Responsible Organization: Code A/Office of the Director

Subject: GRC Governance and Strategic Management Structure w/Change 2 (08/14/2026)

1. Policy

a. This Glenn Policy Directive (GLPD) establishes the strategic management and governance structure for the NASA John H. Glenn Research Center (GRC).

b. The Center utilizes a council hierarchy approach for its governance structure. Governance refers to how the Center executes and evaluates its programmatic and institutional activities in a manner that meets the strategic investment strategies and goals of the Center and of the Agency.

c. The GRC governance is carried out through five primary councils:

(1) Strategic Advisory Council (SAC)

(2) Center Management Council (CMC)

(3) Mission Support Council (MSC)

(4) Collaborations, Partnerships, and New Business Council (CPNBC)

(5) Human Resources Council (HRC)

d. Each governing council and any other permanently assigned group, sanctioned by a council, shall have a defined charter per Glenn Procedural Requirements Directive (GLPR) 1150.1.

2. Applicability

a. This GLPD is applicable to all organizations at GRC Lewis Field and Neil A. Armstrong Test Facility.

b. This directive is applicable to documents developed or revised after the effective date of this GLPD.

c. In this directive, all mandatory actions (i.e., requirements) are denoted by statements containing the term "shall." The terms "may" denotes discretionary privilege or permission, “can” denotes statements of possibility or capability, "should" denotes a good practice and is recommended, but not required, "will" denotes expected outcome, and "are/is" denotes descriptive material.

d. In this directive, all document citations are assumed to be the latest version, unless otherwise noted.

3. Authority

a. NASA Policy Directive (NPD) 1000.0, NASA Governance and Strategic Management Handbook

b. NPD 1000.3, The NASA Organization

c. NPD 1280.1, NASA Integrated Management System Policy

4. Applicable Documents and Forms

GLPR 1150.1, Establishing Glenn Research Center Councils, Boards, Committees, Working Groups, and Teams

5. Responsibilities

a. The SAC is the highest GRC governing body and is chaired by the Center Director. The SAC’s primary responsibility is providing Center-level oversight over all programmatic and institutional activities at the Center to achieve the goals set forth in the NASA Strategic Plan. The SAC oversees the CMC, MSC, CPNBC, and the HRC. The SAC is also responsible for managing and evaluating the Center’s strategic goals and objectives, workforce, and overall risk posture.

b. The CMC is chaired by the Center Deputy Director. The CMC’s primary responsibility is providing project oversight (cost, schedule, technical, and management) and milestone approval authority prior to input to the Agency, including key decision points, annual performance indicators, risks, and other milestones. The CMC has six main governance bodies that report to it:

(1) The Engineering Management Board (EMB) is responsible for resolving major aeronautic and space flight program/project engineering issues and risks (and, when needed, using the Technical Authority process to escalate them to NASA Headquarters). The EMB ensures sound engineering practices and required standards, policies, and procedures are implemented in GRC programs and projects. The EMB also reviews basic research projects and core competencies.

(2) The Space Flight Systems Project Review Board (SFS PRB) is responsible for providing space flight project oversight (cost, schedule, technical, and management), resolving major

space flight program/project issues and risks at the Center, and reviews of key products, customer agreements, make/buy decisions, major change requests, certification of flight readiness, and major trade studies. The SFS PRB also reviews and approves new space business opportunities as part of the CPNBC process.

(3) The Aeronautics Project Review Board (Aero PRB) is responsible for providing aeronautics project oversight (cost, schedule, technical, and management), resolving major aeronautics program/project issues and risks at the Center, and reviews of key products, customer agreements, make/buy decisions, major change requests, certification of flight readiness, and major trade studies. The Aero PRB also reviews and approves new aeronautics business opportunities prior to submittal to the CPNBC process.

(4) The Safety and Mission Assurance Management Board (SMB) is responsible for resolving major programmatic safety and mission assurance issues and risks (and, when needed, using the Technical Authority process to escalate them to NASA Headquarters). The SMB reports programmatic issues and risks to the CMC (and institutional issues and risks to the MSC).

(5) The Facilities Utilization and Readiness Review Board (FURrB) is responsible for directing utilization of GRC real property. The FURrB is also responsible for providing facilities project oversight (cost, schedule, technical, and management), resolving major facility program/project issues and risks at the Center, and reviews of key products, customer agreements, make/buy decisions and major change requests. In addition, the FURrB monitors cybersecurity operational requirements, as well as risks and threats to the Center. The FURrB reports programmatic issues and risks to the CMC (and institutional issues and risks to the MSC).

(6) The Research Review Board (RRB) is responsible for GRC Core Competency review.

c. The MSC is chaired by the Center Associate Director. The MSC's primary responsibility is to provide institutional, infrastructure, and facilities project oversight (cost, schedule, technical, and management) and resolve major institutional issues and risks that are within the Center's control. Special extended membership MSC meetings are held periodically to cover mission support resources and safety and health topics. The MSC has three main governance bodies that report to it:

(1) The Information Technology Advisory Board (ITAB) is responsible for the management of Glenn Information Technology (IT). The ITAB ensures the alignment of IT with Center Mission and Mission Support requirements, reviews and approves plans and recommendations for Center IT Investments, approves the Center IT Master Plan, oversees the execution of IT Programs, Projects, Risks, and Services in the exercise of IT Management and Governance, on behalf of the Center. In addition, the ITAB monitors requirements for enterprise level IT providers, as well as cybersecurity risks and threats to the Center. Through reporting, advising, and recommendations made to its chartering organization, the MSC, the ITAB coordinates the management of IT with Glenn Center Missions and Programs.

(2) The Facilities Utilization and Readiness Review Board (FURrB) is responsible for directing utilization of GRC real property. The FURrB is also responsible for providing facilities project oversight (cost, schedule, technical, and management), resolving major facility program/project issues and risks at the Center, and reviews of key products, customer agreements, make/buy decisions and major change requests. In addition, the FURrB monitors cybersecurity risks and threats to the Center. The FURrB reports institutional issues and risks to the MSC (and programmatic issues and risks to the CMC).

(3) The SMB is responsible for resolving major institutional health and safety and mission assurance issues and risks (and, when needed, using the Technical Authority process to escalate them to NASA Headquarters). The SMB reports institutional issues and risks to the MSC (and programmatic issues and risks to the CMC).

d. The CPNBC is chaired by the Center Deputy Director and is responsible for evaluating and approving new business opportunities for the Center, usually brought forth by the Aeronautics Directorate, Space Flight Systems Directorate, or Office of Technology Incubation and Innovation. Annually, it sets the strategy for new business opportunities that GRC will pursue.

(1) The CPNBC has one main governance body that reports to it, the RRB.

(2) The RRB is responsible to review and assess the technical merit of new business, partnerships, and collaborations for space act agreements and competitive proposals. The RRB approves, denies, or moves forward new pursuits to the CPNBC consistent with established delegations and thresholds.

e. The Human Resources Council (HRC) is chaired by the Center Associate Director and is responsible for providing oversight, guidance, and selection for workforce technical and leadership development, as well as workforce recognition programs.

6. Delegation of Authority

A list of all governing entities that report to the above councils and boards can be found in the BMS library at https://nasa.sharepoint.com/sites/BMSLibrary/Charters.

7. Measurement/Verification

a. The records resulting from this policy (i.e., charters, strategies, goals, issues, risks, etc.) are maintained, reviewed, and assessed by the cognizant councils to ensure successful compliance.

b. The effectiveness of Glenn's governance system is assessed at least annually by senior management. If needed, corrective, preventive, and other actions will be taken to improve it.

8. Cancellation

This GLPD cancels the previous version of GLPD 1000.1C, GRC Governance and Strategic Management Structure, dated March 11, 2015.

/s/ Laurence A. Sivic
Associate Director

Attachment A. Definitions
Attachment B. Acronyms
Attachment C. NASA Glenn Governance Structure

Change History
DISTRIBUTION: BMS Library

Attachment A. Definitions

Board. Typically established by a council in areas of importance to that council. This body has the authority to work on actions and make decisions as defined by its charter.

Charter. A formal written document used to establish and define the scope, purpose, and responsibility of a council, board, committee, group, team, etc.

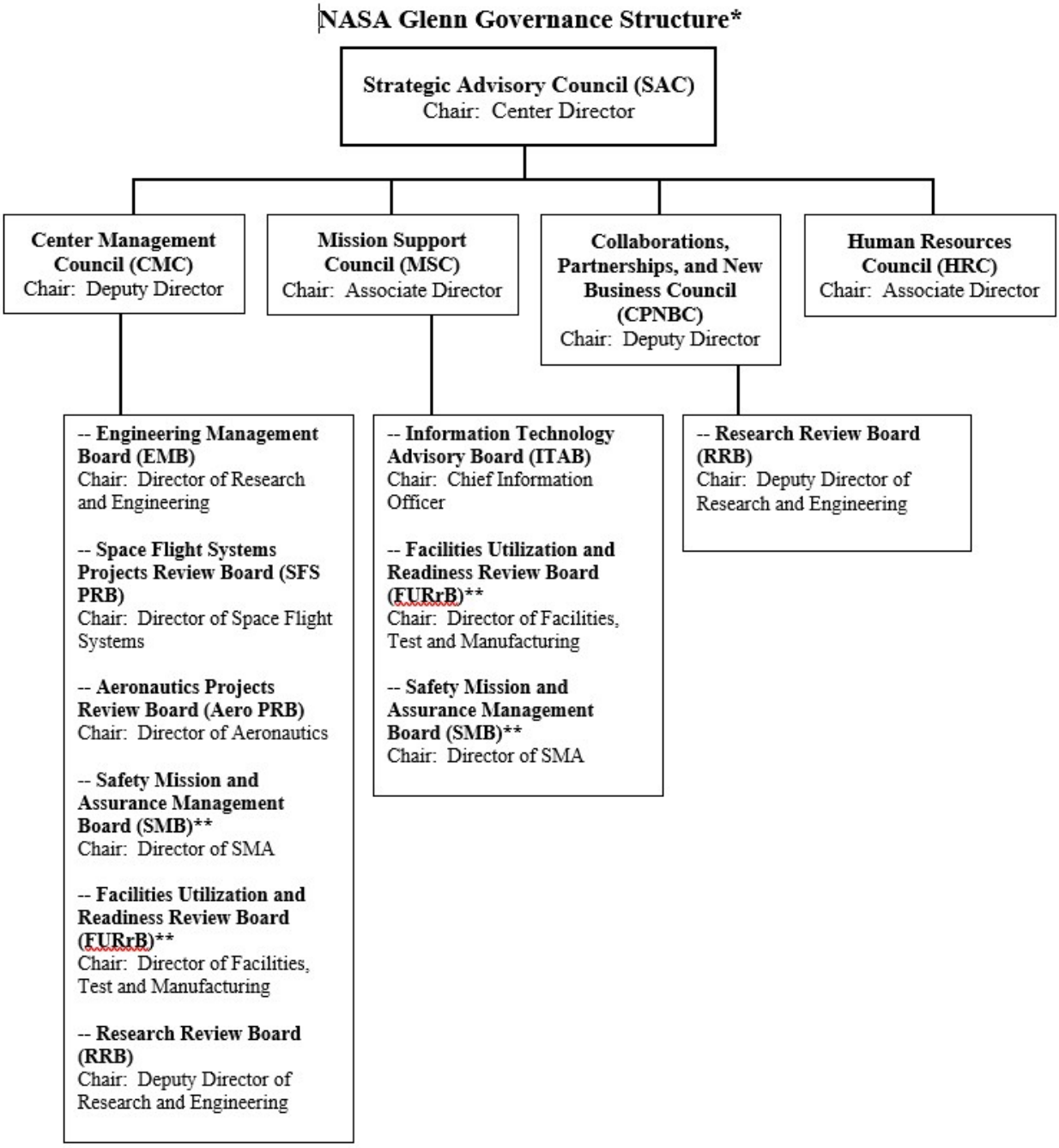
Council. Established by the Center Director in areas of Center-wide significance, supporting topics with responsibilities that cross several organizations. Councils will be chaired by the Office of the Director or designee.

Governance. The decision-making process by which the Center executes and evaluates its projects, operational/institutional support services, research and engineering services in order to align its strategic investment strategies with that of the Agency.

Attachment B. Acronyms

Aero PRB	Aeronautics Project Review Board
BMS	Business Management System
CMC	Center Management Council
CPNBC	Collaborations, Partnerships, and New Business Council
EMB	Engineering Management Board
FURrB	Facilities Utilization and Readiness Review Board
GLPD	Glenn Policy Directive
GLPR	Glenn Procedural Requirements
GRC	Glenn Research Center
HRC	Human Resources Council
ITAB	Information Technology Advisory Board
IT	Information Technology
MSC	Mission Support Council
NPD	NASA Policy Directive
RRB	Research Review Board
SAC	Strategic Advisory Council
SFS PRB	Space Flight Systems Project Review Board
SMB	Safety and Mission Assurance Management Board

Attachment C. NASA Glenn Governance Structure



*For a complete list of governing entities that report to the above councils and boards, please see the BMS Library at https://nasa.sharepoint.com/sites/BMSLibrary.
**SMB and FURrB report to CMC for program/project issues, and to the MSC for institutional issues.

Change History

Change	Date	Description/Comments
Basic	May 7, 2007	Baseline
A	March 23, 2009	Changed the acronym "SMC" from "Strategic Management Council" to "Senior Management Council". Added the CMC definition. Modified the Research Review Council (RRC) and the Project Review Council (PRC) to reflect their change in status from a council to a board (PRB and RRB).
B	May 31, 2011	Changed the governance structure. The SMC's new name is Senior Management Council. Changed Operations Management Council (OMC) to Mission Support Council (MSC). Removed the Engineering Management Council (EMC) as a primary council. Included "research' in 5.d.
Change 1	Feb., 28, 2012	Removed: Office of Strategic Management
Change 2	April 18, 2012	Fixed chart: Added the words "authority (to technical authority), Structure* (missing from title) and widened the Boards/Committees area.
Change 3	March 10, 2014	Fixed chart: NBB added "Director"
C	3/11/2015	Added two new primary councils to the GRC governance, the New Business Council (formerly New Business Board) and the Human Resources Council (formerly Human Resources Panel). Replaced the Strategic Management Council (SMC) with Strategic Advisory Council (SAC). Added Attachments A. Definitions, B. Acronyms, and D. Reference. Updated the Responsibilities Section and Attachment C to reflect the new GRC Governance structure. Updated content/format requirements to comply with NPR 1400.1.
D	11/05/2020	1. Expanded charter of the Facilities Utilization Review Board (FURB) to include facilities project oversight (cost, schedule, technical, and management), resolving major facility program/project issues and risks at the Center, and reviews of key products, customer agreements, make/buy decisions and major change requests. Revised the name to Facilities Utilization and Readiness Review Board (FURrB). 2. The NBC name was changed to Collaborations, Partnerships, and New Business Council (CPNBC). Updated all occurrences of NBC to CPNBC throughout document. 3. Added FURrB and RRB to also report to the CMC. 4. Updated Attachment B to reflect changes. 5. Updated Attachment C to reflect changes. 6. Updated to meet requirements of NPR 1400.1

Change 1	12/15/2025	Administrative changes: Extend expiration date 1 year (to 11/05/2026) to allow adequate time to complete updates due to the government shutdown. Change Plum Brook Station to Neil A. Armstrong Test Facility.
Change 2	08/14/2026	Administrative change: Extend expiration date one year to avoid unnecessary revision activity during the Agency directive pause while the comprehensive review of all Agency and Center directives is in process.

***Include all information for each revision. Do not remove old revision data. Add new rows to table when space runs out by pressing the tab key in the last row, far right column.*