

NSF Strategic Plans 1995 – 2018

Years/Title	Vision	Core Values	Goals
1995: NSF in a Changing World	The National Science Foundation is a catalyst for progress through investment in science, mathematics, and engineering. Guided by its longstanding commitment to the highest standards of excellence in the support of discovery and learning, NSF pledges To provide the stewardship necessary to sustain and strengthen the Nation's science, mathematics, and engineering capabilities and to promote the use of those capabilities in service to society	NSF remains committed to supporting and promoting: <ul style="list-style-type: none"> • The most creative ideas and capable researchers, selected through merit review, including peer evaluation, of investigator-initiated proposals • Pathbreaking research at many points on the frontiers of science, mathematics, and engineering • Excellence in education and in the development of human resources in science, mathematics, and engineering - building upon the natural linkages between education and research • The effective discovery, dissemination, integration, and application of new knowledge through cooperation with industry, other Federal agencies, states, and public and private organizations concerned with science and technology • A partnership of trust built with America's scientists, mathematicians, and engineers that serves the best interests of the American people 	<ul style="list-style-type: none"> • Enable the United States to uphold a position of world leadership in all aspects of science, mathematics, and engineering. • Promote the discovery, integration, dissemination, and employment of new knowledge in service to society. • Achieve excellence in US science, mathematics, engineering, and technology education at all levels.
1997-2003: NSF GPRA Strategic Plan	To provide the stewardship necessary to sustain and strengthen the Nation's science, mathematics, and engineering capabilities	Critical factors in managing for excellence <ul style="list-style-type: none"> • Operating a viable, credible, efficient merit review system; • Exemplary use of and broad access to new and emerging technologies; 	<ul style="list-style-type: none"> • Discoveries at and across the frontier of science and engineering • Connections between discoveries and their use in service to society • A diverse, globally-oriented workforce of scientists and engineers

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	and to promote the use of those capabilities in service to society	<ul style="list-style-type: none"> • A diverse, capable, motivated staff that operates with integrity; and • Implementation of mandated performance assessment and management reforms in line with agency needs. • 	<ul style="list-style-type: none"> • Improved achievement in mathematics and science skills needed by all Americans • Timely and relevant information on the national and international science and engineering enterprise
2001-2006: NSF GPRA Strategic Plan	Enabling the Nation's future through discovery, learning and innovation	Attributes: <ul style="list-style-type: none"> • Open • Inclusive • Inspiring • Pace-setting • Influential • Agile • Accountable 	Investing in today's promise for tomorrow's achievement. NSF invests in: <ul style="list-style-type: none"> • People: A diverse, competitive and globally-engaged US workforce of scientists, engineers, technologists and well-prepared citizens • Ideas: Discovery across the frontier of science and engineering, connected to learning, innovation and service to society • Tools: Broadly accessible, state-of-the-art S&E facilities, tools and other infrastructure that enable discovery, learning and innovation
2003-2008: NSF Strategic Plan	Enabling the Nation's future through discovery, learning and innovation	Attributes: <ul style="list-style-type: none"> • Open • Inclusive • Inspiring • Pace-setting • Influential • Agile • Accountable 	<ul style="list-style-type: none"> • People • Ideas • Tools (see 2001-2006 above)
2006-2011: Investing in America's Future	Advancing discovery, innovation and education beyond the frontiers of current knowledge, and empowering future	<ul style="list-style-type: none"> • Visionary • Dedicated to Excellence • Broadly Inclusive • Accountable 	<ul style="list-style-type: none"> • Discovery • Learning • Research infrastructure • Stewardship

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	generations in science and engineering		(aligned first three goals with the three strategic priorities in the <i>NSB 2020 Vision for the NSF</i> , and added the internally focused goal of Stewardship)
2011-2016: Empowering the Nation Through Discovery and Innovation	NSF envisions a nation that capitalizes on new concepts in science and engineering and provides global leadership in advancing research and education	<ul style="list-style-type: none"> • Visionary • Dedicated to excellence • Learning and growing • Broadly inclusive • Accountable 	<ul style="list-style-type: none"> • Transform the frontiers • Innovate for society • Perform as a model organization
2014-2018: Investing in Science, Engineering and Education for the Nation's Future	A Nation that creates and exploits new concepts in science and engineering and provides global leadership in research and education	<ul style="list-style-type: none"> • Scientific excellence • Organizational excellence • Learning • Inclusiveness • Accountability for public benefit 	<ul style="list-style-type: none"> • Transform the frontiers of science and engineering • Stimulate innovation and address societal needs through research and education • Excel as a federal science agency

1995: <http://www.nsf.gov/pubs/1995/nsf9524/contents.htm>
 1997-2003: <http://www.nsf.gov/od/gpraplan/gpraplan.htm>
 2001-2006: <http://www.nsf.gov/pubs/2001/nsf0104/letter.html>
 2003-2008: <http://www.nsf.gov/pubs/2004/nsf04201/FY2003-2008.pdf>
 2006-2011: <http://www.nsf.gov/pubs/2006/nsf0648/NSF-06-48.pdf>
 2011-2016: http://www.nsf.gov/news/strategicplan/nsfstrategicplan_2011_2016.pdf
 2014-2018: <http://www.nsf.gov/pubs/2014/nsf14043/nsf14043.pdf>