



**THE NATIONAL CENTER  
FOR SIMULATION**

**Strategic Plan**

**2021 – 2026**

**Final: September 23, 2020**

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# National Center for Simulation Strategic Plan 2021-2026

## Overview

The strategic planning began in June 2019 with the appointment of a broad representation of National Center for Simulation (NCS) officers and directors. The committee facilitated discussions to assess and refine NCS's future objectives and strategies. From the outset, the committee focused on strengthening the core of NCS, knowing that NCS has deep strengths and successes on which to build, as well as committed volunteers and membership companies who work together to address the Modeling, Simulation and Training (MS&T) opportunities and challenges.

## 1.0 Origins and Governance

The Training and Simulation Consortium, Inc. aka National Center for Simulation (NCS) was created in 1994 and organized exclusively for charitable, scientific and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986. NCS is governed by two strategic documents:

1. National Center for Simulation Bylaws (Signed, March 3, 1994)
2. National Center for Simulation Charter (Re-approved May 20, 2015)

Both documents can be found at <https://www.simulationinformation.com/about/corporate-governance/>.

These documents govern the NCS, and date back to the White House initiative of the Technology Reinvestment Project (TRP) in the 1990's. The TRP included funds for development of dual-use technologies that meet both defense and civilian needs, including defense firms making the transition to the commercial marketplace.

The enthusiastic response to the TRP demonstrated that companies, large and small, that helped to win the Cold War were eager to compete and win in civilian markets. The TRP solicited proposals in three key areas: technology development, to create new technologies with the potential for commercialization; technology deployment, to disseminate existing technology for near-term commercial and defense products; and education and training, to strengthen engineering and work force capabilities necessary for a competitive industrial base.

*NCS the recognized leader for supporting and expanding the  
Modeling, Simulation & Training (MS&T) community*

NCS purpose, as documented in the charter:

- (a) To operate the National Center for Simulation (NCS) in accordance with the approved vision and goals;
- (b) To provide a vehicle for the dissemination of information about learning technologies and simulation, including available and developing hardware and computer software, to the public and private educational and training communities at all levels;
- (c) To provide a forum for the gathering of information about educational techniques utilizing new discoveries and new methods of training and education;
- (d) To provide assistance in utilizing new methods of learning for the educational community at large;
- (e) To serve as a repository of technologies developed in the public and private sectors to assist in the learning process;
- (f) To encourage the utilization and exploitation of new technologies in the presentation of materials by the educational and training communities;
- (g) To engage in research with respect to the blending of technologies and the development of new technologies to improve the learning process;
- (h) To facilitate dual use and transfer of technology products and systems to commercial markets through any means including undertaking of contract work;
- (i) RESERVED;
- (j) To receive gifts and grants and make distributions thereof for the purposes and activities that qualify as exempt under section 501(c)(3) of the Internal Revenue Code of 1986 as amended, or the corresponding provisions of any future federal tax laws; and;
- (k) To grant scholarships to high school, community college, and college/university students pursuing education in and a career related to simulation or digital media.

## 2.0 Mission

The mission of NCS is: *To lead the growth of Modeling, Simulation & Training.*

The strategic imperatives of NCS are listed below:

- NCS is committed to adding value to its members.
- NCS shall promote, protect, and set the conditions for growing the Modeling, Simulation & Training (MS&T) industry.

- NCS serves as the recognized leader in supporting and expanding the modeling and simulation community.
- NCS serves as an important link between the military, other government at all levels, MS&T industry companies, and academia engaged in research, development, and the application of MS&T simulation technology.
- NCS serves the MS&T community by working on our biggest challenge the MS&T the education pipeline. Leading unique programs along-side the numerous players and with the Florida High Tech Corridor Community.

### 3.0 Strategic Planning Committee

The Strategic Planning Committee is comprised of NCS board members and corporate officers who collaboratively defined four strategic goals, aligned with the strategic imperatives, as well as the detailed strategic action plans for each goal. Board members are critical to our success. We appreciate these dedicated individuals for all the time and effort they devote in support of NCS and our membership companies.

These volunteers spend countless hours in meetings and in their communities advocating MS&T. Being a board member is a challenging role and we appreciate their commitment to serving in this vital role. The members of the Strategic Planning Committee included:

Ms. Janet Spruill	Committee Chair – NCS BOD Secretary
Mr. George Cheros	Committee Member – NCS President & CEO
Dr. Neal Finkelstein	Committee Member – NCS COO
Mr. Dan Ketchen	Committee Member – NCS BOD
Ms. Terry Kohl	Committee Member – NCS BOD Vice Chair
Dr. Lee Lacy	Committee Member – NCS BOD
Ms. Mary Trier	Committee Member – NCS BOD Chair
Mr. Hank Okraski	Education Committee Advisor
Ms. Lindsey Spalding	Education Committee Advisor

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### 4.0 NCS Strategic Plan for 2021 – 2026

The plan is comprised of four key strategic goals, each with designated strategies<sup>1</sup> to support the goal. This Strategic Plan forms the imperatives for the NCS five-year plan and provides

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<sup>1</sup> NCS management will use strategic judgement to prioritize or refine the designated strategies in response to changing environmental conditions, an altered competitive environment, and/or resources over the timeline of the plan (2021-2026) to achieve the four goals (pillars) of the plan.

guidance for annual planning and performance reporting to the NCS Board of Directors on a bi-monthly and annual basis. NCS performance metrics will be aligned to this Strategic Plan.

## 4.1 Goal 1: Facilitate MS&T Innovation

The ability of our MS&T community to innovate is a national imperative. NCS facilitates opportunities for innovation to thrive.

- Increase engagement with Defense incubators (e.g., SOFWerx, AFWerx, NavalX) and research organizations through intentional outreach and collaboration and help increase awareness by member companies. (Note: Create Innovation Board of members for innovation advisory support).
- Adopt the NavalX philosophy of extending reach to related users (in our case, consortiums with similar missions in potentially complementary areas—space, cloud, telecom, cyber) for partnering in innovation as well as advocacy to Government.
- Strengthen ties to the start-up infrastructure across our domain – UCF Innovation Districts (CFRP, Downtown Campus, Lake Nona – Medical City, NEOCity, etc.). Establish teaming/subbing relationships to be exploited especially with OTAs, AFWerx/SOFWerx/NavalX, etc. Recruit new members from this source. Foster cross-organization collaboration.
- Aggressively promote and support MS&T technology transition through interdisciplinary events featuring technology providers. (Note: fuel the MS&T community by working on shared challenges.)
- Actively collaborate and synchronize goals between industry, government, R&D and academia to ensure NCS goals are aligned.
- Utilize Industry Day participation to feature new technologies, both to defense and non-defense verticals.

## 4.2 Goal 2: Support Public Policies that promote the development and growth of MS&T

Public policies play a critical role in shaping the direction and viability of MS&T. NCS works to inform our public officials of the national importance of MS&T sustainability and growth.

- Ensure continued stability of Team Orlando and the MS&T industry through ongoing dialogue and engagement with the military and interaction with Pentagon officials, including operating the Advisory Board for the Congressional Representative for the CFRP district.
- Educate and inform Congressional delegations, civic leaders, and DoD leaders on the value of MS&T and the unique Central Florida collaborative environment.

- Always be ready with a BRAC mitigation strategy, regardless of the political attitudes towards BRAC. Represent member interests through the Metro Orlando Defense Task Force (Orange County, City of Orlando, UCF, CFRP, and OEP) and support Florida Defense Support Task Force strategies. Expand the MODTF's role to include acquiring new military missions (i.e., Army Futures Command and cyber initiatives).
- Collaborate with other constituents to jointly identify policies to pursue/influence.
- Increase involvement of NCS members in advancing MS&T policy priorities in areas such as STEM, education funding, scholarships, tax incentives, capital investments, and research business incentives.

### 4.3 Goal 3: Develop and Grow the MS&T Workforce

A pipeline of qualified personnel sustains and grows the MS&T industry. NCS fosters education and workforce development initiatives to keep pace with MS&T industry demands.

- Promote and lead development and implementation of programs to increase student internship and teacher externship opportunities in MS&T industry.
- Identify and pursue funding for MS&T education at all levels.
- Expand awareness and encourage involvement of MS&T in under-represented schools.
- Expand M&S Certification Program.
- Collaborate and promote MS&T education and workforce development initiatives.
- Execute and expand the NCS Scholarship Program.
- Influence teacher preparation instruction and involve teachers in STEM/MS&T committees and events.

### 4.4 Goal 4: Grow the MS&T Industrial Base

The U.S. Congress has designated M&S as a national critical technology, underscoring the need for a healthy industrial base. NCS is committed to help grow the industrial base, benefiting our members, community and nation.

- Develop targeted outreach to expand NCS membership to non-DoD sectors (e.g., medical, transportation, space, education)
- Increase public awareness and NCS brand recognition to increase membership as a means to fuel continued growth.
- Formalize a system to measure and communicate the value and impact of NCS's support to its membership.

- Identify, support, and sustain collaboration among NCS members and between NCS members and the MS&T customer community.
- Provide mechanisms for small and disadvantaged businesses to be introduced to large companies for teaming and mentoring.
- Participate in and host industry conferences, exhibitions, and workshops to highlight member company capabilities and solutions.
- Assist universities in the transition of R&D products to acquisition through our membership and develop a means for member companies to validate their independent R&D projects with government MS&T agencies.
- Develop an information network (bridge) to link MS&T associations, universities and related groups to communicate and raise awareness of MS&T capabilities and initiatives.
- Participate and advocate for government programs, at all levels, that expand the M&S technology base and broaden the applications for MS&T. Recommend policies where appropriate at the national, state and local levels.

*NCS serves as a bridge between the “traditional” defense simulation organizations and other simulation-related communities of interest (e.g. entertainment, education, medical/healthcare, transportation, manufacturing, energy, architecture/engineering & construction, digital media, and game development).*

## 5.0 Corporate Identity, Marketing & Promotion

With a broad array of members and constituent organizations, the National Center for Simulation employs segmented marketing and communication strategies to achieve our objectives.

- Market Segments
  - Members – segment by level and industry category
  - Constituent Organizations (UCF, Orange County, City of Orlando, Florida Department of Economic Opportunity, Orlando Economic Partnership, The Corridor) with whom NCS has contractual relationships
  - Team Orlando
  - Influence Targets – Congress, DoD, State Legislature/Governor’s office
  - Tech Transfer Vertical Markets
  - STEM Community
  - Media
  - General Public



- Competitive Analysis
- Pricing Analysis for Membership Model

#### Communications Strategy

- Consistent Corporate identity and brand image on all communications and published materials
- Direct interaction with members, constituents and general public
  - Email Blasts, Newsletters
  - Website
  - Social Media
  - Public Relations
  - Marketing Partnerships
  - Events
  - Implement Virtual Communications – serve as a conduit to foster relationships between and among constituents, members and the community. It is critical to extend our reach and frequency to the telework networks as business models evolve during and after the COVID-19 crisis.

## 6.0 Financial and Business Operations

The NCS staff will upgrade business processes to operate the organization, communicate to members and constituent organizations, and report to the Board of Directors. In addition, the President/CEO and COO are focused on solidifying and expanding funding sources to allow for increased resources to maximize effectiveness and satisfaction of the organization's objectives. The substructure of this process has five distinguishable benchmarks:

1. **Maintain and expand diverse funding sources** that consist of membership dues, a long-standing Contractual Services Agreement (CSA) with UCF/Florida High Tech Corridor Council, Orange County, City of Orlando, and signature events. In addition, NCS has utilized state resources in the form of Defense Reinvestment Grants (DRG), Defense Infrastructure Grants (DIG) and Florida Defense Support Task Force Grants (FDSTF) to execute programs to both protect the simulation industry and promote and grow the MS&T sector in Florida. The President/CEO and COO continue to pursue expansion of funding sources to strengthen the financial base.
2. **Measure only what matters.** Report relevant financial and performance metrics necessary for the Board of Directors to oversee the development and execution of the corporate strategy.
3. **Move to the cloud.** Transition to a cloud with a central database that can be accessed by management and staff from any device at any location. This will allow for more effective communication with all stakeholders. Board and committee members will have designated access to all relevant information. In addition, conduct all meetings with the minimum of hard copy paper and provide for convenient virtual communication and meetings.

4. **Automate data collection to build the right foundation.** Replace manual processes—which are error-prone, time-consuming, inefficient, and lack transparency and tracking—with a more efficient contemporary business environment.
5. **Employ Broad Communications Practices.** The NCS Board of Directors, membership, volunteers, and stakeholders are built around a very diverse set of business, Government, and academia assets. Presenting information to this group on initiatives and actions should consider this wide audience. Although NCS is built on the foundation of the military/industrial relationship, the MS&T audience today and tomorrow is more commercial spreading across many industries such as entertainment, space, gamification, transportation, energy, medical, to name a few.

## 7.0 Conclusion

In March 3, 1994, the objective of the Training and Simulation Technology Consortium was to provide access to effective training and simulation technologies in order to support the creation, preservation, and enhancement of quality public and private sector jobs. This was to be accomplished by stimulating the rapid, professional, tailored transfer of training processes, tools, techniques, and delivery systems to commercial and federal market sectors.

Today, the Central Florida community is home to a thriving \$6B MS&T community with five Partnership buildings in the Central Florida Research Park and NCS having over 260 membership companies. All of this is a testament to the Government, industry and academia partnership that has laid the foundation for this important mission that saves time, money and lives.

It is critical that NCS remain the “hub” (both physical and virtual) for the modeling and simulation industry by providing education and access to services that will support all aspects of the industry and support continued growth and development as business paradigms will be forever changed and accelerated as a result of the events of 2020.

The next five years may undoubtedly see the fastest growing times for the Florida MS&T community. The important efforts of NCS to promote, protect, and grow this industry will remain critical as we continue to be a model for the world.

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