



Office of Integrative Activities Mission and Strategic Vision

The Office of Integrative Activities (OIA) works across organizational boundaries to promote the mission of the National Science Foundation. We strive for excellence consistent with the NSF vision:

- *A Foundation that empowers the nation through discovery and innovation;*
- *A nation that capitalizes on new concepts in science and engineering and provides global leadership in advancing research and education.*

The Foundation's vision underscores the agency's longstanding mission set forth in the NSF Act of 1950, and highlights its responsibility in enabling the nation to prosper as a world leader in science and engineering.

OIA's activities fall into four broad categories. First, OIA leads and coordinates several major NSF-wide programs. Second, OIA facilitates emerging programs and initiatives that span disciplinary boundaries at NSF. Third, OIA administers prestigious honorary award and fellowship programs and provides administrative support for the Committee on Equal Opportunity in Science and Engineering. Fourth, OIA supports the NSF Director's Office through policy analysis, evaluation and assessment activities, and special projects to address Foundation priorities.

Although the responsibilities of OIA are varied, they all require the ability to work collaboratively and catalytically across institutional boundaries to achieve excellence without disciplinary or organizational bias. OIA's mission is *to catalyze excellence in research and education*.

A key aspect of our role lies in our ability to advance agency priorities by being impartial organizers, facilitators, and enablers. OIA pursues three core principles to guide the organization as it accomplishes its mission:

Integration. OIA promotes the seamless integration of discovery, learning and research infrastructure across disciplinary boundaries throughout its activities.

Stewardship. OIA is committed to being a model organization that maximizes the impact of its investments on advancing the frontiers of knowledge, the development and strength of the US S&E community and workforce, the prosperity of the nation, and the welfare of society.

Partnership. OIA strives to be a trusted influence across NSF, working in partnership with all directorates and offices to enable the Foundation to achieve its vision.

A Strategic Vision for the Office of Integrative Activities

In a rapidly evolving national and global environment for science and engineering, and in the context of these three core principles, OIA envisions catalyzing excellence in research and education as follows:

- OIA envisions centers and networks that integrate research and education to provide a rich environment for encouraging future scientists, engineers, and educators to take risks in pursuing discoveries and new knowledge. The knowledge created by such activities will be actively disseminated to industry, policy makers and other stakeholders to inform decision-making.
- OIA envisions partnerships among academic institutions and other sectors that provide opportunities for students, faculty, and public- and private-sector partners to learn from each other. Such partnerships involving a variety of institutions foster innovation, develop a diverse world-class STEM workforce and broaden participation.
- OIA envisions a robust research and education capacity in U.S. states and jurisdictions that are currently under-served in NSF support. This increased capacity is accomplished through the nurturing of human capital and the development of physical and cyber-infrastructure, in close integration with jurisdictional plans for technological and economic development.
- OIA envisions a scientific community that is not limited by existing technology, and where discovery and innovation are not limited by the need for new instrumentation or infrastructure.
- OIA envisions a Foundation that encourages research across disciplinary boundaries, and ensures that potentially transformative ideas that transcend current boundaries of science are examined appropriately.
- OIA envisions a diverse scientific community within the Foundation and beyond that is inspired by leadership and accomplishment.
- OIA envisions the development of STEM talent on the broadest possible basis, and the full participation of women, minorities, and other groups currently underrepresented in scientific, engineering, and other professional fields.
- OIA envisions NSF's continuing recognition as the international 'gold standard' for merit review of science and engineering research and education proposals.
- OIA envisions a Foundation-wide culture that values assessment and evaluation as essential tools to help NSF learn, plan and evolve continuously, ensuring the best possible outcomes from our investments.

Transforming the frontiers of science, developing a diverse and competitive scientific workforce, and innovating for society comprise the core of NSF's mission. OIA's dynamic programs, partnerships and leadership advance fundamental science and engineering, while ensuring broad impact through the integration of research, education, infrastructure, and knowledge transfer.