

Cross-Directorate Federated Board Charter

1. PURPOSE

- a. This charter reestablishes and expands the Agency Cross-Directorate Federated Board, herein called the Federated Board (FB). This charter supersedes the Administrator's memo dated October 21, 2019, titled "NASA Strategic Alignment" which previously served as the FB charter.
- b. The purpose of the FB is to ensure that Agency priorities and general architectural direction are tightly and efficiently integrated for Artemis/Moon-to-Mars (M2M) and other activities that require coordination across the Mission Directorates (MD). Emphasis on architecture integration and reviews will help focus MD(s) investments and plans towards common strategic goals, objectives, and direction. The subject MDs for the purposes of this charter are Exploration Systems Development Mission Directorate (ESDMD), Space Operations Mission Directorate (SOMD), Science Mission Directorate (SMD), Space Technology Mission Directorate (STMD), and Aeronautics Research Mission Directorate (ARMD).
- c. The FB will seek to drive consensus, promote efficient conflict resolution, help interpret strategic guidance and expectations from Agency leadership, and provide advice to MD/Agency leadership, including governance councils. The FB is not a decisional-making body.

2. APPLICABILITY/SCOPE

- a. This charter is applicable to NASA Headquarters and NASA Centers.
- b. The scope of the FB is intended to focus primarily on Artemis/M2M and associated activities; however, the Board may consider other architectural and cross-MD integration related topics with consensus of the members. In order to execute the Functions in Section 4, the scope of the FB may include assessment of the following subject areas, relative to the architecture(s) being assessed:
 - (1) Architecture: Integration of an objective-based, cross-MD, resilient architecture(s) will require unity of purpose across the Agency and can be fueled by the open communication pathways afforded in the FB functions above. Architecture includes objectives, plans, options, and evaluations for both human and robotic missions, as well as planning and coordination of commercial strategies and investments. Architecture and overall strategic plans are the core and most crucial of the subject areas in which the FB will operate.
 - (2) Capabilities & Technology Development: Integration and review of capabilities and technologies with the purpose of providing an integrated view of capability development timelines or predicted performance to requirements. Capability development options are regularly coordinated with architectural analyses to ensure capability and architectural analyses work with a common set of objectives and assumptions.
 - (3) Manifest Planning: Integration of exploration mission manifests, both human and robotic, to gain insight into development timelines with respect to requirements and mission needs. This includes integration of manifest, program and enterprise flight planning, technology flight demonstration opportunities, etc. The FB helps ensure alignment of member activities to a common set of flight manifest objectives and assumptions.

(4) Science, Technology, and Commercial Objectives and Utilization: Assessments of how science, technology, and commercial objectives are met on exploration missions, including documentation of those objectives and the primary or constraining M2M capabilities and system attributes that affect their attainment. This includes strategies, plans, options, and evaluations, identifying M2M system capabilities needed to satisfy objectives, utilization capabilities and strategies, cross-mission directorate coordination of feedback from external communities, and unique opportunities for discovery and partnerships in the areas of science and technology.

(5) Partnership Strategies: Promotes mutual awareness of pending agreements, solicitations, and announcements related to international, commercial, and other partnerships in order to maximize alignment of Agency leadership and MD partnership strategies.

(6) Strategic Communications: Assessment of the technical contents of cross-directorate communications products to ensure that communications products reflect current Agency strategy and are coordinated among the MDs and other NASA stakeholders, including the Offices of Communications, Legislative and Intergovernmental Affairs, and International and Interagency Relations.

c. Within the MDs, program control boards and similar processes ensure that cross-directorate strategies are implemented consistent with the strategic direction provided by Agency leadership and guidance from the FB. The FB does not approve architecture development. Rather, it coordinates, vets, and advises on architectures and ensures common goals are being met. The MDs are responsible for implementation. In keeping with the strategic significance of the scope and to maximize synergy, the FB is made up of senior leaders from each of the respective MDs and the Office of the Administrator.

d. It is important to emphasize that inquiries, statements, or recommendations from the FB are not to be inferred as requiring a change of architecture scope, but rather to act as a discovery process as part of an advisory function.

3. AUTHORITY

NPD 1000.0, NASA Governance and Strategic Management Handbook.

4. GOVERNING COUNCIL AFFILIATION

The Executive Council (EC) will have access to all FB analyses and recommendations. At the discretion of the EC, the FB will brief select assessments and recommendations made by the FB.

5. FUNCTIONS

a. The FB will monitor, and advise leadership on, the degree to which the NASA blueprint for sustained human presence and exploration throughout the solar system is developed and maintained. The core functions of the FB include working in partnership with the MDs to help coordinate, review, advise, and advocate for the developed architecture(s). These functions are described below.

(1) COORDINATE: Enables cross-directorate openness, transparency, and sharing across MDs to assist with efficient technical integration and promote unity of effort. Acts as an efficient vehicle for conflict resolution.

(2) REVIEW: Executes a continuous evaluation process to assess architecture(s) and alignment with Agency objectives/goals/direction, recommending special studies to member organizations as required.

Provides additional cross-MD, whole-of-Agency looks at MD-led architecture(s) and provides insights to inform Agency-level decision making.

(3) ADVISE: Advises and makes recommendations to MD/Agency leadership, including governance councils when requested.

(4) ADVOCATE: Assists with ensuring the architecture(s) is(are) broadly understood by, and garners support from, stakeholders.

6. MEMBERSHIP

a. The principal membership consists of the relevant Deputy Associate Administrators in ESDMD, SOMD, SMD, STMD, and ARMD.

b. Each of the principal members will have an alternate member assigned as needed, often the relevant architecture leads who are responsible for the implementation of the strategies.

c. The FB is chaired by the Director of Space Architectures (DSA) in the Office of the Administrator who is responsible for integrating NASA's strategic engagement efforts in support of the Administrator and is a primary source of the FB's strategic direction, driving consensus on behalf of senior Agency leadership.

d. The FB leverages MD staff and support from Agency support and advisory offices as needed to provide data, analysis, and other expertise as required. Auxiliary members will be included as required attendees at the Chair's discretion in order to broaden or narrow participation to leverage the needed expertise.

e. The FB is also supported by an Executive Secretariat consisting of at least two personnel from the principal member organizations. Additional personnel may be assigned to the Executive Secretariat as needed to support increased operations or special projects at the discretion of the principal membership.

7. MEETINGS

a. Meetings will be held on a weekly basis and more or less frequently at the discretion of the FB leadership. Targeted reviews will occur based on FB consensus or a trigger from MD/Agency leadership and will be coordinated/de-conflicted with the MD(s) in which the subject matter resides.

b. In order to promote efficient discourse while maintaining good faith, FB interactions will enjoy a modicum of confidentiality. Items brought to the FB will not be shared widely outside of the FB members and those immediately involved without consensus on the issue or agreement that wider dissemination is appropriate. The exact nature and limits of sharing and other actions may vary by issue, but in general, there should be an expectation that FB actions and discussions are intended to be candid and discursive, and thus held within the board construct, prior to group recommendations being provided to leadership. It is understood that FB members will keep their respective organization leadership apprised of FB activities.

c. All briefings, inquiries, statements, and recommendations of the FB are by definition internal and pre-decisional and should be considered as such by all stakeholders.

8. DURATION

The Federated Board will remain in existence at the discretion of the Administrator.

9. ASSESSMENTS

The Chair will perform assessments of the effectiveness of the FB in achieving objectives set forth in this charter at the Administrator's discretion.

10. RECORDS

The Executive Secretariat is responsible for the maintenance of this charter and all other records associated with the FB.

A handwritten signature in black ink that reads "Bill Nelson". The signature is written in a cursive, slightly slanted style. Below the signature is a horizontal line.

Chair

March 24, 2022

Date



Action Document Summary

1. CONCURRENCES

DATE		DIRECTORATE/OFFICE	SIGNATURE	DATE		DIRECTORATE/OFFICE	SIGNATURE
IN	OUT			IN	OUT		
		Federated Board Chair / Kurt Vogel	Kurt Vogel <small>Digitally signed by Kurt Vogel Date: 2022.03.11 16:36:36 -05'00'</small>				
		MSD, Directives Management Team	Nanette Smith <small>Digitally signed by Nanette Smith Date: 2022.03.14 08:09:55 -04'00'</small>				
		Office of the General Counsel	WILLIAM MCMURRY <small>Digitally signed by WILLIAM MCMURRY Date: 2022.03.14 09:11:55 -04'00'</small>				
		EC Executive / Dennis Boccippio	DENNIS BOCCIPPIO <small>Digitally signed by DENNIS BOCCIPPIO Date: 2022.03.11 15:50:30 -05'00'</small>				
		Governance Lead Review/Dennis Boccippio	DENNIS BOCCIPPIO <small>Digitally signed by DENNIS BOCCIPPIO Date: 2022.03.11 15:50:43 -05'00'</small>				
		Executive Secretariat/ Jolene Meidinger	JOLENE MEIDINGER <small>Digitally signed by JOLENE MEIDINGER Date: 2022.03.17 11:33:30 -04'00'</small>				
		EC Convener (Chief of Staff)					
		EC Chair (Administrator)					

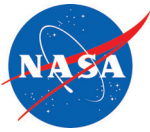
2a. ACTION OFFICER Dennis Boccippio	2b. DIRECTORATE/OFFICE OES	2c. PHONE 202-374-1003	2d. DATE 03/11/2022
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3a. TYPIST Dennis Boccippio	3b. TYPIST'S PHONE 202-358-3033	4a. QUALITY CONTROL LIAISON Dennis Boccippio	4b. PHONE 202-358-3033	4c. DATE 03/11/2022
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5. ADMINISTRATOR'S HATS CONTROL NO.	6. DUE DATE 03/28/2022	7. SUBJECT Federated Board Charter
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8. EXECUTIVE SUMMARY ENCLOSED	10. QUALITY REVIEW
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9. SPECIAL INSTRUCTIONS <i>(Use this section to provide information or special guidelines that are not indicative for processing routine "A" packages.)</i> Priority level is LOW.	INITIALS	DATE



Executive Summary

HATS CONTROL NUMBER

DUE DATE

03/25/2022

SUBJECT TITLE: Federated Board Charter

PURPOSE:

This ADS routes the charter for the Federated Board, proposed as a subordinate governance body to the EC.

PACKAGE INCLUDES:

PDF attachment of charter

APPROVAL AUTHORITY:

Per charter (NPD 1000.3), the EC:

- (1) Decides the overall structure and alignment of Agency Governance Councils and subordinate bodies.
- (2) Creates, monitors, and dissolves subordinate governance bodies under its direct purview.

In practice, it has been at the discretion of the Administrator whether to consult the EC in-board in making decisions on these matters, or to approve singly as the documented Decision Authority for the EC. Based on stakeholder consultation by the Federated Board Chair with participating organizations, and with the Associate Administrator and Deputy Administrator, OES recommends the decision may be made out of board.

Per NPR 1400.1, concurrences from the MSD Directives Management Team, General Counsel, Office of the Executive Secretariat Agency Governance Team (formerly Office of Agency Council Staff), and Agency Council Chair are required for new or revised charters.

OES RECOMMENDATION:

Approve the charter as submitted. OES finds:

- The proposed Federated Board's Chair has completed necessary stakeholder consultation with participants.
- The proposed board is properly defined as an Agency level governance body under NPD 1400.1, and its scope is correctly aligned to the EC charter. In NPD 1000.3, neither the EC's chartered functions, nor the Agency Governance Threshold matrix require modification.
- The Federated Board's functions and scope are clearly defined, and overlap in scope and authority between this Charter and other existing Agency governance bodies (specifically, the Communications Coordinating Council) have been resolved satisfactorily. The interfaces between the Board and the Executive Council are specified minimally, at OES direction, in order to prevent an over-active relationship between the bodies per A-suite stakeholder discussions. The charter *allows for* but does not prescribe direction from the EC to the FB, or reporting/recommendation from the FB to the EC.
- The proposed body is properly construed, and named, as a "Board" consistent with NPR 1400.1: While not formally decisional in its chartered scope (i.e., the Chair is not a decision authority), it is consistent with other currently approved Boards within the Agency governance system where the role of the Chair is as a facilitator, and the Board itself agrees on mutually acceptable forward courses of action (effectively, "decisions"). The direct analogues are the Program Project Management Board, Enterprise Protection Board and the Flight Planning Board, all well established bodies formally aligned to the APMC.
- Required concurrences from OGC and MSD have been secured.

OES STIPULATION:

In addition, the EC Executive stipulates (in response to Office of the Administrator concerns) that the operational understanding is that standard EC procedures for attendance will be applied to limit the footprint of potential FB briefings/recommendations to the EC: The attendance policy for all EC meetings begins with only the EC members (currently numbering 8), and only the EC Convener (Chief of Staff), alternate EC Chair (Deputy Administrator) or EC Chair (Administrator) may approve invitations to additional Officials in Charge or support staff. Neither the EC Executive, EC members, briefers or any others may approve changes to the attendance policy.