

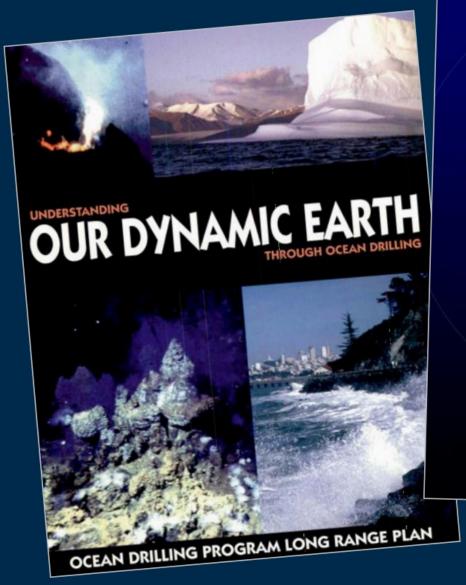
Mission

The 2050 Science Framework for Scientific Ocean Drilling guides multidisciplinary subseafloor research into the interconnected processes that characterize the complex Earth system and shape our planet's future.

Vision

To be globally recognized as the authoritative source of information about ocean and Earth system history and its links to society.

Anthony Koppers & Rosalind Coggon
Co-lead Editors
and the Science Framework Authors and Reviewers
representing the international scientific ocean drilling community





Illuminating Earth's
Past, Present, and Future



Scientific Investigation of ti Using Multiple Drilling Platforms and N

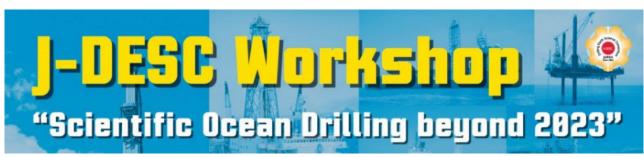
Integrated Ocean

THE INTERNATIONAL OCEAN DISCOVERY PROGRAM

EXPLORING THE EARTH UNDER THE SEA

SCIENCE PLAN FOR 2013-2023

Developing a community-driven science plan for future scientific ocean drilling















Ocean Planet Workshop

PROCEED: Expanding Frontiers of Scientific Ocean Drilling

A two-day workshop to define new goals for a future international scientific ocean drilling program to be developed beyond 2023.

6-7 April 2019 Austrian Academy of Sciences, Vienna





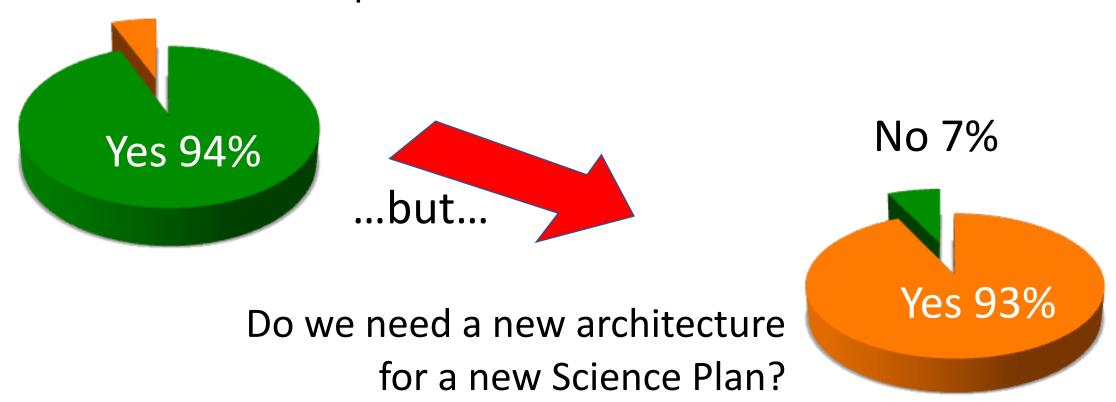




PROCEED: The content of the current science plan is appropriate to guide ocean drilling beyond 2023 but a new architecture is required

No 6%

Is the scientific content of the current science plan still relevant?



PROCEED: In developing a new Science Plan we need to consider audience, purpose, content and architecture

- NEW Science Plan needs to highlight that this is a NEW Program advancing NEW Frontiers
- BALANCE between:
 - **ACHIEVABLE TOPICS** \rightarrow demonstrate success to public/funding agencies
 - **ASPIRATIONAL GOALS** → may not complete within 15-year program
- **TIMEFRAME** of the new Science Plan:
 - include science ACHIEVABLE in 5, 10, 15 & 15+ YEARS
- CONTENT & ARCHITECTURE depend on TARGET AUDIENCE & PURPOSE
- MULTIPLE AUDIENCES → DIFFERENT SP VERSIONS/FORMATS needed



FUNDING AGENCIES



PUBLIC

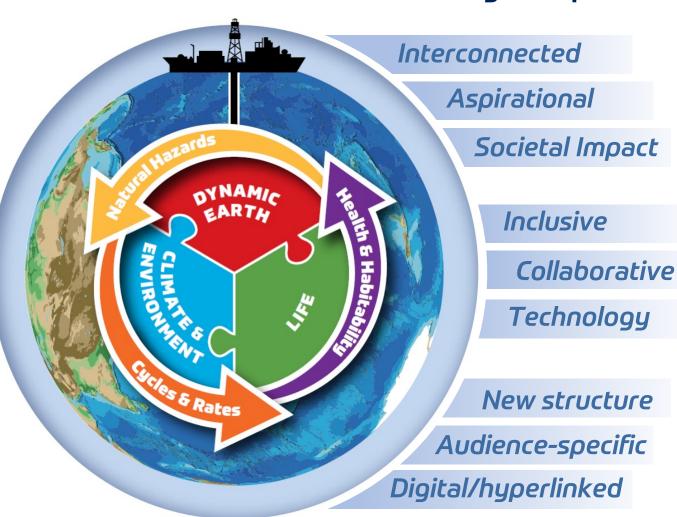


SCIENTISTS

Developing a community-driven framework for future Scientific Ocean Drilling



Science Framework Working Group



The outcome of an extensive peer review process and a high level of community input is an exciting 30 year outlook

Aug 2019

SFWG Roadmap
COMMUNITY
REVIEW

Sept 2019

ENDORSED BY IODP FORUM Oct 2019

Writing/Review
Team –
First meeting

8 Dec 2019

Draft 1
ONLY in person
meeting (AGU)

15 Jan 2020

Draft 2
Internal Review
Rebalance
Science Content

21 Feb 2020

Version 1
COMMUNITY
REVIEW



1,717 comments:

Wording (758), Graphics (127) Missing Science (76)

April – July 2020

Lead Editors & professional team
Focus on Design / Graphics / Frontiers
Rewrite followed by Internal Review

20 July 2020

Version 2
COMMUNITY
REVIEW



Sept 2020

ENDORSED BY IODP FORUM

The Framework structure combines broad interconnected science topics and aspirational goals



STRATEGIC OBJECTIVES

Broad areas of scientific inquiry that focus on understanding the interconnected Earth system.

FLAGSHIP INITIATIVES

Long-term drilling endeavors that aim to inform issues of particular interest to society, typically combining goals from multiple Strategic Objectives.

ENABLING ELEMENTS

Key facets of scientific ocean drilling that facilitate our research activities, enhance our scientific outputs, and maximize their impact.

ENDURING PRINCIPLES

- Open Access to Samples and Data
- Standard Measurements
- Bottom-Up Proposal Submissions and Peer-Review
- Transparent Regional Planning
- Promoting Safety and Success Through Site Characterization
- Regular Framework Assessments
- Collaborative and Inclusive International Program
- Enhancing Diversity

The NEW 2050 Science Framework is significantly different from its predecessor science plans...

IT IS A FRAMEWORK, NOT A SCIENCE PLAN

- in place before new program(s) are developed
- •the **foundation** on top of which new programs/facilities are built
- eight enduring principles will underpin its implementation
- written by the community for the community

ing it underground. Scientific ocean drilling studies of active any life that emerged or forcrelatively young accelerated the volcanism on Earth and the effects of Earth's geodynamo can be used to understand the development and retention of atmospheres on other planetary bodies and the possibility that life once developed there. Investigations of mantle plume and rift volcanism on Earth are also important for understanding how terrestrial planetary bodies in our solar

uum from no life to life on Earth, scientific ocean drilling can provide a more holistic picture of the requirements for biochemical functioning of life and planetary habitability. Such knowledge will inform the search for life elsewhere in the universe and help identify the best candidates for

Searching for Life in the Universe

A primary pursuit of space agencies is the quest to find life elsewhere in the universe. The US National Aeronautics and Space Administration (NASA) Mars 2020 and European Space Agency (ESA) ExoMars missions will be the first to specifically examine the implications of a "thicker atmosphere" enveloping early Mars for finding traces of ancient life at or near the surface. The 2019 NASA Roadmap to Ocean Worlds aims to identify new ocean worlds, characterize their oceans, evaluate their habitability and potential for preserving life, and ultimately understand any form of life that would be found. To ground truth and complement these important objectives we need to determine the potential biosignatures in each habitable niche on planets. Such an endeavor requires learning first-order lessons from the evolution of life on Earth. By investigating the contin-



This artist's impression shows the planet K2-18b, its host star, and an accompanying planet in this system. K2-18b is now the only super-Earth exoplanet known to host both water and temperatures that could sup-

Samples from Extreme Environments

Sample return from extraterrestrial bodies has greatly advanced our knowledge of the formation Sample return from extraterrestrial bodies has greatly advanced our knowledge of the formation and evolution of the solar system. To obtain determinative evidence of Martian life, various space and evolution of the sonar system. To bold in determinative evidence of martian me, various space agencies, including NASA, ESA, JAXA, and the Canadian Space Agency, are planning to start the Mars agencies, including (VASA, ESA, JAXA, and the canadian space Agency, ale planning to start the Mars Sample Return project in 2026, with samples returning to Earth for analyses and microbial study sample Neturn project in 2028, with samples returning to Earth for analyses and microbial study around 2031. Collaboration with scientific ocean drilling will offer space agencies an opportunity to first develop and test technologies on microbial samples collected in extreme environments to first develop and lest technologies on microbial samples collected in extreme environments through drilling in the ocean basins, before applying those techniques to extraterrestrial samples.

NASA's OSIRIS-REx spacecraft was launched on September 8, 2016, and is now traveling to the carbonaceous RIS-REx spacecraft was launched on September 8, 2016, and is now traveling to the carbonacedus ennu, whose regolith may record the earliest history of our solar system. Bennu may contain the eroid Bennu, whose regolith may record the earliest history of our solar system. Bennu may contain the senus may contain the source to retrieve a sample, Image credit: United Launch Alliance

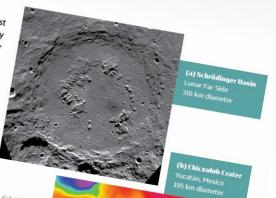
THING FUTURE



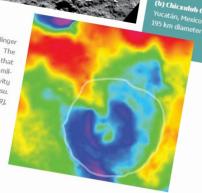
"Scientific ocean drilling will provide greater insight into the processes involved in impact crater formation by investigating meteorite impact structures and their ejecta on Earth."

Investigating Impact Craters

Although asteroid impact processes have been of interest to space agencies for decades, they are still relatively poorly understood. Scientific ocean drilling will provide greater insight into the processes involved in impact crater formation by investigating meteorite impact structures, such as Chicxulub in Mexico and in Chesapeake Bay in Virginia, USA, and their ejecta on Earth. We will sample material in and around the impact craters, as well as through geologic time, to capture pre-impact conditions, the impact itself, post-impact recovery processes, and impact-induced hydrothermal habitats. Scientific ocean drilling will also sample the most valuable impact-generated materials dis-



(a) Mosaic of Images from the Schrödinger Basin, an impact crater on Earth's moon. The impact structure looks very similar to the that of the (b) Chicxulub impact that occured ~66 million years ago on Earth, here shown in gravity measurements. (a) From http://froc.sese.asu. edu/posts/161. (b) From: Lowery et al. (2019), https://doi.org/10.5670/oceanog.2019.133.



FUTURE COLLABORATION

The perspectives of scientific ocean drilling and space agencies regarding our planet are complementary, presenting opportunities for mutually beneficial collaborations. Scientific ocean drilling requires teams to effectively and efficiently collect new scientific data in challenging and unexplored environments, which can inform approaches for missions beyond Earth. We anticipate that close cooperation between scientific ocean drilling and space organizations, including their science and engineering teams, will foster scientific and technological breakthroughs in drilling, coring, and analytical techniques and facilitate new directions for scientific ocean drilling and remote robotic

The 2050 Science



Framework Structure



STRATEGIC OBJECTIVES



Broad areas of scientific inquiry that focus on understanding the interconnected Earth System.



than 100 million-year-old oceanic crust. At slow-spreading mid-ocean ridges where melt supply is limited, serpentinization of mantle rocks exposed to seawater weakens the rock, releases heat, and produces a mix of chemicals (including hydrogen and abiotic methane) that is the building block for unique, yet poorly understood, ecosystems, in conditions that may resemble those of early Earth. The role serpentinization plays supporting microbial life is an ongoing scientific ocean drilling research area.

Crustal aging and serpentinization. By drilling age transects across multiple ocean basins, from mid-ocean ridges, to subduction zones, to passive margins, we can explore the links between serpentinization, aging oceanic crust, the mantle, and ocean, and their impacts on geochemical cycles, natural resources, and life. Integrated coring and in situ geochemical and microbial monitoring and hydrological experiments along transects will target critical gaps in ocean crustal sampling with regards to crustal age, spreading rate, later intraplate volcanic overprinting, and sediment thickness. Such systematic sampling is essential to determine the range of crustal serpentinization effects across the full age spectrum and ocean crustal styles.

HOTSPOT VOLCANISM AND LARGE IGNEOUS PROVINCES

As oceanic crust spreads away from mid-ocean ridges, it commonly traverses "hotspots" in the underlying mantle where narrow plumes of material may be upwelling within Earth's interior. When these hotspots are long-lived, they mark tectonic plates with age-progressive volcanic chains for up to 80 million years or longer, but they also may produce short-lived, high-volume oceanic plateaus. Although tens of thousands of volcanic seamounts and many large igneous provinces (LIPs) are found in the ocean basins, scientific ocean drilling has explored fewer than a dozen hotspot systems. Major gaps in our knowledge remain about the deep mantle heritage and the chemical, isotopic, and mineralogical makeup of mantle sources that feed hotspots. Scientific ocean drilling offers opportunities to learn about the origin and mobility of mantle plumes, whether two large low shear wave velocity provinces (LLSVPs) in the deepest mantle regions (imaged using seismology) are acting as plume nurseries, if bolide impacts may be related to the generation of some LIPs, and how LIPs and excessive intraplate volcanism may drive Earth's climate system past tipping points.

Hotspot Volcanic Island Chain and Large Igneous Provinces

Plume

Downgoing Slab

Lithosphere
Asthenosphere
666 km

Lower Mantle

ULVZ

Core

Act to scale
(2.900 km)

Scientific ocean drilling offers the opportunity to learn about the composition and evolution of oceanic plates, mantle anomalies, mantle plume nurseries, and oceanic voicanic chains. This conceptual sketch illustrates the connections among these elements in Earth's interior. ULVZ = Ultra low velocity zone. LLSVP = Large low shear wave velocity prov-ince. Illustration by Geo Prose, inspired by Figure 20 in Sager et al. (2016). https://doi.org/10.1016/j.earscirev.2016.05.01

Mantle plumes modulating Earth's climate. Longlived mantle plumes play a significant role in broad-scale regional uplift of oceanic lithosphere, with these topographic fluctuations impacting both sedimentation and ocean circulation. For some hotspot systems, these vertical motions appear more significant when the plumes are centered on mid-ocean ridges such as Iceland today or on triple junctions such as Shatsky Rise, Kerguelen Plateau, and Broken Ridge that formed in the Cretaceous. It remains unknown whether the plume/ridge and plume/triple junction correlation is random or whether large-scale tectonics or mantle convection is responsible for the emplacement of plumes in those specific plate-boundary settings. Their effects on Earth's climate therefore remain undetermined. We also don't know why there are more LIP emplacements between 150 and 50 million years ago than between 50 million years ago and today. Scientific ocean drilling can investigate how LIP emplacements affect regional plate tectonics and mid-ocean ridge spreading, what level of topographic fluctuation results from long-lived plumes matism constituting LIP emplacement may have affected Earth's climate system and global ocean health.

Chemically zoned and moving plumes. A new research avenue centers around understanding the spatial geochemical zonation of hotspot tracks and what it might reveal about the internal structure and composition of mantle plume stems and about LLSVPs from which they may originate. Scientific ocean drilling is essential for recovering unaltered igneous rocks that contain tiny parcels of melt trapped during crystal growth (so-called "melt inclusions") that allow us to learn about the pressure, temperature, and composition of hotspot mantle source regions. Recovery of lava erupted from seamounts and LIPs also allows us to add new paleomagnetic inclination and geochronological constraints on plume mobility-whereby scientific ocean drilling can test geodynamic computer models of deeprooted plume stems getting deflected in the large-scale mantle flow—and help refine plate motion histories, which underpin global tectonic evolution models.

PLATE DESTRUCTION IN SUBDUCTION ZONES

At subduction zones, the majority of mature, hydrated oceanic lithosphere descends back into the asthenospheric mantle, recycling igneous rocks, sediments, water, and carbon back into Earth's interior. The subduction of

oceanic lithosphere is responsible for ocean-circling chains of volcanoes and ocean trenches that extend to 2 km deeper than the height of Earth's tallest mountains. Some of the largest earthquakes and tsunamis occur along the roughly 42 000 km of subduction zones. Volatiles released

from the downgoing hydrated oceanic lithosphere give way to gas-rich explosive eruptions that also endanger the

highly populated regions bord Subduction zone behavio

The subduction process is re of its geometries, speeds of rollback, deformation pattern It remains difficult to establish lithosphere and the overlying: tures it carries will be process. We don't know how much of e into the arc volcanoes or recyc. Scientific ocean drilling can de

Broad areas of scientific inquiry that focus on understanding the interconnected Earth System.

ples, and the dynamic observations such as temperature and pore pressure, that are required to define subduction zone behavior and mantle recycling. Drilling allows us to assess spatial variations in subduction conditions, including enhanced deformation where a seamount or LIP sits on the downgoing slab, that may affect seismic, fluid flow, magmatic, and landscape responses.

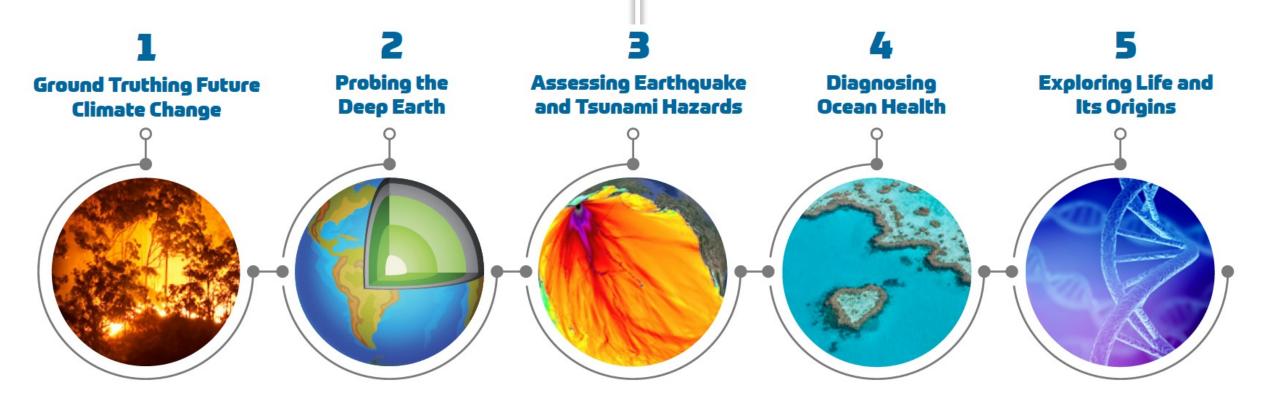
Oceanic Crust Obduction

Not all oceanic lithosphere gets recycled at subduction zones. Oceanic lithosphere that is exposed on land is called an ophiolite (e.g., Troodos, Semail) or accreted terrane (e.g., Wrangellia, Siletz). Ophiolites provide invaluable, accessible windows into the deep Earth. Indeed, the standard model for oceanic crustal structure was long based on the Troodos ophiolite in Cyprus. However, the origins and emplacement of ophiolites, and hence their interpretation in terms of past seafloor spreading, remain controversial. Land-to-sea investigations, partnering scientific ocean and continental drilling, in places such as the Semail Ophiolite in Oman or the Izu-Bonin-Mariana and Japan Trenches, will provide new avenues to elucidate the origins of ophiolites. By sampling lava sequences in a range of settings, including in fore-arc and back-arc basins, we will be able to identify where and why some oceanic crust is able to avoid being recycled back into Earth's interior.

26 27

The 2050 Science Framework Structure

FLAGSHIP INITIATIVES Long-term drilling endeavors that aim to inform issues of particular interest to society, typically combining goals from multiple Strategic Objectives.



Exciting new approaches have been developed for recognizing past earthquake slip on subseafloor faults. These techniques include quantifying the heating within a fault zone during seismic slip by probing the geochemical characteristics of rocks recovered through scientific ocean drilling and investigating the thermal maturity of organic material within them through laboratory experimentation. Various novel thermal proxies are being developed to estimate the amount of past frictional heating on faults. Estimates of temperature increases experienced by these fault rocks, particularly those in the near surface, can constrain the maximum displacement and seaward extent of past earthquakes in these fault systems. These parameters ultimately affect the earthquake magnitude and resulting tsunami extent and allow quantification of the frictional work accomplished during earthquake rupture. These and other approaches offer a tantalizing means to use scientific ocean drilling to improve records of past earthquake occurrence and assess the potential for near-surface rupture and tsunami generation.

WHAT FACTORS LEAD TO MASSIVE SUBDUCTION EARTHQUAKES?

The massive earthquakes in 2011 in Japan and in 2004 in the eastern Indian Ocean highlight our lack of understanding of the factors that promote and amplify seismic slip at subduction zones. In both cases, slip was larger and/or extended farther seaward toward the trench than expected. Scientific ocean drilling has already played an important role in revealing some of the physical properties of the subduction faults that led to the earthquakes and tsunamis in these two regions. To make significant headway in understanding the slip potential of major subduction zone faults globally requires collecting a broad range of observations from diverse environments at different stages in the earthquake cycle.

To understand how and why earthquakes occur requires knowledge about how fault zone lithology, chemical environment, and physical conditions such as temperature and

Idealized borehole observatory and integrated seafloor network. Scientific ocean drilling can provide a sustained subseafloor observational presence through installation of networks of borehole observatories in numerous fault zones around the globe. *Mustration by Geo Prose, Inspired by Ocean Networks Canada and DONET*Repeaters

Shore Salton

Backone

effective stress control the sliding stability and slip behavior of faults. Cores and in situ physical and chemical measurements collected within active fault zones, along with recovery of sedimentary sequences and oceanic crust from regions before they enter the subduction zone, can provide that needed information. To date, such investigations have been undertaken in only a few locations globally and most have targeted the earthquake-generat segments of subduction zones. Even there, only relative shallow depths have been sampled and with limited spa coverage. It is equally important to collect similar data subduction zone faults that appear to creep without la earthquakes to resolve which properties cause some fa zones to lock up between large earthquakes while oth creep without generating significant earthquakes. why some may slip both slowly (aseismically) and rapi (seismically) along the same part of a fault zone over ti Scientific ocean drilling will advance understanding of the key factors that generate large earthquakes and tsunamis, as it provides the only way to directly access, sample, and instrument major offshore fault zones.

The factors that produce sudden, large seafloor displacements that can generate tsunamis remain poorly understood. In particular, a class of earthquakes known as "tsunami earthquakes" generates much larger tsunamis than expected given the earthquake's magnitude. These events are a challenge for tsunami warning, as they do not generate strong shaking—typically the indicator that prompts evacuation from the coast and low-lying regions. The earthquake and landslide processes that cause large seafloor displacements and therefore tsunamis of all types remain poorly understood. Targeted scientific ocean drilling to reveal the physical conditions that promote tsunami generation in different tectonic or structural environments is needed to identify the sources of potential hazards.

THE WAY FORWARD

The underlying physical processes governing the spectrum of observed fault slip behaviors at subduction zones can only be addressed with an integrated, system-level approach that combines evidence of past and present fault behaviors, ground truth data on the physical conditions and materials within plate boundaries, and data collected by robust, high-precision, subseafloor instruments that continuously monitor the fault zones. This multifaceted approach requires a sustained scientific ocean drilling effort in a representative range of the world's subduction environments. Because many of the faults that produce

devastating earthquakes and tsunamis, or faults' slip effects, reach across the coastlines, there are numerous opportunities to integrate observations from scientific ocean drilling with those from onshore geophysical networks, surface geology, and continental drilling. Such an effort will contribute important information about how some of the world's largest and most active undersea faults work and

Long-term drilling endeavors that aim to inform issues of particular interest to society, typically combining goals from multiple Strategic Objectives.

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Sakaguchi, A., F. Chester, D. Curewitz, O. Fabbri, D. Goldsby, G. Kimura, C.-F. Li, Y. Masaki, E.J. Screaton, A. Tsutsumi, and others. 2011. Seismic slip propagation to the updip end of plate boundary subduction Interface faults: Vitrinite reflectance geothermometry on Integrated Ocean Drilling Program NanTroSEIZE cores. Geology 39(4):395–398, https://doi.org/10.1130/c31642.1.

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The 2050 Science



Framework Structure



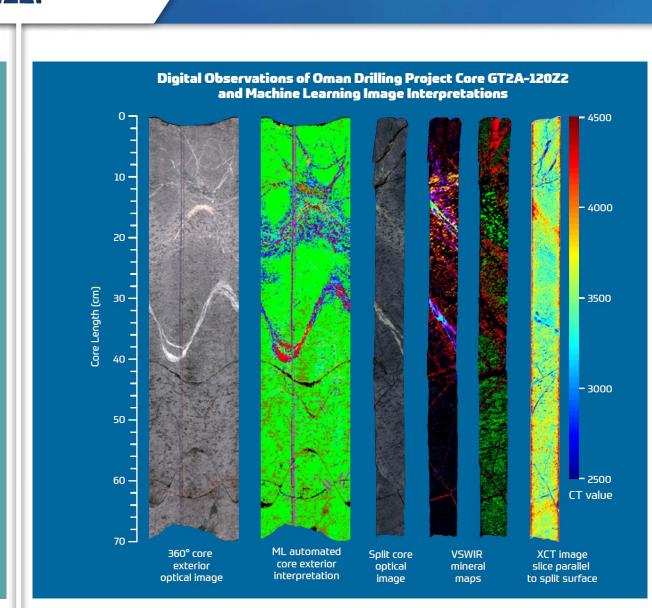
ENABLING ELEMENTS

Broader Impacts and Outreach

2 Land to Sea

Terrestrial to Extraterrestrial

Technology Development and Big Data Analytics



Who We Are

We are an international scientific community pioneering

global-scale interdisciplinary research below the seafloor of the world ocean. WE RESEARCH processes that connect

the solid Earth, ocean, life, climate, and society. WE EXPLORE the interconnected Earth in places that can only be

accessed and understood through scientific ocean drilling. WE TRAVERSE GEOLOGIC TIME to reveal the many inter-

About the 2050 -

rienre Framework guides

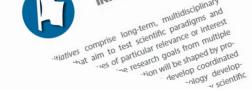
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actions that shaped Earth's past in order to illuminate our

future. **WE COMMUNICATE** knowledge gained through scientific ocean drilling to the global community.



Scientific Ocean Drilling Through 2050

Two hundred million years of Earth history are locked in sediments and rocks beneath the world ocean. Scientific ocean drilling provides access to this archive, allowing scientists to examine the interconnected processes that characterize the complex Earth system. It furnishes critical details about geologic processes as well as natural hazards that pose risks to society. Analyses of samples recovered by scientific ocean drilling establish the geologic context for interpreting human impact on climate and the environment, providing the data needed to improve the accuracy of computer models that predict the pace of rising sea levels and the melting of polar and glacial ice. Sampling and analyses also offer glimpses of the types of microbial life that might exist elsewhere in our solar system and beyond.

The 2050 Science Framework guides scientists on important research frontiers that scientific ocean drilling should pursue. Seven Strategic Objectives focus on understanding the interconnections within the Earth system. Five Flagship Initiatives integrate these objectives into long-term research efforts that address issues facing society. Four Enabling Elements advance the goals of scientific ocean drilling through education and outreach initiatives, partnerships, collaborations, continued technology development, and innovative applications of advanced data analytics.

The 2050 Science Framework Structure

Open Access to Samples and Data, Standard Measurements, Bottom-Up Proposal Submissions and Peer Review.

Transcript Decisional Disposion, Decisional Success Through Site Characterization Transparent Regional Planning. Promoting Safety and Success Through Site Characterization. Transparent Regional Planning, promoting Safety and Success Through Site Characterization.

Regular Framework Assessments. Collaborative, Inclusive International Program. Enhancing Diversity.



STRATEGIC OBJECTIVES Broad areas of scientific inquiry that focus on understanding the interconnected Earth system.



FLAGSHIP INITIATIVES

Long-term drilling endeavors that aim to inform issues of particular interest to society, typically combining goals from multiple



ENABLING ELEMENTS

Key facets of scientific ocean drilling that facilitate our research

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The NEW 2050 Science Framework is significantly different from its predecessor science plans...

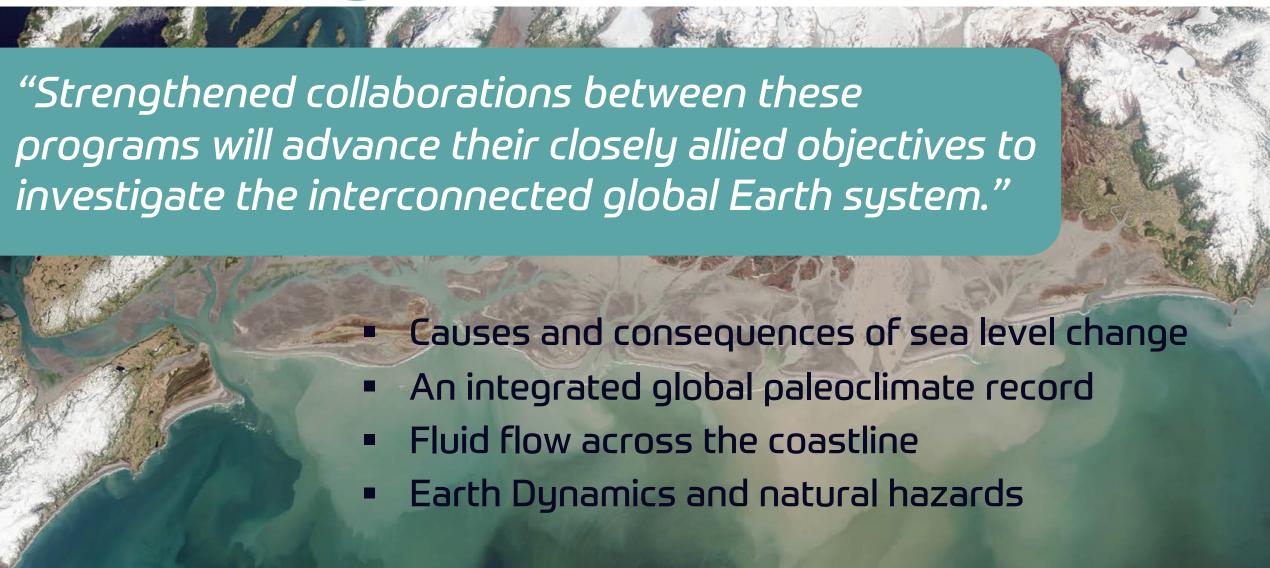
IT REQUIRES INVESTIGATION OF THE WHOLE EARTH SYSTEM

- focuses on multidisciplinary science
- emphasizes science with societal impact and/or interest
- drastically different in structure which will affect implementation

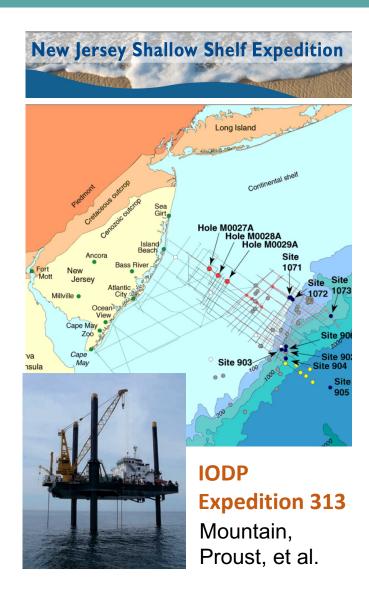
A PLAN FOR UNTIL THE MID-21st CENTURY

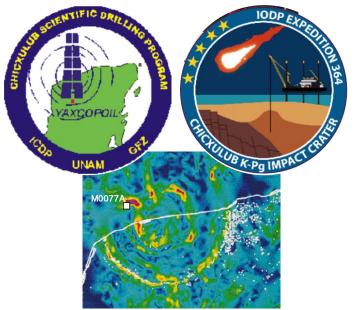
- much longer ranging across multiple program cycles
- need to maintain, revise, evaluate it





LAND 2 SEA: Strengthened collaborations between scientific ocean and continental drilling will build on previous successes







Morgan, Gulick, et al.





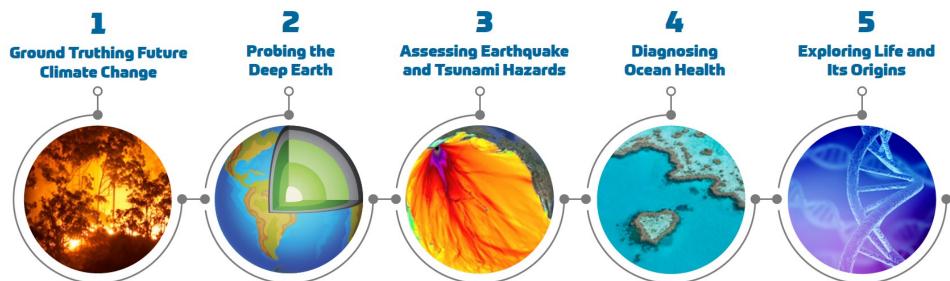


Kelemen, Matter, Teagle, et al.

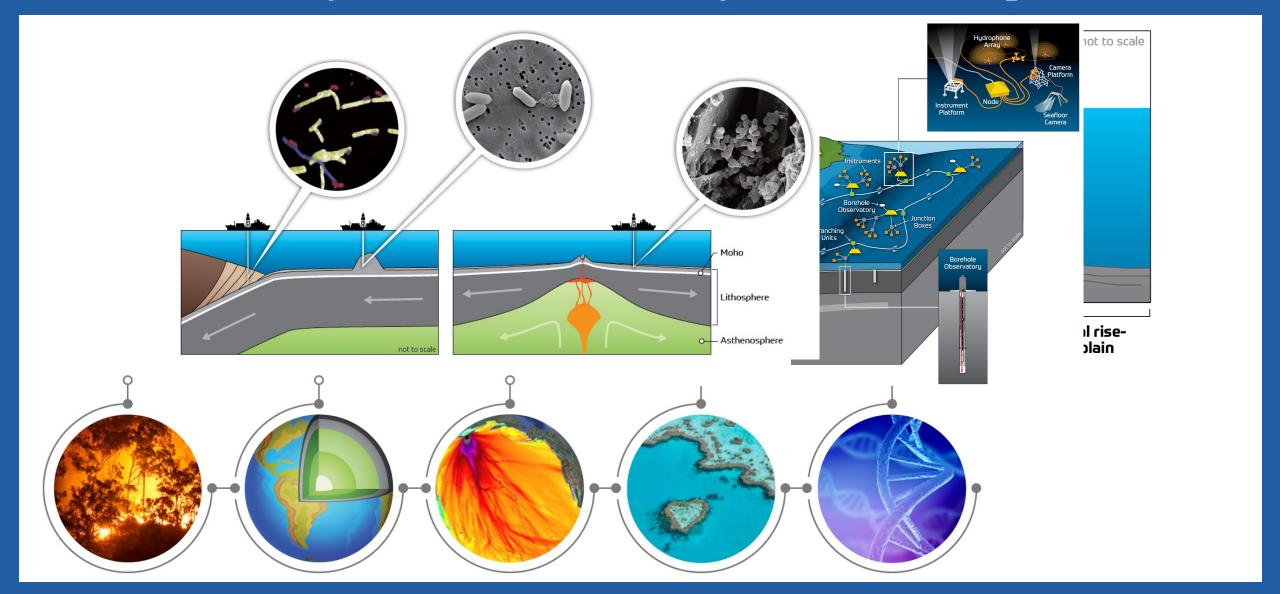
The 2050 SF's multi-decadal outlook provides an opportunity to develop ambitious multi-expedition strategies



"... will require the community to develop strategies and technologies to implement multiple coordinated expeditions, taking advantage of the 25-year timeframe of the Science Framework."



The 2050 SF's multi-decadal outlook provides an opportunity to develop ambitious multi-expedition strategies



SCIENTIFIC OCEAN DRILLING: LOOKING AHEAD

The outcome of this extensive peer review process and the high level of community input and involvement has resulted in an exciting new outlook on more than 25 years of future scientific ocean drilling, with a focus on new scientific frontiers and research of societal impact and interest.

THANK YOU

to everyone who has contributed to this process!!









EXPANDING FRONTIERS OF SCIENTIFIC OCEAN DRILLING

Organising committee:

G. Camoin (EMA), N. Hallmann (EMA), D. McInroy (ESO),

A. Morris (ESSAC), G. Uenzelmann-Neben (EFB), W. **Piller** (ESSAC),

Day 1: ApriScientific committee:

C. Boschi, R. Coggon, A. Delacour, T. Dunkley-Jones, M. Registration
Forwick, M. Godard, P. Grunert, M. Harris, V. Heuer, H. Introduction to PROCEED
Kleiven, W. Kurz, A. McCaig, J. Mueller, U. Nicholson, M. Plenary Session: Our progress towards achieving the Challenges of the Science Plan Regan, A. Sluijs,

9h00
- Climate and Ocean Char Ge: Heiko Bälike

PROCEED: In developing a new Science Plan we need to consider audience, purpose, content and architecture

- Include a MISSION STATEMENT what we will do/how we will do it
- UP-FRONT SECTIONS to highlight:
 - Exceptional past successes and Serendipitous nature
 - Outstanding legacy (including training/diversity)
 - Technology including new capabilities
 - Links with other programs (e.g. ICDP, Planetary Science)
- Use NEW TERMINOLOGY e.g. 'Grand Challenges'
- REDUCE the number of science questions from 14 to 5-10
- Science questions should be: CLEAR, BROAD, important for SOCIETY
- Focus on INTERDISCIPLINARY LINKS between research fields
- The final 'documents' should include:
 - non-linear digital Science Plan with hyperlinks
 - printed (linear) executive summary with clear infographics

