# Overview

## of

# NIST's Strategic Plan

## Patrick D. Gallagher
### Deputy Director

**NIST**
National Institute of
Standards and Technology
U.S. Department of Commerce

# Strategic Planning at NIST

- "Corporate level" planning has not been consistent or sustained.

- Alignment with plans has been uneven.

- NIST lacks a consistent long-term vision
  - Significant turnover in Director's office
    - Nine Directors since 1993
    - Nine Deputy Directors since 1993
  - On average new leadership every 18 months

- Planning has shifted down to the OU level out of necessity

# Three – year Programmatic Plan

- Congress frustrated by lack of consistency

- Requires Annual Three-year Plan

  - Sec. 3004 of the America COMPETES Act
  - Submitted concurrently with budget request

- COMPETES requires VCAT to comment on the plan as part of annual report

# Initial Programmatic Plan – FY 2009 – 2011

- Not well received by House Science Committee
  - "…deeply concerned that NIST has still not developed a comprehensive, programmatic planning document." – Chairman David Wu (D-OR)

- Plan did not address MEP and TIP
  - Two Congressional priorities

# NIST planning: the need to improve

- Improved strategic planning identified internally as a major management priority (2017 Vision Plan – OU Directors);

- Need to integrate planning and budget increased with focus on larger, multi-year programmatic initiatives;

- Key to stated management focus on improving NIST decision-making and execution;

- Re-focused NLB on direction setting and planning for agency (and streamlined line management to improve execution and follow up)

- The 3-year planning document is a key step to sustained planning integrated with our budget development process.

# 3 year plan structure

NIST Mission

Planning context

NIST Strategic goals and objectives

- Adapt to rapid pace of technological development;

- Foster trust and efficient transactions in the market;

- Address urgent national priorities;

- Improve efficiency and effectiveness of NIST

Strategic plan

- Investment priority areas

- Management priorities

- Engagement priorities

# Identifying Investment Priority Areas for Labs

- Developed a set of criteria to use in identifying potential focus areas

  - Is this a compelling innovation or competitiveness issue that the nation needs NIST to address?

  - Is there a clear match to our mission and goals?

  - Does this address an urgent and compelling national need?

  - Is this part of an ongoing priority for NIST (as identified in previous budget and planning documents)?

  - Is this part of a coordinated national policy area? (on the radar of policy officials)

- Path forward

  - Two working groups (Planning group and OU Directors) used criteria to identify areas for Deputy Director decision

# Laboratory priority areas

- Measurements, Standards and Technology for…
  - *Physical Infrastructure*
  - *Energy*
  - *Environment*
  - *Biosciences/Health care*
  - *Secure IT Systems*

# Other thoughts....

- **TIP and MEP funding**
- **Critical role of core competence in measurement science/standards**
  - Facilities and instrumentation
  - IMS funding
- **Agency/policy discrimination of roles**
- **Subsidiary plans:**
  - Management
  - Partnerships/engagement plan
  - Facilities