

National Science Foundation
Advisory Committee for Business and Operations
Spring 2017 Meeting

June 20-21, 2017
Room 1235

Tuesday, June 20, 2017

- 1:00 pm **Welcome/Introductions/Recap**
Co-Chairs: Chuck Grimes and Susan Sedwick
- 1:15 pm **BFA/OIRM/OLPA Updates**
Presenters: Marty Rubenstein, BFA, Joanne Tornow, OIRM; Karen Pearce, OLPA
- 2:00 pm **Update on the NSF Relocation**
After showing a video tour of NSF's new headquarters, The NSF Relocation Office will update the Committee on the status of the relocation project. The presentation will touch on several topics, including those of interest to the Committee discussed at previous meetings.
- Project Status
 - Buildout
 - Union
 - Physical Move
 - Schedule and Logistics
 - Strategic Communications
 - Employee Engagement
 - Post-Move Activities
- Presenter: Brian MacDonald, OIRM*
- 3:00 pm **Reforming the Federal Government- Overview**
On April 12, 2017, the Office of Management & Budget (OMB) released a memorandum (M-17-22) for all executive departments and agencies called the "Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce." The memorandum instructs agencies to submit an Agency Reform Plan to OMB as part of the agency's FY 2019 budget submission, with an initial high-level draft due June 30, 2017. In developing these plans, agencies are to consider fundamental scoping questions about the agency's role and responsibilities, what activities it should perform, and how to improve existing business processes.
- In a memo to staff, Dr. Córdova emphasized that this is an important opportunity to think deeply and critically about how we as an organization could transform to support and sustain NSF's long-term research agenda. Dr. Córdova established the Steering Committee for Agency Reform, co-chaired by Marty Rubenstein and Joanne Tornow, as the primary body charged overseeing the development of the Agency Reform Plan.
- Committee Action/Feedback:
The Steering Committee for Agency Reform seeks advice and perspective on how to ensure that NSF moves forward effectively on meaningful reforms. See individual agenda items below for specific questions.
- Presenters: Marty Rubenstein, BFA, Joanne Tornow, OIRM*
- 3:30 pm **Break**
- 3:45 pm **Conversation with NSF's Steering Committee for Agency Reform**
The Steering Committee is the primary body charged with meeting the requirements of M-17-22, including overseeing the development of the Agency Reform Plan. The Steering Committee will talk about their views on the effort as background followed by interaction and questions with the BOAC.

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4:45 pm **Reforming the Federal Government- What Does Reform Mean for NSF?**

Committee Action/Feedback:

- How do we overcome barriers to change in light of NSF's decentralized nature and "change-fatigue?"
- What can we learn from past successful change efforts in other federal and non-federal contexts?
- How can we build commitment across all levels of the organization?

Presenters: Marty Rubenstein, BFA, Joanne Tornow, OIRM

Discussants: Adam Goldberg and Jan Jones

5:45 pm **Adjourn**

6:30 pm **Dinner**



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8:00 am **Reforming the Federal Government- Reform Implementation**

Committee Action/Feedback:

- How do we engender necessary fundamental change over a sustained period when the perception is that the current effort is driven by crisis?
- How will NSF's highly collaborative environment help and hurt our efforts to implement reform, and how can we leverage the positive aspects of collaboration and mitigate the difficulties?
- What are the research community's expectations for involvement, and what mechanisms are most effective?

Presenters: Marty Rubenstein, BFA, Joanne Tornow, OIRM

Discussants: John Kamensky and Joe Thompson

9:00 am **Report from NSF on Implementation of the Recommendations of the Subcommittee on NAPA Implementation Regarding NSF's Use of Cooperative Agreements to Support Large Scale Investments in Science and Technology**

NSF has been reviewing and discussing the March 2017 Report from the BOAC's Subcommittee on NAPA Implementation. This Report provided recommendations for appropriate agency-wide oversight for the NSF Office of the Director (OD) for the following four tasks:

- Re-scope of the role, duties, and membership of the Major Research Equipment and Facilities Construction (MREFC) Panel to include status update reviews of projects in the development and construction phases focusing on cost, schedule, and performance. [NAPA Recommendation 6.2]
- Evaluate the potential value in extending the MREFC Panel's role to operating facilities, including divestment (i.e. full life-cycle).
- Evaluate the potential value in creating an internal agency "senior official" position in OD charged with reporting to the Director and Deputy Director/Chief Operating Officer on large facilities.
- Evaluate the potential value in creating a new Federal Advisory Committee Act (FACA) committee to provide the NSF Director with a sounding board for objective insight on large research projects. [NAPA Recommendation 6.4]

The BOAC will hear from Fae Korsmo, NSF Office of the Director, on the status of NSF's consideration of the Report. NSF will give general feedback and agency reactions to the report and will explain the process NSF is following to implement the report. NSF will identify any recommendations that may constitute "quick wins" will be easy to implement, and also any areas that may need further clarification from the BOAC.

Committee Action/Feedback:

This agenda item is primarily a status report, but the agency seeks Committee discussion and advice on those recommendations that NSF identifies as potentially benefitting from clarification.

Presenter: Fae Korsmo, OD

Discussant: Mike Holland

9:45 am **Preparation for Meeting with Dr. Córdoba and Dr. Ferrini-Mundy**

10:15 am **Break**

10:30 am **Meeting with Dr. Córdoba and Dr. Ferrini-Mundy (via WebEx)**

11:00 am **Formation of New Subcommittee on NSF's Strengthened Oversight of Large Facility Cost Surveillance**

In January 2015, as part of the resolution of several of audit recommendations in connection with NSF's oversight of Large Facility Awards, the agency's Chief Operating Officer and Audit Resolution Follow-up

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Official noted that NSF has begun to strengthen cost estimating and cost monitoring oversight procedures and called for increased end-to-end cost surveillance policies and procedures. The COO committed the agency to inviting a qualified third-party organization, with in-depth knowledge of project management cost estimating and cost accounting, to evaluate the results once the strengthened policies were implemented.

NSF seeks to form a subcommittee of the BOAC that would to prepare a report for the Committee that would evaluate NSF's current cost surveillance policies and procedures to ensure that they are sufficient to ensure sound, end-to-end oversight of all NSF Large Facility construction and operations awards.

Committee Action/Feedback:

Committee review and discussion of the Draft Charge, Structure, Timeline, and Proposed Composition of a new BOAC Subcommittee.

Presenters: Matt Hawkins, BFA and Jeff Lupis, BFA

Discussant: Kim Moreland

11:30 am

Loose Ends/Wrap Up

12:00 pm

Adjourn



NSF