Strategic Planning Group

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

Strategic Goals
- Transform the Frontiers across all Fields of Science and Engineering
- Stimulate Innovation and Address Societal Needs through Science and Engineering
- Perform as a Model Organization
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
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
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 (G1/02): 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 at the nexus of investigator-driven research, private enterprise R&D, and long-term national S&E challenges.

**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):** Provide for the generation and dissemination of 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): Perform as a Model Organization

Strategic Objective 1 (G3/O1): Enhance decision-making and performance toward the NSF mission by strengthening linkages across all levels of planning and execution.

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.

Strategic Objective 3 (G3/O3): Achieve high levels of customer service, and enhance efficiencies by encouraging a culture of sustained creativity and innovation.
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
Questions?
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?