National Science Foundation
Advisory Committee for Business and Operations
Spring 2021 Virtual Meeting

March 10, 2021
Zoom

Wednesday, March 10, 2021

11:00 am　　**Welcome/Introductions/Recap**
Co-Chairs: Chuck Grimes and Pamela Webb

11:15 am　　**Updates: BFA; OIRM; Budget; OLPA**

Presenters: Teresa Grancorvitz, BFA; Wonzie Gardner, OIRM; Caitlyn Fife, BFA; Amanda Greenwell, OD/OLPA

11:45 am　　**Award Performance Reporting Compliance Challenges**

Presentation:

NSF awards have technical progress reports that are required per 2 CFR 200 (Grant Uniform Guidance), NSF award terms and conditions, the Proposal & Award Policy and & Procedures Guide (PAPPG), and, in some cases, law (America Competes Act). While NSF has many business rules aimed at ensuring the submission of the reports, including sending reminder notices and stopping additional funding to a Principal Investigator (PI), many reports are submitted late and sometimes not at all. NSF is looking for Business & Operations Advisory Committee (BOAC) input to gather insight on what might be the issue from an awardee organization standpoint and what other actions might be taken by NSF to better comply with Federal requirements.

The non-compliance will soon become a larger issue since the latest version of the Uniform Guidance requires NSF to report to the Federal Awardee Performance & Integrity Information System (FAPIIS). FAPIIS is a government-wide database of Awardee material non-compliance and could affect the Awardee's ability to receive additional Federal funds.

NSF wishes to stop the recent trend of PIs submitting their reports closer to the overdue date and does not wish to report Awardees to FAPIIS. Reporting to FAPIIS would provide bad optics for the Awardee organizations as well as NSF.

Committee Action/Feedback

NSF is soliciting the insight of BOAC, as active members of the grants community, in terms of reasons for the non-compliance (why is the community having an issue submitting the reports?) as well as suggestions for other avenues to ensure submission of the required reports. In addition, NSF would like to seek volunteers to assist a working group in implementing additional measures to increase compliance.

Presenters: Kandis Boyd, BFA; Jeff Vieceli, BFA; Thayaga Nandagopal, CISE

Discussants: David Mayo, Kim Moreland, Pamela Webb

12:45 pm　　**Approval of Subcommittee for Information Technology Related to Renewing NSF**

Presentation:

The Renewing NSF program recommended six bold steps for the "Make IT Work for All" Goal Team.
1. Institutionalize mechanism to partner with industry IT leaders to continuously apply the most advanced IT solutions.
2. Streamline IT Governance to increase transparency and encourage communication and input.
3. Create new mechanism to rapidly incubate, coordinate, and demonstrate IT innovation.
4. Create intuitive and adaptive IT training methodology.
5. Develop plan to address external users' IT and data needs.
6. Appoint Chief Data Officer (CDO) to develop and implement data management plan) are either completed or in process.

To date, progress has been made on all the bold steps; with the exception of the first. We come to the BOAC today to ask a that BOAC form a subcommittee to act as NSF's "industry IT leaders", review NSF's current IT and annually recommend improvements.

Committee Action/Feedback

We would like to initiate the conversation with BOAC and see if there is the potential of a subcommittee. We would like to work with the co-chairs to hold a vote at the next meeting.

Presenters: Dorothy Aronson, OD/CIO; Sean Jones, MPS

Discussant: Tilak Agerwala

1:30 pm	**Break**
2:00 pm	**The Future of Work: Remote Work**

Presentation:

When the Renewing NSF workforce goal of "Adapting the workforce and the work" was established, it was accompanied by a bold step to assess the workforce desire for and feasibility of a geographically distributed workforce. This idea was a stretch goal for NSF when it was defined in 2018 and was considered something for the longer-term to explore. Fast forward to today and we have turned our mental models upside down on how we work and where we work bringing this bold step front and center.

NSF has adapted how we deliver our mission, how we support our workforce, and how we use technology. Given this, HRM is conducting an analysis of the workforce sentiment and infrastructure required to support remote work. While these findings are being developed and socialized, a fundamental conversation needs to be had around what the NSF of the future looks like.

Committee Action/Feedback

1. We believe our new normal will fall somewhere on the continuum between where we are today with a fully virtual presence and where we were before with a large part of our workforce teleworking one or two days a week. With less face-to-face interactions, how are your organizations thinking about maintaining the elements of the organizational culture that are valued and diminishing those elements that need to adapt?
2. One of the considerations when thinking through support for remote work is in recruiting talent. How should NSF think about recruiting talent to increase diversity and participation from a broader set of institutions for our Federal workforce and rotator program? What are potential pitfalls?
3. NSF senior leadership has to define the vision for the future of work at NSF. Like most organizations, much of what is ahead is uncertain. How should we think about managing that uncertainty while striking a course for our employees?

Presenters: Bill Malyszka, OIRM

Discussants: Bob Lavigna, Theresa Pardo

3:00 pm	**NSF Strategic Plan Feedback**

Presentation:

The Government Performance and Results Act (GPRA) of 1993 and GPRA Modernization Act of 2010 requires federal agencies to publish their strategic and performance plans in pursuit of their missions. NSF is working to develop its 2022-2026 Strategic Plan to include strategic goals, strategic objectives, and key strategies to guide agency efforts. The strategic plan anchors a series of implementation-level plans and efforts, including:

- NSF's annual performance plan, which sets specific performance measures, such as budget and schedule execution for major research facility projects, or tracking our progress in making awards in key program areas such as the Big Ideas;
- NSF's Human Capital Operating Plan;
- Individual performance plans of senior executives; and
- Management plans of every NSF solicitation.

A prior Budget & Operations Advisory Committee recommended that NSF maintain a separate strategic goal focused on the management of the agency. Each plan since 2003 has included such a goal. Prior iterations have included: phrases like organizational excellence; stewardship; perform as a model organization; excel as a Federal agency; and most recently, enhance NSF's performance of its mission.

For the next plan, NSF seeks to consider ways to reflect the charge from Director Panchanathan to "strengthen at speed and scale" to ensure NSF is well positioned for a variety of anticipated challenges and opportunities over the next four years.

Committee Action/Feedback

NSF seeks the Committee's insights on how to structure management-related objectives, balancing the need to be a nimble organization to meet the ever-changing landscape while maintaining focus on our essential business operations.

1. How can NSF "strengthen at speed and scale" as a Federal agency?
   - What challenges unique to the Federal landscape should we be aware of?
   - What opportunities should we seize?
2. What lessons can we draw from the work, training, and outreach that we and other organizations have been able to do during the pandemic? How can we best prepare and support our workforce to "strengthen at speed and scale"?
3. How can the plan guide our efforts to balance needs between maintaining essential functions and capturing opportunities to be nimble?

Presenters: Janis Coughlin-Piester, BFA; Stephen Meacham, OD/OIA; Jennifer Plozai, OD/OLPA

Discussants: Chuck Grimes, John Kamensky

4:00 pm	**Preparation for Meeting with Dr. Panchanathan and Dr. Crim**
4:15 pm	**Break**
4:30 pm	**Meeting with Dr. Panchanathan and Dr. Crim**
5:30 pm	**Adjourn**