



Our Core Values...

Quality

- Our work is of the highest quality and a standard for excellence.
- We bring discipline, cutting-edge knowledge, and critical thinking to our work.
- We ensure that our products and services are based on research on how people learn.
- We constantly look for ways to raise the bar and increase our impact.
- Our products and services undergo a rigorous research and development process.

Innovation

- We are self-reliant and provide visionary leadership to achieve results.
- We are forward-looking, resourceful, and creative problem solvers.
- We encourage risk-taking that leads to new ideas.

Impact

- We deliver relevant, valuable products and services to our customers.
- We are passionate about our mission.
- We commit to delivering tangible, measurable results that matter to the world.

The mission...

... of the National Science Resources Center, an organization of the National Academies and the Smithsonian Institution, is to improve the learning and teaching of science for all students in the United States and throughout the world.

We are committed to establishing effective science programs for all students by employing strategies that are informed by research, based on best practices, and leverage change through the development of strategic partnerships.

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NSRC STRATEGIC BUSINESS PLAN SUMMARY 2008-2013

NSRC INTERNAL GOALS

- EXPAND INSTITUTIONAL CAPACITY AND MANAGEMENT EXCELLENCE
- INCREASE FINANCIAL STRENGTH
- LEVERAGE INTELLECTUAL CAPACITY AND IMPACT



NSRC EXTERNAL GOALS

- INCREASE PUBLIC UNDERSTANDING OF RESEARCH-BASED SCIENCE EDUCATION
- SCALE UP REFORM IN STATES AND DISTRICTS
- SUPPORT IMPLEMENTATION AND SUSTAINABILITY OF EFFECTIVE K-12 SCIENCE EDUCATION PROGRAMS
- BUILD NATIONAL, STATE, AND LOCAL LEADERSHIP CAPACITY
- DEVELOP AND STRENGTHEN INTERNATIONAL CAPACITY



THE NSRC Strategic Business Plan Summary for 2008-2013

**The NSRC has defined two- and five-year targets for achieving its business goals by 2013.
The performance measures are designed to track progress toward goals.**

NSRC INTERNAL GOALS	Two-Year Targets: 2008 – 2010	Five-Year Targets: 2008 – 2013	Performance Measures
<p>Expand Institutional Capacity and Management Excellence Sustain and expand organizational capacity by continuing to attract, cultivate, and retain highly skilled and innovative staff that develop and deliver exceptional services and products based on research and promising practices by 2013.</p>	<p>Increase number of staff/consultants by 30%; continue the development and implementation of professional development plans and operational systems needed to support current staff and consultants; build capacity for future recruitment; develop plans for succession planning; hold retreats annually to update strategic plans; expand the NSRC internship programs from summer to full year.</p>	<p>Increase full-time staffing by 50%; provide current and future staff with required professional development; continue to hold retreats annually to update strategic plan; continue to expand and strengthen NSRC internship program.</p>	<p>Number and retention of highly qualified staff/consultants; all staff participating in professional development opportunities; knowledge and skills learned through Smithsonian, National Academies and external professional development experiences being used; internship program viewed as a model programs with students participating all year; more than 30% of staff is ethnically diverse; business goals are accomplished.</p>
<p>Increase Financial Strength Sustain and expand the work of the NSRC through the increase, diversification, and sustainability of the NSRC's revenues for programs from \$4 million to \$10 million annually in five years.</p>	<p>Increase funding base by 50% over current level, establish NSRC Ambassador's Circle; develop prospect list for endowment; continue to deposit at least \$500,000 annually into the quasi-endowment at the National Academies; significantly increasing gifts to the NSRC's quasi-endowment at the Smithsonian; establish endowment for internship program; establish sustainable fee-for-service policies and procedures; implement comprehensive annual development plan.</p>	<p>Increase funding base by 60% over 2010 level; pay all event costs through participant fees and gifts from foundations and corporations; increase quasi-endowment principal by \$1 million annually at the Smithsonian and secure \$12 million in the quasi-endowment fund at the National Academies by 2013; secure \$500,000 for an endowment for the NSRC internship program.</p>	<p>Significantly decrease reliance on royalties for overhead expenditures (core operations); \$12 million in the National Academies quasi-endowment by 2013; progress toward increasing deposits in quasi-endowment fund at the Smithsonian; increase in fee-for-service models; increase new and repeat funders with increase in size of gifts; program revenues at \$10 million; all NSRC staff are involved in development work.</p>
<p>Leverage Intellectual Capacity and Impact Improve strategies for leveraging our intellectual capacity and impact through improved use of resources and expertise from National Academies and Smithsonian, application of customer feedback, implementing continuous improvement practices, expanding strategic partnerships, effective use of the NSRC Web, and catalyzing research studies needed to advance math and science education by 2013.</p>	<p>Expand the use of resources and expertise of Smithsonian and National Academies; establish an NSRC Scientific Advisory Committee with representation from both institutions; conduct annual customer surveys; maintain or improve working relationships with CCSSO and other existing partners; cultivate three new strategic partnerships, including the National Governors Association and Achieve; update the NSRC web site to align with our business plan and work; initiate one research project in collaboration with an academic institution.</p>	<p>Develop three to five new strategic partnership resulting in sustained funding and in-kind support for NSRC programs; continue to expand the use of resources and expertise of Smithsonian and National Academies; conduct NSRC Scientific Advisory Committee; continue conduct annual customer surveys; develop and maintain programs in partnership with CCSSO, the National Governors Association, Achieve and other institutions; maintain and update the new NSRC web site; continue to initiate research projects in collaboration with an academic institution</p>	<p>Recognition by National Academies and Smithsonian of effectiveness of NSRC's strategies to leverage resources and expertise; annual satisfaction surveys with customers, stakeholders, and partners; revenue increase linked to partnership activity; 40 or more active members of NSRC National Coalition; regular publication of partnership progress; results of research published and disseminated annually.</p>
NSRC EXTERNAL GOALS			
<p>Increase Public Understanding of Science Education Increase public understanding of research-based science education programs with at least 2000 officials representing educators, government, and business who will make informed decisions about policies and programs based on research and promising practices.</p>	<p>Continue to sponsor at least three annual state, regional, and national events to educate at least 800 officials about research-based science learning and teaching, and models of effective reform; continue to develop printed and web resources; develop and implement evaluation plan for assessing impact of this program.</p>	<p>Continue to build on and support 2000 leaders; work with the Smithsonian and the National Academies to sponsor a series of programs for staff; publish at least one article annually by the end of the fifth year; position NSRC executive director as one important media source for questions about science education.</p>	<p>Number of participants who recommend others to attend future events; number of participants who bring a district to a strategic planning institute; number of participants who express an interest in leading state and region reform efforts; number and length of website hits; number of inquiries to sponsor future events.</p>
<p>Scale Up Reform in States and Districts Engage six new states, regions, and/or urban communities representing an additional 20% of the U.S. K-12 student population in the process of improving their science programs based on research and best practices by 2013.</p>	<p>Enroll 10 new members in the NSRC National Coalition to work with NSRC to develop scaling up plans for implementing research-based science programs in states; initiate research projects to assess and track the curriculum programs adopted by districts; develop systems and databases needed to initiate and implement K-12 research-based programs to states; develop publications and websites documenting effective state and district models; engage four new regions, states, and/or urban communities in this process.</p>	<p>Continue to maintain and expand the membership and work of the NSRC National Coalition to advise the NSRC about K-12 research-based science programs; continue to track the curriculum programs adopted by school districts in the United States; continue to conduct leadership development programs for the initiation and implementation of K-12 research based program in the United States; engage two additional new regions, states, and/or urban communities in this process.</p>	<p>Development of an NSRC business plan for scaling NSRC services to states and urban communities; number of new states, regions, and urban communities working collaboratively with the NSRC in long-term initiatives that are systematically scaling the implementation of effective K-12 science instructional programs based on research and promising practices; reports and studies providing evidence of adoption of research-based K-12 science programs; NSRC web site viewed as an important national resource for state and local leaders</p>
<p>Support Implementation and Sustainability Leverage the resources and expertise of the National Academies and the Smithsonian as well as other institutions to develop services and products to help districts representing 20% of the U.S. K-12 student population sustain the implementation of their science programs.</p>	<p>Advance the services of NSRC Leadership and Professional Development Centers for preparing and supporting administrators, teachers and other leaders to implement and sustain research-based programs; provide programs for improving teacher quality; maintain and expand the NSRC's national network of professionals to disseminate information about research and promising practices for sustaining the implementation of programs; increase the development and publications of new resources by 30% to assist states and districts with the effective implementation of research-based programs.</p>	<p>Continuous improvement and development of new programs, products, and services for supporting implementation plans of districts and states, including programs for improving teacher quality, the NSRC Science and Technology Concepts (STC) Program of elementary and secondary instructional units and student books; and identification of new K-12 research-based instructional programs produced by other organizations to be disseminated by the NSRC; organization of annual network events of leaders to disseminate current resources and learn lessons about scaling effective programs to districts and states;</p>	<p>Establishment of NSRC comprehensive program of services and products that districts and states use systematically to support long-term implementation; number of K-12 teachers with improved knowledge and skills; number of districts adopting research-based K-12 science instructional programs as their official science program; number of STC instructional units and student reading resources purchased annually; number of districts and states sustaining reform based on research and promising practices; number of states and districts implementing NSRC reform model that have evidence of impact on student achievement..</p>
<p>Build National, State, and Local Leadership Capacity Sustain and expand the leadership development program of the NSRC to prepare an additional 300 diverse leaders who can sustain local and state reform programs and help the NSRC scale best practices to new states, regions, and urban communities by 2013.</p>	<p>Develop system for documenting and tracking the number and type of leaders participating in NSRC leadership forum and faculties, to include the number of hours of professional development they are receiving; increase the number of scientist and engineers; train Board members and other leaders to speak at major events on behalf of the NSRC.</p>	<p>Maintain and increase number and diversity of leaders participating as members of NSRC faculties and events by 50%, with an emphasis on engaging scientists and engineers, middle and high school science teachers, and superintendents; continue to expand the number of leaders being trained to represent the NSRC at events; track impact of program.</p>	<p>Number of leaders who are a part of the NSRC's leadership development program and who are initiating new and/or sustaining current K-12 science education programs; number and diversity of superintendents, teachers, principals, scientists, and engineers participating in the NSRC's long-term leadership development program; number of leaders representing the NSRC at events.</p>
<p>Develop and Strengthen International Capacity As a part of the InterAcademy Panel (IAP) program, work with the National Academies of Sciences in other countries to develop leadership capacity for the establishment of research-based programs.</p>	<p>Maintain working relationships with current partner countries; develop a "readiness scorecard" and cost-effectiveness ratios to assess potential international partnerships; work with IAP to develop research protocols for a research project in the United States.</p>	<p>Expand international relationships to include five to ten new partner countries; develop and publish comprehensive report on international activities; initiate at least one research project.</p>	<p>Number of partner countries; qualitative and quantitative measures of success in implementation of reform in partner countries; research results available to inform international work.</p>