



National Science Foundation

Advisory Committee for Business and Operations

Spring 2024 Virtual Meeting

March 4, 2024
Zoom Webinar

March 4, 2024

11:00 am **Welcome/Introductions/Previous Recommendations**

Co-Chairs: David Mayo and Maureen Wylie

11:15 am **Updates: Annual Conflicts of Interest; BFA; OIRM; Budget/OLPA**

Presenters: Janis Coughlin-Piester, BFA; Wonzie Gardner, OIRM; Caitlyn Fife, BFA; Amanda Greenwell, OLPA

12:00 pm **CDIO Introduction- Current Issues**

Presentation:

Culture is the underpinning to sustainable DEIA. Creating an environment in which all NSF staff can thrive starts with organizational culture and the ability to link DEIA efforts culture. DEIA is the outcome, not the process. This outcome-based thinking not only helps to advance DEIA objectives but also enhance organizational effectiveness. We have an opportunity before us to shape NSF's organizational culture; a culture that not only fosters a sense of trust and psychological safety, but also a culture that furthers NSF mission, increases organizational performance, and leads to greater innovation.

We have a number of high leverage, reinforcing initiatives to move our culture forward, including the Denison Model of Organizational Culture, the Under-representation and Barrier Analysis Tool, the DEIA Maturity Model, the Leader Reflection Tool, the Sexual Orientation and Gender Identity Data Action Plan, the Creating SPACE Program, and our Employee Resource Groups.

We are in the process of rolling out the agency-wide and directorate/office level Denison Organizational Culture Survey results. These results point to culture and organizational effectiveness areas that will strengthen NSF's culture and, in turn, ensure DEIA is sustainable.

Committee Action/Feedback

The CDIO Team pitched an overview of the DEIA program to the National Science Board on February 21, 2024, and it was extremely well received. We look forward to presenting the same overview to the BOAC for feedback and discussion.

Presenter: Chuck Barber, OD/CDIO

12:30 pm **Organizational Health and Performance**

Presentation:

In April 2023, OMB issued a memo to agency heads, "Measuring, Monitoring, and Improving Organizational Health and Organizational Performance in the Context of Evolving Agency Work Environments," ([M-23-15](#)). This memo outlined an expectation for federal agencies to substantially increase meaningful, in-person work, as well as to develop mechanisms to assess and monitor organizational health and performance on a routine basis. Specifically, M-23-15 required agencies to 1) develop a Work Environment Plan, 2) establish routines to assess and implement workplace policy changes on an ongoing basis, and 3) identify organizational health and performance metrics to measure, monitor, and improve organizational health and organizational performance and serve as the evidence base for these decisions.

Over the spring and summer of 2023, NSF developed its Work Environment Plan and established new telework and space policies for the agency. These policies required increased in-person work for most staff

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beginning in October 2023, and established updated parameters for staff maintaining dedicated work spaces and use of hoteling spaces.

NSF began implementation of organizational health and performance measures and routines in fall of 2023, and is currently working to expand upon these measures to facilitate agency decision-making. NSF reports to executive leadership quarterly on metrics in the following domains: 1) Human Capital, 2) Financial Management, 3) Information Technology, 4) Facilities Use, and 5) Organizational Performance.

Committee Action/Feedback:

NSF is still within its first year of reporting on organizational health and performance metrics under M-23-15, and the reporting period has coincided with implementation of new policies that will likely affect many of these metrics. As we work to mature our processes around assessing organizational health and performance and how those data may inform future management decisions, BFA and OIRM seek BOAC advice on the following questions:

1. Which performance indicators should NSF leadership consider when evaluating its organizational health and performance?
2. What information would these indicators provide?
3. What strategies should NSF leadership employ to enhance its organizational health – resilience, capacity, and capability?

Presenters: Jason Bossie, BFA; Peggy Gartner, OIRM; Theresa Beatty, BFA; Teresa Guillot, OIRM; Victor Powers, OIRM; Lillian Thomas, OIRM; Heather Tompkins, BFA

Discussant: Joe Mitchell

1:30 pm

Lunch Break

2:00 pm

CIO Introduction- Vision/Key Priorities

Presentation:

During this session, NSF's new Chief Information Officer (CIO), Terry Carpenter, will introduce himself to the Committee. He will provide an update on the status of the NSF Office of the CIO (OCIO), give an overview of his vision and key priorities for the new Office, and share some of the opportunities and challenges he sees on the horizon for NSF with respect to information technology and data. Terry will give the Committee an opportunity to ask questions about his vision for NSF's information technology and to share their ideas and strategies for helping NSF best navigate organizational and technology changes.

Committee Action/Feedback:

Charge/Questions to the Committee:

1. How can the OCIO best bring expertise to, and facilitate conversations with, BOAC and the Subcommittee on Information Technology and Enterprise Architecture Strategy to support the BOAC's charge to NSF?
2. What strategies and approaches from your institutions can you share that would help guide NSF through this period of organizational and technological changes?
3. How does the BOAC envision the focus/role of the Subcommittee may evolve with the formation and evolution of the OCIO?

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Presenter: Terry Carpenter, CIO

2:30 pm

Subcommittee on NSF's Information Technology and Enterprise Architecture Strategy

Under its Charter, the subcommittee has been charged to prepare a bulleted list of recommendations regarding the direction of IT at NSF, and/or suggestions for leading-edge technologies on the horizon for potential implementation in the upcoming budget year. These recommendations will inform NSF's Capital Planning and Investment Control (CPIC) Board as they identify those ideas to pursue in the upcoming FY 2026 budget year.

The subcommittee has reviewed the NSF IT Strategy and related Architecture to provide informed recommendations for changes in process, direction, and/or potential investment in new and emerging technologies.

Committee Action/Feedback:

- The BOAC liaisons (Tilak Agerwala and Bill Valdez) submitted the subcommittee's recommendations to the BOAC co-chairs (via NSF BOAC staff) on February 14, 2024, and on behalf of the co-chairs, NSF BOAC staff shared it with the full BOAC as a pre-read for this meeting.
- During the meeting, the BOAC liaisons will present a summary of the subcommittee's findings and recommendations and discuss and deliberate the subcommittee's advice.
- At the close of the BOAC's discussion, the BOAC will:
 - Accept the subcommittee's recommendations
 - Reject the subcommittee's recommendations; or
 - Send the subcommittee's recommendations back to the subcommittee for revisions.
- The BOAC may also provide additional written feedback to NSF, including any comments or opinions the BOAC has to offer regarding the report or its findings and recommendations by way of a cover letter to the NSF Designated Federal Officers (DFOs).
- Once the recommendations are accepted, the BOAC will submit them to NSF for the agency to make it publicly available.
- After receiving the recommendations, the NSF DFOs may, verbally or in writing, comment on or respond to them at any duly organized BOAC meeting.

Presenters and Discussants: Tilak Agerwala and Bill Valdez, BOAC

3:30 pm

Break

3:45 pm

Preparation for Meeting with Dr. Panchanathan, Dr. Marrongelle and Ms. Teresa Grancorvitz

4:00 pm

Meeting with Dr. Panchanathan, Dr. Marrongelle and Ms. Teresa Grancorvitz

5:00 pm

Wrap-Up/Adjourn