



TABLE OF CONTENTS

THE OPPORTUNITY	2
Where We Are: Federal Context	3
How We Got Here: Root Cause Challenges and Effects.....	4
HOW WE WILL GET THERE.....	6
KEY DRIVERS OF TRANSFORMATION	10
IT Modernization	11
Data, Accountability and Transparency	15
People - Workforce for the 21st Century	18
WORKING ACROSS SILOS	22
PRIORITY AREAS FOR TRANSFORMATION	26
Improving Customer Experience with Federal Services	28
Sharing Quality Services	30
Shifting From Low-Value to High-Value Work	32
Category Management- Leveraging Common Contracts and Best Practices to Drive Savings and Efficiencies	34
Results-Oriented Accountability For Grants.....	36
Getting Payments Right	38
Improving Outcomes Through Federal IT Spending Transparency.....	40
Improve Management of Major Acquisitions	42
Modernize Infrastructure Permitting.....	44
Security Clearance, Suitability, and Credentialing Reform.....	46
Improve Transfer of Federally-Funded Technologies from Lab-to-Market	47



THE PRESIDENT'S MANAGEMENT AGENDA: **Modernizing Government for the 21st Century**

Most Americans may not think about the Federal Government every day—but when they need Government services, they expect them to work. As the President has stated, “*at all levels of Government, our public servants put our country and our people first. The hard work of our mail carriers, teachers, firefighters, transit workers, and many more, creates an environment that allows individuals and companies to thrive.*”

The President’s Management Agenda lays out a long-term vision for modernizing the Federal Government in key areas that will improve the ability of agencies to deliver mission outcomes, provide excellent service, and effectively steward taxpayer dollars on behalf of the American people.





PRIORITY AREAS FOR TRANSFORMATION



CAP GOAL 14

IMPROVE TRANSFER OF FEDERALLY-FUNDED TECHNOLOGIES FROM LAB-TO-MARKET

Improve the transfer of technology from federally funded research and development to the private sector to promote U.S. economic growth and national security.



THE CHALLENGE

The Federal Government invests approximately \$150 billion annually¹⁴ in research and development (R&D) conducted at Federal laboratories, universities, and other research organizations. For America to maintain its position as the leader in global innovation, bring products to market more quickly, grow the economy, and maintain a strong national security innovation base, it is essential to optimize technology transfer and support programs to increase the return on investment (ROI) from federally funded R&D.



THE STRATEGIES

Agencies will focus on five strategies: (1) identify regulatory impediments and administrative improvements in Federal technology transfer policies and practices; (2) increase engagement with private sector technology development experts and investors; (3) build a more entrepreneurial R&D workforce; (4) support innovative tools and services for technology transfer; and (5) improve understanding of global science and technology trends and benchmarks.



THE GOAL

This goal will:

- Improve the transition of federally funded innovations from the laboratory to the marketplace by reducing the administrative and regulatory burdens for technology transfer and increasing private sector investment in later-stage R&D;
- Develop and implement more effective partnering models and technology transfer mechanisms for Federal agencies; and
- Enhance the effectiveness of technology transfer by improving the methods for evaluating the ROI and economic and national security impacts of federally funded R&D, and using that information to focus efforts on approaches proven to work.



WHAT SUCCESS LOOKS LIKE

Agencies will develop and implement stakeholder-informed action plans which may include improved Federal practices and policies, regulatory reform, and legislative proposals; increase interactions with private sector experts; identify, share, and adopt best practices for technology transfer; and increase the transfer of federally funded innovations from lab to market.



THE TEAM

The Department of Commerce and the Office of Science and Technology Policy will lead this goal. Other participating agencies include the Office of Management and Budget, National Security Council, Environmental Protection Agency, National Aeronautics and Space Administration, National Science Foundation, Small Business Administration, and Departments of Agriculture, Defense, Energy, Health and Human Services, Homeland Security, Interior, Transportation, and Veterans Affairs.

14 Analytical Perspectives, Budget of the United States Government, Fiscal Year 2019, Ch. 18. Available at <https://www.gpo.gov/fdsys/pkg/BUDGET-2019-PER/pdf/BUDGET-2019-PER.pdf>.



CAP GOAL 14 IMPROVE TRANSFER OF FEDERALLY-FUNDED TECHNOLOGIES FROM LAB-TO-MARKET

Trends in Federal Technology Transfer Activities (FY 2011 - FY 2015)

