STRATEGIC PLAN

2021-2026

Letter from
Colleen A. McGowan
Director, ORS

It has clearly been a challenging 2020 for the Office of Research Services, NIH, the Nation, the world, and each of us personally. However, this past August, despite being in the middle of supporting the COVID-19 pandemic response and the continuing unknowns facing us, we decided we must still forge ahead to develop a new 5-year strategic plan. We thought this was the best time to engage NIH stakeholders, capitalizing on what we have learned from this watershed moment and pivoting to focus on other emerging needs.

Like other federal institutions, there is an increasing need to adapt and deliver on missions in a constantly changing national landscape. Now, more than ever, ORS must work in full partnership with the rest of the NIH Community we support to succeed in our important objectives.

The ORS Leadership Team and I wanted to practice our commitment to partnership in our plan development. We applied a highly collaborative process, collecting input from our employees and stakeholders, which became the foundation of this new *Strategic Plan for ORS for 2021-2026*. The input we received exceeded my expectations. We appreciate the time and effort so many of the NIH staff gave in helping to shape the future of ORS.

ORS provides the regulatory, public safety and security foundation for medical research at the NIH, and the amenities that foster well-being. We meet our purpose by providing hundreds of products and services to a myriad of partners. Many of these services are mandatory. The NIH Community pays for them through quarterly or annual assessments, or on occasion via membership fees. Other services are optional. Partners pay for them on a transactional basis. Even though each of our divisions and branches provides effective services to the NIH, the reality is that there is often very different clientele. Some impact the entire NIH Community of FTEs, contractors, patients and visitors (e.g., access control, security, food services, parking) or impact everyone but the interaction is with a small subset of clients (e.g., fire marshal, physical security, medical arts). ORS is complex and diverse, but it enables us to meet a wide spectrum of agency needs.

This new ORS Strategic Plan lays out a focused roadmap for the next five years with a commitment from our team, collaborating as full partners to: solidify a foundation of trust with the community we serve; provide necessary information and efficient pathways to easily understand and access our suite of services; evolve services to respond to changing research and national needs, shedding what's no longer needed and strengthening unknown resources; and, demonstrate a forward-leaning, proactive, innovative approach delivered by a team of dedicated professionals committed to service excellence in all we do.

ORS is committed to continuous improvement, innovation, transparency and data-based decision-making aligned with and driven by the needs of the NIH mission. With an ongoing service ethic based on a trusted partnership with the rest of the NIH Community, we are confident we will deliver on the promises outlined in this bold new plan.

Sincerely,

Colleen A. McGowan

Colleen A. McGowan, MHA, FACHE
Director, NIH Office of Research Services

INTRODUCTION

In August 2020, the Office of Research Services (ORS) Director and Leadership Team embarked on a collaborative effort to develop a new 5-year strategic plan. Input was collected from a cross-section of ORS employees and stakeholders. Between September and November, NIH Community partners and ORS employees participated in virtual meetings, interviews and surveys that yielded feedback and advice on the future direction of ORS. This input was synthesized and prioritized to serve as the foundation for this strategic plan.
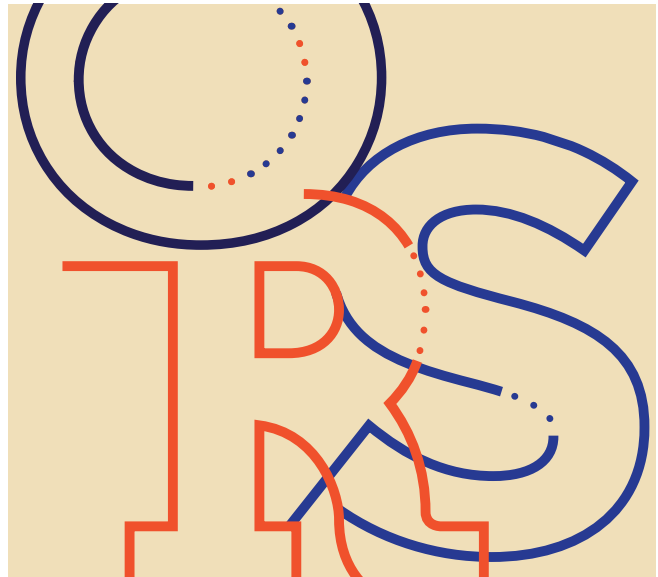
This strategy was not developed in a vacuum. The world around us is constantly changing, and our experiences throughout the COVID-19 pandemic have further reinforced the need for adaptability and flexibility. We had no choice but to react to the impact of COVID-19. However, in order to craft smart and forward-looking strategies, we must remain apprised of current and emerging trends and forces, as well as consider and plan for their implications. In crafting this strategy, we considered both global and national trends that will certainly impact the work of ORS now and in the future. Trends in the global economy, climate and natural resources, sustainability, education, innovation in health and medicine, and other sectors that have an impact on the products and services ORS provides, were considered throughout this process.

Within a highly dynamic national and global environment, ORS must continue to adapt to changing conditions and pivot effectively to support new challenges such as the COVID-19 pandemic. Collaborating as partners with the rest of the NIH Community is the foundational central theme of this new plan. Decisions about ORS services and changes must be achieved through a collaborative, enterprise-wide approach.

Federal central service organizations like the ORS are driven by the needs of the community, mandates and policies. Vision-driven planning activities may be influenced or constrained by the user environment. Whether it is budget limitations, policies and procedures, laws and regulations, or customer acquisition choices, many aspects of the 'business' are not controlled by ORS. For example, some

ORS services are regulated by organizations such as the Nuclear Regulatory Commission (NRC), American Association for Accreditation of Laboratory Animal Care (AAALAC), the Office of Personnel Management (OPM) and the Department of Health and Human Services (HHS) Office of National Security (ONS). Even though they affect the operations of our Institute, Center and Office (ICO) partners, many of these service delivery protocols are not discretionary – ORS must follow strict guidance. Ensuring the NIH Community understands that ORS is responsible for meeting these regulations is essential to seamless service delivery to the ICO research missions. Funding and delegated authority are directly linked to our collective compliance. The ORS commitment to a full partnership includes effectively communicating what we do and do not control in the services we provide and how we deliver them and how to most effectively access or comply with them.

Our plan's implementation is underpinned by an inclusive approach with our employees and partners, driven by current and emerging priorities, and led by an ORS Leadership Team that is committed to executing the actions required to achieve our vision, mission and core values.

VISION

A trusted partner and model of service excellence enabling scientific discovery.

MISSION

Provide responsive, reliable, and adaptive safety, security, regulatory, employee and scientific support services to enable current and evolving NIH research and its applications.

CORE VALUES

We care about the *safety and security* of the NIH community; it drives all we do.

We believe that *collaboration* is the basis of full partnership.

We demonstrate *excellence* with the highest standards of quality, performance and continuous improvement.

We *innovate* to open pathways that address new challenges and support future NIH missions.

FIVE-YEAR STRATEGIC GOALS: AN INTEGRATED STRATEGY

GOAL 1
PARTNERSHIP APPROACH

Apply a partnership approach to focus ORS on sustainable, responsive and high-value services in partner missions.
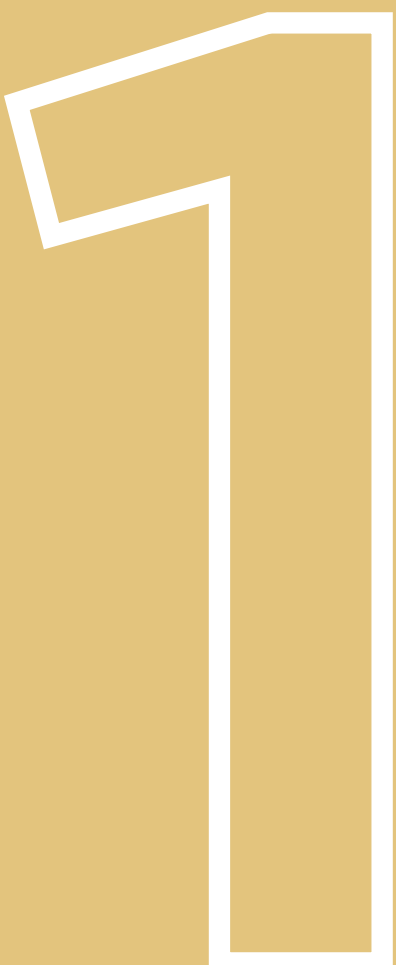
GOAL 2
SERVICE EVOLUTION

Anticipate needs and adapt services for increased agility, scalability and efficiency to meet evolving partner missions.

GOAL 3
ORS ORGANIZATION

Advance the ORS culture, workforce and business processes to demonstrate collaboration, integrity, high performance, agility and contribution to evolving missions and unanticipated challenges.

GOAL

1

PARTNERSHIP APPROACH

1

Apply a collaborative and proactive partnership approach to focus ORS on sustainable, responsive and high-value services for partner missions.

This goal sets the foundation to achieve our vision as a trusted partner and a model for service excellence. It establishes the processes that enables ORS to be a proactive service provider because we are fully engaged in understanding and anticipating our partner's current and future needs. ORS is committed to a robust outreach effort to ensure full awareness and understanding of what we can offer and how to access our services for a consistently positive and satisfactory experience.

Partner Engagement and Collaboration

As a full partner, ORS will engage in proactive and collaborative planning when partner missions impact ORS services and support. Collaboration during the early stages of a partner's planning process will enable the ORS to offer the best solutions and value. This ensures a consistent and professional experience in partner engagements and establishes the processes for systematic engagement.

Since ORS is not alone in central service provision, we are committed to collaborating with our NIH Office of the Director (OD) partners to optimize our efforts to provide seamless service delivery as one team.

1.1 Deliver consistent, informed and professional experiences with every interaction.

1.2 Engage as a full partner with NIH stakeholders to influence decisions that impact current and future ORS services.

1.3 Anticipate and prepare for advances in science, research and technology that will affect partner needs and ORS service delivery.

1.4 Collaborate with NIH OD service partners to optimize capabilities, clarify roles, and achieve seamless, efficient and high-performing support services.

Service Change Process

Changes to ORS services will be accomplished through a transparent, data-driven process based on partner requirements and capabilities, user feedback and emerging trends. This strategy will strengthen approaches for assessing service demands, determining sources for the best value to NIH, and applying a tailored approach to meet unique needs. ORS partners will be part of a sustainable service change process that continuously strives for service excellence. Additionally, the budget allocation process must be more flexible, to pivot as needed to match new service demands. ORS is committed to a systematic approach to facilitate compliance when new mandates emerge.

1.5 Implement standardized, data-driven service requirements and a feedback system linked to budgets, priorities and emerging trends.

1.6 Institutionalize a transparent decision-making process for adjusting ORS service offerings, or providing alternative sources based on partner demand, service satisfaction, return on investment, and alignment with ORS capabilities and value propositions.

1.7 Apply a tailored approach at multiple service levels to recognize unique needs and achieve 'on target' continuous improvement.

1.8 Adjust ORS services to include new centralized services, service mergers and sunsetting of services based on a transparent assessment, decision and management change process.

1.9 Redesign the ORS budget structure and allocation process to shift from transactional to shared funding and achieve transparent and stable funding commensurate with NIH's appropriated budget.

1.10 Implement a systematic approach by instituting new mandates resulting in NIH Community compliance and acceptance.

Outreach and Support

We recognize the importance of understanding ORS services and how to access them. The ORS is committed to producing easier-to-find and tailored outreach and communication to increase awareness and understanding of what is available and ensure ease of access and speed of service responsiveness.

1.11   Tailor continuous outreach across the NIH community to raise awareness and understanding of ORS offerings and the value they provide to support diverse needs.

1.12   Improve discoverability and ease of access to ORS services and information by all NIH sites and provide a responsive and high-value user experience, the first time and every time.

2

2

Anticipate needs and adapt services with increased agility, scalability and efficiency to meet evolving partner missions.

This goal sets the foundation to achieve our vision as a trusted partner and a model for service excellence. It establishes the processes that enable ORS to be a proactive service provider because we are fully engaged in understanding and anticipating our partner's current and future needs. ORS is committed to a robust outreach effort to ensure full awareness and understanding of what we can offer and how to access our services for a consistently positive and satisfactory experience.

Safety, Security and Regulatory Services

We value the safety and security of the NIH Community above all else. Many of the safety, security and emergency services are driven by federal mandates and regulations. However, based on partner feedback, ORS is committed to proactively applying strategies to minimize unwarranted delays to the scientific mission, while fully integrating our service delivery model to meet the NIH Community's expectations. Additionally, we are committed to providing standardized services and sustaining positive engagement between our workforce and our partner community.

2.1 Explore legislative solutions, reciprocity with other agencies, and collaboration with OPM to expedite time-to-badging and onboarding at NIH.

2.2 Inform the NIH Community on the security background check process and associated timelines to expedite and plan for badge renewal and onboarding new staff.

2.3 Transition to the Federal Protective Service (FPS) as a single security provider for all NIH leased facilities to provide clear, consistent and effective security.

2.4 Improve and standardize police response across all NIH-owned facilities and jurisdictions to enhance safety and security.

2.5 Maintain trust, positive relations and open communication between Police, Fire and Rescue and the NIH Community.

Emergency Management

2.6 Establish a fully integrated NIH-wide crisis response system to ensure reliable, timely and seamless response.

2.7 Formalize a rapidly adaptable standard of practice to ensure readiness for future large-scale incidents across the NIH.

2.8 Enhance ORS emergency management communication, guidance and alerts to improve NIH Community-wide situational awareness.

Health and Wellness Services and Programs

ORS is committed to ensuring a safe working environment for all staff, with access to health and safety resources from anywhere, at any time. We recognize more than ever the criticality of the mental and physical well-being of the entire workforce and will expand and proactively promote availability for all.

Occupational Health and Safety

2.9 Develop and implement a comprehensive non-registered lab safety program to ensure a safe working environment for all staff.

2.10 Enable staff to access all occupational health and safety resources from anywhere at any time.

Wellness

2.11 Sustain, expand and promote health and wellness programs to support the mental and physical well-being of the workforce.

Scientific Support Services

This strategy targets specific scientific and programmatic support services that ORS will advance based on partner feedback and emerging mission needs. Leveraging synergies and capabilities of ORS and ICO partners to realize the best service solutions for NIH underpins this section of the plan. Assessing and determining the best value solutions for each service are also central to this strategy. Advancing data services, technology, meeting venues and tools to respond to changing needs and missions, as well as expanding capabilities for a virtual workplace, are also vital parts of this strategy.

International Services

2.12 Modernize the visa process and provide clear and consistent timelines and guidance to meet the needs of foreign recruitment and retention.

Veterinary

2.13 Collaborate with ICO partners to develop a comprehensive long-term strategic plan for NIH animal care, research and non-animal modeling to inform future ORS services and support.

Library

2.14 Clarify unique services among the ORS Division of Library Services, the National Library of Medicine, and other ICO libraries to leverage synergies, reduce redundancies and provide best value for NIH.

2.15 Expand virtual library services to accommodate growing demand and capabilities and reallocate resources from physical space to innovative initiatives.

Scientific Equipment and Instrumentation

2.16 Discontinue unprofitable scientific equipment and instrumentation services in ORS and shift responsibilities to vendors to reduce redundancies and improve NIH's return on investment.

Acquisitions

2.17 Transition from scientific equipment purchase and rental responsibilities to the provision of expert acquisition planning support to reduce acquisition timelines and ensure best value for the NIH community.

Data Services

2.18 Expand the provision of best practices, training and expert consultations to facilitate partner application of data analytics, artificial intelligence, and data storage and management.

2.19 Establish data analytics as a central service to convert data and information into knowledge to advance research applications and improve organizational performance.

Organizational/Enterprise Excellence

2.20 Expand the use of modeling, simulation, surveys, assessments and performance metrics to promote continuous improvement and organizational excellence at the enterprise level.

Events Management

2.21 Increase technical support capabilities and invest in new technologies and tools to provide and enable seamless, integrated, and engaging virtual and hybrid events.

Employee Services

Adapting transportation and food services for changing demands, emerging technologies, and NIH Community feedback and needs are strategic commitments in this last section. We recognize constantly changing environments greatly impact NIH operations and facilities and must be continuously assessed and adjusted.

Transportation

2.22 Adapt NIH parking and shuttle services to accommodate changing demand, and ensure convenience, efficiency and sustainability.

Food

2.23 Develop and implement a long-term plan for food services to address convenience, choice, pricing and NIH Community experience both in NIH-owned and leased facilities.

3

ORS
ORGANIZATION

3

Advance the ORS culture, workforce and business processes to demonstrate collaboration, integrity, high performance, agility and contributions to evolving missions and unanticipated challenges.

While the strategies of this goal are affected by decisions that flow down from the Partnership Approach and Service Evolution processes, this goal is internally focused on the ORS organization structure, culture, people and business processes. The strategies are comprehensive and focus on advancing an ORS organization ready for the future and adaptive to changing conditions. The ORS workforce is the centerpiece of this strategy and mission success depends on it.

ORS Future Workforce

The first part of this strategy ensures the ORS workforce of the future is in place and that people are high performing, satisfied, and want to commit to ORS for the long-term. Innovative recruitment, staffing and retention strategies must be applied for ORS to be a competitive and sought-after employer. Building and supporting a culture that embraces diversity, equity and inclusion in all work activities will be key to workforce retention. This culture will ensure that everyone can reach their potential and contribute their unique views, experiences and talents. Employee health and wellness will also be a priority for ORS workforce sustainability.

Recruitment and Staffing

3.1 Design the workforce of the future by strategically attracting, recruiting and hiring a highly skilled, diverse and adaptive workforce to meet future NIH missions and challenges.

3.2 Establish a system of knowledge transfer for key positions to ensure continuity and stability for the organization in alignment with staffing structures.

Workforce Engagement and Retention

3.3 Retain a satisfied and high performing ORS workforce with opportunities to engage and contribute to NIH innovation and organizational excellence.

3.4 Support a culture of diversity, equity and inclusion across all work activities and provide opportunities for each employee to realize their full potential and maximize contributions to ORS and NIH.

3.5 Promote the importance of health and wellness by supporting employee access to and participation in all available resources.

3.6 Enhance performance management to ensure regular feedback, recognize accomplishments and address areas for improvement.

3.7 Strengthen Contracting Officer's Representative (COR) ability to integrate contractor support to complement and enhance ORS mission execution.

Organization and Culture

The ORS core values communicate a commitment to safety, security, collaboration, excellence and innovation, and require strategies to ensure they are realized and practiced every day. The organization's structure must be aligned with supporting and facilitating current and evolving missions. Partnerships based on collaboration are essential with our NIH partners, but equally important among ORS functions. Teamwork, continuous improvement and enabling innovative thinking and discovery are paramount to ORS' future success. The proactive strategies in this section commit to achieving these important cultural elements.

3.8 Redesign the ORS organization to execute future service needs, expand collaboration, eliminate silos and increase efficiencies.

3.9 Foster an ORS culture of unity, teamwork, trust, integrity and innovation to realize the benefits of collective contributions and to solidify our 'brand.'

3.10 Adopt a practice of continuous improvement to prepare for the future, promote innovation and optimize performance.

3.11 Inspire and recognize an ORS culture of innovation to promote breakthrough thinking, risk taking and creative problem solving to benefit the NIH Community.

Leadership

Key to ORS mission success are leaders who inspire and motivate not just their entire team, but the organization at large. High performance is a must. Ensuring that ORS leaders have the tools, skills and practices to lead the workforce for today and tomorrow is a centerpiece dependency for ORS success.

3.12 Achieve a consistent level of leadership to inspire trust, motivate today's workforce, prepare for the future workforce and sustain high performance.

Business and Administrative Processes

Streamlined and enhanced business and administrative processes are critical to a highly responsive, agile and high performing service enterprise. Key strategies in this goal include leveraging innovative tools and technologies to provide 'real time' data access, and strengthening data-driven decision-making for budget and financial management. Administrative processes controlled by ORS will be assessed and simplified, and benchmarks to drive and measure performance excellence will be established.

Advanced Technologies and Tools

3.13 Apply innovative tools, such as artificial intelligence and digital simulation of operations to improve ORS decision-making and overall mission performance.

3.14 Transition to a full system integration of ORS operations to provide real-time access to accurate data and reduce timelines, touchpoints, errors and redundancies.

Budget and Financial Management

3.15 Develop and implement a process to plan, analyze, execute and forecast budgets to facilitate data-driven decision-making and financial stewardship.

3.16 Develop and sustain program plans as a standard operating procedure to strengthen integration and link requirements, budget, risks and performance.

Administrative Processes

3.17 Partner with the NIH Office of the Director to streamline administrative processes and redirect efforts to higher priorities.

3.18 Fully assess ORS-owned policies to eliminate those which are no longer necessary or relevant and streamline the others.

Metrics and Benchmarks

3.19 Establish metrics that benchmark ORS performance and become drivers for sustainable service excellence and streamlined processes.

Workspace and Logistics

Adjusting ORS space based on emerging needs and blending physical and virtual workspace are critical strategies for the next five years. Telework operating practices must be updated considering pandemic lessons learned. Finally, ORS is committed to establishing an ORS supply chain management system to better manage inventory and property.

Space Optimization

3.20 Adjust the ORS footprint and reallocate space to accommodate emerging science and service demands.

Virtual Workplace

3.21 Enhance ORS technologies that integrate tools and capabilities to blend physical and virtual workspace.

3.22 Assess and modify expectations, policies and operating practices for results-driven telework.

Logistics

3.23 Establish an ORS supply chain management system to track and manage inventory and property from acquisition planning through disposal.
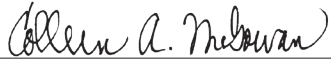
CONCLUSION

The ORS considers this strategic plan to be part of an ongoing discussion with the NIH Community and its many partners. The plan's implementation is underpinned by an inclusive approach with ORS employees and NIH partners, driven by current and emerging priorities, and led by an ORS Leadership Team that is committed to executing the actions required to achieve our vision, mission and core values.

Over the next five years, ORS will: provide regular updates on its progress and efforts to deepen a foundation of trust with the community we partner with and serve; provide efficient pathways to easily understand and access our suite of services; evolve services to respond to changing research and national needs, shedding what's no longer needed and strengthening unknown resources; and, demonstrate a forward-leaning, proactive, innovative approach delivered by a team of dedicated professionals committed to service excellence.

ORS STRATEGIC PLANNING LEADERSHIP TEAM

This plan reflects a commitment to work in partnership with our colleagues to focus on strategic changes that align with NIH mission needs and strengthen ORS sustainability and service excellence over the next five years.

Colleen A. McGowan
Office of the Director
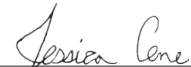
Bill Cullen
Office of Security and Emergency Response

Tim Tosten
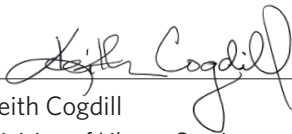*Office of Program and Employee Services*

Kathleen Eastburg
Office of Administrative Management
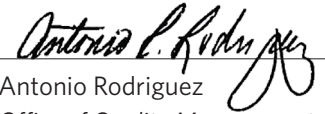
Ron Sires
Office of Budget and Finance

Jessi Cene
Office of the Director

Keith Cogdill
Division of Library Services

Tammie Edwards
Division of Amenities and Transportation Services

Antonio Rodriguez
Office of Quality Management

Joe Wolski
Office of Quality Management

GLOSSARY

CORE VALUES: the primary principles by which an organization is guided.

CRISIS RESPONSE SYSTEM: a fully integrated NIH-wide crisis command system that includes the systems, policies, practices, protocols and resources put in place to respond effectively to any crisis.

FEDERAL PROTECTIVE SERVICE: the uniformed security division of the U.S. Department of Homeland Security that provides security services to certain NIH leased facilities.

MISSION: a statement that defines the purpose or goal of an organization.

NIH COMMUNITY: all employees, contractors, affiliates, patients and their families, and others that serve, are served by, or are impacted by the NIH mission.

NIH STAKEHOLDERS: our colleagues that influence funding, priorities and resources. They ensure our goals are aligned with and have a vested interest in the success of ORS.

NIH PARTNER: Institutes, Centers and Offices that work with ORS on a variety of initiatives and projects. ORS engages as a partner with these entities with the shared goal of advancing the NIH research mission.

VISION: an aspirational statement that expresses what an organization would like to achieve and guides the direction of future efforts.

APPENDIX

Overview

In August 2020, ORS Director, Colleen McGowan, Lynne Carbone & Associates, Inc. (LCA), and the ORS Leadership Team, embarked on the development of a new 5-year strategic plan. The group was committed to a highly inclusive and collaborative approach for developing the plan and engaged a cross section of ORS employees and NIH stakeholders in virtual workshops to collect and discuss input on a series of strategic questions.

On October 13 and October 15, 2020, ORS employee representatives were invited to attend one of three half-day virtual workshops to provide input and engage in strategic discourse. Additionally, the ORS Leadership Team provided responses to the same questions via an electronic survey, as did several additional employees who were unable to attend one of the workshops.

On October 29, November 5, and November 12, 2020, ORS stakeholder representatives were invited to attend one of five half-day virtual workshops to provide input and engage in strategic discourse. Stakeholders unable to attend one of the workshops were invited to provide input via individual interviews with the consulting team and ORS Director, or via an electronic survey.

The collective ORS and stakeholder input from these workshops and surveys was consolidated and analyzed. This input was used as the foundation for developing the 2021-2026 ORS Strategic Plan.

Desired Results

The desired results of the workshops were to 1) provide participants with background, purposes, and desired results for the ORS strategic planning effort; and 2) solicit, discuss and prioritize input on strategic questions to inform development of the new strategic plan.

LCA provided a structure and process for the brainstorming and prioritization of ideas.

Meeting Participants

A total of 66 ORS employee participants provided input for the new strategic plan. Participants represented a cross section of all ORS departments and levels from GS-7-15 representing employees, management and leadership.

ORS Employee Participants

Karla Bailey
Division of Library Services

Samir Balala
Division of Innovation and Information Technology

Jason Barr
Division of Occupational Health and Safety

Rick Baumann
Division of Occupational Health and Safety

Mike Burnham
Events Management Branch

Judy Chan
Division of Occupational Health and Safety

Mike Conto
Division of Physical Security Management

Sean Cullinane
Division of Amenities and Transportation Services

Ron Frost
Division of Police

Kara Fulginiti
Division of International Services

Chris Gaines
Division of Amenities and Transportation Services

Michael Gilroy
Division of Fire/Rescue Services

Jackie Glass
Division of Occupational Health and Safety

Colleen Guay Broder
Division of Veterinary Resources

Holly Habbershon
Division of Veterinary Resources

Alan Hoofring
Medical Arts Branch

Samantha Hughes
Division of Emergency Management

Jane Killian
Division of Library Services

Victor Lacy
Division of Radiation Safety

Cortney Lee
Division of Personnel Security and Access Control

Tonya Lee
Office of Program and Employee Services

Alvin Maker
Division of Police

Kathleen McGlaughlin
Division of Library Services

Katie McLaughlin
Division of International Services

Michelle Mejia
Division of Amenities and Transportation Services

Brad Moss
Office of the Director

Laurenti Ngutter
Division of Radiation Safety

Rebecca Ochayon
Management Analysis
and Review Branch

Tara Patti
Division of Personnel
Security and Access Control

Dever Powell
Office of the Director

Meg Richmond
Division of International
Services

Wendy Rubin
Division of Radiation Safety

Brad Rupert
Division of Police

Annie Shih
Division of International
Services

Joy Thomas
Division of Library Services

Kiana Timmons
Administrative Services
Branch

Carrie Wertheim
Division of Occupational
Health and Safety

Sherry Wu
Office of Budget and
Finance

ORS Management Participants

Jill Ascher
Division of Veterinary
Resources

Dan Bernaiche
Division of Mail
Management Services

Karen Cook
Management Analysis
and Review Branch

Susan Cook
Division of Amenities and
Transportation Services

Jennifer Freese
Division of Innovation and
Information Technology

Irene Hangemanole
Administrative Services
Branch

Jonathan Mattingly
Division of Fire/Rescue
Services

Jessica McCormick-Ell
Division of Occupational
Health and Safety

John Petersen
Division of Physical
Security Management

Cathy Ribaudo
Division of Radiation Safety

Paul Richards
Division of the Fire Marshal

Rick Roberts
Financial Management
Branch

Ken Ryland
Events Management
Branch

Bonita Smith
Business Services Branch

Jordan Southers
Division of Emergency
Management

Lisa Taylor
Workforce Management
and Planning Branch

Jerry Tyus
Division of Scientific
Equipment and
Instrumentation Services

Candelario Zapata
Division of International
Services

ORS Strategic Planning Leadership Team Participants

Jessi Cene
Office of the Director

Keith Cogdill
Division of Library Services

William Cullen
Office of Security and
Emergency Response

Kathleen Eastberg
Office of Administrative
Management

Tammie Edwards
Division of Amenities and
Transportation Services

Colleen McGowan
Office of the Director

Antonio Rodriguez
Office of Quality
Management

Ron Sires
Office of Budget and
Finance

Tim Tosten
Office of Program and
Employee Services

Joe Wolski
Office of Quality
Management

A total of 73 NIH participants provided input for the new
strategic plan. Participants represented a cross section of
NIH leadership from all Institutes and the Office of the
Director.

NIH Stakeholder Participants

Pius Aiyelawo
Clinical Center

Stacie Alboum
Center for Information
Technology

Kimberly Allen
National Institute on
Minority Health and
Health Disparities

Susan Amara
National Institute
of Mental Health

Shelli Avenevoli
National Institute
of Mental Health

Dianne Babski
National Library
of Medicine

Robert Balaban
National Heart Lung
and Blood Institute

Holli Beckerman Jaffe
Office of the Director

Jason Brenchley
National Institute of Allergy
and Infectious Diseases

Patti Brennan
National Library
of Medicine

Vicki Buckley
National Institute on Alcohol
Abuse and Alcoholism

Beth Chandler
Office of the Director

Stephen Chanock
National Cancer Institute

Linda Coe
National Institute of Allergy
and Infectious Diseases

Eric Cole
National Cancer Institute

Wilson Compton
National Institute on
Drug Abuse

Glenda Conroy
Office of the Director

Lisa Coronado
Office of the Director &
National Institute of Allergy
and Infectious Diseases

William Dahut
National Cancer Institute

Charles Dearolf
Office of the Director

Rita Devine
National Institute of
Neurological Disorders
and Stroke

Kelly Fennington
Office of the Director

Daniel Fogarty
National Heart Lung
and Blood Institute

Jason Ford
National Institute of
Biomedical Imaging and
Bioengineering

Arlyn Garcia-Perez
Office of the Director

Gregory Gendron
National Institute of Allergy
and Infectious Diseases

Gregory Germino
National Institute of
Diabetes and Digestive
and Kidney Diseases

Kendrick Gibbs
Office of the Director

Demond Gibson
National Institute of
Nursing Research

Jim Gilman
Clinical Center

Michael Gottesman
Office of the Director

Eric Green
National Human Genome
Research Institute

Jill Harper
National Institute of Allergy
and Infectious Diseases

Darla Hayes
Office of the Director

David Heller
Office of the Director

Justin Hentges
Office of the Director

Richard Hodes
National Institute on Aging

Matthew Hoffman
National Institute of Dental
and Craniofacial Research

Steven Holland
National Institute of Allergy
and Infectious Diseases

Camille Hoover
National Institute of
Diabetes and Digestive
and Kidney Diseases

Treava Hopkins-Laboy
Office of the Director

Ann Huston
National Institute
of Mental Health

Alfred Johnson
Office of the Director

Maria Joyce
Clinical Center

Karen Kaczorowski
Clinical Center

Robin Kawazoe
Office of the Director

Peter Kilmarx
Fogarty International
Center

Michael Krause
National Institute of
Diabetes and Digestive
and Kidney Diseases

Michael Lauer
Office of the Director

Sally Lee
National Institute of
General Medical Sciences

Charlene Le Fauve
Office of the Director

Glenn Merlino
National Cancer Institute

Michael Nealy
National Institute of Allergy
and Infectious Diseases

Andrea Norris
Center for Information
Technology

Nancy Norton
Office of the Director

John O'Shea
National Institute of Arthritis
and Musculoskeletal and
Skin Diseases

Kathy Partin
Office of the Director

Lynne Penn
National Institute on
Deafness and
Communication Disorders

Ricardo Rawle
National Cancer Institute

Randy Redmond
National Center for
Advancing Translational
Sciences

Rodney Rivera
Eunice Kennedy Shriver
National Institute of
Child Health and Human
Development

Ellen Rolfes
National Human Genome
Research Institute

Tara Schwetz
Office of the Director

Marisa Sheelor
Center for Scientific Review

Patrick Shirdon
National Institute on Aging

David Shurtleff
National Center for
Complementary and
Integrative Health

Amber Simco
Office of the Director

Kenton Swartz
National Institute of
Neurological Disorders
and Stroke

Larry Tabak
Office of the Director

Dan Wheeland
Office of the Director

Tim Wheeles
National Institute on
Deafness and
Communication Disorders

Richard Wyatt
Office of the Director

Darryl Zeldin
National Institute of
Environmental Health
Sciences

Strategic Questions

The internal workshops focused on soliciting responses from ORS staff to the following seven questions:

1. What is ORS currently doing that we should continue doing because it measurably supports advancement of NIH research missions?

2. What is ORS not currently doing that we should start or increase doing because we are uniquely positioned to do it well or there are gaps where we can have greater mission support impact NIH research priorities?

3. What is ORS currently doing that we should stop or decrease doing because it does not have a significant mission "payoff" for customers, or others might do it and we might redirect to more impactful priorities?

4. What are some specific ways that ORS can be a full partner with our customers with shared goals and priorities to advance research missions?

5. As you think about the ORS organization, what positive changes would significantly enhance our collective ability to carry out our missions?

6. What innovative or non-traditional ideas do you have that if applied, would be "game-changers" and would strategically advance ORS as an organization and its contributions and impacts to NIH research missions?

7. What are we missing? What else should ORS be considering as it develops this strategic plan?

Likewise, the external workshops focused on soliciting responses from NIH stakeholders to the following seven questions:

1. Where is your organization heading in the next five years and what trends in your mission area may have implications for ORS services?

2. What ORS services do you most value?

3. What long-standing issues, impediments, or gaps are you facing that ORS as a central service provider might help address or resolve?

4. What might ORS do to better support your organization and its priorities and be more invested as a full partner over the next five years?

5. What services might ORS reduce or eliminate because there are alternative sources and/or they are no longer essential?

6. What is the one thing that if achieved would be a "game-changer" and would strategically advance your mission and contributions to NIH and the nation.

7. What additional considerations do you have for ORS as they formulate their new strategic plan?

Based on the analysis of these survey inputs, a draft strategic plan was developed including proposed goals for the organization and a structure for 5-year goal outcomes. The ORS Strategic Planning Leadership Team participated in a series of facilitated focus groups during early 2021 to synthesize these inputs and bring unique leadership perspectives to craft this plan. This strategic plan will be rolled out to ORS and NIH community communicating the key priorities and direction for the organization. ORS will further develop guidelines and processes for cross-cutting teams to develop implementation plans for each objective.

THANK YOU

The ORS extends a special thank you to all that were involved in the ORS 2021-2026 Strategic Plan process. We are grateful for the continued trans-NIH partnerships, and are eager for the plan's rollout and implementation. Inspired by our trusted partnership with the NIH Community, we are confident we will deliver on the promises outlined in this bold new plan.