Business Services Assessment Decision – Education and Outreach Deep Dive

Summary: The Mission Support Council met on March 30, 2017 and evaluated the recommendations of the Business Services Steering Committee (BSSC) for the Business Services Assessment (BSA) Education and Outreach Deep Dive.

The Mission Support Council made the decision after consultation by the recommender with the following stakeholders, and several others, based on the data and analyses provided.

- Centers
- Mission Directorates
- Mission Support Organizations
- Affected Headquarters Functional Owners:
    - Office of Education
    - Office of Communication

The MSC council made the following five decisions:
1. Governance Structure (Education) – Deferred with actions
2. Roles & Responsibilities (Education) - Option 5: A combination of Options 2, 3, & 4
3. Program Management – Option 4: A combination of Options 2 & 3
4. Grants Management (Space Grant, EPSCOR, MUREP) – Option 2
5. Strengthen Integration & Coordination of Agency Outreach – Option 4: A combination of Options 2 & 3

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Decision #1: Governance Structure (Education) – Based upon the recently released President's Budget Request, the Mission Support Council has deferred a decision in this area.

The OE Acting AA will:

1. Work with OCFO and BSSC to identify solutions to address financial resource issues.

2. Identify the Agency Vision for Education, establishing clear focus/thrust areas in that Vision and the associated focus/thrust area goals. Also establish the implementation plan for that Vision.

3. As part of the Implementation Plan:
   - Recommendation of organizational placement or accountability of Education focus/thrust areas to achieve that Vision.
   - Clear map of Education focus/thrust areas to contributing and complementary Agency functional areas for clear integration across Agency and clarity of roles and accountability
   - Factor in this Vision work, as needed, to Decisions 2 – 4 implementation, where applicable.

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Decision #2: Roles and Responsibilities – Based upon this review, the Mission Support Council decided to accept Option 5 (Combination of Options 2, 3 and 4):

#2: Work with appropriate organizations and Centers to clarify the roles and responsibilities associated with NASA Education

I.   Define the role of the NASA Office of Education (OE) for Education
II.   Define the role of Mission Directorates with regards to Education
III.   Define the role of Centers with regards to Education
IV.   Define the role of Office of Communication with regards to Education

#3: Strengthen the Education Coordination Council (ECC) to enable stronger governance in support of Education Program

I.   Review the membership of the ECC to ensure professionals are the appropriate authority level to speak for their Center/Organization and guide NASA education, consider integrating some other key executives, such as a few Center Associate Directors
II.   Chair of the ECC will be established dependent upon new governance structure
III.   Establish regular quarterly meetings, or more frequently at the discretion of the Chair
IV.   Focus on establishing multi-year agency level priorities and sharing planned activities to more broadly leverage education investments
V.   Establish an initiative to share best practices and improve coordination to leverage education initiatives across the Agency

#4: Follow model of other MDs, move toward capability management; sustain program management responsibilities at HQ; assign more operational/implementation responsibilities to Centers

I.   Allow the ECC to evaluate the structure of each of the major education Lines of Business, projects (e.g., Space Grant, EPSCOR) and activities (e.g., Digital Learning Network) to determine current effectiveness
II.   Consistent with the Agency operating model, develop capabilities of Centers and assign work to specific Centers based on noted capabilities to reduce competition and/or potential duplication
III.   Where advantageous, continue to increase the existing practice of moving operational responsibilities to NASA Centers, allowing Agency leadership to focus on strategic direction and Centers to focus on implementation.

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Decision #3: Program Management – Based upon this review, the Mission Support Council decided to accept Option 4 (Combination of Options 2 and 3) [see "options" Slide 126-127 of decision package for details]:

#2: Strengthen program plans, simplify goals and objectives, and establish clear milestones to ensure integrated and strong program objectives

I.   Streamline education goals/objectives working collaboratively with Centers, Mission Directorates, and stakeholders
II. Consider organizing around projects and consider eliminating 4 lines of business
III. Align and establish clear linkages among educational priorities/goals/objectives, program structure, and financial plans
IV. Establish a strong work breakdown structure across lines of business, centers, and other missions to actively plan and monitor financial progress with objectives
V.   For the 2018-2020 NASA Education Implementation Plan:
    a.   Streamline/shorten the document to make it more understandable and accessible
    b.   Engage non-Education expertise in writing, editing, and reviewing the plan to ensure clarity to non-education audiences
VI. Continue to engage broad education leaders in aligning resources to support the defined NASA Education objectives
VII. Streamline and simplify the Space Grant process (see Decision 4)

#3: Modify the current competition model for the NASA STEM Education and Accountability Projects (SEAP) to enable more collaboration and improved outcomes

I.   Evaluate competition requirements to determine future requirements on competition practices
II. Assuming competition practices continue to be required, implement as detailed on slide 127, Option 3, Section II of the decision package
III. Streamline and improve the competition and evaluation process by enabling the details on slide 127, Option 3, Section III of the decision package

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Decision #4: Grants Management (Space Grant, EPSCOR, MUREP) – Based upon this review, the Mission Support Council decided to accept Option 2:

#2: Streamline grant* award and management processes and provide earlier award of grants to enable stronger outcomes and financial performance

I. Adjust grants solicitation, evaluation, and awards processes so that awards are made earlier in the fiscal year. (Consult with established grants experts within the Agency, including OP, OGC, and SMD)
II. Accept that we are always under the risk of a CR; however, we can make all grants selections regardless of appropriations status, and award a significant portion of grants earlier in the year, and send letters of intent on the remaining. (We are always protected by the "subject to the availability of funds" clause.) Note: it is not necessarily a bad thing to make an award, and then delay the funding if necessary due to CR impacts
III. Eliminate the annual evaluations of incremental proposals for existing work. Renew grants through their initial period of performance on the basis of progress demonstrated in annual reports
IV. Monitor obligation and cost rates monthly and compare to prior performance. Conduct monthly status with appropriate officials within OCFO
V. Quarterly report at BPR to include detailed cost performance

*grant includes cooperative agreements

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Decision #5: Strengthen Integration and Coordination of Agency Outreach – Based upon this review, the Mission Support Council decided to accept Option 4: (Combination of Options 2 and 3)
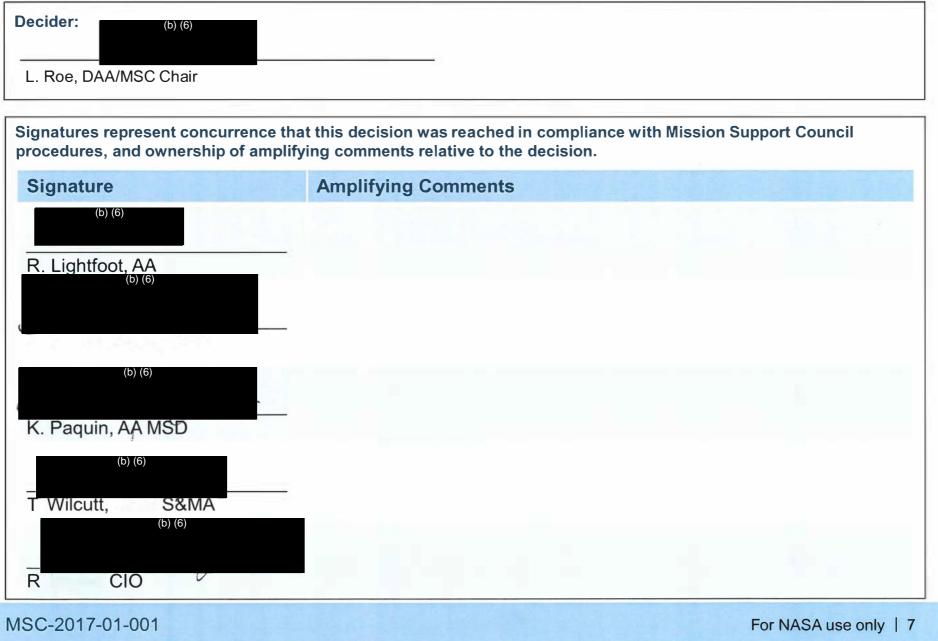
#2 - Strengthen communication practices by ensuring strategic and consistent messaging through more collaboration, planning participation at key events, and measuring use of resources

I.   Develop consistent key messages for major mission activities that can be emphasized by both communication and mission leaders

II. Establish regular meetings for the Communication Coordination Council (CCC) and share information about upcoming events and planned attendance; also establish major messages and leverage lessons learned

III. Develop a methodology to track outreach functions and associated resources, including developing applicable metrics to evaluate outputs and outcomes

#3 - Increase sharing of capabilities and resources by establishing a rotation/detail program, similar to Council Staff, or propose other strategies to ensure development of future professionals

I.   Many organizations are investing available resources in communications (positive); discuss the opportunities and leverage capabilities across organizations/centers

II. Establish a workforce plan that includes rotations and detail opportunities to enable growth of professionals and help address surge requirements across NASA

III. Ensure effective collaboration among Center Communication Offices to establish strong partnership

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Decider:

(b) (6)

L. Roe, DAA/MSC Chair

Signatures represent concurrence that this decision was reached in compliance with Mission Support Council procedures, and ownership of amplifying comments relative to the decision.

Signature	Amplifying Comments
(b) (6) R. Lightfoot, AA	
(b) (6)	
(b) (6) K. Paquin, AA MSD	
(b) (6) T Wilcutt, S&MA	
(b) (6) R CIO	

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Decision execution responsibility	Accountable for:
M. Kincaid, Acting AA for OE	Executing decisions 2 to 4 cited herein and reporting on status and or completion of the decision elements by the dates outlined in the execution milestones.
J. R. Wang, AA for OCOMM	Executing decision 5 cited herein and reporting on status and or completion of the decision elements by the dates outlined in the execution milestones.

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Execution milestones	Milestone Date	Responsible Party
Work with OCFO and BSSC to identify solutions to address financial resource issues	7 days	OE / M. Kincaid
Identify the Agency Vision for Education: • establishing clear focus/thrust areas in that Vision and the associated focus/thrust area goals. • establish the implementation plan for that Vision	90 days	OE / M. Kincaid

In addition to implementation of decisions 2 through 4 and as part of the Implementation Plan:
    a) Recommendation of organizational placement or accountability of Education focus/thrust areas to achieve that Vision.
    b) Clear map of Education focus/thrust areas to contributing and complementary Agency functional areas for clear integration across Agency and clarity of roles and accountability
    c) Factor in this Vision work, as needed, to Decisions 2 – 4 implementation, where applicable.
	90 days	OE / M. Kincaid

Develop an integrated implementation plan for outreach and education, including the processes and policies to address the decisions of the MSC for the Education and Outreach Deep Dive recommendations. (Note: Implementation Plan must be approved by the BSSC prior to presentation at the MSC.)	90 days	OE / M. Kincaid OCOMM / J. R. Wang
Once the implementation plan is approved, provide performance to plan at the quarterly BPR.	Schedule to be set once implementation plan is approved	OE / M. Kincaid OCOMM / J. R. Wang