

## STEWARDSHIP

The NSF Strategic Plan for FY 2006-2011 defines Stewardship, the Foundation's fourth strategic goal along with the other strategic goals (Discovery, Learning, and Research Infrastructure), as supporting excellence in science and engineering research and education through a capable and responsible organization. Excellence in NSF's stewardship is essential to achieving the Foundation's mission and accomplishing its goals.

The activities that advance NSF's Stewardship goal are funded through five appropriations accounts. Additional details on each account are provided in the respective chapters.

**Agency Operations and Award Management (AOAM)** increases by \$23.27 million, or 8.3 percent, to \$305.06 million in FY 2009. These resources include funding for personnel compensation and benefits, information technology (IT) that supports administrative activities, staff travel, training, rent, and other operating expenses necessary for effective management of NSF's research and education activities.

**Office of Inspector General (OIG)** increases by \$1.67 million, or 14.6 percent, to \$13.10 million in FY 2009. These resources include funding for personnel compensation and benefits, contract audits, training and operational travel, office supplies, materials, and equipment.

**National Science Board (NSB)** increases \$61,000 in FY 2009, or 1.5 percent, to \$4.03 million in FY 2009. These resources include funding for personnel compensation and benefits, contracts, training and operational travel, office supplies, materials, and equipment.

**Program Accounts - Research and Related Activities (R&RA) and Education and Human Resources (EHR)** - increase by \$20.26 million, or 32.8 percent, to \$82.12 million in FY 2009. Stewardship costs directly related to programs are funded within R&RA and EHR. Direct program Stewardship activities include funding for Intergovernmental Personnel Act (IPA) agreements and certain Foundation-wide activities such as major studies, evaluations, outreach efforts, information technology investments that are directly related to the mission of the Foundation, and NSF contributions to interagency e-Government activities.

### Stewardship by Appropriations Account

(Dollars in Millions)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request	Change over FY 2008 Estimate	
				Amount	Percent
Agency Operations and Award Management	\$248.49	\$281.79	\$305.06	\$23.27	8.3%
Office of Inspector General	11.92	11.43	13.10	1.67	14.6%
National Science Board	3.65	3.97	4.03	0.06	1.5%
R&RA Appropriation	48.77	52.42	70.27	17.85	34.1%
EHR Appropriation	7.24	9.44	11.83	2.39	25.3%
Subtotal, Program Support	56.01	61.86	82.10	20.24	32.7%
<b>Total</b>	<b>\$320.07</b>	<b>\$359.05</b>	<b>\$404.29</b>	<b>\$45.24</b>	<b>12.6%</b>

Totals may not add due to rounding

**NSF Workforce**  
Full-Time Equivalents (FTE)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request	Change over	
				FY 2008 Estimate Amount	Percent
<i>AOAM FTE Allocation</i>					
Regular	1,248	1,270	1,295	25	2.0%
Student	35	40	40	-	-
<i>Subtotal, AOAM FTE Allocation</i>	<i>1,283</i>	<i>1,310</i>	<i>1,335</i>	<i>25</i>	<i>1.9%</i>
AOAM FTE Usage (Actual/Projected)					
NSF Regular	1,196	1,240	1,280	40	3.2%
NSF Student	32	40	40	-	-
<i>Subtotal, AOAM FTE<sup>1</sup></i>	<i>1,228</i>	<i>1,280</i>	<i>1,320</i>	<i>40</i>	<i>3.1%</i>
Office of the Inspector General <sup>2</sup>	67	63	64	1	1.6%
National Science Board <sup>3</sup>	15	14	14	-	-
Arctic Research Commission <sup>4</sup>	5	4	4	-	-
<b>Total, Federal Employees</b>	<b>1,315</b>	<b>1,361</b>	<b>1,402</b>	<b>41</b>	<b>3.0%</b>
IPAs	167	170	195	25	14.7%
Detailees to NSF	3	6	6	-	-
Contractors (est.)	370	430	480	50	11.6%
<b>Total, Workforce</b>	<b>1,855</b>	<b>1,967</b>	<b>2,083</b>	<b>116</b>	<b>5.9%</b>

<sup>1</sup>Additional information regarding FTEs funded through the AOAM appropriation are available in the AOAM chapter.

<sup>2</sup>The Office of Inspector General is described in a separate chapter and is funded through a separate appropriation.

<sup>3</sup>The National Science Board is described in a separate chapter and is funded through a separate appropriation.

<sup>4</sup>The U.S. Arctic Research Commission is described in a separate chapter and is funded through the R&RA appropriation.

The staffing profile in the table above shows that a small but significant percentage of the NSF workforce – 170-180 people or about 10 percent – consists of temporary employees hired through the authority provided by the IPA. IPAs do not count as federal FTE. A smaller number of visiting staff – roughly 40 people annually – are employed through NSF’s own Visiting Scientist, Engineer, and Educator Program (VSEE). VSEEs count as federal FTE and are included in the *Federal Employees* total (see table above). The use of IPAs and VSEEs, commonly referred to as rotators, has been a defining characteristic of NSF since its inception in 1950.

IPAs are considered federal employees for many purposes during their time at NSF, even though they remain employees of their home institutions. They are not paid directly by NSF and are not subject to federal pay benefits and limitations. NSF reimburses the home institution for the IPA’s salary and benefits using the traditional grant mechanism. IPAs are also eligible to receive *per diem*, relocation expenses, and reimbursement for any income foregone because of their assignment at NSF (i.e., lost consulting fees). VSEEs, by contrast, receive a salary directly from NSF (through the AOAM appropriation), although they continue to receive benefits through their home institutions, which are reimbursed by NSF.

While at NSF, rotators function in a manner virtually identical to the Foundation’s permanent staff – leading the merit review process, overseeing awards, and shaping future program directions. To smooth

their transition and help them quickly assimilate their responsibilities at NSF, the NSF Academy organizes intensive training activities, including a three-day, off-site program management seminar offered several times each year for new rotators and permanent staff.

R&RA and EHR Program Support funds account for roughly 20 percent of the total Stewardship portfolio. More detailed information on the Program Support costs is shown in the tables below. The first table identifies the two cost elements of Program Support.

### Summary of Program Support Costs

(Dollars in Millions)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request	Change over	
				FY 2008 Estimate Amount	Percent
IPA Costs	\$29.40	\$32.42	\$37.42	\$5.00	15.4%
Program Related Administration	26.61	29.44	44.68	15.24	51.8%
<i>Program Related Technology</i>	<i>16.24</i>	<i>20.00</i>	<i>37.10</i>	<i>17.10</i>	<i>85.5%</i>
<i>Other Program Related Administration</i>	<i>10.37</i>	<i>9.44</i>	<i>7.58</i>	<i>-1.86</i>	<i>-19.7%</i>
<b>Total, Program Support Costs</b>	<b>\$56.01</b>	<b>\$61.86</b>	<b>\$82.10</b>	<b>\$20.24</b>	<b>32.7%</b>

Totals may not add due to rounding.

### IPA Costs

The following table breaks down the IPA costs by appropriation into basic compensation, travel, and other benefits.

### IPA Costs by Appropriation

(Dollars in Millions)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request	Change over	
				FY 2008 Estimate Amount	Percent
<b>R&amp;RA</b>					
IPA Compensation	\$20.91	\$21.51	\$24.99	\$3.48	16.2%
IPA Lost Consultant & Per Diem	2.22	2.29	2.66	0.37	16.2%
IPA Travel	3.02	3.09	3.59	0.50	16.2%
<b>Subtotal, R&amp;RA Costs</b>	<b>26.15</b>	<b>26.89</b>	<b>31.24</b>	<b>4.35</b>	<b>16.2%</b>
<b>EHR</b>					
IPA Compensation	2.57	4.37	4.88	0.51	11.7%
IPA Lost Consultant & Per Diem	0.47	0.80	0.87	0.07	8.7%
IPA Travel	0.21	0.36	0.43	0.07	19.4%
<b>Subtotal, EHR Costs</b>	<b>3.25</b>	<b>5.53</b>	<b>6.18</b>	<b>0.65</b>	<b>11.8%</b>
<b>Total, IPA Costs</b>	<b>\$29.40</b>	<b>\$32.42</b>	<b>\$37.42</b>	<b>\$5.00</b>	<b>15.4%</b>

Totals may not add due to rounding.

### Program Related Administration

Program Related Administration includes funding for certain Foundation-wide activities such as major studies, evaluations, outreach efforts, NSF contributions to interagency e-Government activities, and grants management applications that benefit the research community, such as a reviewer management

system to more effectively plan for, and find, thousands of scientific experts required to support the merit review process.

### Program Related Technology

NSF is dedicated to the support of fundamental research across all fields of science and engineering (with the exception of medical science) and all levels of science and engineering education. NSF fulfills its mission by issuing grants to fund specific research proposals that have been judged the most promising by a rigorous and objective merit-review system. With this single mission focus, program related information technology (IT) investments are critical to supporting science and engineering research and education activities within the Foundation.

In FY 2009 NSF will begin transitioning the funding for mission-related IT investments from the AOAM account to the program account (R&RA and EHR). IT investments funded with AOAM resources will support routine administrative activities, such as human resources, financial statement preparation, property, procurement, etc. Program Related Technology resources will fund information technology activities which relate directly to the work of the programs, such as Research.gov, eJacket, FastLane, and Reviewer Management. NSF has previously included limited funding for program-related IT investments, such as FastLane, under Program Related Administration. Funding was included to initiate Research.gov in FY 2008.

#### Information Technology (IT) Investments by Appropriation (Dollars in Millions)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request	Change over FY 2008 Estimate	
				Amount	Percent
Agency Operations and Award Management	\$34.82	\$42.18	\$45.08	\$2.90	6.9%
Program Related Technology	16.24	20.00	37.10	17.10	85.5%
<i>R&amp;RA</i>	<i>13.80</i>	<i>17.40</i>	<i>32.28</i>	<i>14.88</i>	<i>85.5%</i>
<i>EHR</i>	<i>2.44</i>	<i>2.60</i>	<i>4.82</i>	<i>2.22</i>	<i>85.4%</i>
<b>Total</b>	<b>\$51.06</b>	<b>\$62.18</b>	<b>\$82.18</b>	<b>\$20.00</b>	<b>32.2%</b>

Totals may not add due to rounding

#### Information Technology (IT) Investments (Dollars in Millions)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Request	Change over FY 2008 Estimate	
				Amount	Percent
Agency Operations and Award Management					
Administrative Applications Services and Support	\$16.27	\$19.88	\$19.03	-\$0.85	-4.3%
Associated Infrastructure Services and Support	16.10	18.33	22.94	4.61	25.2%
Security and Privacy Services and Support	2.45	3.97	3.11	-0.86	-21.7%
<b>Subtotal, AO&amp;AM</b>	<b>\$34.82</b>	<b>\$42.18</b>	<b>\$45.08</b>	<b>\$2.90</b>	<b>6.9%</b>
Program Related Technology					
Mission-Support Applications Services	14.74	18.00	35.10	17.10	95.0%
Related Security and Privacy Services	1.50	2.00	2.00	-	-
<b>Subtotal, Stewardship</b>	<b>\$16.24</b>	<b>\$20.00</b>	<b>\$37.10</b>	<b>\$17.10</b>	<b>85.5%</b>
<b>Total, Information Technology Investments</b>	<b>\$51.06</b>	<b>\$62.18</b>	<b>\$82.18</b>	<b>\$20.00</b>	<b>32.2%</b>

Totals may not add due to rounding

Program-related IT investments support NSF program staff as they formulate and announce program opportunities; accept proposals; conduct the merit review process; make awards to fund proposals that have been judged the most promising by the rigorous and objective merit-review process; monitor program performance and results; and disseminate results of NSF funded research.

To assure that critical, program-related investments are appropriately acquired/developed, maintained, protected, and funded out of the account that corresponds to the customer being served, the FY 2009 Request initiates the transition of funding to program accounts for IT investments that are directly mission related, including the related support services necessary to operate these investments (e.g. training, customer support, maintenance, security, and privacy). This approach also gives customers a stronger financial incentive to drive the requirements for IT systems, consistent with best practices in industry and other federal agencies. IT investments that support routine administrative functions, such as financial statement preparation, human resources, and other administrative applications, will continue to be funded out of AOAM.

### ***Summary of Major Changes***

Funding for information technology increases by \$20.0 million to a total of \$82.18 million, a 32.2 percent increase over the FY 2008 Request. The major components of this increased investment are:

- \$2.9 million increase in AOAM funding for IT to \$45.08 million. The major components of this change include:
  - An increase of \$4.61 million for Associated Infrastructure Services and Support for a total of \$22.94 million. This funding level will permit the Foundation to implement key infrastructure maintenance and operations initiatives, including deploying the next generation network, hosting business applications on a modern technology platform, modernizing email redundancy and archiving capabilities, and providing additional remote access capabilities to support and increase the productivity of teleworkers and traveling staff (see AOAM section for more detail).
  - Offsets result from the realignment of mission-related IT functions in AOAM to program funding, including a \$850,000 transfer for applications services and a \$860,000 transfer for security and privacy services and support.
- \$17.1 million increase in Program Related Technology for a total of \$37.10 million. The major components of this change include:
  - \$3.0 million increase for Reviewer Management, a new initiative to enhance the Foundation's capability to support the merit review process by providing better information and tools for finding reviewers and supporting the review process.
  - \$6.8 million increase for the eJacket and Awards systems to improve capabilities for NSF program staff to perform critical actions to make awards to grantees and upgrade the current legacy Award system to a web-based environment.
  - \$7.3 million increase for maintenance of critical mission applications and services such as FastLane. This increase primarily represents the shift of funding for mission-related IT investments and related support services from AOAM to Program funding.

In addition to these increases, \$10.0 million will be used to continue Research.gov, which provides a menu of grants management services and information tailored to the needs of the research community; this includes \$500,000 to support compliance with Section 207(g) of the E-Government Act of 2002, which requires public access to federally funded research and development information. Another \$2.0 million is included to secure applications and protect sensitive program information. FY 2009 funding

also includes planning funds for developing the business case for improved financial management capabilities.

### **Other Program Related Administration**

Other Program Related Administration includes funding for Foundation-wide activities such as major studies, evaluations, and NSF contributions to interagency e-Government activities. These funds provide resources for activities such as: the GPRA verification and validation evaluation; the survey of scientists, engineers, and educators who submit proposals for NSF awards; Waterman Award which recognizes an outstanding young researcher in any field of science or engineering supported by NSF; Science and Technology Centers evaluation; Major Research Infrastructure evaluation; and AAAS fellowship program and internships. The decline reflects the net effect of shifting \$4.0 million for outreach to the communicating science line in Integrated Activities' budget line of the R&RA appropriation.

### **Mission-Critical IT-based Business Processes**

The mission related functions and enabling technology described in this section are:

- Supporting Proposal Solicitation, Submission and Management
- Facilitating the Merit-Based Proposal Review and Evaluation Process
- Supporting Proposal Processing and Award Management
- Enabling Public Dissemination of Research Information and Results
- Enhancing Management of Program Operations

### **Supporting Proposal Solicitation, Submission and Management**

The Foundation considers proposals submitted by organizations on behalf of individuals or groups for support in most fields of research. Through electronic capabilities, NSF program staff create and collaborate on funding opportunities, management plans, and program budgets using an automated work flow. These opportunities are then published to NSF's website and Grants.gov to ensure potential applicants can easily find funding opportunities and information needed to submit proposals to NSF.

Over 250,000 scientists, educators, technology experts, and administrators including the nation's top researchers use FastLane to conduct business with NSF. Proposers use FastLane to prepare, view, modify, and submit proposals online. In FY 2007 alone, FastLane, NSF's web-based external grants management system, successfully supported the electronic submission and processing of more than 44,000 proposals.

While NSF has achieved unprecedented success with FastLane, the system was built starting in 1994 and is in need of a major modernization. NSF is modernizing FastLane through Research.gov, a new web portal that provides a menu of services tailored to the needs of the research community. Research.gov allows NSF to continue its leadership role and commitment to the broader research community by leveraging its FastLane capabilities to deliver a single web portal for research institutions to find relevant information and conduct grants business with federal research agencies.

Research.gov aligns with NSF's research mission and will be delivered in a modular and research community-focused manner. This measured, modular approach allows functionality to grow at the pace NSF and the community can fund and integrate into established business practices. Research.gov will provide a menu of services focused on the needs of research institutions. For example, Research.gov provides the ability for Sponsored Projects Offices and Principal Investigators (PIs) to check the status of their proposals as they are received and reviewed by NSF, and view a history of their submissions, panel

summaries and reviews (PIs only), and award notices. Additional planned capabilities for FY 2008 and FY 2009 include an integrated web portal with single sign on capability, a grants policy library, research news and highlights, research spending and results, and online capabilities related to submission of grant financial and progress/project reports.

### **Facilitating the Merit-Based Proposal Review and Evaluation Process**

Merit review is a critical component of the National Science Foundation's decision-making process for funding research and education projects. Through use of rigorous, competitive merit review, NSF maintains high standards of excellence and accountability. NSF selects the reviewers from among the national and international pool of experts in each field.

Reviewer Management capabilities will enhance the Foundation's capability to support the merit review process by providing better information and tools that support each stage of the Reviewer Management lifecycle. Currently, there is limited capability to support the identification, selection, assignment, and tracking of individuals who serve as reviewers. FY 2009 funding will provide tools that enable NSF Program Officers to quickly find reviewers based on field of expertise and other important criteria, and easily identify potential conflicts of interest. Planned work includes improving reviewer capability for collaborative proposals and large interdisciplinary and cross-cutting panels; improving panel setup and coordination; streamlining travel, scheduling, badging, and financial reimbursement; and providing a post-review collaborative environment. Reviewer Management tools will help NSF establish an increasingly diverse pool of highly qualified reviewers for future selection.

### **Supporting Proposal Processing and Award Management**

NSF processes approximately 40,000 proposals annually. Every proposal is acted on – either returned without review, withdrawn, declined or awarded. One of NSF's performance goals is for 70 percent of proposals, to be able to inform applicants whether their proposals have been declined or recommended for funding within six months of deadline or target date or receipt date, whichever is later. In support of this goal, investments such as the electronic Jacket (eJacket) and Award systems provide Foundation staff an electronic method for processing proposals after submission.

The eJacket system serves as a one-stop electronic web portal for NSF staff to perform essential business functions related to proposal and award processing. Each electronic jacket serves as a container for all documents related to a specific proposal or award. eJacket provides a common place for program staff to assign proposals to program officers, record recommendations for declinations, process electronic correspondence, and facilitate committee of visitors reviews. In FY 2007 alone, eJacket successfully supported 206,000 electronic reviews and 340,000 items of electronic correspondence.

NSF staff use the award system to process all award actions electronically. The award system has been in operation since FY 2000 and is in need of a major modernization. All processes related to approving an award action are performed through this system, such as logging an award action, composing an award letter, reviewing the action, and approving the action. Upon approval, the Award system also sends an electronic notification to the grantee.

NSF makes approximately 10,000 new awards annually and is committed to results-oriented program management and stewardship. FY 2009 funding will improve capabilities for NSF program staff to perform critical actions during the award phase – such as expanding eJacket to support proposals which are recommended for award and upgrading the current legacy Award system to a web-based environment. NSF is also investing in collaborative and knowledge management tools to facilitate program decision making. These investments set the stage for NSF to move to improved program portfolio management,

oversight, and post-award monitoring of awards; the result of which will be more efficient NSF processing of awards and increased integrity of the award process.

NSF requires financial and technical project reports for all assistance awards. The Foundation's final reporting requirements and close-out procedures seek to ensure that funds have been properly used without imposing complex or overly burdensome requirements on award recipients. The project report tracking and notification system assists awardees with identifying reporting requirements, reporting periods (due and overdue) and the status of reports. Due and overdue e-notices are sent automatically to the Sponsored Projects Offices to help ensure timely submission of project reports. FY 2009 plans include expanding Research.gov to offer enhanced reporting capabilities using the new government-wide research and related data set. This will provide online services for research institutions to complete and submit federal financial reports and research performance progress project reports. Funding is also being requested to evaluate modern financial management system capabilities.

### **Enabling Public Dissemination of Research Information and Results**

NSF uses a variety of communication channels to disseminate information to scientists, engineers, university administrators, educators, businesses, vendors, the media, policy makers, and the interested general public. NSF's primary audience is the research and education community. Potential applicants for NSF support use NSF websites for information on sources of funding, procedures for application, and how to manage an award. NSF provides the public with full access to research results that come from NSF funding through two mission critical initiatives: Public Access to Research Results and Research.gov Research Spending and Results.

The Public Access to Research Results initiative directly links information on NSF-funded science and research awards to citations of journal articles that have been published as a result of the award. These results are provided in the form of citations entered by Principal Investigators into FastLane and made available to members of the public via the Award Search feature of the NSF web site and the Research.gov web portal. To date, over 50,000 citations have been added using the new search utility in FastLane. Planned enhancements will provide additional functionality and benefit to NSF and its constituents. The implementation of Public Access to Research Results helps NSF to better demonstrate the benefits of funded research.

In addition to publication citations, the public can view detailed award information and award abstracts through Research.gov Research Spending and Results. Research Spending and Results is a service to fully disclose research grant award data in compliance with the Federal Funding Accountability and Transparency Act of 2006 and the e-Government Act of 2002. The Act requires Federal agencies to make information accessible and searchable by the public for free, including the following for each Federal award: legal name of the entity receiving the award; award date, description, and identifier; total funds obligated to date; information on the award including transaction type, funding agency, program source, etc; the location of the entity receiving the award including Congressional District; and a unique identifier of the entity receiving the award. In addition to information required by the Transparency Act, Research Spending and Results includes the award abstract, publication citations, Project Director/Principal Investigator, and award start and end date for each Federal award. This advanced search capability provides transparency about how research grant dollars are being spent and what results are being achieved.

### **Enhancing Management of Program Operations**

To ensure critical mission-related processes are conducted efficiently, effectively, and with integrity; NSF seeks to design, recruit, hire, train, and retain a diverse, capable, and motivated science and engineering



workforce. NSF recruits heavily from the science and engineering research and education community, particularly to fill rotating positions as science program managers. These temporary assignments, normally for 1-2 years, bring valuable expertise and new ideas to NSF. When NSF “rotators” return to their home institutions, they often become valued “experts” in NSF funding process and the overall Federal R&D enterprise.

NSF organizations now conduct annual workforce and staff planning efforts to align their workforce plan for the near-term future with NSF strategic objectives and to identify strategic program positions to be filled in the upcoming year. NSF executives, program managers, and administrative staff all conduct extensive outreach to the community to identify candidates for NSF program positions. Once candidates for program positions are selected and come on board, NSF provides extensive orientation to NSF policies, practices, and culture as well as job-specific training in program-related processes and systems. These activities have seen significant improvement in the last few years, but there is much to be done.

In subsequent years, NSF is committed to developing comprehensive information technology systems, with emphasis on personnel performing mission-support functions. NSF will also design and offer improved development opportunities targeted toward leadership development, enhanced new program officer orientation, and more effective instruction in NSF’s core processes including merit review.

NSF’s business cases can be found at: [www.nsf.gov/policies/foia.jsp](http://www.nsf.gov/policies/foia.jsp).

### E-Government Initiatives

NSF is providing funding contributions in FY 2008 and FY 2009 to these E-Government Initiatives:

#### NSF FY 2008 Funding for E-Government Initiatives

Initiative	FY 2008	FY 2008	NSF Total	Appropriations Account		
	Agency Contributions	Agency Svc. Fees		AOAM	R&RA	EHR
Grants.gov	\$536,187	-	<b>\$536,187</b>	-	\$466,483	\$69,704
Grants Management LoB	174,360	-	<b>174,360</b>	-	151,693	22,667
E-Authentication	-	97,100	<b>97,100</b>	97,100	-	-
E-Travel	-	164,439	<b>164,439</b>	164,439	-	-
Geospatial LoB	15,450	-	<b>15,450</b>	-	13,441	2,009
E-Training	-	370,000	<b>370,000</b>	370,000	-	-
E-Rulemaking	135,000	-	<b>135,000</b>	-	117,450	17,550
Business Gateway	22,000	-	<b>22,000</b>	-	19,140	2,860
Recruitment One-Stop (USA Jobs)	-	4,684	<b>4,684</b>	4,684	-	-
E-HRI <sup>1</sup>	-	447,600	<b>447,600</b>	447,600	-	-
Integrated Acquisition Environment	12,961	-	<b>12,961</b>	-	11,276	1,685
Human Resources Management LoB	65,217	-	<b>65,217</b>	-	56,739	8,478
Financial Management LoB	44,444	-	<b>44,444</b>	-	38,666	5,778
Budget Formulation/Execution LoB	85,000	-	<b>85,000</b>	-	73,950	11,050
IT Infrastructure LoB	20,000	-	<b>20,000</b>	-	17,400	2,600
IAE- Loans and Grants	89,973	-	<b>89,973</b>	-	78,277	11,696
E-Payroll (incl. Shared Services)	-	304,704	<b>304,704</b>	304,704	-	-
<b>Total</b>	<b>\$1,200,592</b>	<b>\$1,388,527</b>	<b>\$2,589,119</b>	<b>\$1,388,527</b>	<b>\$1,044,515</b>	<b>\$156,077</b>

Totals may not add due to rounding.

<sup>1</sup>E-HRI: Amount covers tools, service fees and implementation costs for eOPF. If implementation of eOPF were not to occur

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**NSF FY 2009 Funding for E-Government Initiatives**

<b>Initiative</b>	<b>FY 2009</b>	<b>FY 2009</b>	<b>NSF Total</b>	<b>Appropriations Account</b>		
	<b>Agency Contributions</b>	<b>Agency Svc. Fees</b>		<b>AOAM</b>	<b>R&amp;RA</b>	<b>EHR</b>
Grants.gov	\$517,763		<b>\$517,763</b>		\$450,454	\$67,309
Grants Management LoB	174,360		<b>174,360</b>		151,693	22,667
E-Authentication		194,900	<b>194,900</b>	194,900		
E-Travel		150,038	<b>150,038</b>	150,038		
Geospatial LoB	15,000		<b>15,000</b>		13,050	1,950
E-Training		370,000	<b>370,000</b>	370,000		
E-Rulemaking		5,100	<b>5,100</b>	5,100		
Business Gateway	49,388		<b>49,388</b>		42,968	6,420
Recruitment One-Stop (USA Jobs)		4,871	<b>4,871</b>	4,871		
E-HRI		48,724	<b>48,724</b>	48,724		
Integrated Acquisition Environment		18,866	<b>18,866</b>	18,866		
Human Resources Management LoB	65,217		<b>65,217</b>		56,739	8,478
Financial Management LoB	44,444		<b>44,444</b>		38,666	5,778
Budget Formulation/Execution LoB	95,000		<b>95,000</b>		82,650	12,350
IT Infrastructure LoB			<b>0</b>		0	0
IAE- Loans and Grants	89,973		<b>89,973</b>		78,277	11,696
E-Payroll (incl. Shared Services)		304,704	<b>304,704</b>	304,704		
<b>Total</b>	<b>\$1,051,145</b>	<b>\$1,097,203</b>	<b>\$2,148,348</b>	<b>\$1,097,203</b>	<b>\$914,496</b>	<b>\$136,649</b>

Totals may not add due to rounding.

Benefits realized through the use of these initiatives are as follows:

- *Grants.gov*

The Grants.gov Initiative provides grant applicants with a single source to search and apply for funding opportunities from all Federal grant-making agencies using common forms, processes, and systems. With NSF's full implementation of Grants.gov, the research community can now find and apply for NSF funding opportunities on Grants.gov as well as through NSF's FastLane web site. In FY 2007, NSF published all of its funding opportunities on Grants.gov and published associated application packages for nearly all of those opportunities. In FY 2007 NSF received over 1,600 electronic applications through Grants.gov, more than double the amount from FY 2006.

- *Grants Management Line of Business (GM LoB)*

NSF manages a portfolio of awards totaling approximately \$5 billion. The key advantage of our leading a GM LoB consortium has been the opportunity for us to leverage lessons learned from our experience with the development and implementation of FastLane, to the government-wide arena. As a consortium lead, NSF has developed Research.gov, a web portal that will provide a menu of modern grants management services and the latest news and information for the research community. Through this exciting new initiative, NSF's leadership as co-Managing Partner of GM LoB, and specifically our role as a consortium lead, is providing benefits to other federal agencies sponsoring research; program officers; and, research institutions doing business with the Federal Government.

Automated business processes available through consortium service providers will decrease agency reliance on manual and paper-based processing. Consortium lead agencies will spread operations and maintenance (O&M) costs, and development, modernization, and enhancement (DME) costs across agencies, decreasing the burden that any one agency must bear.

Over time, the GM LoB will lead to common data and reporting standards, a reduction in the number of systems of records for grants data across the government, and increased service to the applicant and awardee community. In particular, the standardization of data and reporting standardization will improve the government's ability to provide agency- and government-wide reports on grant activities and results.

In our role as consortium lead, NSF will maintain its ability to comply with the Federal Financial Assistance Management Improvement Act of 1999 and will meet the requirements of the Federal Funding Accountability and Transparency Act of 2006.

Constituents will benefit from the standardization and streamlining of government-wide grants business processes. GM LoB will minimize complex and varying agency-specific requirements, like annual and final reporting. Constituents will save time and money with fewer unique agency systems and processes to learn; the new federal grant systems will be easier to learn so reliance on call center technical support will be reduced.

- *E-Authentication*

This initiative provides E-Authentication expertise, guidance, and documentation, including project planning and reporting templates, to enable NSF to implement E-Authentication for agency applications. The E-Authentication Federation allows NSF to use identity credentials issued and managed by organizations within and outside the Federal Government, thereby relieving NSF of the responsibility for providing its own identity management solutions.

- *Geospatial One Stop/Line of Business*

Although NSF is not currently a provider of a geospatial data, it does consider proposals for support of fundamental research that utilize or enhance the value of geospatial information. NSF recognizes the importance of the LoB in establishing a more collaborative and performance-oriented culture within the Federal geospatial arena that should optimize investments in data and technology and yield many long-term benefits to the nation.

- *E-Rulemaking*

NSF's support of fundamental science and engineering research requires the Foundation to maintain constant contact with the research community. Regulations.gov, the E-Rulemaking online portal, provides the research community (as well as members of the public) with a one-stop web-based, central location to track regulations proposed by NSF and to provide comment when applicable. The Federal Docket Management System (FDMS) allows NSF to manage its regulatory information in a system developed through other agency best-practices and collaboration.

- *Business Gateway*

By creating a single portal for business information, such as regulatory compliance information, Business Gateway directly benefits NSF's "customers" (e.g., research firms, universities, etc.), many of whom are subject to complex regulatory requirements across multiple agencies. NSF's constituents

could potentially receive significant benefits from Business Gateway including time and cost savings, assistance in compliance with the Small Business Paperwork Relief Act (SBPRA), and reduction in burden hours. Through increased outreach, more constituents will be able to realize these benefits.

NSF will also benefit in specific ways from participation in the Business Gateway initiative. The web search technology on Business.gov will provide NSF with user statistics about information most sought by customers, which will enable the agency to improve the management of web content related to business compliance. By making forms available on Forms.gov, NSF saves agency time in forms management, and is expected to produce significant savings in paper and postage.

- *Integrated Acquisition Environment (IAE)*

The tools and services provided by IAE allow NSF to make informed and efficient purchasing decisions and replace manual processes. Without the IAE systems, NSF would need to build and maintain separate systems to record vendor and contract information, and to post procurement opportunities. Agency purchasing officials would not have access to other agencies' information on vendor performance, and would have to rely on paper-based and labor-intensive work efforts.

- *Human Resources Management Line of Business (HR LoB)*

The HR LoB services and initiatives provide NSF with best-in-class HR services and systems. Through NSF's adoption of an approved service provider, the agency can achieve the benefits of advanced HR solutions without the costs of developing and maintaining its own HR systems. NSF's involvement in the HR LoB allows NSF to help shape the government-wide solution and benefit from the best practices and lessons learned as developed by the HR LoB task force and other agencies.

- *Financial Management Line of Business*

The FM LoB uses a Shared Service Provider (SSP) to promote standard business processes and common system configurations. Reliance on SSPs helps keep capital investment and risk to a minimum. NSF's involvement with FM LoB will enable it to benefit from future system modernization efforts. In the short-term, key tools such as a Request for Proposal (RFP) framework and Service Level Agreement (SLA) guides will be provided to NSF.

- *Budget Formulation and Execution Line of Business*

The BFE LoB plans to make at least one government off-the-shelf (GOTS) budget formulation system available for purchase or use via a fee-for-service arrangement. NSF will be able to utilize the planned BFE LoB guidance for budget system procurement. The guide will include a listing of agencies and their current budgeting systems, information on various budgeting systems that are currently available in the market place (both GOTS and COTS – commercial off-the-shelf), and a decision matrix that agencies can use in assessing budgeting systems. Additionally, agencies will have the ability to share lessons learned for budget formulation, execution, planning, performance measurement, and financial management information and activities across the government. The BFE LoB will provide all agencies with more information about collaborative tools and technologies to facilitate communications in the Federal budget environment.

- *IT Infrastructure Line of Business*

The IT Infrastructure LOB will provide NSF with best practice data and industry-wide performance metrics related to investments in IT infrastructure. It will allow NSF to validate and/or improve existing system performance.