

ORGANIZATIONAL EXCELLENCE**\$622,910,000****Organizational Excellence Funding Summary¹**

(Dollars in Millions)

FY 2024		Change over		
Current Plan	FY 2025 (TBD)	FY 2026 Request	FY 2024 Current Plan Amount	Percent
\$753.26		\$622.91	-\$130.35	-17.3%

¹ The above levels include estimated Administrative Cost Recoveries (ACRs) of \$5.0 million for the FY 2024 Current Plan and \$2.02 million for FY 2026 Request.

NSF's FY 2026 Request funding for the Organizational Excellence portfolio is \$622.91 million, about 16 percent of the total NSF FY 2026 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..." The FY 2026 Request represents NSF's commitment to organizational excellence, illustrates the agency's needs, and reflects the agency's RIF and Reorganization Plans (ARRP) submitted to OMB. The following chapter begins with a section that presents the FY 2026 funding for the Organization Excellence portfolio by appropriation and is followed by a section presenting the same information but organized by Major Component.

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 2024		Change over		
	Current Plan	FY 2025 (TBD)	FY 2026 Request	FY 2024 Current Plan Amount	Percent
Agency Operations & Award Management ¹	\$463.00		\$355.00	-\$108.00	-23.3%
Research and Related Activities ²	251.92		243.89	-8.03	-3.2%
Office of Inspector General	24.41		18.00	-6.41	-26.3%
Office of the National Science Board	5.09		3.00	-2.09	-41.1%
Major Research Equipment and Facilities Construction	1.00		1.00	-	-
Subtotal	\$745.42		\$620.89	-\$124.53	-16.7%
Administrative Cost Recoveries (ACRs)	5.00		2.02	-2.98	-59.6%
FY 2023 R&RA Carryover into FY 2024	2.84		-	-2.84	-100.0%
Total Organizational Excellence	\$753.26		\$622.91	-\$130.35	-17.3%

¹ FY 2024 Current Plan includes the \$15 million transfer of FY 2023 appropriated funding from R&RA to AOAM.

² FY 2024 Current Plan restated for comparability with the FY 2026 Request to show consolidation of NSF mission support activities and reflect the consolidation of EDU directorate within R&RA.

Agency Operations and Award Management (AOAM)

The AOAM account provides the fundamental framework through which the Foundation's science and engineering research and education programs are administered. This account funds the essential services NSF needs to operate, and investments in the AOAM account continue to be an NSF priority. As such, in FY 2026, NSF proposes to shift the AOAM account from one-year to two-year budget authority to bring the availability of funds into alignment with the program funds in the R&RA account.

At the FY 2026 Request level, AOAM funding is \$355.0 million representing 57 percent of the Organizational Excellence portfolio but just nine percent of the total NSF FY 2026 Request. For information on NSF's AOAM account by object class, see the AOAM by Object Class table within this narrative.

Research and Related Activities (R&RA)

Funding from the R&RA (\$243.89 million) program account covers approximately 39 percent of the total Organizational Excellence portfolio. In FY 2026, NSF proposes to move all activities funded by the EDU account into the R&RA account and eliminate the EDU account.

This account supports Mission Support Services (MSS), formerly termed Program Related Administration (PRA). Two major components are included in the MSS investment: 1) Program Related Technology (PRT) investments and 2) Other Program Related Administration (Other PRA) investments. In FY 2026, to align with the Administration's priorities, funding that supports budget activities with an agency-wide benefit, including IT, were shifted from the AOAM account to the R&RA account under MSS.

As has been NSF's practice, PRT and Other PRA will continue to be the major components of MSS and will be managed as separate investments.

- Program Related Technology: PRT investments support NSF's programmatic activities and associated services, are mission-related IT, and include Data Management investments that support the merit review process. FY 2026 reflects the centralization of all IT funding from the AOAM account into the R&RA account under PRT within MSS, so all IT funding resides in one budget account.
- Other Program Related Administration: NSF's Other PRA investment includes funding for the following Foundation-wide activities: 1) NSF support for federal E-Government initiatives that are mission-related; 2) mission-related program administration activities that are managed by BFA; and 3) general planning and evaluation activities that support investments on broad programmatic and strategic matters of NSF-wide scope and benefit, and externally mandated Foundation-wide activities. FY 2026 reflects the centralization of budget activities with an agency-wide benefit from the AOAM account to the R&RA account under Other PRA within MSS, so these activities reside in one budget account.

Office of Inspector General

FY 2026 funding for the OIG is \$18.0 million. The staffing and operations of the OIG are supported through a separate OIG appropriation. Details about the OIG FY 2026 Request can be found in the OIG narrative.

Office of the National Science Board

FY 2026 funding for the NSB is \$3.0 million. The staffing and operations of the NSB office are supported through a separate NSB appropriation. Details about the NSB FY 2026 Request can be found in the NSB narrative.

Major Research Equipment and Facilities Construction

The FY 2026 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.

AOAM by Object Class

AOAM by Object Class					
(Dollars in Thousands)					
	FY 2024			Change over	
	Current	FY 2025	FY 2026	FY 2024 Current Plan	
	Plan ¹	(TBD)	Request	Amount	Percent
Personnel Compensation	\$242,750		\$209,242	-\$33,508	-13.8%
Personnel Benefits	83,590		70,392	-13,198	-15.8%
Travel and Transportation of Persons	6,104		7,500	1,396	22.9%
Transportation of Things	769		300	-469	-61.0%
Rental Payments to GSA	25,000		26,000	1,000	4.0%
Rental Payments to Others	875		450	-425	-48.6%
Communications, Utilities and Misc. Charges	1,100		1,500	400	36.4%
Printing and Reproduction	140		-	-140	-100.0%
Advisory and Assistance Services	54,554		20,450	-34,104	-62.5%
Other Services	27,165		10,450	-16,715	-61.5%
Purchases of Goods & Svcs from Gov't. Accts	17,000		7,864	-9,136	-53.7%
Operations and Maintenance of Equipment	3		2	-1	-33.3%
Supplies and Materials	450		400	-50	-11.1%
Equipment	3,500		450	-3,050	-87.1%
Total	\$463,000		\$355,000	-\$108,000	-23.3%

¹ Includes the \$15 million transfer of FY 2023 appropriated funding from R&RA to AOAM.

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 operation, maintenance, repair, and storage of equipment, when done by contract with the private sector or another Federal Government account.

Supplies and Materials: This category includes office supplies, library supplies, paper and supplies for the NSF central computer facility, and miscellaneous supplies.

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

Appropriations Language and Explanation of Carryover

For more information on AOAM appropriations language see the Technical Information chapter.

Organizational Excellence by Major Component

The following narrative focuses on the four main components of Organization Excellence – Human Capital, Information Technology, Administrative Support, and Travel.

Human Capital

The Human Capital component of Organizational Excellence includes personnel compensation and benefits (PC&B) of NSF's federal employees and reflects the guidance provided in Executive Order 14210, *Implementing the President's "Department of Government Efficiency" Workforce Optimization Initiative*¹ and OMB's subsequent memorandum.² The FTE level reflects the ARRP submitted to OMB.

Personnel Compensation and Benefits (PC&B)

Personnel Compensation & Benefits					
	(Dollars in Millions)				
	FY 2024			Change over	
	Current	FY 2025	FY 2026	FY 2024	Current Plan
	Plan	(TBD)	Request	Amount	Percent
Base Salary ¹	\$232.24		\$198.47	-\$33.77	-14.5%
Other Compensation ²	2.80		2.27	-0.53	-18.9%
Awards	9.77		8.50	-1.27	-13.0%
Subtotal, FTE Compensation	\$244.81		\$209.24	-\$35.57	-14.5%
Benefits	82.21		68.94	-13.27	-16.1%
Other Benefits ³	1.38		1.45	0.07	5.3%
Subtotal, Benefits	\$83.59		\$70.39	-\$13.20	-15.8%
Total, PC&B	\$328.40		\$279.63	-\$48.77	-14.9%

¹ FY 2024 Current Plan and FY 2026 Request include student salaries.

² FY 2024 Current Plan includes reimbursable details to NSF and terminal leave.

³ Includes Federal Employee's Compensation Act (FECA) funding and transit subsidies.

The FY 2026 Request for PC&B is \$279.63 million and will support 1,227 regular FTE employees, as reflected in the ARRP submitted to OMB, associated cost of benefits, general workforce performance awards (GWFP), and Senior Executive Service (SES) bonuses.

Management of Human Capital

NSF will provide budgetary resources in the FY 2026 Request and contractual support activities for human capital initiatives while reducing its federal workforce. These budgetary resources reflect reductions and contract cancellations in alignment with Executive Order 14210, *Implementing the President's "Department of Government Efficiency" Cost Efficiency Initiative*. NSF's FY 2026 Management of Human Capital investments support Learning and Development Programs, Operations, Strategic

¹ www.federalregister.gov/documents/2025/02/14/2025-02762/implementing-the-presidents-department-of-government-efficiency-workforce-optimization-initiative

² www.opm.gov/policy-data-oversight/latest-and-other-highlighted-memos/guidance-on-agency-rif-and-reorganization-plans-requested-by-implementing-the-president-s-department-of-government-efficiency-workforce-optimization-initiative.pdf

Human Capital, Workplace and Work-Life, and Human Resource Systems and Shared Services.

Intergovernmental Personnel Act Costs

A portion of NSF's workforce consists of temporary staff hired through the Intergovernmental Personnel Act (IPA) authority. The agency uses IPA science and engineering staff to help ensure that the Foundation's funding decisions are based on the best input from the field and reflect fresh ideas and creativity. The expertise provided by these IPAs is essential to help shape the NSF research portfolio and support transformational advances across the frontiers of all fields of science, engineering, and education. In FY 2026, NSF plans to reduce the number of IPAs to better support the Administration's priorities in artificial Intelligence, biotechnology, nuclear energy, quantum science, and translational science.

NSF Workforce

In FY 2026, NSF plans to hold its regular FTE to 1,227 in alignment with the ARRP submitted to OMB. 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.

NSF Workforce					
Full-Time Equivalents (FTE)					
	FY 2024			Change over	
	Current	FY 2025	FY 2026	FY 2024	Current Plan
	Plan	(TBD)	Request	Amount	Percent
AOAM Regular FTE	1,435		1,227	-208	-14.5%
Office of Inspector General	92		66	-26	-28.3%
Office of the National Science Board	18		13	-5	-0
Arctic Research Commission	3		2	-1	-0
Total, Federal Employees (FTE)	1,548		1,308	-240	-15.5%
IPAs (FTE)	300		70	-230	-76.7%
Total, NSF Workforce (FTE)²	1,848		1,378	-470	-25.4%

¹ AOAM Regular FTE excludes Pathways interns.

² Total NSF Workforce excludes detailees.

Information Technology (IT)

NSF's IT is funded at \$176.28 million in the FY 2026 Request. In FY 2026, NSF proposes to centralize all IT funding from the AOAM account into the R&RA account under Program Related Technology (PRT) within Mission Support Services (MSS), so all IT funding resides in one budget account. This was done to meet the agency's reduced AOAM funding level and is aligned with operational efficiency and to streamline oversight and reporting.

In FY 2024, NSF established the Office of the Chief Information Officer (OCIO), which has provided increased coordination of NSF's internally focused IT initiatives and will allow NSF's IT functions to work even more effectively and efficiently. In FY 2025, PRT was consolidated under MSS.

NSF IT Portfolio Investments by Appropriation

IT Investments by Appropriation

(Dollars in Millions)

	FY 2024		FY 2026 Request	Change over		Funding Source
	Current	FY 2025		FY 2024 Current	Plan	
	Plan	(TBD)		Amount	Percent	
Program Related Technology (PRT) ^{1,2}	\$165.72		\$176.28	\$10.56	6.4%	R&RA

¹ FY 2024 Current Plan restated for comparability with the FY 2026 Request to show all IT funding in the R&RA account.

² FY 2026 Request reflects the centralization of all IT funding from the AOAM account into the R&RA account under Program Related Technology (PRT).

IT investments support all mission-related program and administrative activities. These investments ensure delivery of high-quality, secure, and reliable IT infrastructure and services across the agency. They enable essential functions such as administrative support, pre- and post-award processes, proposal review, award management, data dissemination, and overall mission delivery.

In alignment with Administration's Priorities, NSF's IT priorities for FY 2026 reflect NSF's commitment to delivering effective and secure Federal services and digital experiences in accordance with the Foundation's mission. FY 2026 IT priorities will enable NSF to continue its shift to a resilient and secure data-centric technology base while maintaining critical cybersecurity capabilities.

In FY 2026, NSF will preserve secure, reliable information technology operations of the IT infrastructure and systems that support the business and mission operations of the agency, facilitating innovation and adoption of advanced technologies to support NSF's strategic objectives, promote the nation's economic competitiveness, and maintain national security. Advances supported by this submission include IT initiatives to: (1) Support NSF-wide priorities that accelerate technology and innovation, enabling science to advance society and solve problems through better technology and data; (2) Enable data-driven decision making to augment IT services with intelligence using predictive and prescriptive technologies; (3) Adapt IT at speed by leveraging commercial user-driven capabilities to ensure an effective and engaged workforce; and (4) Integrate artificial intelligence (AI) into NSF business processes, increasing the use of AI capabilities to support NSF business processes.

In FY 2026, NSF proposes to move all non-central ("distributed") IT investments into the R&RA account, as part of the funding centralization mentioned earlier, so all IT funding resides in one budget account.

These IT costs are included in the FY 2026 IT Portfolio summary reporting.

NSF IT Portfolio Investments by Category

Investments in NSF's IT Portfolio can be grouped across five main categories: Administrative Applications Services and Support; Mission-Related Applications and Services; IT Operations and Infrastructure; IT Security and Privacy; and IT Management. FY 2026 funding for the activities under these investment categories is entirely provided by the R&RA account under PRT within MSS.

Administrative Applications Services and Support

Investments in this category support mission-related administrative applications, such as the NSF website, NSF's human resources management systems, and NSF's financial management system.

Mission-Related Applications and Services

Investments in this category fund the applications and services that support the end-to-end merit review process and associated activities including solicitations, proposal submission, reviews and reviewer management, and award management.

IT Operations and Infrastructure

Investments in this category support NSF's capabilities related to network, infrastructure, computing power including data center and cloud, customer support, and database administration.

IT Security and Privacy Services

Investments in this category support the portion of NSF's IT security program which provides security and compliance oversight for NSF's administrative applications and mission support systems. In FY 2026, NSF will continue to support secure, reliable operations and monitoring and fund modern cybersecurity measures to protect agency systems and sensitive information.

IT Management

Investments in this category support the functions that support NSF IT management, including the NSF Chief Information Officer, Chief Technology Officer, Chief Information Security Officer, Chief Data Officer, Chief AI Officer, and Senior Agency Official for Privacy. In FY 2026, investments in this category will enable NSF to continue support for policy and compliance efforts associated with IT management, as well as continued implementation of the Technology Business Management (TBM) framework, as required by OMB.

NSF Funding for E-Government Initiatives

The table below show NSF's contributions and service fees for various E-Government and Line of Business (LoB) initiatives. These costs are not part of the IT budget discussed in this narrative but are included in the agency's IT Portfolio summary reporting and mentioned here for transparency. The FY 2026 levels are consistent with the funding amounts provided by the initiatives' respective managing partners and are all funded by the R&RA account. This is a shift from previous fiscal years in which E-rulemaking and part of Integrated Acquisition Environment (IAE) were funded out of the AOAM account, is done to meet the agency's reduced AOAM funding level and is aligned with operational efficiency and to streamline oversight and reporting.

**NSF FY 2026 Request Funding for E-Government and
Line of Business (LoB) Initiatives**

Initiative	NSF Total	Appropriations Account
		R&RA ¹
Budget Formulation/Execution LoB	\$125,000	\$125,000
E-Rulemaking	24,385	24,385
Federal Audit Clearing House	115,080	115,080
Financial Management LoB	139,094	139,094
Geospatial LoB	25,000	25,000
Grants.gov	397,000	397,000
Human Resources Management LoB	68,478	68,478
Integrated Acquisition Environment (IAE)	530,417	530,417
Performance LoB	100,000	100,000
Total	\$1,524,454	\$1,524,454

¹ FY 2026 Request reflects the centralization of all funding from the AOAM account into the R&RA account under Mission Support Services (MSS).

Administrative Support

The FY 2026 Request for Administrative Support includes Space Rental, Operating Expenses, Building and Administrative Services, and Mission Support Services.

Space Rental

Space Rental					
(Dollars in Millions)					
	FY 2024			Change over	
	Current	FY 2025	FY 2026	FY 2024 Current Plan	
	Plan	(TBD)	Request	Amount	Percent
Building Rental & Taxes	\$25.61		\$25.89	\$0.28	1.1%
Utilities	1.10		1.23	0.13	12.0%
Security	5.66		4.36	-1.30	-23.0%
Parking Rental ¹	0.88		0.71	-0.16	-18.3%
Total	\$33.24		\$32.19	-\$1.05	-3.2%
<i>Net adjustments for forward funding²</i>	<i>-18.61</i>				
Revised Rent Total	\$14.63		\$32.19	\$17.56	120.0%

¹ Parking Rental includes parking credits.

² Forward funding is an appropriation of budget authority that becomes available for obligation in the last quarter of the fiscal year for the financing of ongoing contracts during the next fiscal year. The budget authority for such contracts is included in the budget totals for the year in which it is appropriated. NSF is provided this budget authority within its annual Appropriation for the AOAM account.

Space Rental includes services provided by the General Services Administration (GSA) related to rent and taxes, utilities, and security provided by the Department of Homeland Security (DHS). In addition, rent paid for the parking structure to the owner of the NSF headquarters building in Alexandria, Virginia is included. In FY 2026, NSF will occupy over 700,000 square feet of space, primarily in one leased office building located in Alexandria, Virginia. The FY 2026 Request for Space Rental is \$32.19 million. Security, utilities, and parking estimates are derived from historical billing and actual contract costs.

NSF continues to take steps to improve and evaluate occupancy data of the Alexandria office building in accordance with M-2015-01, M-22-14, M-23-15, and M-25-25. These steps include monitoring utilization to ensure space efficiency and supporting the return of NSF staff to full-time in-person work.

Operating Expenses

Operating Expenses support the agency's operational and administrative needs. These include funding for strategic investments in areas of science and security and strategic planning of evidence-building activities in support of the Agency's mission; support for a wide variety of activities focused on continuous organizational improvement; and federal FTE training and supplies.

Building and Administrative Services

Building and Administrative Services include three broad activities: Information Dissemination; Workplace Management; and Panel Support, Meeting Management, and Proposal Services.

Organizational Excellence Portfolio

Information Dissemination

Investments in this category fund activities that support records management; extensive web-based and electronic information distribution tools that provide information to both NSF staff and the public; graphic design; and regulatory reporting processing and production.

Workplace Management

Workplace Management provides funding for a wide range of core business activities and infrastructure support related to space management and facility operations, property management, as well as personnel security, emergency management, and information security.

Panel Support, Meeting Management, and Proposal Services

This category supports NSF's merit review process by providing various services for NSF staff, panelists, members of advisory committees statutorily required and associated committees of visitors (COVs), and guests. The FY 2026 Request provides resources for these investments supporting the full estimated cost necessary to manage current services level workload requirements and maintain agency services.

Mission Support Services: Other Program Related Administration

Historically, Other Program Related Administration (Other PRA) investments are funded via NSF's program accounts under an umbrella term called Program Related Administration (PRA). In FY 2025, Other PRA was consolidated within the R&RA account and PRA was renamed to Mission Support Services (MSS). Beginning in FY 2025, NSF established MSS as a formal Activity line within the R&RA account. In FY 2026, NSF proposes to centralize funding for all budget activities with an agency-wide benefit from the AOAM account to the R&RA account under Other PRA within MSS. This was done to meet the agency's reduced AOAM funding level and is aligned with operational efficiency and to streamline oversight and reporting.

In FY 2026, NSF's Other PRA includes funding for the following Foundation-wide activities: 1) NSF support for federal E-Government initiatives that are mission-related; 2) mission-related program administration activities that are managed by BFA; and 3) general planning and evaluation activities that are Foundation-wide, including externally mandated activities. As noted above, resources for these Other PRA activities are consolidated within the R&RA account and will be funded under the new formal R&RA activity line Mission Support Services.

Travel

FY 2026 funding for NSF employee full-time equivalent (FTE) travel reflects the travel freeze that went into effect in February 2025 and activity associated with mission critical travel only. Mission critical travel includes:

- (1) Travel to or from an NSF-funded facility or location that is necessary for the protection of life or property.
- (2) Travel that is required by statute, regulation, or law, or is necessary to support Administration priorities.