



Update on Strategic Planning

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NSF Strategic Planning Group

Business and Operations Advisory Committee
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Requirements for a Strategic Plan (From OMB Circular A-11)

- ❑ **NSF is required to develop a 5-year strategic plan every 4 years, tied to the Presidential term.**
 - » New plan will span 2014-2018
- ❑ **Plan is high-level description of and rationale for NSF activities.**
- ❑ **Prescribed components:**
 - » Mission/Vision
 - » Strategic Goals
 - » Strategic Objectives (comprehensive in scope)
 - » Performance Goals, including Agency Priority Goals
 - » Indicators
 - » Challenges/Risks
 - » Strategies and Means
 - » Program Evaluations



Process and Timeline

- ✓ Sept. 2012 – Strategic Planning Group charged
- ✓ Sept. to Dec. 2012 – Draft Plan structure/topics
- ✓ Jan. to Feb. 2013 – 1st Senior Management review
- ✓ Feb. 20, 2013 – Brief NSB Committee on Strategy and Budget
- Mar. to Apr. 2013 – Solicit NSF staff comments via IdeaShare, Poster Sessions, Town Hall Meeting, direct to SPG, anonymous email and finish draft narrative
- ❑ May 2013 – Draft (through SO's) sent to NSB for May meeting
- ❑ June 2013 – Draft plan (through SO's) due at OMB
- ❑ July to August 2013 – Brief Congress/external input
- ❑ Sept. 2013 – Final draft to OMB with FY2015 budget request
- ❑ Feb. 2014 – Plan published on Performance.gov at release of FY2015 President's budget

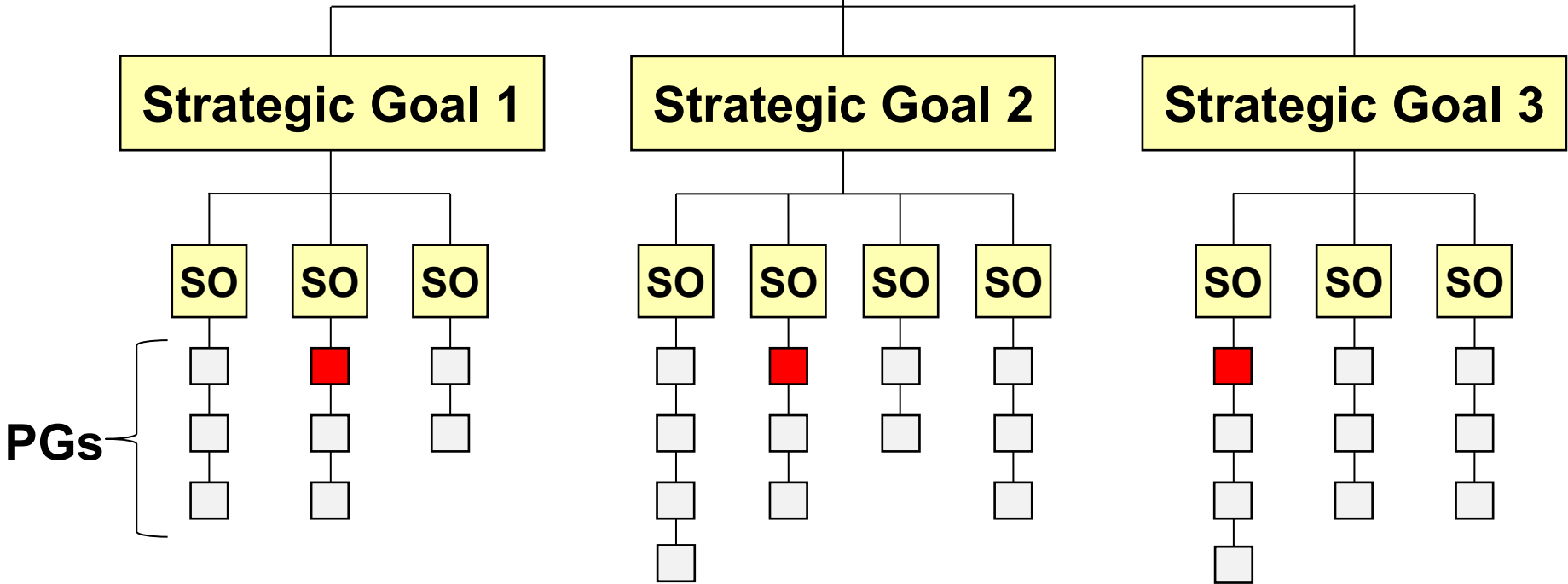


NSF Mission and Vision

- **MISSION** – The NSF Act of 1950 (Public Law 81-507) sets forth a mission: “*to promote the progress of science; to advance the national health, prosperity, and welfare; to secure the national defense; and for other purposes.*”
- **VISION:** *NSF envisions a nation that capitalizes on new concepts in science and engineering and provides global leadership in research and education*



NSF Mission/Vision



SO = Strategic Objectives must be comprehensive in scope, reviewed annually in SOAR.
PG = Performance Goals used for annual performance planning/reporting.
■ = Agency Priority Goals (subtype of performance goal)



Strategic Goal 1 (G1): Transform the Frontiers of Science and Engineering

Strategic Objective 1 (G1/O1): Invest in frontier research to ensure a continuing stream of advances across the NSF science, engineering, and education portfolios.

Strategic Objective 2 (G1/O2): Integrate education and research to produce a diverse STEM workforce with cutting-edge capabilities.

Strategic Objective 3 (G1/O3): Provide world-class research infrastructure to enable major scientific advances.



Strategic Goal 2 (G2): Stimulate Innovation and Address Societal Needs through Research and Education

Strategic Objective 1 (G2/O1): Strengthen the links between foundational research and societal needs through investments.

Strategic Objective 2 (G2/O2): Develop partnerships across the S&E research community with other agencies, private-sector and international collaborators.

Strategic Objective 3 (G2/O3): Generate and disseminate authoritative information and analysis on the S&E enterprise for decision and policy makers and the public.

Strategic Objective 4 (G2/O4): Build the capacity of the Nation's citizens to address societal challenges through science and engineering using a suite of formal, informal, and broadly available educational mechanisms.



Strategic Goal 3 (G3): Execute Operations and Management Efficiently

Strategic Objective 1 (G3/O1): Align all levels of planning, operations, and execution with the Strategic Plan

Strategic Objective 2 (G3/O2): Build an increasingly diverse, engaged, and high-performing NSF workforce by fostering excellence in recruitment, training, leadership, and management of human capital.



Questions, Discussion



NSF Strategic Goals

- Transform the Frontiers of Science and Education**
- Stimulate Innovation and Address Societal Needs through Science and Engineering**
- Execute Operations and Management Efficiently**



	Agree	Suggest Improvements	Disagree
Strategic Goal 1	15	39	11
SO 1	57	8	0
SO 2	31	12	7
SO 3	61	14	3
Strategic Goal 2	31	16	12
SO 4	24	14	28
SO 5	25	20	22
SO 6	19	6	30
SO 7	19	30	30
Strategic Goal 3	21	38	7
SO 8	22	17	15
SO 9	58	5	4
SO 10	18	50	8



Measuring/Assessing Performance

❑ Established Methods

- Independent Merit Review
- Portfolio Metrics
- Performance Metrics (facilities, staff)
- COVs (programmatic, financial, etc.)
- Benchmarking
- Advisory Committees
- Other Reviews and Evaluations (NRC, STPI, etc.)

❑ New Approaches

- Strategic Objectives Annual Review (SOAR)
- NSF Evaluation Initiative
- Logic Models



How Will The Plan Be Used?

- ❑ **Communication**
- ❑ **Program and budget planning**
- ❑ **Accountability in staff performance plans**
- ❑ **GPRA Modernization Act of 2010 and OMB A-11**
 - » Performance.gov (**new**)
 - » Strategic Objective Annual Review (SOAR, **new**)
 - » Performance reporting



Draft Top-Level Content

- ❑ **MISSION** – The NSF Act of 1950 (Public Law 81-507) sets forth a mission: “*to promote the progress of science; to advance the national health, prosperity, and welfare; to secure the national defense; and for other purposes.*”

- ❑ **VISION:** *A Nation that creates and exploits new concepts in science and engineering and provides global leadership in research and education*

- ❑ **Strategic Goals**
 - ❑ **Transform the Frontiers of Science and Engineering**
 - ❑ **Stimulate Innovation and Address Societal Needs through Science and Engineering**
 - ❑ **Execute Operations and Management efficiently**



An Example of Drilling Down

Strategic Goal 1: Transform the Frontiers Across All Fields of Science and Engineering

Strategic Objective 2: Provide world-class research infrastructure to enable major scientific advances.

Performance Goal Topics:

- **Large Facilities (MREFC)**
- **Midscale Instrumentation**
- **Cyber tools**
- **Public access**



Issues to be Discussed in Narrative

- ❑ **NSF's unique role among federal agencies**
- ❑ **Relationship of basic and early applied research to the *innovation ecosystem*** (similar discussion in Nov. 2012 PCAST Report on Future of US Research Enterprise)
- ❑ **Education, diversity, workforce, and science literacy**
- ❑ **Interdisciplinary research**
- ❑ **High-risk/high-payoff research**
- ❑ **Infrastructure**
- ❑ **Growing global competition**
- ❑ **Partnerships**
- ❑ **Access to results of NSF-sponsored research**
- ❑ **Methods of evaluating performance**
- ❑ **Organizational excellence**



Strategic Planning Group

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FAQ's

- ❖ Don't we have a fairly recently published plan?
- ❖ How are they different?
- ❖ Who will read/react to the input?
- ❖ Will it really matter what I say?
- ❖ When can we see a draft plan?
- ❖ Did the input from the poster session lead to any changes?
- ❖ How will comments be judged?
- ❖ By whom?
- ❖ Will the Plan set priorities?
- ❖ How does the Plan impact choice of initiatives?
- ❖ Will the Plan keep NSF from seizing unforeseen opportunities?
- ❖ How will the NSF Plan stack up against the other 23 agencies that must post their plans on Performance.com
- ❖ Does NSF have a unique/important role among federal agencies?