ORGANIZATIONAL EXCELLENCE $802,530,000

Organizational Excellence Funding Summary

(Dollars in Millions)

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Request	Change over FY 2023 Estimate	
				Amount	Percent
	$640.71	$733.40	$802.53	$69.13	9.4%

[1] Includes Administrative Cost Recoveries (ACRs) totaling $7.23 million in the FY 2022 Actual. The FY 2023 Estimate includes an ACR estimate of $7.0 million and carryover of $4.40 million.

The NSF's FY 2024 Request funding for the Organizational Excellence portfolio is $802.53 million, about seven percent of the total NSF FY 2024 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…" As evidenced in FY 2022, NSF evaluated over 39,000 proposals through a competitive merit review process and made approximately 11,000 new competitive awards, mostly to academic institutions. In addition to these proposals, GRFP reviewed about 13,000 applications for fellowships. Almost 32,000 members of the science and engineering community participated in the merit review process as panelists and proposal reviewers.[1] Awards were made to 1,800 institutions located in all 50 states, the District of Columbia, and three U.S. territories. 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 all supported via the Organizational Excellence portfolio.

The FY 2024 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 meet agency administration and operations demands, including additional staffing needs, to effectively and efficiently meet the requirements of an $11.3 billion federal research agency. The FY 2024 Request also includes funding for an anticipated cost of living adjustment for FY 2024.
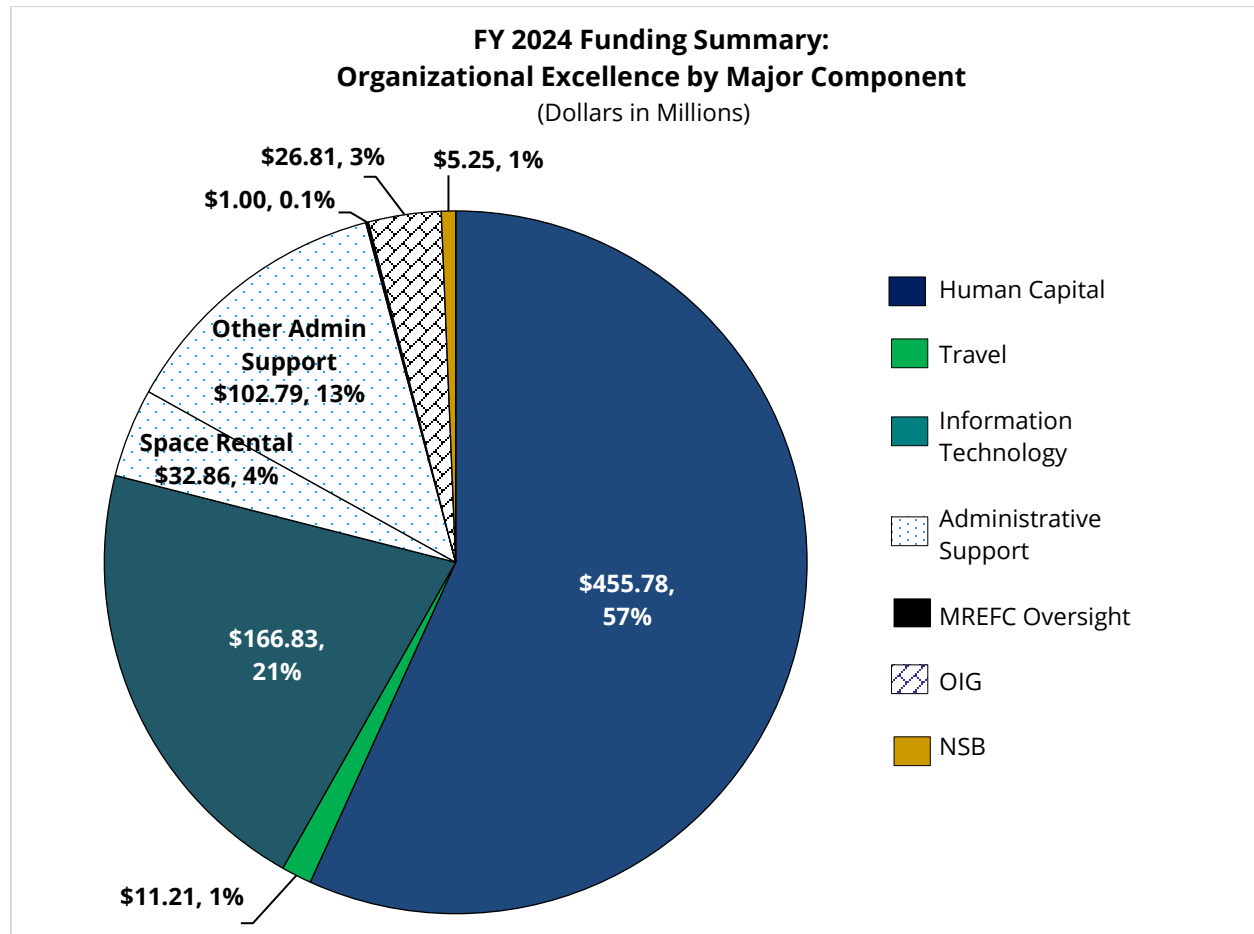
The presentation of the Organizational Excellence portfolio is organized around the major functional components instead of sorted solely by appropriation account. This presentation aligns accurately and transparently with how NSF plans and executes the budget for the Organizational Excellence portfolio activities funded by the AOAM, R&RA and EDU accounts. A summary of the FY 2024 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.

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[1] For more information about NSF's merit review process, see www.nsf.gov/bfa/dias/policy/merit_review/ and NSF's Merit Review Process, FY 2020 Digest (NSB-2021-45) at https://nsf.gov/nsb/publications/2021/merit_review/FY-2020/nsb202145.pdf

The following section of the overview presents a summary of the FY 2024 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 2024 Funding Summary:
Organizational Excellence by Major Component
(Dollars in Millions)

$26.81, 3% $5.25, 1%
$1.00, 0.1%

Other Admin Support $102.79, 13%

Space Rental $32.86, 4%

$455.78, 57%

$166.83, 21%

$11.21, 1%

- Human Capital
- Travel
- Information Technology
- Administrative Support
- MREFC Oversight
- OIG
- NSB

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 8 percent over FY 2023

resulting from a cost-of-living adjustment of 5.2 percent for FY 2024, and increased FTE resources for both federal FTE and IPA FTE.

NSF Workforce
The table below shows the agency's total workforce for FY 2024. 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.

NSF Workforce
Full-Time Equivalents (FTE)

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Request	Change over FY 2023 Estimate Amount	Percent
AOAM FTE	1,424	1,537	1,537	-	-
Regular	1,400	1,485	1,485	-	-
Pathways Interns[1]	24	52	52	-	-
Office of Inspector General	72	93	100	7	7.5%
Office of the National Science Board	17	18	19	1	5.6%
Arctic Research Commission	3	3	3	-	-
Total, Federal Employees (FTE)	**1,516**	**1,651**	**1,659**	**8**	**0.5%**
IPAs (FTE)	214	267	305	38	14.2%
Detailees to NSF	3	3	3	-	-
Total, NSF Workforce (FTE)	**1,733**	**1,921**	**1,967**	**46**	**2.4%**

[1] 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, and other qualifying technical education programs).

Information Technology (IT)
NSF's IT is the second largest component of the Organizational Excellence portfolio, funded at $166.83 million in FY 2024. Information technology, technology innovation, and data are critical to the agency's mission. These business areas are especially critical as the agency continues to grow. Further, NSF is expanding quickly and needs to position itself with the right structure and resources so we can continue to provide outstanding information technology services to our staff and the external research community. With that in mind, the agency is proposing to create a new Office, similar to the Office of Information and Resource Management (OIRM) and the Office of Budget, Finance and Award Management (BFA)—tentatively called the Office of Business Information Technology (BIT) Services. The Office Head will also serve as the Chief Information Officer and Chief Technology Officer. All of NSF's IT activities and functions (see the IT narrative within the Organizational Excellence Chapter) that currently reside in OIRM's Division of Information Systems (DIS) will move from OIRM to BIT. Establishing this new Office will allow the NSF's IT functions to work even more effectively and efficiently.

Administrative Support
Administrative Support is the third largest component of the Organizational Excellence portfolio. The FY 2024 Request (excluding Space Rental) is $102.80 million and fully covers NSF's estimated cost of

doing business. This funding level is increased approximately 5 percent over FY 2023 for strategic investments in areas of science and security and strategic planning of evidence-building activities in support of the Agency's mission. NSF's Space Rental costs are also included in Administrative Support but tracked separately. More detailed information on Space Rental and the other activities funded in this component of the Organizational Excellence portfolio can be found within the Administrative Support narrative.

The table on the next page provides details behind the seven major components of Organizational Excellence noted in the chart 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 can be found in the Research Infrastructure Theme.
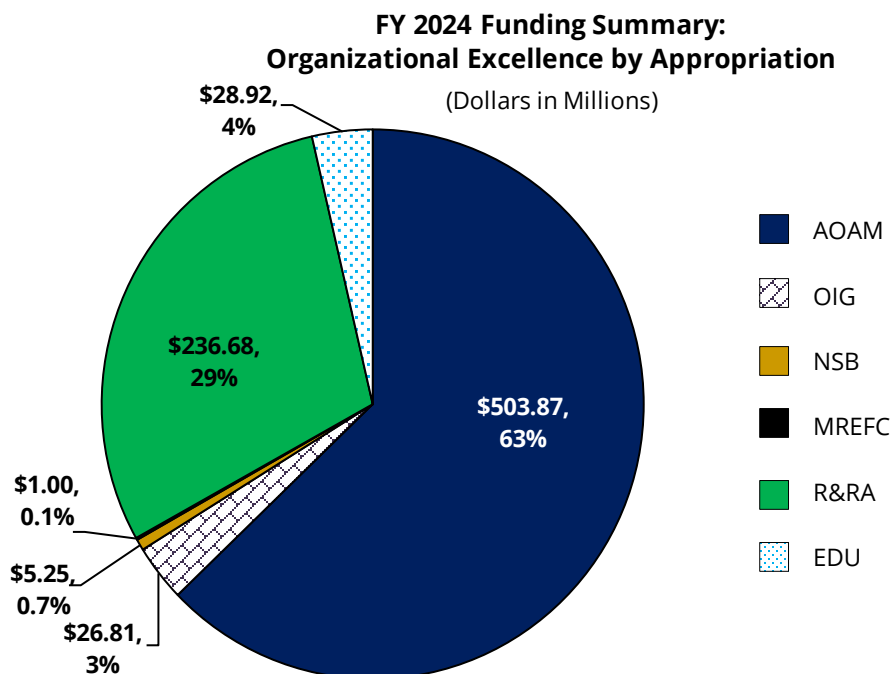
Organizational Excellence by Major Component

(Dollars in Millions)

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Request	Change over FY 2023 Estimate Amount	Change over FY 2023 Estimate Percent	Funding Source
Human Capital	$363.24	$421.54	$455.78	$34.24	8.1%	
Personnel Compensation & Benefit[1]	291.09	330.00	352.76	22.76	6.9%	AOAM
Management of Human Capital	15.39	16.79	16.790	-	-	AOAM
IPA Appointments	56.75	74.75	86.23	11.48	15.4%	
Compensation	53.87	69.33	79.85	10.52	15.2%	RRA/EDU
Per Diem	2.88	5.42	6.38	0.96	17.7%	RRA/EDU
Travel	$3.67	$10.10	$11.21	$1.11	10.9%	
NSF Federal Employee Staff	2.44	6.10	6.17	0.07	1.1%	AOAM
IPA Appointments	1.23	4.00	5.04	1.04	26.0%	RRA/EDU
Information Technology (IT)	$143.34	$147.25	$166.83	$19.58	13.3%	
Agency Operations IT	32.15	38.53	39.42	0.89	2.3%	AOAM
Administrative Applications Services and Support	8.24	11.61	9.98	-1.63	-14.0%	AOAM
Administrative IT Operations and Infrastructure	18.92	20.53	23.19	2.66	13.0%	AOAM
Administrative Security & Privacy Services	4.51	5.81	5.63	-0.18	-3.1%	AOAM
Administrative IT Management	0.48	0.58	0.62	0.04	6.9%	AOAM
Program Related Technology (PRT)	111.19	108.72	127.41	18.69	17.2%	RRA/EDU
Mission-Related Applications & Services	72.68	67.91	83.42	15.51	22.8%	RRA/EDU
Mission-Related IT Operations and Infrastructure	30.01	31.63	34.66	3.03	9.6%	RRA/EDU
Mission-Related Security & Privacy Services	6.35	6.86	6.97	0.11	1.6%	RRA/EDU
Mission-Related IT Management	2.16	2.32	2.36	0.04	1.7%	RRA/EDU
Administrative Support: Space Rental	$41.11	$27.14	$32.86	$5.71	21.1%	AOAM
Administrative Support	$65.29	$97.88	$102.79	$4.91	5.0%	
Operating Expenses	20.44	28.45	28.97	0.52	1.8%	AOAM
Building and Administrative Services	24.83	27.39	26.90	-0.49	-1.8%	AOAM
Other Program Related Administration	2.62	7.55	7.55	-	-	RRA/EDU
E-Government Initiatives	1.48	1.47	1.40	-0.07	-4.8%	RRA/EDU
General Planning and Evaluation Activities	1.14	6.08	6.15	0.07	1.2%	RRA/EDU
Other Organizational Excellence Activities	17.40	34.50	39.37	4.87	14.1%	
Major Facilities Admin Reviews and Audits	-	1.75	0.62	-1.13	-64.6%	RRA-various
Public Access Initiative	3.59	1.75	1.75	-	-	RRA-IA
Equity and Compliance in Research	-	5.00	5.00	-	-	RRA-IA
Evaluation and Assessment Capability	6.63	7.00	10.00	3.00	42.9%	RRA-IA
Modeling and Forecasting	1.51	3.00	3.00	-	-	RRA-IA
Planning and Policy Support	4.40	6.00	6.00	-	-	RRA-IA
Research Security Strategy and Policy	1.27	10.00	13.00	3.00	30.0%	RRA-CISE
MREFC Oversight	$0.65	$1.00	$1.00	-	-	MREFC
Office of Inspector General	$18.89	$23.39	$26.81	$3.42	14.6%	OIG
Office of the National Science Board	$4.52	$5.09	$5.25	$0.16	3.1%	NSB
Total	**$640.71**	**$733.40**	**$802.53**	**$69.13**	**9.4%**	

[1] Includes Administrative Cost Recoveries (ACRs) totaling $7.23 million in the FY 2022 Actual. The FY 2023 Estimate includes an ACR estimate of $7.0 million, carryover of $4.40 million, and $318.6 million of FY 2023 appropriated funds.

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.

FY 2024 Funding Summary:
Organizational Excellence by Appropriation

(Dollars in Millions)

$28.92, 4%
$236.68, 29%
$503.87, 63%
$1.00, 0.1%
$5.25, 0.7%
$26.81, 3%

- AOAM
- OIG
- NSB
- MREFC
- R&RA
- EDU

Organizational Excellence by Appropriation

(Dollars in Millions)

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Request	Change over FY 2023 Estimate Amount	Change over FY 2023 Estimate Percent
Agency Operations & Award Management	$420.21	$463.00	$503.87	$40.87	8.8%
Office of Inspector General	18.89	23.39	26.81	3.42	14.6%
Office of the National Science Board	4.52	5.09	5.25	0.16	3.1%
Maj. Rsrch Equipment & Facilities Construction	0.65	1.00	1.00	-	-
Program Support:					
Research & Related Activities	166.38	204.28	236.68	32.40	15.9%
STEM Education	22.82	25.24	28.92	3.68	14.6%
Total NSF Appropriated Funds	**$633.47**	**$722.00**	**$802.53**	**$80.53**	**11.2%**
Administrative Cost Recoveries (ACRs)	7.23	7.00			
Carry Over		4.40			
Total Organizational Excellence	**$640.71**	**$733.40**	**$802.53**	**$69.13**	**9.4%**

<u>Agency Operations and Award Management (AOAM)</u>
The AOAM account provides the fundamental framework through which the Foundation's science and engineering research and education programs are administered.

At the FY 2024 Request level, AOAM funding is $503.87 million representing 63 percent of the Organizational Excellence portfolio but under five percent of the total NSF FY 2024 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 5.2 percent cost of living adjustment for FY 2024. Over three quarters (77 percent) of the requested FY 2024 AOAM funds support staffing and space rental while about one quarter (23 percent) are for mission support services.

AOAM Funding Trend
(Dollars in Millions)

	2020 Actual	2021 Actual	2022 Actual	2023 Estimate	2024 Request
NSF Staffing and Rent	$279.90	$303.80	$324.97	$345.74	$385.62
Services	$67.68	$84.09	$95.25	$117.26	$118.25
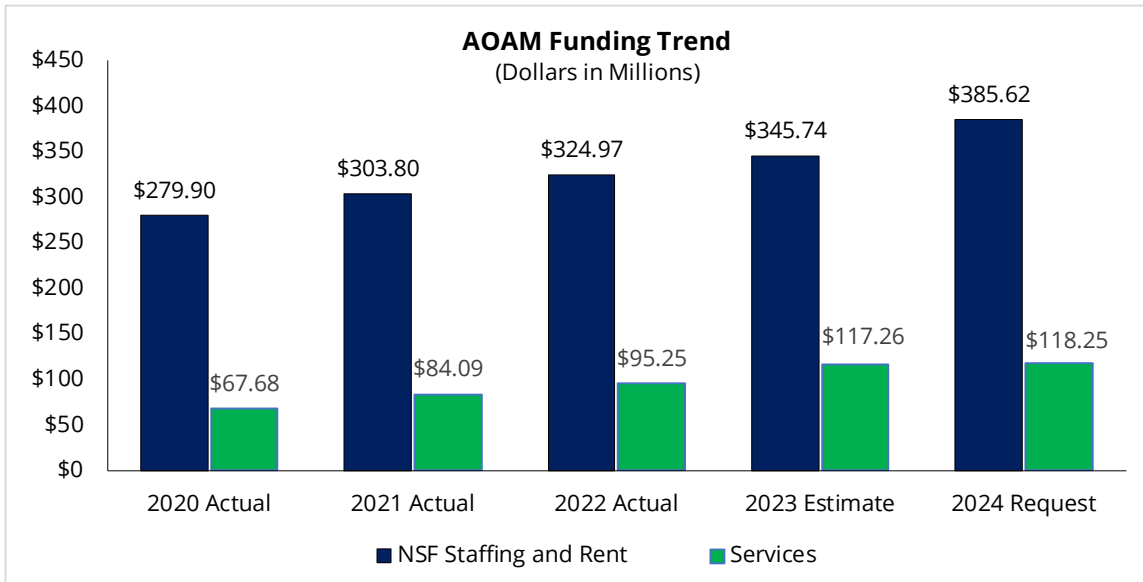
Agency Operations and Award Management Funding Summary

(Dollars in Millions)

	FY 2022 Actual	FY 2023 Estimate[2]	FY 2024 Request	Change over FY 2023 Estimate Amount	Percent
Personnel Compensation & Benefits (PC&B)[1]	$283.86	$318.60	$352.76	$34.16	10.7%
Management of Human Capital	15.39	16.79	16.79	-	-
Travel	2.44	6.10	6.17	0.07	1.1%
Information Technology	32.15	38.53	39.42	0.89	2.3%
Space Rental	41.11	27.14	32.86	5.71	21.1%
Operating Expenses	20.44	28.45	28.97	0.53	1.9%
Building & Administrative Services	24.83	27.39	26.90	-0.49	-1.8%
Total	**$420.21**	**$463.00**	**$503.87**	**$40.87**	**8.8%**

[1] Not included in the FY 2022 Actual is Administrative Cost Recoveries (ACRs) totaling $7.23 million for personnel costs which bring the total FY 2022 PC&B Actual to $291.09 million. Not included for FY 2023 is ACR estimates of $7.0 million and carryover of $4.40 million for personnel costs which bring the total FY 2023 Estimate for PC&B to $330.0 million.

[2] Reflects the proposed transfer of $15.0 million from R&RA to AOAM as part of the Current Plan request, still pending prior to publication. This information differs from what is shown in the President's Budget Request which shows NSF's Enacted FY 2023 funding levels.

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 $26.81 million. The staffing and operations of the OIG are supported through a separate OIG appropriation. Details about the OIG FY 2024 Request can be found in the OIG narrative.

Office of the National Science Board

FY 2024 funding for the NSB is $5.25 million. The staffing and operations of the NSB office are supported through a separate NSB appropriation. Details about the NSB FY 2024 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 ($265.60 million) covers approximately 33 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 EDU Organizational Excellence Funding Summary

(Dollars in Millions)

	FY 2022 Actual	FY 2023 Estimate	FY 2023 Request	Change over FY 2023 Estimate Amount	Change over FY 2023 Estimate Percent
IPA Costs	**$57.99**	**$78.75**	**$91.27**	**$12.52**	**15.9%**
IPA Compensation	53.87	69.33	79.85	10.52	15.2%
IPA Per Diem	2.88	5.42	6.38	0.96	17.7%
IPA Travel	1.23	4.00	5.04	1.04	26.0%
Program Related Administration	**$113.82**	**$116.27**	**$134.96**	**$18.69**	**16.1%**
Program Related Technology	111.19	108.72	127.41	18.69	17.2%
Other Program Related Administration	2.62	7.55	7.55	-	-
Other Organizational Excellence Activities	**$18.91**	**$34.50**	**$39.37**	**$4.87**	**14.1%**
Major Facilities Admin Reviews and Audits	-	1.75	0.62	-1.13	-64.6%
Public Access Initiative	3.59	1.75	1.75	-	-
Equity and Compliance in Research	1.51	5.00	5.00	-	-
Evaluation and Assessment Capability	6.63	7.00	10.00	3.00	42.9%
Modeling and Forecasting	1.51	3.00	3.00	-	-
Planning and Policy Support	4.40	6.00	6.00	-	-
Research Security Strategy and Policy	1.27	10.00	13.00	3.00	30.0%
Total	**$190.72**	**$229.52**	**$265.60**	**$36.08**	**15.7%**

AOAM by Object Class

AOAM by Object Class

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Estimate[1]	FY 2024 Request	Change over FY 2023 Estimate Amount	Percent
Personnel Compensation	$211,384	$238,000	$261,690	$23,690	10.0%
Personnel Benefits	71,768	80,600	91,071	10,471	13.0%
Travel and Transportation of Persons	2,437	6,100	6,170	70	1.1%
Transportation of Things	709	769	780	11	1.4%
Rental Payments to GSA	32,959	27,140	32,860	5,720	21.1%
Rental Payments to Others	1,055	1,000	1,000	-	-
Communications, Utilities and Misc. Charges	450	450	450	-	-
Printing and Reproduction	56	55	55	-	-
Advisory and Assistance Services	53,619	54,698	55,106	408	0.7%
Other Services	33,578	36,000	36,500	500	1.4%
Purchases of Goods & Srvcs from Gov't. Accts	8,991	14,000	14,000	-	-
Operations and Maintenance of Equipment	238	238	238	-	-
Supplies and Materials	450	450	450	-	-
Equipment	2,519	3,500	3,500	-	-
Total	**$420,213**	**$463,000**	**$503,870**	**$40,870**	**8.8%**

[1] Reflects the proposed transfer of $15.0 million from R&RA to AOAM as part of the Current Plan request, still pending prior to publication. This information differs from what is shown in the President's Budget Request which shows NSF's Enacted FY 2023 funding levels.

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 and Explanation of Carryover

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