is likely not an efficient use of limited staff hours. Learning what practices and strategies have proven effective to other federal agencies could help NSF make sound decisions about gathering transition materials.

NSF also faces the challenge of planning for the future without knowing the priorities of the next administration. GPRA Modernization requires agencies to update their strategic plans with the change in administration. NSF's draft strategic plan will be due only six months post-transition. The development of a new strategic plan is generally a lengthy process that involves the participation of representatives and gathering of input from across the agency. Mechanisms to gather contextual information and input from stakeholders outside of the agency is also an important part of plan development. NSF needs to consider how much of this process should be undertaken in advance of guidance or specific knowledge of administration priorities.

Committee Action/Feedback:

NSF would appreciate the Committee's input on how NSF can plan for the transition and the agency's future in productive useful ways. Below are some questions about specific challenges.

- What are some best practices from previous transitions or other agencies that NSF should consider?
- What types of background materials are most useful to prepare?
- Is it useful for agencies to analyze different scenarios to anticipate (such as via campaign materials, party platforms, etc.) the types of information that might be of interest to an incoming administration?
- How much of the strategic planning process can reasonably be undertaken in advance of the transition?
- Is the expectation that the incoming administration will provide specific guidance? If so, what time frame can agencies anticipate?

*Presenters: Michael Sieverts, BFA / Pamela O'Neil, BFA*

*Discussant: John Kamensky*

11:30 am          **Wrap-Up**

12:00 pm          **Adjourn**