



**FEDERAL LABORATORY CONSORTIUM
FOR TECHNOLOGY TRANSFER**

**STRATEGIC PLAN
FOR 2009**

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FOREWORD

The Federal Laboratory Consortium for Technology Transfer (FLC) regularly reviews and updates its Strategic Plan, the purpose of which is to enhance the FLC's role as the nation's leader in technology transfer. The *FLC Strategic Plan for 2009*, which was approved by the Executive Board in July 2008, has helped the FLC accomplish this by ensuring that the Consortium provides the highest level of services to its members, as well as effective outreach and coordination with all of its customers, including federal agencies and laboratories, industry, academia, state and local governments, and other nongovernmental technology transfer organizations.

In conjunction with the *FLC Strategic Plan for 2009*, the FLC, as part of an ongoing effort to improve its ability to meet the needs of its customers, developed a detailed "Execution Plan for the FLC Strategic Plan" that details how the goals and objectives identified in the Strategic Plan will be implemented. This focused approach will help the Consortium ensure that technology transfer remains a vital force in helping the U.S. economy maintain its leadership in the 21st century global economic environment.

The *FLC Strategic Plan for 2009*, and the "Execution Plan for the FLC Strategic Plan," were developed by the Planning and Policy Committee and approved for implementation by the Executive Board in July 2008.

J. Susan Sprake
Planning and Policy Committee Chair

July 2008

OVERVIEW

This document presents the Strategic Plan for the Federal Laboratory Consortium for Technology Transfer (FLC). It sets forth the FLC's vision, mission, goals and objectives. It includes an attached "Execution Plan for the FLC Strategic Plan," which details the action program, including specific activities, schedules, and responsible individuals, through which the FLC will implement its Strategic Plan.

VISION

The FLC, a nationwide network of more than 700 federal laboratories representing 17 departments and agencies, will be the nationally recognized leader for technology transfer. The FLC will provide the highest quality services and products to its membership so as to:

- Educate and train federal technology transfer professionals.
- Link technologies with laboratory missions and the marketplace.
- Enable federal laboratories to facilitate the transfer of federally funded technology to nonfederal sectors, such as U.S. business and state and local governments.
- Facilitate the effective and efficient application of federal research and development (R&D) resources to federal agency missions.
- Facilitate the use of incoming technology to help meet federal agency missions.
- Provide opportunities for its member laboratories to collaborate with the private and public sectors.

MISSION

The FLC was formally chartered in 1986 by the Federal Technology Transfer Act (P.L. 99-502) to help implement the nation's national technology transfer policy. In accordance with its legislative mandate, which is codified in 15 United States Code (USC) 3710, the FLC will facilitate federal technology transfer by providing the forum for education, training, and laboratory networking to enhance professional development and to encourage excellence in federal technology transfer in order to assist federal agencies, laboratories, and their partners in the private sector to accomplish the rapid integration of R&D resources into the mainstream of the U.S. economy.

The FLC activities authorized by the Federal Technology Transfer Act of 1986 and codified in 15 USC 3710(e) are:

- Develop and administer technology transfer techniques, training courses, and materials to increase the awareness of federal laboratory employees regarding the commercial potential of laboratory technology and innovations.
- Provide advice and assistance to federal agencies and laboratories for use in their technology transfer programs.

- Provide a clearinghouse for requests for technical assistance from state and local governments, business, industrial development organizations, and not-for-profit organizations, including universities, federal agencies and laboratories, and other persons.
- Facilitate communication and coordination between Offices of Technology Applications (ORTAs) at federal laboratories.
- Utilize the expertise and services of the National Science Foundation, the Department of Commerce, NASA, and other federal agencies as necessary.
- Facilitate the use of appropriate technology transfer mechanisms.
- Assist laboratories with establishing programs using technical volunteers to provide technical assistance to local communities.
- Facilitate communication and cooperation between federal laboratory ORTAs and regional, state, and local technology transfer organizations.
- Assist colleges and universities, businesses, nonprofit organizations, state and local governments, and regional organizations with establishing programs to stimulate research and to encourage technology transfer in such areas as:
 - Technology program development
 - Curriculum design
 - Long-term research planning
 - Personnel needs projections
 - Productivity assessments.
- Seek advice in each FLC region from representatives of state and local governments, large and small businesses, universities, and other appropriate persons on the effectiveness of the technology transfer program.
- Work with the Director of the National Institute on Disability and Rehabilitation Research to compile a compendium of current and projected federal laboratory technologies and projects with an impact on assistive technology for individuals with disabilities.

GOALS AND OBJECTIVES

To realize its vision and accomplish its mission, the FLC has developed strategic goals and objectives designed to provide the necessary environment, organization, and technology transfer mechanisms to facilitate the fullest possible use of federally sponsored R&D by potential users in the public and private sectors. The FLC's goals and objectives, which are fully detailed in the "Execution Plan for the FLC Strategic Plan," are summarized and described as follows:

- **Strategic Goal 1—Develop FLC Members to Be Leaders in Technology Transfer**
 - **Strategic Objective 1-1**—Provide and promote networking opportunities between FLC members and external organizations through national and regional meetings, partnering with other technology transfer organizations, and utilizing innovative networking tools.
 - **Strategic Objective 1-2**—Provide technology transfer education and training opportunities for FLC members by implementing national and regional education and training events, developing onsite and Internet-based technology transfer courses, providing technology transfer resource materials, developing a professional development curriculum, and developing and maintaining databases of education and training resources and technology transfer mechanisms and procedures.

- **Strategic Objective 1-3**—Promote a national and regional FLC technology transfer awards program recognizing outstanding technology transfer accomplishments by individuals and member laboratories/agencies.
 - **Strategic Objective 1-4**—Provide a membership and communications program that optimizes awareness of the FLC and technology transfer by providing resources and services to enable members and partners to learn about the FLC, technology transfer, and member capabilities; and enhancing new member outreach efforts.
- **Strategic Goal 2—Foster the Environment for Technology Transfer**
 - **Strategic Objective 2-1**—Enhance access to federal technologies and facilities through participation in trade shows, publication of success stories, links to FLC contacts and resources, and promotion of laboratory events.
 - **Strategic Objective 2-2**—Maintain a comprehensive system of communications through a publications program for members, potential members and partners, including industry; annual reports to Congress on the FLC’s technology transfer activities; a proactive outreach program to the communications media regarding technology transfer efforts and events; and enhancement of electronic communications activities, including the FLC website.
 - **Strategic Objective 2-3**—Assist state and local governments, regional organizations, and academia to encourage technology transfer by establishing a formal mechanism for interaction between states and federal laboratories, with the explicit mission of developing funded strategic technology-based economic development initiatives.; and creating a brand for federal laboratories as a key contributor to technology-based regional economic development.
 - **Strategic Objective 2-4**—Identify potential alliances by enhancing coordination/cooperation with professional organizations and trade unions and enhancing the FLC’s efforts to develop national technology initiatives in partnership with external organizations.
- **Strategic Goal 3—Enhance the Professional Organization Structure of the FLC**
 - **Strategic Objective 3-1**—Increase FLC membership and participation through a formal membership committee structure, enhancing recordkeeping, increasing member involvement in the voting process, and increasing member participation in national and regional meetings.
 - **Strategic Objective 3-2**—Plan for leadership development by establishing criteria for leadership positions, examining potential changes to the FLC bylaws, and developing an FLC Leadership Training Plan.
 - **Strategic Objective 3-3**—Improve organizational structure by investigating engaging a full-time professional executive director and examining the benefits of reorganizing the Executive Board.
 - **Strategic Objective 3-4**—Improve the FLC’s management process and communication by integrating strategic, operational, and financial planning activities; establishing an official calendar of regular, ongoing events, venues, and themes; and improving communication with the FLC’s constituency, including Congress, Agency

Representatives, and laboratory directors.

EXECUTION PLAN FOR THE FLC STRATEGIC PLAN

In order to implement the Strategic Plan, the FLC developed an operational plan entitled the “Execution Plan for the FLC Strategic Plan,” which provides a detailed, coordinated approach to the tasks required to implement the goals and objectives described in the Strategic Plan. The Execution Plan identifies each strategic goal and objective described in the Strategic Plan and the FLC executive responsible for its accomplishment; describes the actions (“action statement”) required to implement the objective and identifies the responsible action leader; and spells out the detailed tasks (“execution action”), including start, due, and completion dates, required to accomplish the action statement.