

FLC Strategy Game Report

6 May 2008

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Purpose

- Follow-on to FLC Strategic Plan
- Determine “where we go from here?”
- Explore issues:
 - Need to define operational authority?
 - Need to create new organizational structure and governance?
 - How does FLC assign budget priorities more effectively?
 - How do we best respond to new congressional legislation and policy?

Goal

Provide a forum for executive decision-makers from the FLC stakeholders to:

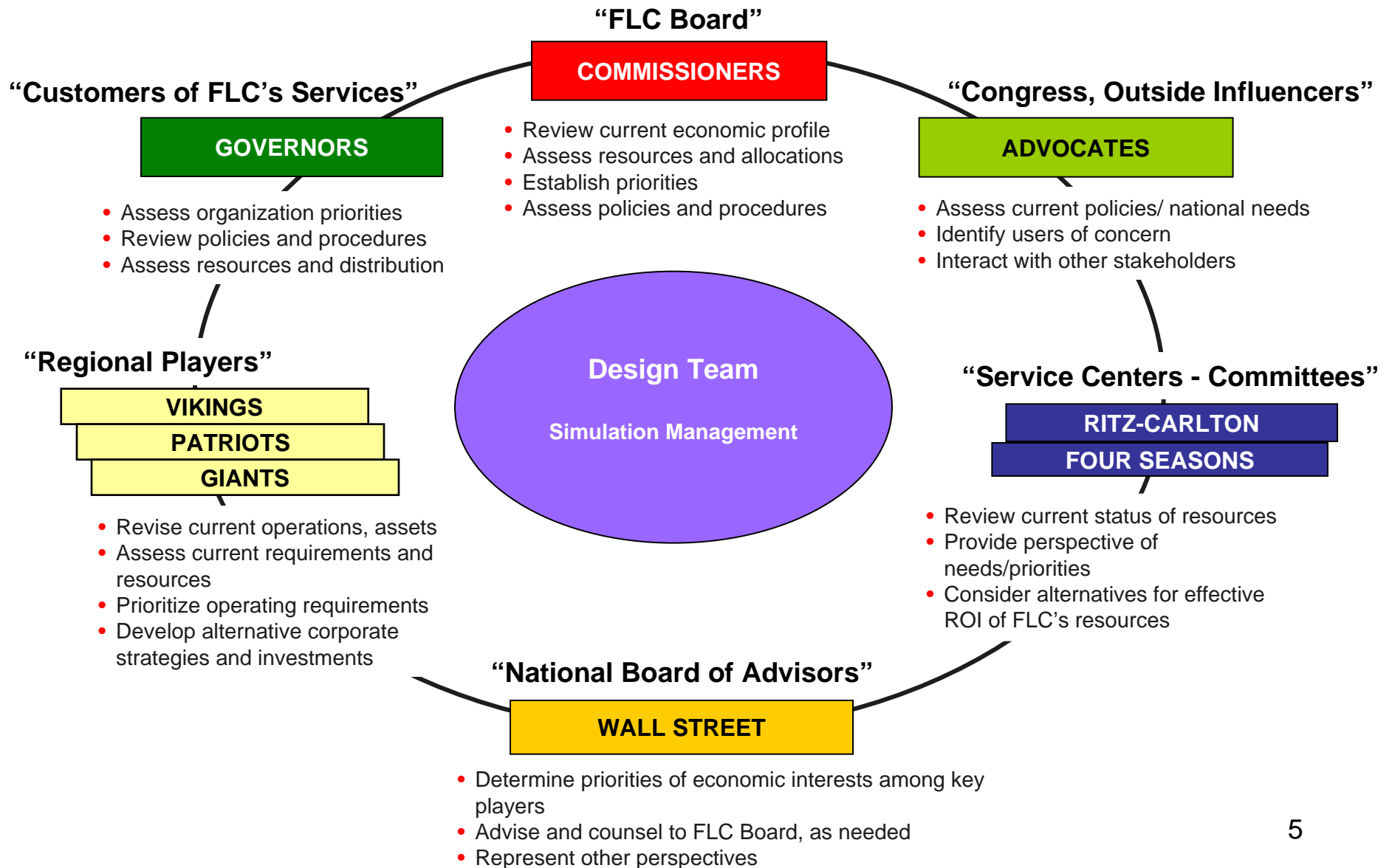
- Identify key organization and resource allocation alignment issues, and
- Examine the implications of these issues for “corporate” operations and return on investments

OBJECTIVES

- **Objective 1- Critical Organizational Characteristics for Effective Operations**
- **Objective 2- Current Priorities/Issues Influencing Resource Allocation (FLC-Budget and Resources)**
- **Objective 3 - Organizational Responsibilities for Effectiveness and Continuity (FLC-Internal/EB)**

Stakeholder Teams and Responsibilities

Mix of government & industry interests



Game Schedule

	Day One – 01 August	Day Two – 02 August	Day Three – 03 August	
<p>☛ Prior to Game ☚</p> <ul style="list-style-type: none"> • Interview & issues defined • Teams & team facilitators prepared • Game books assembled 	<p>Registration 3:00pm – 4:00pm</p> <ul style="list-style-type: none"> • Game materials distributed 	<p>Breakfast 7:00pm – 7:30pm</p> <p>Plenary 7:30am – 8:00am</p>	<p>Breakfast 7:00pm – 7:30pm</p> <p>Plenary 7:30am – 8:30am</p>	
	<p>Plenary 4:00pm – 5:00pm</p> <ul style="list-style-type: none"> • Current Status of FLC - Ed Linsenmeyer • Strategic & Executive Plans - Susan Sprake • The Gathering Storm - Gary Jones • Wargame ROE's - Kathleen Robertson 	<p>Move ~ Vignette Two 8:00am – 11:30am (JAN 2008 – MAR 2008)</p> <ul style="list-style-type: none"> • Politics • National economic priorities • Budget - Balance - Pay for combat & HLS 	<p>Teams prepare Hotwash Brief 8:30am – 9:30am</p>	<p>HOTWASH 9:30am – 11:30am</p> <p>=====</p> <p>Advocates</p> <p>Wall Street</p> <p>Governors</p> <p>Service Providers</p> <p>-Four Seasons -Ritz-Carlton</p> <p>Strategist</p> <p>-Patriots -Vikings -Giants</p> <p>Commissioners</p>
	<p>Move ~ Vignette ONE 5:00pm – 8:00pm (OCT 2007 – JAN 2008)</p>	<p>Plenary 11:30am – 12:00pm</p> <p>Working Lunch 12:00pm – 1:00pm</p> <p>Move ~ Vignette Three 12:00pm – 3:00pm (MAR 2008 – JUN 2008)</p>	<p>Advocates</p> <p>Wall Street</p> <p>Governors</p> <p>Service Providers</p> <p>-Four Seasons -Ritz-Carlton</p> <p>Strategist</p> <p>-Patriots -Vikings -Giants</p> <p>Commissioners</p>	<p>Advocates</p> <p>Wall Street</p> <p>Governors</p> <p>Service Providers</p> <p>-Four Seasons -Ritz-Carlton</p> <p>Strategist</p> <p>-Patriots -Vikings -Giants</p> <p>Commissioners</p>
	<p>One Week Prior</p>	<p>Move ~ Vignette ONE 5:00pm – 8:00pm (OCT 2007 – JAN 2008)</p>	<p>Plenary 3:00pm – 3:30pm</p> <p>Move ~ Vignette Four 3:30pm – 5:30pm (JUN 2008 – SEP 2008)</p>	<p>Advocates</p> <p>Wall Street</p> <p>Governors</p> <p>Service Providers</p> <p>-Four Seasons -Ritz-Carlton</p> <p>Strategist</p> <p>-Patriots -Vikings -Giants</p> <p>Commissioners</p>
	<ul style="list-style-type: none"> • Game books distributed electronically • Team facilitators prep meeting (Teleconference) • Team preparation meetings* <p>*Optional</p>	<ul style="list-style-type: none"> • Congressional budget issues & constraints • New national priorities • Strategists meet with Stakeholders 	<ul style="list-style-type: none"> • Congressional mandates • Wall Street / industry expectations • Requirements from customers <p>Plenary 3:00pm – 3:30pm</p> <p>Move ~ Vignette Four 3:30pm – 5:30pm (JUN 2008 – SEP 2008)</p> <ul style="list-style-type: none"> • Finalize and review roles and responsibilities • Assessment of strategies • Prioritize next steps <p>Dinner Maggiano's Little Italy Tyson's Corner</p>	<p>NEXT STEPS 11:30am – 12:30am</p> <ul style="list-style-type: none"> • Closing Remarks

STRATEGY GAME MOVES AND SCHEDULE

Game Play (August 1-3, 2007)

- Four scenarios (“moves”) presented to stakeholder groups
- Moves presented imaginary events/actions at national level covering period from October 2007–September 2008
- Teams addressed moves according to criteria established for each team
- Deliberations and conclusions of teams documented

Move Summaries

- **Move One: October 2007- January 2008**
 - **Congressional budget issues and constraints**
 - **New national priorities**
- **Move Two: January 2008 - March 2008**
 - **Political issues addressed by Congress and President**
 - **National economic priorities discussed and established**
 - **Balanced budget, addresses pay for combat and HLS**

Move Summaries (Cont.)

- **Move Three: March 2008 – June 2008**
 - **Congressional budget**
 - **Congressional mandates**

- **Move Four: June 2008 – September 2008**
 - **Finalize and review roles and responsibilities**
 - **Assess strategies**
 - **Prioritize next steps**

KEY INSIGHTS

Objective 1- Critical Organizational Characteristics for Effective Operations

Outreach

- **Engage laboratory directors in more technology transfer activities and establish a laboratory director/industry network.**
- **Enhance the Technology Locator and expand its client base**
- **Increase outreach to Congress.
(Success stories, Awards, etc.)**
- **Expend FLC interaction with other organizations (AUTM, SPIE, IRI, SSTI, etc)].**

Objective 1- Critical Organizational Characteristics for Effective Operations (Cont.)

Governance

- **Retain the current Executive Board size**
 - **FLC voting rights to all elected Board Members**
 - **Elect Committee Chairs**
- **Align duties and responsibilities of EB members**
- **Utilizes policy processes and procedures for conflict resolution.**
- **Explore membership voting criteria**

Objective 1- Critical Organizational Characteristics for Effective Operations (Cont.)

Organization

- **Eliminate redundancies and competing priorities between FLC regions and Committees**
- **Determine an effective structure for the FLC Regions**
- **Branding the FLC through the Washington Office**

Objective 1- Critical Organizational Characteristics for Effective Operations (Cont.)

Management

- **Expand the duties of the Washington, DC Representative to include activities of an Executive Director**
- **Create an “Office of the Chair” consisting of the Chair-elect, Current chair, and Past chair, with terms limited to one year.**

Objective 1- Critical Organizational Characteristics for Effective Operations (Cont.)

Professional Development

- **Maintain the Education and Training Activities through the national meeting**
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- **Provide directed training for laboratory managers, science and engineering staff, and industrial representatives.**

Objective 2- Current Priorities/Issues Influencing Resource Allocation (FLC-Budget and Resources)

Budget Prioritization and Planning

- **Prioritize and allocate budgets based on FLC statutory mandates and Strategic Plan.**
- **Establish metrics to ascertain ROI.**

Alternative Funding Options

- **Explore the possibility to accept non-federal funds**

Objective 2- Current Priorities/Issues Influencing Resource Allocation (FLC-Budget and Resources) (Cont.)

Contracts Support

- **Achieve alignment of all support contracts for efficient utilization of fiscal resources..**

Objective 3- Organizational Responsibilities for Effectiveness and Continuity (FLC-Internal/EB)

Organization of Executive Board

- **All positions should be elected.**
- **Succession planning should occur to ensure effective leadership.**
- **Apply the overlap period (May-October) between the recently elected board member and the outgoing member to all positions.**

Objective 3 - Organizational Responsibilities for Effectiveness and Continuity (FLC-Internal/EB) (Cont.)

Committees

- **Revise bylaws so that Committee chairs are elected positions,.**
- **Assess the need for new committees:**
 - **Technology**
 - **Membership**
 - **Industry,**
 - **Academia**

Summary of Challenges for the FLC

- Prioritize and allocate budgets based on Statutory Mandates and FLC Strategic Plan
 - Eliminate redundancies and competing priorities
 - Establish metrics
- Engage laboratory directors in more technology transfer activities
 - Establish a laboratory director/ industry network
- Expand the role of the FLC Executive Representative in Washington DC

Next Steps for Executive Board

- Prioritize key insights
- Address, discuss, debate findings
- Assign responsibilities to study and implement higher priority insights
- Assign schedule for completion
- Final Board approval
- Revise bylaws as needed