

**NATIONAL LEADERSHIP INITIATIVE
of the
GEOLOGICAL SOCIETY OF AMERICA**

IMPLEMENTATION PLAN

**NLI Ad Hoc Committee
4 March 2007**

NLI Ad Hoc Committee Members

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NLI Ad Hoc Committee Charge:

Carefully review and address comments in the AAAS review of the NLI White Paper.

Develop criteria for a five-year review of the initiative.

Develop a business plan for the NLI including source(s) of funding.

Develop an Ad for the Director for Geoscience Policy.

Work with the Executive Director to find space in Washington, D.C.

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NATIONAL LEADERSHIP INITIATIVE IMPLEMENTATION PLAN

INTRODUCTION

Mission Statement

The National Leadership Initiative (NLI) represents the Geological Society of America (GSA) and its members on public policy issues and activities, including federal support for the geosciences and the use of science in the decision-making process. The NLI works cooperatively with other societies to meet goals and objectives that reflect those of the GSA community. The NLI should be an advocate for and a liaison between the GSA community and Congress, the White House, and federal agencies. Within GSA, the NLI coordinates with and supports the Geology and Public Policy Committee, the Geology and Society Division and other divisions, and the sections to engage GSA's members in public policy. Whereas the NLI is charged to focus on the national level, the information and education provided to the GSA community will facilitate members' efforts on regional and local issues, including those dealing with state governments and the private sector. GSA Position Statements are the foundation for policy actions by the Society and the National Leadership Initiative.¹

Summary

The implementation plan presented here builds on the original vision document that was prepared for Council and reviewed by a panel of experts convened by the American Association for the Advancement of Science (AAAS). In response to that review, the implementation plan provides an overview of the issues, goals and strategies that the NLI will undertake, including general public policy issues, and addresses the need and mechanisms for communication, education and interaction with the GSA community. This plan emphasizes the importance of the NLI's collaboration with the government affairs offices of other societies and organizations. It provides an organizational and management framework for the NLI and then presents a five-year budget and some comments on growth. The plan includes two specific issues that reflect the needs and perspectives of the GSA community and that address broad national needs as well. These two issues are: federal investment in the geosciences, and the use of geoscience data and knowledge in the decision-making process. The plan also identifies base-level activities that the office must address during its first years, and then other activities that can be addressed over time in consultation with the NLI Steering Committee, which will be a subcommittee of the Geology and Public Policy Committee (GPPC). The NLI Director for Geoscience Policy reports to the GSA Executive Director and through the Executive Director to GSA Council. The NLI Steering

¹ As of March, 2007, GSA has position statements on Evolution, Global Climate Change, Geoscience Data Preservation, Geoscience and Natural Hazards Policy, The Value of Geologic Mapping, The Importance of Teach Earth Science in Schools, Visas for Foreign Scientists and Students, Open Access to Data, and Scholarship and Professional Activity in Geoscience Public Policy and Geoscience Education.

Committee and GPPC thus will serve as a resource for the NLI and as a clearinghouse for information, projects, and activities. The GPPC will also be the main avenue of communication for the NLI to divisions, sections, and the general membership.

The AAAS review highlighted the need to clearly articulate and prioritize goals, issues, and strategies that GSA is uniquely positioned to address and the mechanisms to implement them. The review suggested that too broad of a scope makes near-term success difficult and that a mechanism must be established to set priorities. They properly recognized that there will necessarily be a tradeoff between capacity building within the GSA community and working on policy issues and were particularly concerned that the scope of the NLI not be overly broad and that GSA decide where to focus energy. We acknowledge these concerns in the implementation plan, but conclude that prior to the opening of the office it is impossible and unwise to be overly specific about what the NLI office will do. It is here concluded that only general goals and a philosophy of operation should be initially established followed by a periodic review of the accomplishments of the office with respect to those general goals and the priorities that have been set. Therefore, rather than attempting to state specific individual topics for the NLI to address, the plan describes the mechanism and expectations for the NLI office to develop prioritized activities and focus. The initial task of the NLI Director will be to survey the Washington, D.C., public policy-related landscape and to then, working within the advisory and management structure as outlined in this document, set priorities based on what activities are more important for GSA to pursue.

ISSUES, GOALS, AND STRATEGIES

Introduction

The overarching goal of the NLI is to provide GSA and its membership with leadership in public policy and active involvement in the public policy decision making and implementation processes. The AAAS review stressed the importance of first building capacity within GSA and its membership with respect to understanding and influencing the public policy processes and its outcomes. To do so, it must interact and collaborate with other societies and their Washington offices, leveraging existing capabilities. Duplication with the activities of these other offices will be minimized, but the NLI staff must also be independently aware of and knowledgeable about the spectrum of issues and formal and informal organizations that affect the public policy decision making and implementation processes. The NLI staff must be aware of the role and mission of each federal agency and its component programs. They must know the key people in the agencies, in Congress and the Executive Office of the President.

The central challenge for GSA in establishing the NLI is to bring a new perspective and greater community involvement in the policy making and implementation process. That requires defining what goals and issues the NLI will address that reflect the needs of GSA and its membership and where GSA is well positioned to address them. At the highest level, what sets the NLI apart is that it is the only office that directly represents GSA and its membership. With that also comes the unique need to establish two-way communication with GSA leadership,

committees, divisions, sections and members at large. Obviously, no other society represents GSA membership.

The initial goals of the NLI focus on capacity building within GSA and can be grouped into four activities. The first two represent what all public policy offices must do, whereas the last two reflect a more unique and proactive emphasis. These four collectively comprise the mission for the office and are: 1) public policy issues, 2) communication and working with the GSA community, 3) science funding, and 4) science in the decision-making process.

Public Policy Issues

NLI will monitor relevant laws, policies, and regulations, track relevant activities in Congress, pertinent agencies, coalitions and other nongovernmental information and advocacy groups, and participate in information and education efforts to Congress and the agencies about issues of importance to GSA and its members. This monitoring and education outreach must be done in collaboration other public policy offices, in particular American Geological Institute (AGI), but from the perspective of what is important to GSA. The NLI must therefore become familiar with, and expert in a broad array of governmental and nongovernmental organizations and activities that affect public policy related to the geosciences. The results of these activities will also serve to promote a dialogue within GSA on issues of concern and help to guide GSA's public policy activities. This will be the primary activity during the first year of the NLI office.

Working with GSA and the GSA Community

The second goal is for the NLI to set up clear and effective lines of communication to GSA members and organizational units and to utilize its regional structure to obtain better participation in the public policy process.

Effective communication on public-policy issues is critical to the success of the NLI. This communication will inform GSA members about what is happening on the national policy issues that affect the geoscience community, what role the NLI and therefore GSA is taking on these issues, and why participation by GSA and its members is important. Communication within the GSA organizational structure is also important. It is one thing to have an organizational chart (see Figure 1), and another for those lines of communication to be effective.

The NLI is also tasked with helping to educate and prepare GSA members to participate in the public policy process. Geoscientists need to be educated to communicate effectively with policy makers and to be more strategic in affecting the decision-making process. To achieve this purpose, NLI will work closely with the GPPC and the Geology and Society Division. The NLI will conduct workshops for members at section and the national meetings and will work with the GPPC and the Geology and Society Division to develop other approaches to the education and preparation of GSA members and organizations to participate in various public policy activities.

The AAAS review noted the potential strength of GSA's science community to affect public policy at all levels: "One of the unique strengths that GSA brings to the Washington geosciences

community is potential use of its regional structure to build grassroots public policy expertise among GSA's membership." In making this statement, however, the committee also made a distinction between "... using GSA's regional structure to accomplish national goals as opposed to working on regional and local issues. The committee cautions against straying from the national agenda and recommends instead that the NLI focus on creating citizen scientists that can effectively work on local issues if desired." Whereas the NLI focuses on national issues, the ability of members to become engaged in local and regional as well as federal issues will be enhanced through the NLI's contributions to the education process and through persistent and effective activities of the GPPC and the Geology and Science Division at section and national meetings.

The NLI will be expected to work directly with GSA organizations and member initiatives and individuals who go to Washington, D.C., to pursue various public policy issues. This activity is one that helps to distinguish the NLI's role and is critical for capacity building. The effectiveness of this interaction will be carefully monitored during the biannual review process and adjusted as necessary.

Science Funding

The issue of federal investment in science is critical to not only the academic-based GSA members but also to those in industry and agencies where federal and state dollars support science and science-related work within and outside of government agencies. Federal investment in Earth science research and studies comes from a broad array of agencies, including the National Science Foundation (NSF), Department of Energy (DOE), Department of Defense (DOD), National Aeronautics and Space Administration (NASA), National Oceanic and Atmospheric Administration (NOAA), the Department of the Interior (U.S. Geological Survey (USGS), Bureau of Land Management, National Park Service), Department of Agriculture (Natural Resources Conservation Service, U.S. Forest Service), and others. The NLI staff will not only have to be familiar with the congressional authorization and appropriations processes and track those activities, but also must provide proactive leadership when opportunities arise.

An initial task for the NLI staff is to do an analysis of which agencies and programs GSA should support and get buy-in from GSA leadership on a proposed portfolio. The NLI should focus on those agencies and programs that provide funding for the research and work of GSA members and/or those disciplines where GSA wants to expand membership

A critical issue will be when to express general budgetary support (e.g., for the budgets of NSF or the USGS), and when to provide expressed support for particular programs within such agencies (e.g., EarthScope or the USGS cooperative geologic mapping program). Care must be taken when advocating support for specific programs within agencies because this may not be what the agency wants and could negatively impact GSA's relationships with that agency. Moreover, when budgets are flat, an increase to one part of an agency could adversely affect other programs that benefit a different subset of GSA's membership. A blanket answer cannot and should not be provided, and each situation must be evaluated on a case-by-case basis by the

NLI in conjunction with the NLI Steering Committee, the GPPC, and GSA leadership when potentially sensitive issues arise.

Science in the Decision-making Process

It is widely acknowledged that there remains a critical need to continue to improve the use of science in the policy decision and implementation process. It is an issue that is important to all GSA members, those with jobs in academia, the private sector, and government. The importance of science to the decision-making process reflects the underlying purpose of the GPPC and the Geology and Society Division, and has been the topic at an increasing number of sessions at sectional and the national meetings. The NLI, with its Washington, D.C., office, extends the reach and improves the effectiveness of these member-driven efforts. This issue is fundamental to most science society government affairs offices and thus the NLI's collaboration with these other offices is important. Sometimes the NLI will serve to add GSA's voice to larger groups addressing critical issues. More importantly, the NLI will allow GSA to initiate and lead such efforts on issues that matter most to GSA membership and where GSA is uniquely positioned.

How can the NLI make a substantive contribution with respect to using more science in the decision-making process? What would the NLI do that is different from the standard public policy office activities? How do we engage the GSA community in this process? The AAAS review suggested that: "It would be useful to identify several key issues, such as drought, where GSA's expertise can come to be seen by Washington players as a key source of reliable information." As described later, a "Committee of Experts" will be established which will provide a pool of expertise to be used for relevant activities, such as testifying at a hearing. But the fundamental goal is to engage GSA members in the public policy process. To do this, the NLI director must interact with the GPPC and the Geology and Society Division, and run workshops at sectional, national, and other meetings. The issues that the NLI works on should be those that galvanize a sufficient group of GSA members such that they will work with the NLI in pursuing them. In addition to drought, other possible issues include hazards mitigation, climate change, water resources, and land use dynamics. Many of these topics may have an existing coalition working on them; the challenge then becomes how to engage the GSA community on the issue in collaboration with such coalitions. Others will have not yet organized an advocacy group. Regardless, these topics must bubble up from the community --typically through the Geology and Society Division through the GPPC--but not exclusively so.

The specifics of how to approach this goal must be worked out between the NLI Director, NLI Steering Committee, and GPPC once the Director is hired. However, it is recognized that the development of a concerted approach to encouraging the integration of more science in the policy decision and implementation process could greatly benefit GSA, its members, and the nation.

COLLABORATION WITH GOVERNMENT AFFAIRS OFFICES OF OTHER SOCIETIES AND ORGANIZATIONS

Collaboration with Geoscience Government Affairs Offices

A basic goal of the NLI is to work in conjunction with AGI, the American Geophysical Union (AGU), American Association of Petroleum Geologists (AAPG), and others to significantly increase the capacity for representation of the geoscience community on Capitol Hill, with the White House Office of Management and Budget and Office of Science and Technology Policy, and with federal agencies. There will be some overlap among these society offices, but handled correctly this should greatly enhance the ability of the geoscience community to engage in the public-policy dialogue. The attached material on the government affairs offices of other scientific societies was prepared in response to comments in the report of the AAAS Review Committee. The report asked for clarification on how the NLI, and particularly a GSA Washington office, would cooperate and interact with the offices of other societies. As part of the response, a web-survey of these organizations was conducted and is summarized below; additional details can be found in Appendix I.

Eight organizations were reviewed and all support offices in Washington, D.C.: American Meteorological Society (AMS), American Geophysical Union (AGU), Ecological Society of America (ESA), American Association of Petroleum Geologists (AAPG), American Sociological Association (ASA), and the Tri-Societies: Agronomy Society of America/Crop Science Society of America/Soil Science Society of America (ASA/CSSA/SSSA).

Through their Washington offices, all of these societies focus their issue-advocacy on *national* and *international* issues. AAPG also addresses *regional* petroleum exploration issues.

Although their activities overlap (e.g., position papers, coalitions, Congressional visit days, etc.), each organization was unique in its purpose/rationale or constituency. Some organizations focus exclusively on their discipline areas (AAPG), and some expand their purview to national and international science policy (AGU, AMS, American Institute of Physics (AIP)). There is no common model. Some of these organizations are quite large and support a large policy office (AIP, AMS); some represent large communities, but have a small policy office. One organization has no formal policy office (ASA), but plays a role through its Executive Director.

As indicated by the Review Committee and demonstrated by these societies, a physical presence in Washington, D.C., is necessary to build relationships with the Congress, the Federal agencies and also with the science policy community situated within their Washington offices.

Trans-disciplinary Collaboration with Other Government Affairs Offices

An opportunity exists for the NLI to establish collaborations with the government affairs offices of other disciplines that reflect the ongoing evolution of our science. More and more, critical aspects of the geosciences require working with scientists outside of our own geoscience

discipline. Evolutionary processes, climate change, environmental systems, natural hazards, and many more topics increasingly require cross-disciplinary science. Thus the NLI will, over the longer term, work to establish productive working relationships with nongeoscience government affairs offices and in particular to help establish collaboration among the science communities of these offices and that of GSA.

IMPLEMENTATION

Outlined below are many specific tasks and activities for the NLI. This list may, at first reading, look daunting; however, many tasks can be addressed gradually over the initial phase of the NLI office. The AAAS review advocates for a guaranteed 4-5 years of initial funding in order for the initiative to get traction and establish a track record for itself. Some of the activities and reports are required to be completed during the first year or two just to get the office operation rolling, and thus other, longer-term activities and priorities will have to be set aside or down-graded in importance until these initial products are completed. It will be through the interaction with the NLI Steering Committee and GPPC and via the biannual review process that work on all tasks and products will be shared, progress assessed, and deadlines and priorities adjusted.

General Tasks of the NLI Office

The NLI will coordinate its activities to complement work by other societies' public policy / government affairs offices. These activities, subject to priorities set by the NLI management structure, include:

- Tracking developments in targeted congressional committees and subcommittees.
- Informing agencies and congressional and Executive Branch entities of GSA's views on various subjects as appropriate.
- Preparing briefs and testimony for hearings, meetings, etc., as appropriate.
- Participating in coalitions and working groups relevant to GSA's mission and mandate and taking a leadership role as appropriate.
- Forging relationships with agencies that impact science, science research, science education, and science-related public policy, and tracking activities in these agencies.
- Providing information to and interacting with GSA organizations, members, and member initiatives as appropriate.

Initial Tasks

Initially, the NLI Director will have to concentrate on a suite of tasks that will build the longer-term operational basis for the office, these include the following.

- Establishing relationships with the science policy community, including congressional staff, scientific society and university representatives, executive branch officials, National Academies/National Research Council, and federal agencies.

Development of these relationships will help the NLI Director become a respected source of information and will be an important step during the implementation of the NLI. With respect to the government affairs staff from other scientific societies, building these affiliations will help provide information on existing efforts and identify common areas of interest which will help to: 1) avoid duplication, 2) allow the NLI Director to more efficiently manage time commitments, and 3) demonstrate that the NLI is a collaborative partner within the larger science policy community.

- Development of a report that surveys the existing congressional and community coalitions, to assess NLI's potential role in each.

Science and education coalitions are important mechanisms to build relationships, identify areas for collaborations, and obtain information; GSA is already a member of several coalitions. However time resources for the NLI will initially be limited and the NLI, with the aid of the Steering Committee and GPPC, needs to determine the value of joining any additional coalitions.

- Producing a concise report that details how the NLI will make use of GSA membership in AGI to better serve the goals of the NLI and GSA.

The importance of building positive working relationships with AGI has been emphasized in the AAAS review, and by members of GSA leadership. AGI is a key partner and supporter of the NLI and have repeatedly stated such. In part, this support is because AGI's role is unique in that it represents the member societies, and therefore has a broader and distinct role from that of GSA. Furthermore, the NLI will uniquely represent GSA members. AGI serves as a key resource and partner for the NLI, which in turn should improve GSA's ability to use AGI's information and leverage its efforts for the benefit of the GSA membership.

Setting Specific Priorities

Setting priorities on what and/or what level of activities the NLI office will engage in is critical to the short-term success of the NLI. The general goals for the NLI office have been discussed and are: 1) tracking and participating in general science public policy issues in collaboration with other society offices, 2) communication to relevant GSA organizations and members and the education and preparation of members for participation in public policy process, 3) tracking science funding and helping members advocate for increased federal investment in science, and 4) emphasizing the importance of science in the decision-making process by utilizing the science knowledge and expertise that GSA can bring to various issues. These, however are general goals, and a critical initial task for the NLI Director will be to identify specific activities within this general framework.

Despite the importance of setting such detailed priorities, it is unwise to do so before the NLI staff is hired and the office established as it would cripple rather than enable the NLI. Therefore, the first task will be for the NLI staff to work with the Steering Committee to establish an initial set of priorities. This should also be done in consultation with the NLI Steering Committee, the GPPC, and the GSA Executive Director. Once determined, these priorities will be mapped

against existing efforts by other societies and organizations to better determine the amount of effort necessary to achieve the goals of each priority and to reset priorities as appropriate.

Priorities Report: A report will be issued on these priorities and vetted within the GSA membership, especially the Geology and Society Division. Annual reviews of progress will allow for resetting of these priorities as necessary.

Committee of Experts

The AAAS review noted that GSA and the NLI should use personal connections and relationships of members to recruit, inform, and empower reliable experts to advocate and educate for geoscience within Congress, and that this should be a primary component for NLI activities in Washington, D.C. Therefore, to help establish the authority and reputation of GSA and the NLI, a "Committee of Experts" will be established to provide expertise to the NLI for some of the priority activities, including acting as expert witnesses for panels, briefings, and hearings.

The NLI staff, NLI Steering committee, and GPPC will work together to identify and recruit GSA members from academia, industry, and government who can serve as authorities on geoscience issues. Some of these may be "high-profile stars", but energy, willingness to serve, and a commanding individual presence are more important attributes and thus a wide net should be cast in seeking volunteers. The committee should include a mix of up and coming scientists and preeminent figures established in the profession. The integration of industry leaders in GSA's efforts will add a new and powerful element to the success of the NLI when working with Congress and agencies.

Working with Congress

The NLI will need to become a recognized and trusted source of information for congressional staff. Some of this information will come from collaborative efforts with other society government affairs programs, some from GSA community groups and initiatives (see "Interaction with Community-Based Organizations and Initiatives"), and some will reflect more in-depth information related to GSA position statements. As for much of the NLI's activities, the development of these information packages will be done in collaboration with the GPPC, Geology and Society Division and other GSA groups and organizations.

The AAAS review, the GPPC, and others have noted the potential value of using GSA regional and national meetings to engage Members of Congress and their staff through speaking engagements and invitations to attend field trips or shorter roadside geology tours. Thus, during the initial phase of the NLI, the NLI Director will work with the GPPC and the Geology and Society Division to establish a mechanism to more directly involve Members of Congress and their staffs in GSA activities.

Working with GSA and the GSA Community

As noted by many, the success of the NLI will significantly depend on being able to communicate and work with and educate various groups within GSA and GSA members at large. There are several existing mechanisms to do this, including *GSA Today*, *GSA Connection* and the GPPC list serve and web site. To make such activities manageable, the GPPC list serve will serve as the main communications channel for the Divisions and the Sections, although the NLI Director will participate in Division Chairs meetings and Section Summits. The NLI Director will also participate during meetings of the Associated and Allied Societies to provide information about NLI activities and progress.

A unique strength that GSA brings to the policy process is the regional structure of its sections and the topical emphasis of its divisions. The AAAS review noted: "GSA's ability to use its regional structure to reinforce national policymaking from the bottom up will contribute to its success. As part of this process, the NLI should identify, recruit and develop as spokes people GSA members from academia, industry, and government who can serve as authorities on geoscience issues. These high-profile "stars" should include a mix of up-and-coming scientists and preeminent figures established in the profession. The integration of industry leaders in GSA's efforts could add a new and powerful element to the success of the NLI."

These goals of communication, general community interaction, and fostering the strength of GSA's regional structure for public policy are addressed by the following activities and tasks for the NLI.

Communications Report: The NLI Director, working in conjunction with the GPPC and the G&S Division will, in the first year, prepare a concise report on potential mechanisms for communication with GSA organizations and members. Care will be taken to develop an approach that makes use of the information provided by AGI and other societies to avoid duplication and maximize impact of the communication.

Education Plan: The NLI Director will, in the first year, prepare a plan in conjunction with the GPPC and the Geology and Society Division that establishes a program or process to educate and prepare GSA members to participate in the public policy process. The NLI office will work with GPPC and/or the Geology and Society Division to provide workshops for members at the section and national meetings. In addition, on a case-by-case basis, the NLI staff will help educate and prepare groups and or individuals who come to DC for specific public policy purposes.

Speakers Tour: One approach to broadening awareness of the public policy process is for the NLI to work with the Geology and Society Division to identify speakers for policy sessions at section and the national meetings, and at universities. The NLI budget provides baseline support for the speakers' tour.

Participation in Washington, D.C.: It is important to note that a long-term goal of the NLI will be to engage membership to participate in NLI activities in Washington, D.C. The NLI will

never have sufficient staff to fully engage in all issues of importance to GSA and its members. Thus a long-term, concerted effort must be undertaken by the NLI office to engage groups and individuals from the Geology and Society Division and elsewhere to participate in Washington-based activities. A strategy to accomplish this task will be established by the NLI Director, NLI Steering Committee, and others as appropriate. Progress on this task will become part of the biannual review.

Interaction with Community-based Organizations and Initiatives

NLI interaction with community-based organizations and initiatives requires specific consideration because these may not be GSA-sanctioned groups and therefore care must be taken to ensure that they are not represented as such unless so authorized by Executive Council. Nevertheless it is precisely these types of efforts that the NLI should work at capturing, because this is potentially a major way for GSA to become even better known as a supporter and facilitator of community-based efforts. The goals of these groups will reflect both general goals of NLI advocacy for science funding and the expanded use of science in the decision-making process. Examples of existing groups include the Incorporated Research Institutions for Seismology (IRIS) and the Consortium of Universities for the Advancement of Hydrologic Sciences Inc. (CUAHSI). Examples of newer initiatives, some with base level funding, some not, include GeoSystems (www.geosystems.org), EARTHTIME (www.earth-time.org), and the Integrated Solid Earth Sciences (ISES: acad.coloradocollege.edu/dept/gy/ises). Some activities may be fairly simple, and only require connecting the community group with an existing coalition or organization. Others will be true grass-roots organizations that may require more education and preparation via the NLI so they can become effective advocates on their own.

Mechanisms must be established to determine the level of interaction with each such community organization or initiative and to ensure that such groups do not represent themselves as official GSA organizations. The development of a process to provide an official "sponsored by GSA" tag might prove useful. A flood of this type of group is not expected for the first few years of the office, but if NLI is successful, the number may increase in the near future. Regardless, the NLI Director must lead a discussion with the NLI Steering Committee and GPPC, and craft recommendations on how to handle such community groups, and forward these recommendations to Council as appropriate.

ORGANIZATION AND MANAGEMENT

Management Structure

The NLI will operate under the direction of the GSA Council and Executive Committee through the Executive Director for GSA, with assistance in oversight and strategic planning by the Geology and Public Policy Committee (GPPC). In response to evolving mission, capabilities and responsibilities, the composition of the staff of the NLI may change over time. The initial

phase of the NLI will have a single professional position, the NLI Director for Geoscience Policy (NLI Director), and a modest level of administrative support.



Figure 1. Organizational chart for the National Leadership Initiative.

The NLI Director reports directly to the GSA Executive Director (Fig. 1). The NLI Director works in conjunction with the Executive Director, the NLI Steering Committee, and the GPPC to set priorities for NLI activities and seek participation of other GSA organizations and members. As noted below, the NLI Steering Committee of the GPPC will review progress reports written by the NLI Director and forward those reviews to the Executive Director and GPPC. The Executive Director then forwards the reports to GSA Council.

Performance Goals and Assessment

The performance measures of the NLI will change over time as the capabilities and responsibilities of the office evolve. The Executive Director, the NLI Steering Committee, and the NLI Director will establish the initial goals of the office and appropriate tracking metrics. The NLI Director will provide to the NLI Steering Committee an annual (semi-annual in first year) evaluation of performance of the NLI in the context of the performance goals and metrics previously established, and will include an assessment of the value of the NLI to the GSA and its

members. The Steering Committee will review the report, and may prepare a memo or statement to attach to the report prior to forwarding this to the Executive Director, who will then forward the report to Council. After the first year, the NLI Director or the Executive Director may suggest modifications to the performance metrics each year, as required.

In evaluating the effectiveness of the NLI, it is important to distinguish between "activity" and "productivity." Nonetheless, because many of the actual accomplishments of the NLI will become recognizable only over time, it likely will be necessary to initially focus on the activities of the NLI. Some metrics to track may include:

- Creating or seizing opportunities to submit materials to congressional committees and subcommittees and participate in briefings and hearings
- Relationship-building with key staff of Congress and targeted Federal agencies
- Responsiveness to requests from GSA members and organizations to assist in scheduling meetings with members of Congress, agency staff
- Participation and, in particular, leadership roles in coalitions and working groups
- Communication with GSA leadership and community on Washington, D.C., developments that impact them and the geosciences
- Accomplishments in the education and preparation of GSA members to participate in the public policy decision process

NLI Steering Committee

The purpose of the Steering Committee is to serve as a resource for the NLI Director and office. The NLI Steering Committee is a subcommittee of the GPPC. The GPPC will set the length of term for Steering Committee members, but to establish overlapping terms, it is anticipated that some initial members may cycle off the committee earlier than others. The tasks of the NLI Steering Committee include working with the NLI Director to:

- Set priorities for NLI activities
- Develop operational procedures for the NLI office
- Seek participation of other GSA organizations and members in collaboration with the GSA Executive Director and GPPC
- Establish the initial goals of the office and appropriate tracking metrics in conjunction with the GSA Executive Director
- Provide advice about which science and education coalitions to join and the level of appropriate activities with these coalitions and other groups, organizations and activities
- Provide guidance and advice on any issues presented by the NLI Director, and bring such issues and items to the attention of the NLI that it deems important
- Identify and recruit GSA members from academia and industry who can serve as authorities on geoscience issues
- Establish a strategy and mechanism to recruit and engage groups and individuals from the Geology and Society Division and GSA membership to participate in Washington, D.C.,-based activities

- Establish mechanisms to determine the level of interaction the NLI office should have with each community organization or initiative that approaches the office, and to ensure that such groups do not represent themselves as official GSA organizations, unless that is appropriate.

The NLI Steering Committee also:

- Reviews progress reports written by the NLI Director, may provide written comments on the report, and forwards these reports to the Executive Director and GPPC

BUDGET, LONG-TERM FUNDING, AND GROWTH PLAN

Initial Budget and Long-term Funding

A five-year budget with estimates for the various costs is provided in Figure 2. The salary level for the NLI Director for Geoscience Policy reflects the need, as also noted in the AAAS review, to attract a senior person into the position. Office rental costs are based on what AGI would charge if the NLI is co-located at their offices in Alexandria, Virginia (other options of sharing a Washington, D.C., office, a more effective location for the NLI, are being investigated). On the revenue side, it is proposed that the GSA Strategic Budget cover the costs for the first five years. It would be possible to supplement the Strategic Budget with savings of approximately \$200K per year from paying off the bond on the new wing. The GSA Foundation will be asked to help support the NLI. It is proposed that the GSA Foundations start by supporting the interns and Speaker Tour. Long-term financial support of the office would be funded by the GSA Operations Budget and the GSA Foundation.

Interns will be both graduate and undergraduate students who will serve for summer or semester appointments. Interns will gain an understanding of the legislative process, the operation of the executive branch, and the roles and missions of federal agencies. The interns will be a valuable resource for the NLI office in its daily operations. The call for applications will be widely circulated, and the application process will include letters of recommendation and phone interviews.

Growth Plan

As noted above the mission, capabilities and responsibilities, the composition of the staff of the NLI may evolve over time. However, it is difficult to specify all aspects of potential growth until the NLI has operated for several years. Thus the assessment of potential avenues and costs for growth will be done by the DGP and NLI Steering Committee on a yearly basis. It is anticipated however, that in the future, growth of the NLI may warrant the addition of a second professional position, an Associate Director for Geoscience Policy and concomitant slight increase in administrative and logistical support. Also, if the NLI is initially located at AGI, long term plans will include the assessment of relocating to the more convenient and effective Washington, D.C. venue.

ESTIMATED 5-YEAR NLI BUDGET					
	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>	<i>FY11</i>	<i>FY12</i>
EXPENDITURES					
Salary & Benefits					
<i>Total Salary & Benefits</i>	\$186,470	\$193,428	\$201,110	\$209,129	\$217,148
Operating Costs					
<i>Total Operating Costs</i>	\$22,700	\$23,700	\$24,700	\$25,800	\$26,900
Other Expenses					
<i>Total Other Expenses</i>	\$28,000	\$28,000	\$29,000	\$29,000	\$30,000
Total Direct Costs	\$237,170	\$245,128	\$254,810	\$263,929	\$274,048
Overhead (10%)	\$23,717	\$24,513	\$25,481	\$26,393	\$27,405
TOTAL EXPENDITURES	\$260,887	\$269,641	\$280,291	\$290,322	\$301,453
REVENUE					
Strategic Budget	\$260,887	\$256,641	\$56,291	\$66,322	\$77,453
Savings from Bond			\$200,000	\$200,000	\$200,000
GSA Foundation		\$13,000	\$24,000	\$24,000	\$24,000
TOTAL REVENUE	\$260,887	\$269,641	\$280,291	\$290,322	\$301,453

Figure 2. Five-year NLI Budget

APPENDIX I

GOVERNMENT AFFAIRS OFFICES OF OTHER SOCIETIES AND ORGANIZATIONS

Although quotation marks are not used in this appendix, much of the material below was extracted from the web sites of the respective societies and organizations.

AMERICAN METEOROLOGICAL SOCIETY (AMS)

www.ametsoc.org

The American Meteorological Society promotes the development and dissemination of information and educational materials on the atmospheric and related oceanic and hydrologic sciences and the advancement of their professional applications. AMS has more than 11,000 members. Headquartered in Boston, Massachusetts, AMS maintains a staff of more than 30 people; an additional 20 people are located in the AMS Washington Office to operate the Education Program and Public Policy Program.

American Meteorological Society Policy Program (APP)

The American Meteorological Society Policy Program focuses on policy issues in areas of weather, climate, water, and near-space policy that face the nation. Data access in the context of full and open national and international data exchange; intellectual property conflicts; public-private sector roles in the provision of services; air quality regulations and incentives; the response to future climate variations and change are among the policy issues the APP addresses. APP goals:

- ! Prepare scientists to contribute effectively to the policy process: Provide professional development and leadership activities (Congressional Science Fellowship; Summer Policy Colloquium; Develop policy curricula for university science departments; Develop case studies and other instructional materials).
- ! Keep policymakers abreast of scientific advances and their relevance: Provide scientific seminars for policy makers; Facilitate live, real-time exchanges between scientists and policy-makers; Create an archive of educational materials on the AMS website.
- ! Foster meaningful collaborations between scientists and policymakers: Develop a series of policy studies to build a national consensus on new policies to improve the value of earth system information; Focus the studies on four sectors: public health and safety, economic growth, the environment, and national security.
- ! Develop the needed policy research: Develop AMS annual policy research conferences; Work with Federal agencies to establish programs on policy research; Assist AMS in establishing a policy research journal; Foster collaboration among scientists and public policy research centers; pursue policy research.
- ! Share AMS vision and results: Establish the AMS website as a leading resource of policy

information; Collaborate with AMS public affairs in getting timely information to the public;
Improve cross-communication between the science community and the media.

AMERICAN GEOPHYSICAL UNION (AGU)

www.agu.org

AGU has a staff of over 100, including a public affairs manager and staff assistant. AGU public affairs programs strive to increase the number and effectiveness of scientists who communicate with policy makers. The goal is to help AGU members use their intelligence and expertise to provide a basis for the development of public policy activities worldwide. AGU activities in science and public policy include:

- ! Informing and educating the public and by demonstrating the relevance of geophysical research to society,
- ! Fostering a strong and diverse Earth and space science workforce by educating students and teachers and supporting professionals at all stages of their scientific careers, and
- ! Providing a basis for the development of public policy activities worldwide.
- ! Providing the Science and Legislative Alerts (ASLA): an e-mail service to keep members informed about happenings in Washington and how it affects the members and the scientific community.
- ! Sponsoring a Congressional Science Fellowship Program
- ! Development of AGU Position Statements that relate the understanding and application of the geophysical sciences to relevant public policy
- ! Various public policy activities at AGU meetings.
- ! Member Workshops on "Connecting to Congress"
- ! The Capitol Cause Fund provides support for meetings between Earth and space scientists and decision makers on Capitol Hill.
- ! Activities on Capitol Hill: Congressional Visits Day; Congressional Natural Hazards Caucus; Coalition for National Science Funding; USGS Coalition; National Earthquake Hazards Reduction Program Coalition; Weather Coalition

AMERICAN GEOLOGICAL INSTITUTE (AGI)

www.agiweb.org

The American Geological Institute is a nonprofit federation of 44 geoscientific and professional associations. AGI provides information services to geoscientists, serves as a voice of shared interests in the profession, plays a major role in strengthening geoscience education, and strives to increase public awareness of the vital role the geosciences play in society's use of resources and interaction with the environment.

AGI supports an office in Alexandria, VA. The AGI Government Affairs Program (GAP),

established in 1992, includes two full-time staff and one or more interns at any given time. GAP's mission is to serve as a link between the federal government and the geoscience community. Through Congressional workshops, testimony, letters, and meetings, GAP ensures that the voices of the AGI Member Societies are heard on Capitol Hill and in the executive branch. GAP also works to improve the flow of geoscience information to policy-makers. Equally important is the program's mission of providing federal science-policy information back to the Member Societies and the geoscience community at large. AGI supports a congressional science fellow through the AAAS program.

The AGI/GAP website contains frequently updated information on congressional and federal agency actions that affect the geoscience community. Issues include the federal budget process, the environment, natural resources, energy, natural hazards, and science policy. This website is an important component in AGI's efforts to keep geoscientists informed about policy developments in Washington. An archive of monthly and special updates and alerts sent out by e-mail is also available on this website.

AMERICAN INSTITUTE OF BIOLOGICAL SCIENCES (AIBS)

www.agis.org

The American Institute of Biological Sciences, headquartered in Washington, D.C., focuses on advancing biological research and education. The AIBS is sustained by a membership of some 5,000 biologists and 200 professional societies and scientific organizations; the combined individual membership of the latter exceeds 250,000.

AIBS advances its mission through coalition activities in research, education, and public policy; publishing a peer-reviewed journal, and an education website; providing scientific peer review and advisory services to government agencies and other clients; convening meetings; and managing scientific programs.

AIBS has almost 50 staff working in three offices: AIBS headquarters in Washington, D.C., which houses the executive office as well as the publications, public policy, education, and science offices; an office in Reston, Virginia, which houses IT operations and Scientific Peer Advisory and Review Services (SPARS) division; and the business office, in McLean, Virginia. Satellite offices in Florida and North Carolina house additional AIBS staff for publications and education.

Public Policy Office

AIBS public policy office is located in Washington, D.C., and provides a variety of public-policy services, but currently focuses on research funding, research policy, and education policy.

The Public Policy Office tracks and analyzes events in the legislative, regulatory, and related public policy arenas in the U.S.A. and, to the extent that resources permit, in other countries. The Public Policy Office develops and articulates AIBS's public policy positions in the interest of its

members and other researchers and educators in the biological sciences. AIBS activities include:

- ! Collaborate with scientific societies, research institutions, and coalitions to work with Congress, the White House, and federal agencies to improve science policy.
- ! Review federal legislation, regulatory notices, and calls for hearings and expert testimony, alerting our members to important developing issues and making the necessary contacts with public policy professionals so that biologists' interests are well represented.
- ! Write and disseminate the biweekly AIBS Public Policy Report, an electronic newsletter providing policy analysis, legislative alerts, and other information about science policy developments, including funding for federal research grant programs and threats to the teaching of evolution in states and local communities.
- ! Report on issues related to public policy and the biological sciences through the monthly Washington Watch article in the AIBS journal, BioScience.
- ! Help contributing societies reach their policy goals and support scientists' efforts to engage in the public policy process through Congressional briefings, Capitol Hill visit days, and information exchange tools such as the AIBS/NCSE State Evolution List Serve Network.
- ! Produce the weekly AIBS Federal Register Resource, which reports proposed federal rules and regulations on biological research and science education, allowing researchers to stay apprised of federal actions that could impact their work.

Issues addressed by the AIBS Public Policy Office include: the teaching of evolution, the funding of the Biological Sciences Directorate of NSF, the development and maintenance of university natural science collections and national research infrastructure for biology, and legislation that would significantly affect the ability of society publications to keep the presses rolling.

ECOLOGICAL SOCIETY OF AMERICA (ESA)

www.esa.org

The Ecological Society of America represents a membership of over 9,000 national and international ecological scientists. ESA has pursued the promotion of the responsible application of ecological principles to the solution of environmental problems through reports, journals, research, and expert testimony to Congress.

ESA's main office is in Washington, D.C., with an Office of the Executive Director, Public Affairs Office, and Science Office (16 people); Education Office and popular publication Office is in Silver Springs, MD (8 people); Publications Office in Ithaca, NY (15 people).

The ESA Public Affairs Office

The ESA Public Affairs Office is comprised of 3 people and combines media and policy functions. The office works to communicate ecological knowledge to policy makers and the media and focuses on: federal funding of science, science and environmental policy, and policy services for ESA members.

ESA Policy:

- ! Infuse the best available science into environmental decision-making
 - ! Ensure strong funding for the ecological sciences;
 - ! Communicate ecological knowledge to the general public;
 - ! Conducts Congressional Staff briefings and lobbying days to advocate for science,
 - ! Takes a role in DC-based coalitions
 - ! Alert members to key policy developments through bimonthly Policy News and through action alerts
-

AMERICAN INSTITUTE OF PHYSICS (AIP)

www.aip.org

The AIP promotes the advancement and diffusion of the knowledge of physics and its application to human welfare. AIP represents 10 member societies including AGU. Through the Institute, the diverse societies that it represents find a unified voice for influencing legislation and public policy and for advancing the public's understanding of science.

The AIP's mission is to serve physics, astronomy, and related fields of science and technology by serving its Member Societies and their associates, individual scientists, educators, R&D leaders, and the general public with programs, services and publications.

With assets of over \$100M, AIP supports a very large infrastructure at its headquarters in College Park, MD and at its publishing center in Melville, NY.

AIP supports a full full-spectrum Government Relations effort focusing on science policy.

- ! Produces *FYI* to provide concise and timely analysis of science policy developments affecting the scientific community. *FYI* is distributed electronically and tracked approximately 50 program budgets and policy issues in 2005.
- ! Supports Science Policy Fellowships, a Congressional Fellow and a State Department Fellow.
- ! Issues occasional policy statements.
- ! Provides information services on Congressional and Agency issues.
- ! Provides information on legislation, reports, and documents.
- ! Provides services for communication with Congress and Agencies.

AIP also supports a large media relations effort, and operates the Statistical Research Center. The SRC collects, analyses and disseminates data on the comprehensive issues of education and employment in physics and allied fields. SRC also serves the international community by posting on-line databases of over 350 societies in over 80 countries.

AMERICAN ASSOCIATION OF PETROLEUM GEOLOGISTS (AAPG)

www.aapg.org

The AAPG has a membership of 30,000, and fosters scientific research, advance the science of geology, promote technology, and inspire high professional conduct. Included among its members are geologists, geophysicists, CEOs, managers, consultants, students and academicians. The AAPG is organized in three major divisions: Division of Environmental Geosciences (DEG), Division of Professional Affairs (DPA), and the Energy and Minerals Division (EMD). DPA supports the Governmental Affairs Committee (GAC). Committee activities include:

- ! Preparation of position papers on energy industry issues,
- ! Encouraging AAPG members to communicate with Congress,
- ! Preparing and providing testimony to Congress,
- ! Carrying out informational meetings on critical energy issues for Congressional staff, and
- ! Maintaining a booth at the National Conference of State Legislators.

AAPG is located in Tulsa, OK. In 2004 the Governmental Affairs Committee surveyed the DPA membership via the Internet asking about DPA member attitudes toward the AAPG's involvement in governmental affairs, the establishment of a governmental affairs office in Washington, D.C., and related subjects. The members having indicated general approval, AAPG recently opened a Washington office, its "Geoscience and Energy Office-DC" (GeoDC). This office is co-located with the AGI in Alexandria, VA. AAPG committed for a three-year trial period, at a budget of \$150-200,000 per year. In addition, 10 members pledged annual donations of \$1000 per year for three years to help initiate the office. The office has one full-time director and a part-time associate director.

The following titles of congressional testimony are examples of the type of issues that AAPG focuses on:

- ! AAPG Urges Support for Increased Access to Exploration Lands;
- ! DOE 2007 Budget Request for Oil and Natural Gas Research and Development,
- ! Resource Assessments as a Policy Tool: Balancing Society's Needs,
- ! Outer Continental Shelf Oil and Gas Issues: A Need for a Balanced View,
- ! The United States Has Abundant Natural Gas Resources: It Lacks Only the Public Will to Develop Them.

AMERICAN SOCIOLOGICAL ASSOCIATION (ASA)

www.asanet.org

The American Sociological Association (ASA) has a membership of nearly 14,000 sociologists who are faculty members at colleges and universities, researchers, practitioners, and students. About 20 percent of the members work in government, business, or non-profit organizations.

Advocacy

The Executive Office of the ASA is located in downtown Washington, D.C. There does not appear to be a specific structure within the organization that focuses on public policy, but the Executive Office does organize the membership for advocacy on topics of interest.

Periodically the ASA Council issues statements on particular issues. Following is a list of recent statements by the ASA Council.

- ! On Creationism and Related Religious Doctrines in US Science Education (2006)
- ! Statement on Human Rights on the Occasion of Its Centenary (2005)
- ! Council Response to Statement by Harvard President (2005)
- ! Hotel Employee Lockout (2004)
- ! U.S. Government Vetting of Scientists to Serve on International Advisory Bodies (2004)
- ! Maintaining the Integrity of U.S. Presidential Appointments of Scientists (2004)
- ! The Importance of Collecting Data and Doing Social Scientific Research on Race (2002)

AMERICAN SOCIETY OF AGRONOMY (ASA), CROP SCIENCE SOCIETY OF AMERICA (CSSA), SOIL SCIENCE SOCIETY OF AMERICA (SSSA)

<http://www.asa-cssa-sssa.org/sciencepolicy/>

These three societies are autonomous and have a combined membership of over 19,000. Each has an independent home office, but they have joined together to support a single administrative headquarters office in Washington, the ASA-CSSA-SSSA Science Policy Office. The Societies' Science Policy Office (SPO) advocates the importance and value of the soil and crop sciences in developing national science policy and the necessary public-sector investment in the continued health of the environment. The SPO assimilates, interprets, and disseminates to Society members information about relevant agricultural, natural resources and environmental legislation, rules and regulations under consideration by Congress and the Administration.

The Science Policy Office spends much of its resources engaging federal agencies and Congress, to support research funding spending bills. The SPO involves members in these advocacy efforts, and supports the House Soils Caucus. The Societies also have sustained efforts to develop research, education, extension, and conservation provisions in various bills. The SSSA Emerging Issues Committee reviews possible position papers and develops educational briefing papers for Congressional staff. The SPO also prepares testimony and letters for congressional committees and subcommittees, and produces "Action Alerts" for members to contact their delegations on pertinent issues.

APPENDIX II

JOB ADVERTISEMENT - DIRECTOR FOR GEOSCIENCE POLICY

The Geological Society of America (GSA), a non-profit scientific society of more than 20,700 members, is seeking a Director for Geoscience Policy. This position is responsible for all phases of GSA's government affairs activities, working with Congress, federal agencies, GSA's Geology and Public Policy Committee, and membership to bring accurate science into the decision-making process of public policy; communicate the Society's policy interests; monitor and analyze legislation and policy developments affecting the geosciences; and develop GSA congressional testimony and policy positions on national geoscience issues.

Candidates should have a demonstrated experience in science and public policy, and an advanced degree in the geosciences, related or applicable fields or similar professional experience. Outstanding written, verbal, and management skills are required. A strong familiarity with the geoscience community through active society participation is desired.

This position will be located in the Washington, D.C., area and reports to GSA's Executive Director.

GSA offers a competitive salary and an excellent benefits package, including heavily employer subsidized health insurance, a retirement plan with generous company match, and a generous paid time off program.

Resume review will begin on xxxx. Candidates should submit a resume, including salary requirements and the names of three references, with cover letter to

The Geological Society of America
ATTN: Lara Womack
3300 Penrose Place
Boulder, CO 80301
FAX: (303) 357-1070
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