

# **Integrated Science Planning— Getting Project and Field Center Involvement**

9/19/2003 and 10/20/2003

# Sponsors and Team Members

- Sponsors: Bonnie McGregor and Tom Armstrong
- Team Members: Jill Frankforter, Russell Graymer, Ellen Mecray, Lore Winterman-Sturm, and Karen Zanter

# Skit

- Charlie Brown- boy scout project chief
- Linus- Water with Coop blankie
- Lucy- jaded project chief
- Adults- incoherent management
- Snoopy- wild card change agent

# Background material (Pre-existing work)

- Regional Science plan (ER),
- Bureau Planning Model,
- Program and Project planning cycle, and the
- Annual Program Direction

# Dilemma Map

Integrated science		Non-integrated science	
+	<ul style="list-style-type: none"> <li>Relevant to stakeholders</li> <li>Complex questions</li> <li>Larger answers</li> <li>Shared expertise</li> <li>Reduces redundancy</li> <li>Synergy</li> </ul>	<ul style="list-style-type: none"> <li>Concrete products</li> <li>Autonomous</li> <li>Focused</li> <li>Simple structure and implementation</li> <li>Defined competencies</li> </ul>	+
-	<ul style="list-style-type: none"> <li>Hard to organize</li> <li>Requires communication, cooperation, and lots of resources</li> <li>Destructive interference</li> <li>Hard to define success</li> </ul>	<ul style="list-style-type: none"> <li>Myopic (no external insights)</li> <li>Limited data sets</li> <li>Redundant</li> <li>Incomplete answers</li> <li>No cooperation</li> </ul>	-

# The Hurdles

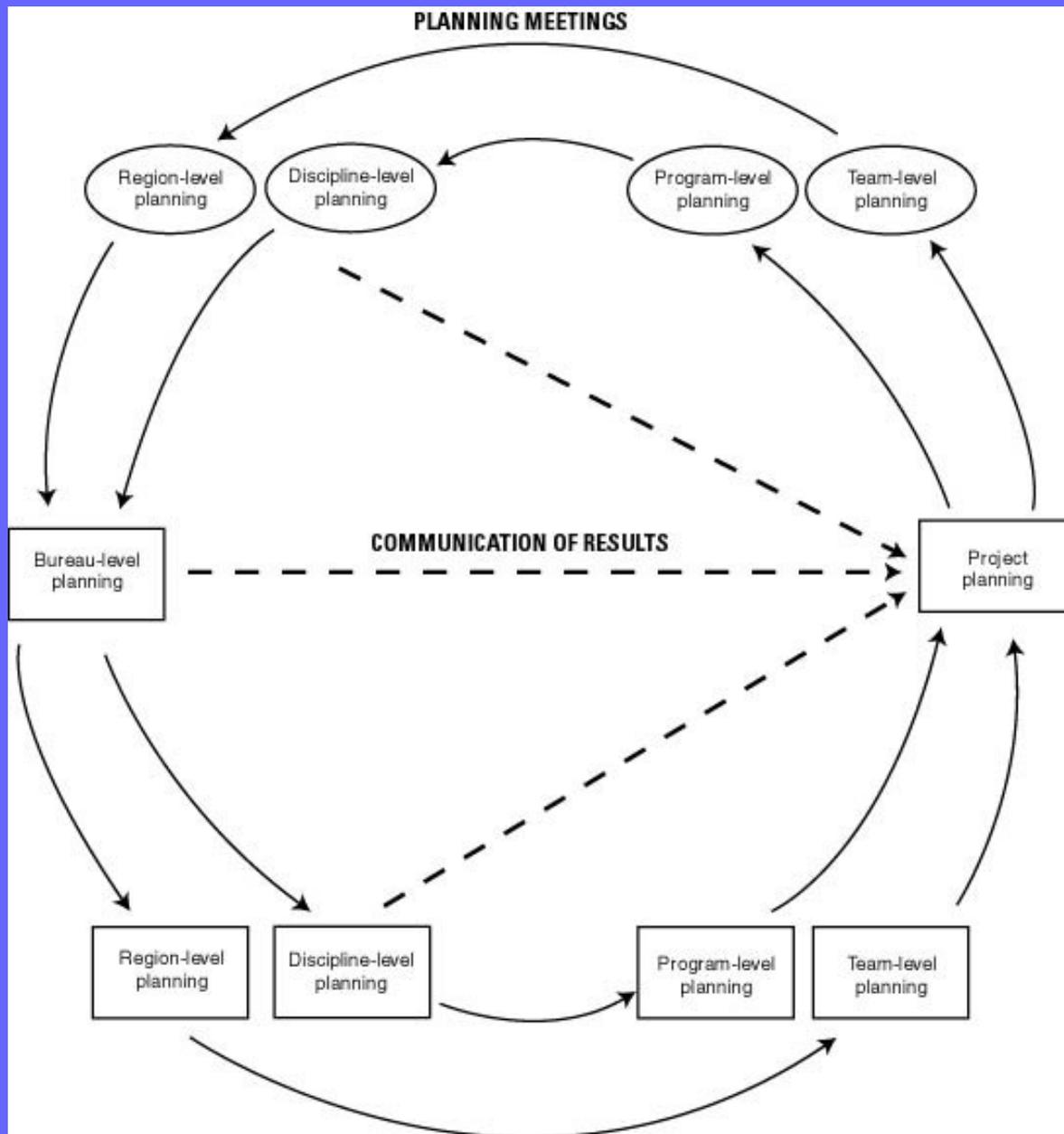
- Collaboration and Communication,
- Funding,
- Motivation,
- Leadership

# Collaboration/Communication

- Common titles and terminology
- Non-competitive spirit
  - One organization, many stakeholders in and out of USGS
- Interdisciplinary science workshops
  - Organized by regional science coordinators
  - By science initiative topics
  - Invite prospective proposal writers
- Create databases of projects and people skills

# Bottom-up science planning

- Retain top-down original structure BUT
- Add bottom-up initiative planning
  - Project to team then to region
  - Project to program then to discipline
- Add bottom-up tactical planning
- Concept: A Circulation Cell



# Funding

- Fund non-competitive interdisciplinary science first
- Combine the program funds for financial flexibility
  - Include Coop matching
- Require all programs to review and fund project proposals from multiple disciplines
- Region should provide ‘seed’ money to local science coordinators for small project start-ups. Starter money enables projects to gather interest which brings in reimbursables.

# Motivators

- Fund interdisciplinary science first
- Continue to fund non-interdisciplinary (specialized) science through competition
- Modify RGE and PD's to reflect efforts towards interdisciplinary science and its effect on promotions
- Focus proposals towards socially relevant issues as identified by the initiatives

# Leadership

- New directions are risky. Leaders are needed to take those risks and implement the ideas.
- Leadership is required at all levels (project proposal writing, science planning, regional workshops, regional science groups, funding decisions, and organizational restructuring)
- Leaders must be rewarded and held accountable for following through on new directions.

# The Bottom Line

- Where there's a will, there's a way
- If we build it, they will come
- Requests must appear as opportunities
- No suggestions will work unless the majority of the people (at all levels) understand the benefit of taking this action