

**ORGANIZATIONAL EXCELLENCE**

**\$719,060,000**  
**+\$153,740,000 / 27.2%**

**Organizational Excellence Funding Summary**  
(Dollars in Millions)

	FY 2021				Change over	
	FY 2021	ARP	FY 2022	FY 2023	FY 2021 Actual	
	Actual	Actual	(TBD)	Request	Amount	Percent
Organizational Excellence <sup>1</sup>	\$565.33	\$12.00	-	\$719.06	\$153.74	27.2%
Percent of NSF Total	6.7%	5.0%	-	6.9%	0.2%	N/A

<sup>1</sup> Includes Administrative Cost Recoveries (ACRs) totaling \$5.42 million in the FY 2021 Actual. In FY 2022, NSF is moving away from the practice of including ACRs as a source of funds to meet its Organizational Excellence requirement and ACRs are not factored into NSF's budget plans for the FY 2023 Request.

The NSF's FY 2023 Request funding for the Organizational Excellence portfolio is \$719.06 million, about seven percent of the total NSF FY 2023 Request. The Organizational Excellence portfolio underpins the agency's programmatic activities and is critical to the accomplishment of NSF's mission, "to promote the progress of science; to advance the national health, prosperity, and welfare; to secure the national defense..." NSF fulfills this mission chiefly through the annual merit review of approximately 42,000 proposals and the issuance of approximately 12,000 new awards. In a typical year, NSF works with about 1,900 institutions in all 50 states, the District of Columbia, and four U.S. territories. In FY 2021, more than 33,000 members of the science and engineering community participated in the merit review process as panelists and reviewers.<sup>1</sup> At present, NSF has a total workforce of about 2,100 at its Alexandria, VA, headquarters, including approximately 1,400 career employees, 200 scientists from research institutions on temporary duty, about 450 contract workers, and the staff of the NSB office and the Office of the Inspector General. All of these activities—the merit review process, the issuance of awards, management of awards and awardees, maintaining and securing the headquarters building and NSF's IT infrastructure, and providing for NSF staff and visitors—are supported via the Organizational Excellence portfolio.

The FY 2023 Request represents NSF's commitment to organizational excellence and reflects the agency's true operational, staffing, and administrative needs. The requested funding level will enable NSF to continue to grow agency administration and operations, including additional staffing needs, to effectively and efficiently meet the needs of a growing \$10.5 billion federal research agency. The FY 2023 Request also includes funding for an anticipated cost of living adjustment for FY 2023.

The presentation of the Organizational Excellence portfolio is organized around the major functional components instead of sorted solely by appropriation account. This presentation aligns accurately and transparently with how NSF plans and executes the budget for the Organizational Excellence portfolio activities funded by the AOAM, R&RA and EDU accounts. A summary of the FY 2023 Request justification by appropriation account is provided in this Overview, and the budget requests from OIG and NSB are presented separately within the Organizational Excellence chapter.

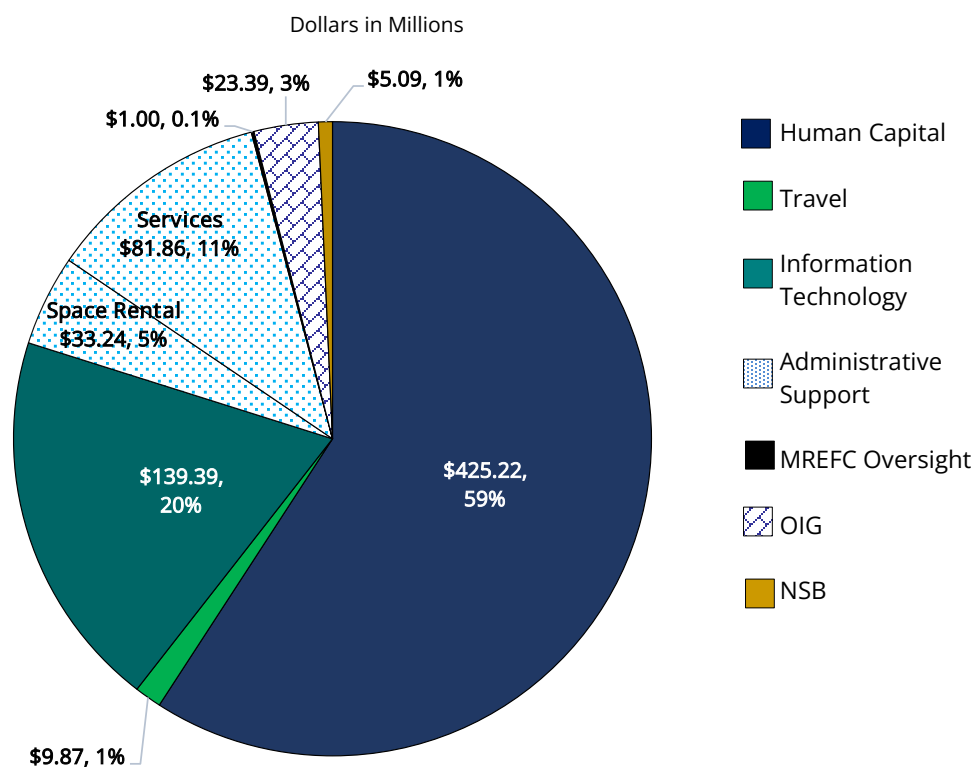
<sup>1</sup> For more information about NSF's merit review process, see [www.nsf.gov/bfa/dias/policy/merit\\_review/](http://www.nsf.gov/bfa/dias/policy/merit_review/) and *NSF's Merit Review Process, FY 2019 Digest* (NSB-2020-13) at [www.nsf.gov/nsb/publications/2020/merit\\_review/FY-2019/nsb202038.pdf](http://www.nsf.gov/nsb/publications/2020/merit_review/FY-2019/nsb202038.pdf)

The following section of the overview presents a summary of the FY 2023 funding for the Organization Excellence portfolio by Major Component. This is followed by an overview section presenting the same information but organized by appropriation.

### Organizational Excellence by Major Component

The chart below shows the Organizational Excellence portfolio by its major components—Human Capital, Travel, Information Technology (IT), Administrative Support, MREFC Oversight, and support for OIG and NSB.

FY 2023 Funding Summary: Organizational Excellence by Major Component



In this overview, NSF focuses its discussion on the three largest components—Human Capital, Information Technology and Administrative Support. With the exception of MREFC Oversight, every Organizational Excellence component is addressed directly in its specific chapter following the overview. A discussion of MREFC Oversight of major facility projects is discussed in the MREFC narrative of the Research Infrastructure Theme.

#### Human Capital

The largest component accounting for over half of Organizational Excellence, Human Capital drives the overall funding of the portfolio. It is comprised of funding for NSF's federal staff and IPAs as well as human capital management. This investment area is increased about 31 percent over FY 2021 resulting from a cost of living adjustment of 4.6 percent for FY 2023, increased FTE resources across all types (federal FTE, IPA FTE as well as student FTE), and increased resources for the tools, activities, and programs to both manage and grow NSF's workforce.

*NSF Workforce*

The table below shows the agency's total workforce for FY 2023. A discussion of NSF's FTE allocation and usage is included in the Human Capital section of this chapter. The OIG and NSB sections of this chapter and the U.S. Arctic Research Commission section of the R&RA chapter include a discussion of their respective workforces.

<b>NSF Workforce</b>					
Full-Time Equivalents (FTE)					
	FY 2021	FY 2022	FY 2023	Change over	
	Actual	(TBD)	Request	FY 2021 Actual Amount	Percent
<b><i>FTE Allocation</i></b>					
AOAM	1,372	-	1,497	125	9.1%
Regular	1,330	-	1,445	115	8.6%
Pathways Interns <sup>1</sup>	42	-	52	10	23.8%
IPAs	193	-	275	82	42%
<b><i>FTE Usage (Actual/Projected)</i></b>					
AOAM	1,366	-	1,497	131	9.6%
Regular	1,345	-	1,445	100	7.4%
Pathways Interns <sup>1</sup>	21	-	52	31	149%
Office of Inspector General	68	-	79	11	17%
Office of the National Science Board	17	-	17	0.4	2.2%
Arctic Research Commission	3	-	3	-	-
<b>Total, Federal Employees (FTE) Usage</b>	<b>1,454</b>	<b>-</b>	<b>1,596</b>	<b>142</b>	<b>9.8%</b>
IPAs (FTE)	193	-	275	82	42.4%
Detailees to NSF	3	-	3	-	-
<b>Total, NSF Workforce (FTE)</b>	<b>1,650</b>	<b>-</b>	<b>1,874</b>	<b>224</b>	<b>13.6%</b>

<sup>1</sup> The Pathways Intern program was established by Executive Order 13562, Recruiting and Hiring Students and Recent Graduates. The internship program offers part- or full-time paid internships in federal agencies to qualifying students (students in high schools, community colleges, four-year colleges, trade schools, career and technical education programs,

Information Technology (IT) and Administrative Support

IT and Administrative Support are the second and third largest components of the Organizational Excellence portfolio, respectively. While NSF's Human Capital investments have seen steady growth from year to year, particularly for Personnel Compensation and Benefits, funding for IT and Administrative Support activities has been more sporadic. In FY 2023, NSF's IT investments are increased 24 percent over FY 2021 for a total investment of \$139.39 million. This funding level will preserve secure, reliable information technology operations while continuing to deliver incremental modernization of the agency's IT infrastructure and systems that support the business operations of the agency. The FY 2023 Administrative Support budget is \$115.10 million and fully covers NSF's estimated cost of doing business. This funding level is increased approximately 10 percent over FY 2021 for strategic investments in areas of science and security, business operations, award monitoring, and financial management.

The table on the next page provides details behind the seven major components of Organizational Excellence noted above including their funding sources, as several are funded through more than one appropriation. It also frames the discussions by major component found in the rest of this chapter, with the exception of MREFC funding for oversight of major facility projects that is in the Research Infrastructure Theme.

Organizational Excellence Overview

Organizational Excellence by Major Component

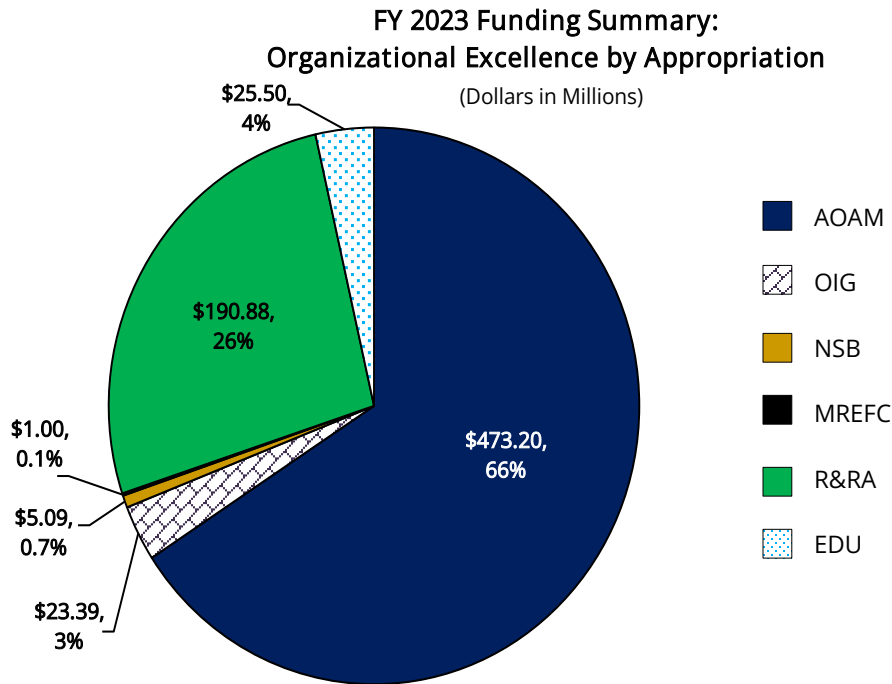
(Dollars in Millions)

	FY 2021 Actual	FY 2022 (TBD)	FY 2023 Request	Change over		Funding Source
				FY 2021 Actual Amount	Actual Percent	
<b>Human Capital</b>	\$325.74	-	\$425.22	\$99.48	30.5%	
Personnel Compensation & Benefits	262.68	-	333.55	70.87	27.0%	AOAM <sup>1</sup>
Management of Human Capital	13.49	-	16.32	2.83	21.0%	AOAM
IPA Appointments	49.57	-	75.35	25.78	52.0%	
Compensation	47.26	-	70.04	22.78	48.2%	R&RA/EDU
Per Diem	2.31	-	5.31	3.00	130.2%	R&RA/EDU
<b>Travel</b>	\$0.26	-	\$9.87	\$9.61	3751.5%	
NSF Federal Employee Staff	0.16	-	6.03	5.87	3634.0%	AOAM
IPA Appointments	0.09	-	3.84	3.75	3951.6%	R&RA/EDU
<b>Information Technology</b>	\$112.36	-	\$139.39	\$27.03	24.1%	
Agency Operations IT	24.27	-	30.67	6.40	26.4%	AOAM
Administrative Applications Services & Support	7.18	-	7.91	0.73	10.1%	AOAM
Administrative IT Operations & Infrastructure	13.40	-	17.95	4.55	34.0%	AOAM
Administrative Security & Privacy Services	3.21	-	4.26	1.05	32.7%	AOAM
Administrative IT Management	0.48	-	0.55	0.07	14.6%	AOAM
Program Related Technology (PRT)	88.08	-	108.72	20.64	23.4%	R&RA/EDU
Mission-Related Applications & Services	57.69	-	67.91	10.22	17.7%	R&RA/EDU
Mission-Related IT Operations & Infrastructure	26.32	-	31.63	5.31	20.2%	R&RA/EDU
Mission-Related Security & Privacy Services	3.88	-	6.86	2.98	76.9%	R&RA/EDU
Mission-Related IT Management	0.20	-	2.32	2.12	1037.3%	R&RA/EDU
<b>Administrative Support</b>	\$104.76	-	\$115.10	\$10.35	9.9%	
Space Rental	46.54	-	33.24	-13.29	-28.6%	AOAM
Operating Expenses	20.95	-	30.27	9.32	44.5%	AOAM
Building & Administrative Services	21.84	-	23.12	1.28	5.9%	AOAM
Other Program Related Administration	3.39	-	7.55	4.16	122.9%	
E-Government Initiatives	1.37	-	1.55	0.18	12.8%	R&RA/EDU
General Planning & Evaluation Activities	2.01	-	6.00	3.99	198.0%	R&RA/EDU
Other Organizational Excellence Activities	12.04	-	20.92	8.88	73.7%	
Major Facilities Admin Reviews and Audits	0.98	-	0.17	-0.81	-82.7%	RRA-various
Public Access Initiative	1.98	-	1.75	-0.23	-11.7%	RRA-CISE
Equity and Compliance in Research	-	-	4.00	4.00	N/A	RRA-IA
Evaluation and Assessment Capability	5.67	-	7.00	1.33	23.5%	RRA-IA
Modeling and Forecasting	-	-	3.00	3.00	N/A	RRA-IA
Planning and Policy Support	3.41	-	2.50	-0.91	-26.6%	RRA-IA
Research Security Strategy and Policy	-	-	2.50	2.50	N/A	RRA-IA
<b>MREFC Oversight</b>	\$0.17	-	\$1.00	0.83	489.7%	MREFC
<b>Office of Inspector General</b>	\$17.61	-	\$23.39	\$5.78	32.8%	OIG
<b>Office of the National Science Board</b>	\$4.43	-	\$5.09	\$0.66	14.8%	NSB
<b>Total</b>	<b>\$565.33</b>	<b>-</b>	<b>\$719.06</b>	<b>\$153.74</b>	<b>27.2%</b>	

<sup>1</sup> Includes Administrative Cost Recovery (ACR) estimates totaling \$5.42 million for FY 2021. In FY 2022, NSF is moving away from the practice of including ACRs as a source of funds to meet its Organizational Excellence requirement and ACRs are not factored into NSF's budget plans for the FY 2023 Request.

### Organizational Excellence by Appropriation

The following presentation details NSF’s Organizational Excellence portfolio by appropriation, which is funded through all of NSF’s appropriation accounts.



### Organizational Excellence by Appropriation

(Dollars in Millions)

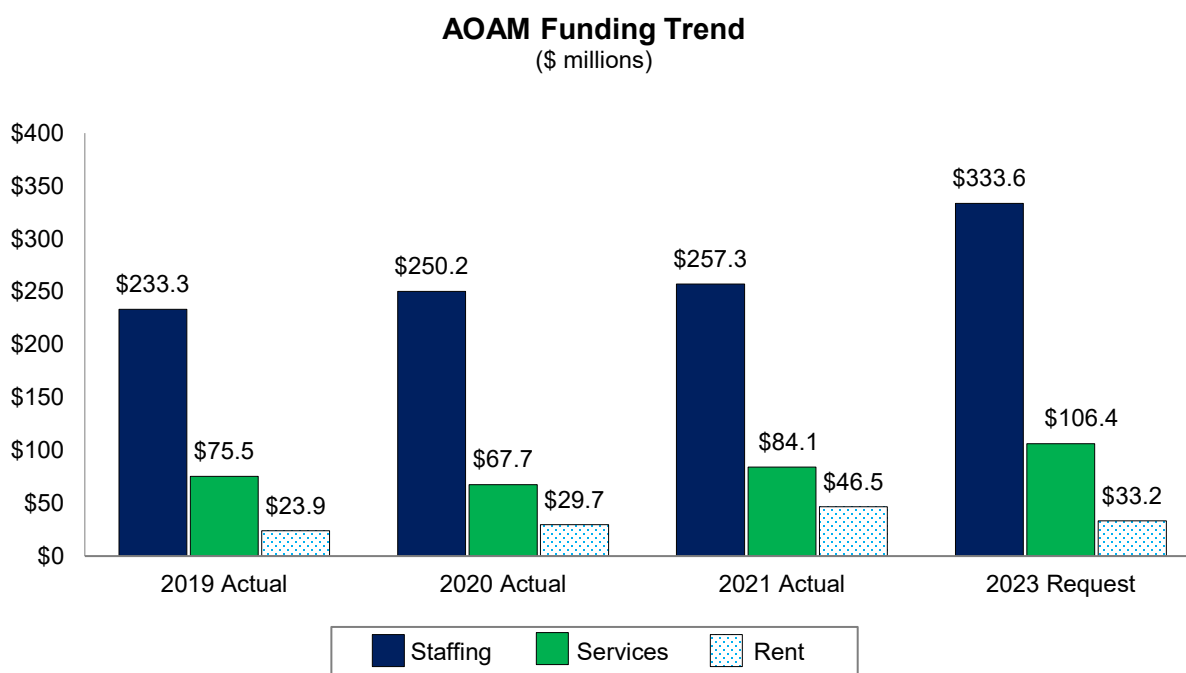
	FY 2021			FY 2022 (TBD)	FY 2023 Request	Change over	
	FY 2021 Actual	ARP Actual				FY 2021 Actual	Percent
Agency Operations & Award Management	\$384.52	\$12.00	-	\$473.20	\$88.68	23.1%	
Office of Inspector General	17.61	-	-	23.39	5.78	32.8%	
Office of the National Science Board	4.43	-	-	5.09	0.66	14.8%	
Maj. Rsrch Equipment & Facilities	0.17	-	-	1.00	0.83	489.7%	
Program Support:							
Research & Related Activities	135.05	-	-	190.88	55.83	41.3%	
STEM Education	18.12	-	-	25.50	7.38	40.7%	
<b>Total NSF Appropriated Funds</b>	<b>\$559.91</b>	<b>\$12.00</b>	<b>-</b>	<b>\$719.06</b>	<b>\$159.15</b>	<b>28.4%</b>	
Administrative Cost Recoveries (ACRs)	5.42	-	-	-	-5.42	-100.0%	
<b>Total Organizational Excellence</b>	<b>\$565.33</b>	<b>\$12.00</b>	<b>-</b>	<b>\$719.06</b>	<b>\$153.73</b>	<b>27.2%</b>	

#### Agency Operations and Award Management (AOAM)

Investments in the AOAM account continue to be a priority in the FY 2023 Request. This activity provides the fundamental framework through which the Foundation’s science and engineering research and education programs are administered.

## Organizational Excellence Overview

At the FY 2023 Request level, AOAM funding is \$473.20 million representing 66 percent of the Organizational Excellence portfolio but under five percent of the total NSF FY 2022 Request. While NSF continues to operate as a lean agency, this funding level emphasizes the importance and prioritization of current services and additional functions supporting the mission of NSF and reflects an increase for pay and benefits for NSF's federal workforce—including a 4.6 percent cost of living adjustment for FY 2023. Over three quarters (78 percent) of the requested FY 2023 AOAM funds support staffing and space rental while about one quarter (22 percent) are for mission support services.



### Agency Operations and Award Management Funding Summary

(Dollars in Millions)

	FY 2021			FY 2023 Request	Change over	
	FY 2021 Actual	ARP Actual	FY 2022 (TBD)		FY 2021 Actual Amount	Percent
Personnel Compensation & Benefits (PC&B) <sup>1</sup>	\$257.27	\$8.63	-	\$333.55	\$76.28	29.7%
Management of Human Capital	13.49	-	-	16.32	2.83	21.0%
Travel	0.16	-	-	6.03	5.87	3634.0%
Information Technology	26.76	2.49	-	30.67	3.91	14.6%
Space Rental	46.54	-	-	33.24	-13.29	-28.6%
Operating Expenses	21.83	0.88	-	30.27	8.44	38.6%
Building & Administrative Services	21.84	-	-	23.12	1.28	5.9%
<b>Total</b>	<b>\$387.89</b>	<b>\$12.00</b>	<b>-</b>	<b>\$473.20</b>	<b>\$85.31</b>	<b>22.0%</b>

<sup>1</sup> PC&B levels reflect direct appropriated funds only. In FY 2021, \$5.42 million in Administrative Cost Recoveries (ACRs) were received bringing the total PC&B obligation to \$262.68 million. In FY 2022, NSF is moving away from the practice of including ACRs as a source of funds to meet its Organizational Excellence requirement and ACRs are not factored into NSF's budget plans for the FY 2023 Request.

For information on NSF's AOAM account by object class, see the AOAM by Object Class table at the end of this narrative.

Office of Inspector General

FY 2023 funding for the OIG is \$20.39 million. The staffing and operations of the OIG are supported through a separate OIG appropriation. Details about the OIG FY 2023 Request can be found in the OIG narrative.

Office of the National Science Board

FY 2023 funding for the NSB is \$5.09 million. The staffing and operations of the NSB office are supported through a separate NSB appropriation. Details about the NSB FY 2023 Request can be found in the NSB narrative.

Major Research Equipment and Facilities Construction

The FY 2023 Request includes \$1.0 million within the MREFC account for oversight of NSF's major facility projects. For more information on this activity, see the MREFC narrative within the Research Infrastructure section of the NSF-Wide Investments chapter.

Program Support

Funding from program accounts R&RA and EDU (\$216.38 million) covers approximately 30 percent of the total Organizational Excellence portfolio. Three activities comprise program-funded Organizational Excellence: Intergovernmental Personnel Act (IPA) costs, Program Related Administration including Program Related Technology, and other Organizational Excellence activities.

**R&RA and EHR Organizational Excellence Funding Summary**

(Dollars in Millions)

	FY 2021 Actual	FY 2022 (TBD)	FY 2023 Request	Change over	
				FY 2021 Actual	Actual Percent
<b>IPA Costs</b>	<b>\$49.66</b>	-	<b>\$79.19</b>	<b>\$29.53</b>	<b>59.4%</b>
IPA Compensation	47.26	-	70.04	22.78	48.2%
IPA Per Diem	2.31	-	5.31	3.00	130.2%
IPA Travel	0.09	-	3.84	3.75	3951.6%
<b>Program Related Administration</b>	<b>\$91.47</b>	-	<b>\$116.27</b>	<b>\$24.80</b>	<b>27.1%</b>
Program Related Technology	88.08	-	108.72	20.64	23.4%
Other Program Related Administration	3.39	-	7.55	4.16	122.9%
<b>Other Organizational Excellence Activities</b>	<b>\$12.04</b>	-	<b>\$20.92</b>	<b>\$8.88</b>	<b>73.7%</b>
Major Facilities Admin Reviews and Audits	0.98	-	0.17	-0.81	-82.7%
Public Access Initiative	1.98	-	1.75	-0.23	-11.7%
Equity and Compliance in Research	-	-	4.00	4.00	N/A
Evaluation and Assessment Capability	5.67	-	7.00	1.33	23.5%
Modeling and Forecasting	-	-	3.00	3.00	N/A
Planning and Policy Support	3.41	-	2.50	-0.91	-26.6%
Research Security Strategy and Policy	-	-	2.50	2.50	N/A
<b>Total</b>	<b>\$153.18</b>	-	<b>\$216.38</b>	<b>\$63.20</b>	<b>41.3%</b>

**AOAM by Object Class**

<b>AOAM by Object Class</b>						
<b>(Dollars in Thousands)</b>						
	FY 2021	FY 2021	FY 2022	FY 2023	Change over	
	Actual	ARP	(TBD)	Request	FY 2021 Actual	Actual
					Amount	Percent
Personnel Compensation	\$193,745	\$6,512	-	\$247,540	\$53,795	27.8%
Personnel Benefits	63,027	2,115	-	86,015	22,988	36.5%
Travel and Transportation of Persons	165	-	-	6,030	5,865	3559.2%
Transportation of Things	677	-	-	305	-372	-54.9%
Rental Payments to GSA	40,485	-	-	26,480	-14,005	-34.6%
Rental Payments to Others	282	-	-	300	18	6.3%
Communications, Utilities and Misc. Charges	1,270	-	-	1,200	-70	-5.5%
Printing and Reproduction	75	-	-	80	5	7.3%
Advisory and Assistance Services	43,722	2,255	-	50,490	6,768	15.5%
Other Services	26,483	1,118	-	37,510	11,027	41.6%
Purchases of Goods & Srvcs from Gov't. Accts	11,910	-	-	13,600	1,690	14.2%
Operations and Maintenance of Equipment	200	-	-	200	0	0.2%
Supplies and Materials	333	-	-	1,150	817	245.3%
Equipment	2,144	-	-	2,300	156	7.3%
<b>Total</b>	<b>\$384,517</b>	<b>\$12,000</b>	<b>-</b>	<b>\$473,200</b>	<b>\$88,683</b>	<b>23.1%</b>

**Personnel Compensation and Benefits:** Personnel compensation funds payroll, awards/bonuses, reimbursable details to NSF, overtime, and terminal leave. Personnel Benefits include the Government's contribution towards retirement systems, health and life insurance, thrift saving plans, special overseas allowances, unemployment insurance, transit subsidies, and employee relocations.

**Travel and Transportation of Persons:** These resources fund travel required for planning, outreach, and the increased oversight of existing awards recommended by the agency's Inspector General.

**Transportation of Things:** This category consists of household moves associated with bringing new staff to NSF.

**Rental Payments to GSA:** This category includes the rent charged by GSA for NSF's facility in Alexandria, Virginia.

**Rental Payments to Others:** This category includes rent paid for the parking structure to the owner of the new headquarters building in Alexandria.

**Communications, Utilities, and Miscellaneous Charges:** This category includes all costs for telephone and other communication lines and services, both local and long distance, and postage.

**Printing and Reproduction:** This category includes contract costs of composition and printing of NSF's publications, announcements, and forms, as well as printing of stationery and specialty items.

**Advisory and Assistance Services:** This category includes development, learning, and career enhancement opportunities offered through the NSF Academy; contracts for human capital



operational activities, work life initiatives, outreach, and related services; assistance in award oversight and monitoring; and support for OMB Circular A-123 reviews.

**Other Services:** This category includes warehousing and supply services, mail handling, equipment repair and maintenance, building-related costs, furniture repair, contract support for conference room services, security investigations, and miscellaneous administrative contracts.

**Purchases of Goods and Services from Government Accounts:** This category includes reimbursable services purchased from other government agencies. Examples include Department of Homeland Security/Federal Protection Agency for security guard services; General Service Administration for some electrical upgrades and modest renovation services; and Department of the Interior for payroll services.

**Operation and Maintenance of Equipment:** This category includes management and operation of the central computer facility 24x7 year-round; operation of the customer service center and FastLane help desk; maintenance of database server hardware and related peripherals; software licensing fees; data communications infrastructure and network systems support; electronic mail support; and remote access (e.g., internet and World Wide Web).

**Supplies and Materials:** This category includes office supplies, library supplies, paper and supplies for the NSF central computer facility, and miscellaneous supplies. The FY 2021 level for this category was unusually low due to significantly less in-person activity at NSF. The FY 2023 level is consistent with increased staffing and pre-pandemic levels of spending.

**Equipment:** This category includes new and replacement computing equipment, desktop computers, data communications equipment, video-teleconferencing equipment, office furniture, file cabinets, and support equipment such as audio-visual equipment.

### Appropriations Language

For agency operations and award management necessary in carrying out the National Science Foundation Act of 1950 (42 U.S.C. 1861 et seq.); services authorized by section 3109 of title 5, United States Code; hire of passenger motor vehicles; uniforms or allowances therefor, as authorized by sections 5901 and 5902 of title 5, United States Code; rental of conference rooms in the District of Columbia; and reimbursement of the Department of Homeland Security for security guard services; ~~\$468,300,000~~[\\$473,200,000](#): Provided, That not to exceed \$8,280 is for official reception and representation expenses: Provided further, That contracts may be entered into under this heading in fiscal year ~~2022~~[2023](#) for maintenance and operation of facilities and for other services to be provided during the next fiscal year.

**Agency Operations and Award Management  
FY 2023 Summary Statement**

(Dollars in Millions)

	Enacted/ Request	Unobligated Balance Available Start of Year	Unobligated Balance Available End of Year	Adjustments to Prior Year Accounts	Transfers	Obligations Actual/ Estimates
FY 2021 Appropriation	\$357.64	9.20	\$0.00	\$0.39	29.29	\$396.52
FY 2022 Annualized CR	345.64	0.00				345.64
FY 2023 Request	473.20					473.20
\$ Change from FY 2022 Annualized CR						\$127.56
% Change from FY 2022 Annualized CR						36.9%

Totals exclude reimbursable amounts.