

# NSF Regional Grants Conference

## Challenges, Opportunities & New Directions



Hosted by: Portland State University  
Portland, Oregon  
October 22-23, 2007

# Ask Early, Ask Often!

Name	Title	Contact
<b>Tom Cooley</b>	Chief Financial Officer & Director, Office of Budget, Finance & Award Management (BFA)	<a href="mailto:tcooley@nsf.gov">tcooley@nsf.gov</a> <b>(703) 292-8200</b>
<b>Mary Santonastasso</b>	Division Director, Division of Institution & Award Support	<a href="mailto:msantona@nsf.gov">msantona@nsf.gov</a> <b>(703) 292-8230</b>



# Coverage

- **Challenges and Opportunities Along The Road Ahead**
  - Tom Cooley
- **Electronic Initiatives**



# Challenges & Opportunities Along the Road Ahead

- **Backdrop – The overall “environment” includes:**
  - The political landscape
  - Constrained budgets
  - “War time” environment
  - Disaster relief funding
  - Deficit reduction
  - Economic uncertainty
  - Trade deficit



# Challenges & Opportunities Along the Road Ahead

- There is some good news for R&D
- *The America Competes Act*



# America COMPETES Act

- Signed into law on August 9, 2007
- Shares goals of the American Competitiveness Initiative (ACI)
- Focuses on three primary areas of importance:
  - Increasing research investment;
  - Strengthening educational opportunities in science, technology, engineering, and mathematics from elementary through graduate school;
  - Developing an innovation infrastructure.



# America COMPETES Act (Cont'd)

- **Highlights**

- Doubles NSF Funding from \$5.6 billion in FY2006 to \$11.2 billion in FY 2011
- Authorizes the National Institute of Standards and Technology (NIST) from approximately \$703 million in FY 2008 to approximately \$937 million in FY 2011
- Doubles Department of Energy's Office of Science funding over ten years
- Innovation Acceleration Research Program directs federal agencies funding research in science and technology to set as a goal dedicating approximately 8% of their R&D budgets toward high-risk frontier research
- Directs NASA to increase funding for basic research



# America COMPETES Act (Cont'd)

- **Goals:**

- Boost physical sciences
- More attention to math and science education in public schools
- Focus on applied energy research
- Make Research and Experimentation Federal tax credit permanent

- **Limitations (as proposed in FY 2007):**

- Flat lines NIH for next 5 years
- Freezes NASA's spending on earth and space sciences



# Congress and the Budget: The Future Appears Bright

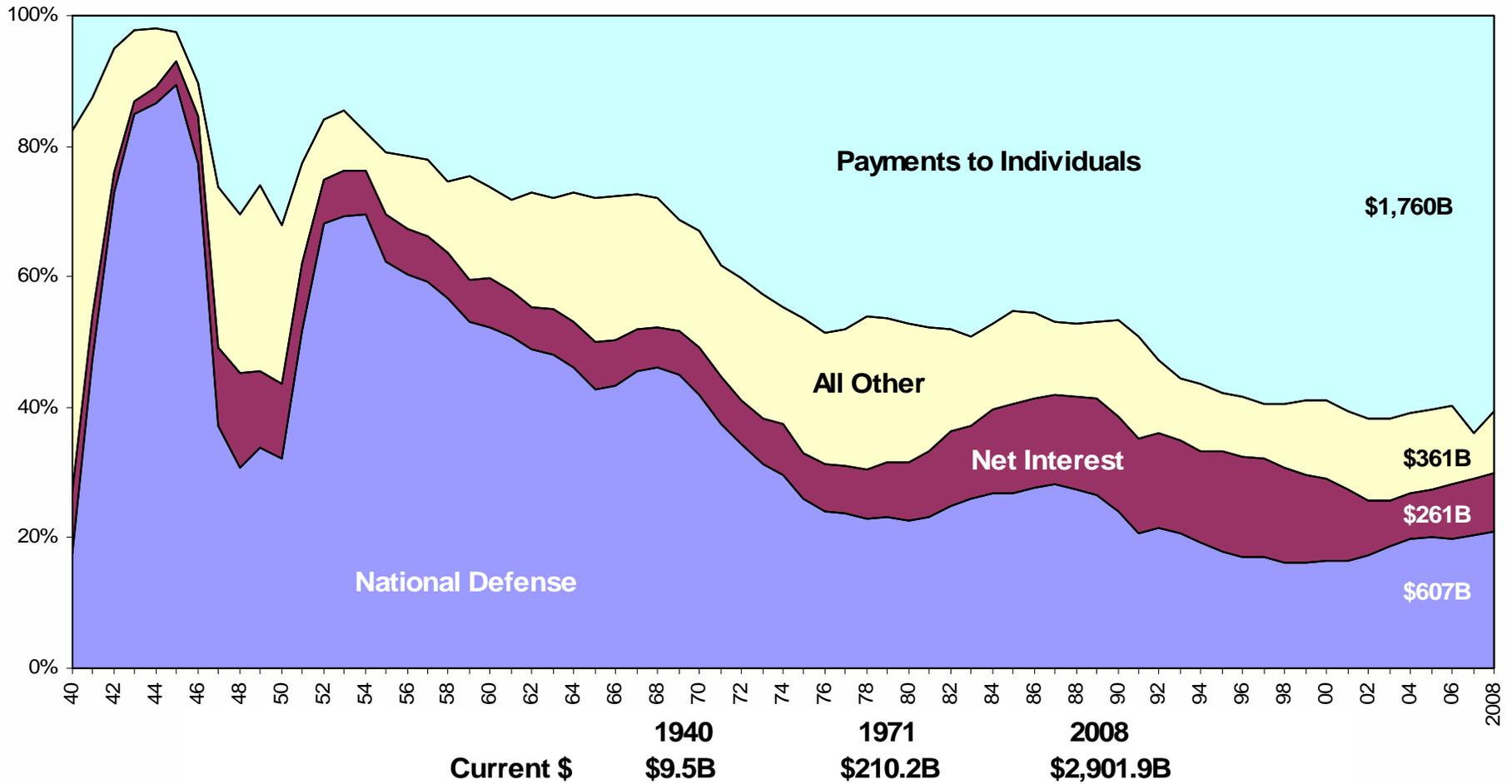


# NSF's Key Congressional Players

- **New Congress - major shift of leadership**
- **House and Senate Budget Committees**
- **Authorization Committees**
  - House Science Committee/Sub-committees
  - Senate Health, Education, Labor & Pensions Committee
  - Senate Commerce, Science & Transportation Committee
- **Appropriations Committees**
  - New staff all around



## Percentage Composition of Federal Government Outlays



# FY 2007 and 2008 R&D Budget Highlights

## FY 2007

- **DHS: 25.8 % under 2006**
- **Agriculture: 5.0 % under 2006**
- **Defense: 5.6 % over 2006**
- **NASA: 2.6 % over 2006**
- **NIH: 0.7 % over 2006**
- **Commerce:**
  - NOAA: 14.4 % under 2006
  - NIST: Level with 2006
- **DOE Science: 0.8 % under 2006**
- **USGS: 1.3 % under 2006**
- **EPA: 8.8 % under 2006**

## FY 2008

- **DHS: 1.0 % under 2007**
- **Agriculture: 13.2% under 2007**
- **Defense: 1.3 % over 2006**
- **NASA: 7.0 % over 2007**
- **NIH: 0.9 % over 2007**
- **Commerce:**
  - NOAA: 16.9 % over 2007
  - NIST: 23.9 % over 2007
- **DOE Science: 22.0 % over 2007**
- **USGS: 1.2 % over 2007**
- **EPA: 0.9 % under 2007**

Data Source: Table 5-1 Federal Research and Development, FY 2008 Analytical Perspectives, p. 51 and OMB MAX database.

# R&D Budget

<b>Budget Authority (Dollar amounts in millions)</b>	<b>2008 Proposed</b>	<b>Percent Change</b>
Defense	78,862	1%
Health and Human Services	29,027	1%
NASA	12,428	7%
Energy	9,224	10%
National Science Foundation	4,880	15%
Agriculture/USDA	2,010	-13%
Veterans Affairs	822	0%
Commerce	1,088	18%
Homeland Security	1,068	-1%
Transportation	812	8%
Interior	621	-2%
Environmental Protection Agency	562	-1%
Other	1,251	2%
<b>TOTAL</b>	<b>142,655</b>	<b>3%</b>

## Status: NSF FY 2008 Budget

- Under a “Continuing Resolution”
- Both House and Senate “marks” at or above NSF FY 2008 Budget Request
- So, stay tuned...



# Along the Road Ahead

- **There are some continuing “challenges” for our community:**
  - Policies and procedures at Federal agencies “all over the map”
  - Compliance looming large
  - NSF: Difficult to balance award size, duration and success rates
  - Audits continue to frustrate



# Politics and Procedures: What are the Touch Points?

- **Several Reasons**

- Congressional Intent (laws, regulations, authorizing language, etc.)
  - Example: Improper Payments Improvement Act of 2002
- Administration Practices or policies (OMB guidance, Administration's political platform, etc.)
  - Example: Nanotechnology Initiative
- Agency/Department Policy (grants policies, terms and conditions, operating guidance, etc.)
  - Example: NSF Cost sharing policy
- Community Drivers (NAS, FDP, COGR, AAU, NASULGC, professional societies, etc.)
  - Example: Success rates, award size and duration



# Financial Statement Audits

- **Ours and Yours**
  - Issue: Recording expenditures properly
- **Federal Government's Area of Improvements**
  - More scrutiny of FCTR's will require more documentation
  - Heightened scrutiny of A-133 reports
  - Site visits to high-risk awardees
- **Your Area of Improvements**
  - Better accounting system; segregation of costs
  - Better documentation
  - Clean A-133 audits (OIG reviews/recommendations)



## Research Business Models (RBM) Subcommittee, Committee on Science, National Science and Technology Council

- **Federal cross-agency coordination to address important policy implications**
  - Arising from the changing nature of interdisciplinary and collaborative research
  - Examine the effects of these changes on business models for the conduct of scientific research sponsored by the Federal government.
- **Outreach with the FDP, COGR, SRA, NCURA, and others continues**



# **RBM: Current Activities**

- **Multiple PIs**
- **Research Terms & Conditions**
- **Interim Progress Reports**
- **Conflict of Interest Policy**
- **Voluntary Institutional Compliance Program Guidance**
- **Enhanced A-133 compliance supplement on sub-recipient monitoring**



# **RBM: Results of January 2007 Retreat**

- **RBM should continue to exist – the mission is still important**
- **Focus for 2007 – finish what is on our plate including logical follow-on activities**
- **Focus for 2007 – “engage customers”**
  - Publicize what we have done with RBM
  - Solicit customer input on the value of what we have done, their concerns, and what is most important
- **Develop a pipeline of issues/initiatives to prepare for the next administration**

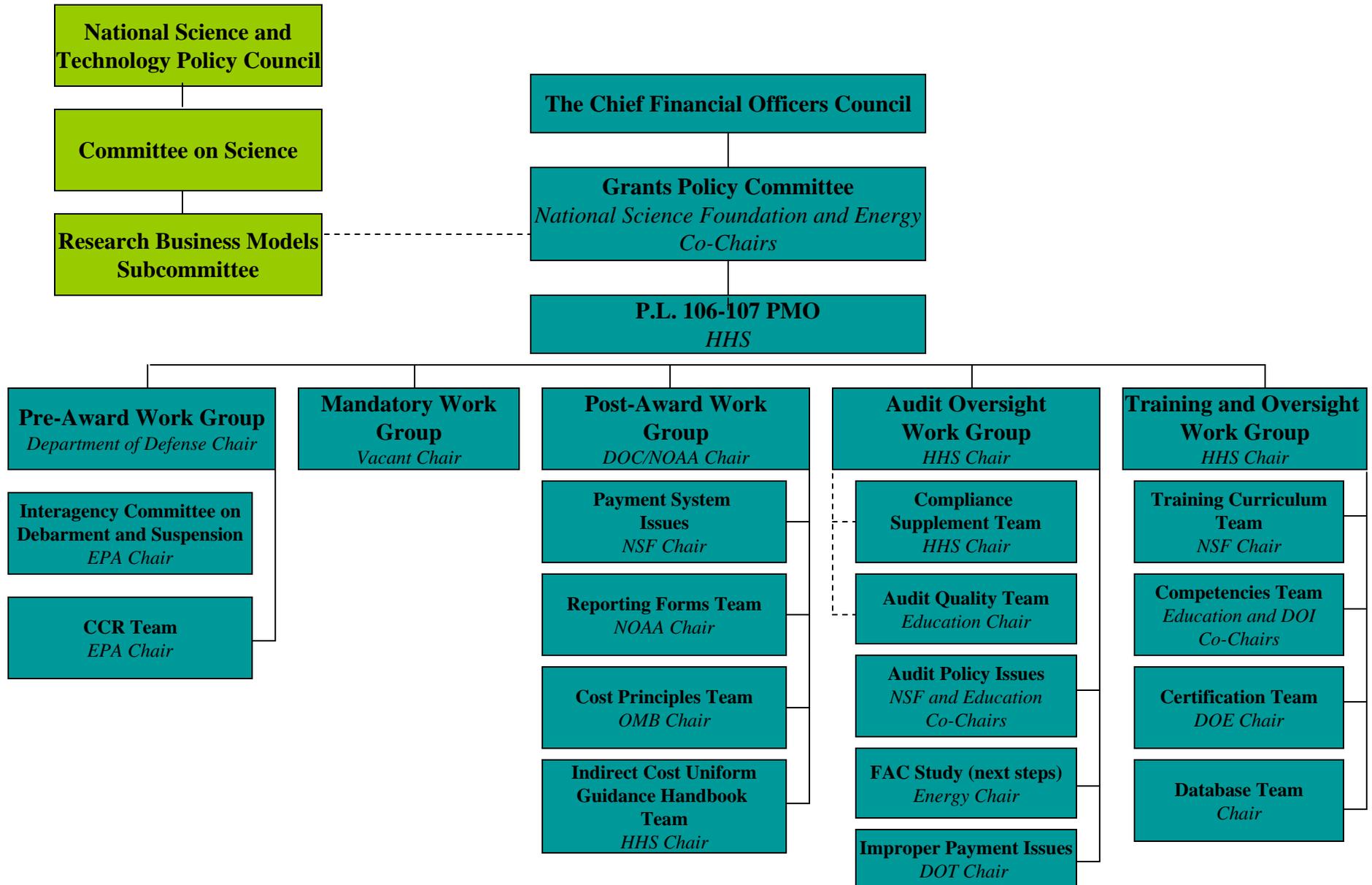


# Outreach and Communication

- **Likely to have additional regional public meetings**
  - Possibly in conjunction with the Grants Policy Committee and Grants.gov
- **Will continue outreach through FDP, SRA, NCURA, COGR, etc.**
- **See the RBM web site for the latest news**  
<http://rbm.nih.gov/>



# The Federal Grant Streamlining Program



**Grants Policy Committee: Tasks, Schedule and Milestones (as of 03/31/2006)\***

**[Dates shown are targets for planning purposes and they are subject to change due to unplanned events.]**

<b>Task</b>	<b>Next GPC Milestone</b>	<b>Status</b>	<b>1st Fed. Reg Notice of Proposal</b>
<b>Post-Award Work Group:</b>			
Cost Principles to 2 CFR	FY 2008	FY 2008	FY 2008
Federal Financial Reports	2 Q FY 2006	3 Q FY 2006	2Q FY 2007
Indirect Cost Uniform Guidelines Handbook	4 Q FY 2006	3 Q FY 2006	1 Q FY 2007
Invention Reports	None; approved by GPC, March 2006	At OMB for review	2Q FY 2007
Payment Systems Recommendation	3 Q 2006	3 Q FY 2006	NA
Research Performance Reports	None; approved by GPC, December 2005	At OMB for review	2Q FY 2007
Non-Research Project Reports	None; approved by GPC, March 2006	At OMB for review	2Q FY 2007
Real Property Reports	None; approved by GPC, December 2005	At OMB for review	2Q FY 2007
Tangible Personal Property Reports	None; approved by GPC, March 2006	At OMB for review	2Q FY 2007
<b>Pre-Award Work Group:</b>			
Standard Award Content and Format (2 CFR, gov't-wide)	4 Q FY 2006	In Preparation	2 Q FY 2007
Interim Award Terms and Conditions (Research Only) **	4 Q FY 2006	In preparation	2 Q FY 2007
<b>Other Pre-Award Portions of 2 CFR (A-89, CCR, late applications, etc.)</b>			
Certifications & Assurances	TBD	In Preparation	TBD
Suspension & Debarment ***	2 Q FY 2007	2 Q FY 2007	4 Q FY 2007
	3 Q FY 2006	3 Q FY 2006	Aug-05
Drug-free and anti-lobbying OMB guidance for 2 CFR	TBD	Future Action	TBD
<b>Audit Work Group</b>			
Compliance Supplement ****	3 Q FY 2007	3 Q FY 2007	NA
Katrina-related Audit Questions	3 Q FY 2006	3 Q FY 2006	NA
Quality Control Review of the A-133 Audits	3 Q FY 2007	In Preparation	NA

\* Products, such as from the Training and Oversight Work Group, are not included here no they do not affect the public but rather deal with training of Federal staff to strengthen the way they manage grants in this new environment.

\*\* In collaboration with the Research Business Models Subcmte of the COS/NSTC

\*\*\* Handled by the ISDC, in association with the Pre-Award Work Group.

\*\*\*\* And annually thereafter.

# Grants Policy Committee

- **Stakeholder webcast recently held on June 19, 2007**
  - Archived at: [http://www.grants.gov/aboutgrants/grants\\_news.jsp](http://www.grants.gov/aboutgrants/grants_news.jsp)
  - Update on FFATA
    - Recipient and Federal responsibilities
    - Data elements for searchable database
    - Implementation
    - Sub-awardee reporting data – Pilot
    - Timeline:
      - » January 1, 2008: Single, searchable website for awards
      - » January 1, 2009: Include subcontractor and subgrantee awards
    - Continued outreach via webcasts
  - Next webcast: October 30, 2007 at 2:00 P.M.
    - Topic: Strategic Plan



# Federal Funding Accountability & Transparency Act (FFATA)

- **Task Force formed (Nov. 2006 - led by OMB)**
  - Committee structure in place and operating
    - Contracts
    - Grants
    - Loans
    - IT
- **FederalSpending.gov launched (Feb. 2007)**
- **Data elements defined**
- **Impact: Place of performance**
- **Next Step: Pilot grantee and sub-awardee data**



# Electronic Initiatives



# What's the Latest On?

- **Grants.gov**
- **Grants Management Line of Business (GMLoB)**
- **Research.gov**



# Grants.gov

- **Coverage**

- Grants.gov's Purpose and Goals
- Current and Future Status
- How NSF has Implemented Grants.gov



# Grants.gov – Purpose & Goals

- A single source for finding grant opportunities
- A standardized manner of locating and learning more about funding opportunities
- A single, secure and reliable source for applying for Federal grants online
- A simplified grant application process with reduction of paperwork
- A unified interface for all agencies to announce their grant opportunities, and for all grant applicants to find and apply for those opportunities



# Grants.gov: Current Status & Next Steps

- All 26 grant-making agencies are required to post all discretionary grant programs in the Grants.gov Find
- OMB has directed agencies to post in Grants.gov Apply:
  - 75% of their funding opportunities in FY 2006;
  - 100% of their funding opportunities in FY 2007.



# Required to be submitted through Grants.gov in 2007

- **Antarctic Artists and Writers (OPP)**
- **Scientific Computing Research Environments for the Mathematical Sciences (MPS)**
- **Living Stock Collections (BIO)**
- **Advanced Learning Technologies (CISE)**
- **CEDAR, GEM, and SHINE Postdoctoral Research (GEO)**
- **Research in Disability Education (EHR)**
- **Infrastructure Materials Applications and Structural Mechanics (ENG)**
- **Geography and Regional Science (SBE)**



# NSF Implementation in 2008

- **Unless otherwise specified, optional submission for the vast majority of NSF programs**
- **Will not be used until a Grants.gov solution has been developed for:**
  - Separately submitted collaborative proposals
  - Fellowship programs that require submission of reference letters

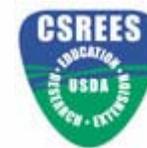


# Grants Management Line of Business (GMLOB)



# Why NSF was Chosen as a Consortium Lead

- Focus on the research community
- Recognized for high standards by customers
- Leadership position in the grants community
- 12 years of experience and capabilities as shown by FastLane
- Unique operating model—menu of high-value services for both Federal partners and the research community



# NSF GMLoB Consortium

## Guiding Principles

- The approach will be deliberate, modular, conservative, and research community focused.
- Research community must directly benefit from this initiative.
- Whatever we do, we are going to do it well.
- Low cost, high impact offerings that deliver value to grantees will be implemented first.
- The initiative must focus on improvement; cost avoidance, not just cost savings.



# Current Status

- **National Science Foundation (NSF)**
  - NSF will lead a research-oriented consortium based upon GMLoB goals and the business needs of both partnering agencies and the grantee community.
  - NSF will offer the Research.gov web portal that leverages its experience with Grants.gov and the Research and Related (R&R) initiative to provide access to functionality that benefits the research community.
  - Research.gov focuses on the needs of the grantees by providing them with greater access to the government, streamlined functionality, and flexibility to account for differing agency research missions.



Research.gov



# What is Research.gov?

## Research.gov...

- Is a partnership, led by the National Science Foundation (NSF), of federal, research-oriented grant-making agencies with a shared vision of enhancing customer service for grantees while streamlining and standardizing processes among partner agencies.
- Has a vision to increase customer service for applicants and awardees by enabling institutions and grantees to access information and a menu of grants management services through Research.gov.
- Aims to ease the grants administrative burden, one of the greatest challenges faced by the research community.
- Is a research-oriented solution for delivering Grants Management Line of Business (GMLOB) Consortium services.



# Pilot Release

Research.gov Pilot Site

## Research.gov

Home | Help | Contact Us Welcome: Anonymous User Sep 6, 2007

### About Research.gov

- Who We Are
- Service Offerings
- Partnership Model
- Partner Agency List
- Latest News
- Frequently Asked Questions

### Login to Research.gov

- Get Started Now

Login

### Events of Interest

October 5, 2007  
[NSF Day at Butler University](#)

October 13-17, 2007  
[SRA Annual Meeting](#)

October 22, 2007  
[NSF Regional Grants Conference](#)

November 4-7, 2007  
[NCURA Annual Meeting Conference](#)

### Useful Links

[Office of Science and Technology Policy](#)

[America COMPETES Act of 2007](#)

[American Competitiveness Initiative](#)

[OMB Circulars](#)

### Who We Are

Research.gov is a partnership, led by the National Science Foundation (NSF), of federal, research-oriented grant-making agencies with a shared vision of enhancing customer service for grant applicants while streamlining and standardizing processes among partner agencies. [More](#)

### Service Offerings

The Research.gov portal will provide a comprehensive menu of grants management services for both the research community and partner agencies. The services offered on Research.gov will be specifically tailored to meet the needs and requirements of both groups. [More](#)

### Partnership Model

Research.gov will operate as a collaborative partnership between the National Science Foundation and other federal research agencies to define and provide grants management services for grantees and partner agencies. Research.gov will also establish and manage consortium structure and resources, and interface with the Grants Management Line of Business (GMLOB) PMO and Office of Management and Budget (OMB). [More](#)

### Business Services

Online tools to help you manage your grants

## Business Services

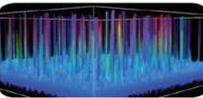
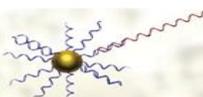
**GET STARTED NOW!** [click here](#)

Welcome to Research.gov. Below is a list of services that we offer. Select a service from below to find out more.

-  **Grant Application Status**  
Single site where Principal Investigators and Sponsored Projects Offices check the up-to-date status of grant applications submitted to participating agencies. To use this service you must login to Research.gov on the left navigation menu.
-  **Policy Library**  
Electronic library that consolidates Federal and agency-specific policies, guides, Terms and Conditions, and instructions that applicants and Federal agencies need to conduct their grants business.

### Featured Headlines

[See All](#)

-  **Agriculture and Energy Departments Fund \$8.3 Million for Biofuels Research**  
Agriculture Secretary Mike Johanns and Energy Secretary Samuel Bodman today announced that the Department of Agriculture and the Department of Energy have jointly selected 11 projects for awards totaling \$8.3 million for biobased fuels research that will accelerate the development of alternative fuel resources. [More](#)
-  **Nano Technology Powered By Your Body**  
Medical devices implanted in the human body are normally battery operated. But, a promising new approach may enable humans to tap into the body's own energy via a "nanogenerator." [More](#)
-  **DNA "Strikes It Rich" In Rush To Fight Cancer**  
By attaching strands of "antisense" DNA to nanometer-scale gold particles, NSF-funded scientists at Northwestern University have significantly enhanced the strands' ability to suppress the production of proteins that cause cancer. [More](#)

 [Privacy Policy](#) | [FOIA](#) | [No Fear Act Data](#) | [USA.gov](#)

Led by The National Science Foundation, 4201 Wilson Boulevard, Arlington, Virginia 22230, USA



# Grant Application Status Pilot

**Grants Application Status**

**Grants Application Status**

Search for Application Documents by any of the following:

Agency Tracking Number:  Received By Agency Date Range (mm/dd/yyyy):  
 From:  To:

Grants.gov ID:  Change in Status Date Range (mm/dd/yyyy):  
 From: 06/07/2004 To:

PI/PD Last Name:

Status:

Show my Grant Applications for:

59 grant applications found, displaying 21 to 30 [\[Prev\]](#) [1](#), [2](#), [3](#), [4](#), [5](#), [6](#) [\[Next\]](#)

Agency	Agency Tracking Number	Grants.gov Tracking Number	PI/PD Name	Grant Application Title	Status Date	Received Date	Status	Requested Amount
NSF	<a href="#">0711143</a>	GRANT00172957	Mark Fonstad	High Res...	02/06/2007	11/30/2006	Pendin...	\$63,114.00
CSREES	<a href="#">2007-01343</a>	GRANT00171590	Paul H Walz, ...	Assessin...	12/20/2006	11/29/2006	Declin...	\$275,497.00
CSREES	<a href="#">2007-01716</a>	GRANT00171548	Dr. Covadonga...	Identifi...	01/16/2007	11/29/2006	Declin...	\$319,826.00
CSREES	<a href="#">2007-01566</a>	GRANT00171375	Dr. Haroldo T...	Vaccine ...	01/08/2007	11/29/2006	Declin...	\$356,518.00
CSREES	<a href="#">2007-01729</a>	GRANT00171431	Dr. Vitaly Vo...	Bacillus...	01/16/2007	11/29/2006	Declin...	\$372,826.00
CSREES	<a href="#">2007-01568</a>	GRANT00171435	Dr. Julie G W...	Role of ...	01/08/2007	11/29/2006	Declin...	\$375,000.00
CSREES	<a href="#">2007-01559</a>	GRANT00171040	Dr. Vicky L V...	Effects ...	01/08/2007	11/28/2006	Awarde...	\$359,592.00
CSREES	<a href="#">2007-01295</a>	GRANT00171021	Prof Frank F ...	Molecula...	12/18/2006	11/28/2006	Awarde...	\$349,312.00
NSF	<a href="#">0710528</a>	N/A	Benjamin R Ma...	Material...	11/21/2006	11/20/2006	Pendin...	\$137,833.00
NSF	<a href="#">0710147</a>	N/A	Caitlin R Gab...	Predator...	12/06/2006	11/17/2006	Pendin...	\$8,888.00

Export options: [Excel](#)

- Research.gov released a Grant Application Status Pilot in September 2007.
- The pilot allows PIs and SPOs to view the status of their CSREES and NSF applications.
- Research institutions are participating in the pilot.
- Feedback will be used to further improve this service offering for the Fall release.



# Fall Release

The screenshot displays the Research.gov website interface. At the top, there is a navigation bar with links for Home, Contact Us, Site Map, and Help, along with a welcome message for April 26, 2007. The main content area is divided into several sections:

- About Research.gov:** Includes links for Who We Are, Service Offerings, Partnership Model, Partnering Agency List, Latest News, and Frequently Asked Questions.
- Login to Research.gov:** Features a 'Get Started Now' button and a section for logging in using various CSPs (Common Service Providers).
- Resources:** Lists various policy and information resources such as Federal Grants Policy, Agency Grants Policy, Office of Science and Technology Policy, Grants Circulars, Peer Reviewed Publications, Grant Terms and Conditions, and P.L. 106-107.
- Favorite Links:** Provides quick access to Grants.gov, NSF FastLane, USDA CSREES, CSREMS, and GML@B PMO.
- Business Services:** A central section titled 'Why should I Use Research.gov?' with a 'Get the answers >>' link. It lists several services:
  - Grants Application Status:** A single site for Principal Investigators and Sponsored Research Offices to check the status of grant applications.
  - Policy Library:** An electronic library of Federal and agency-specific policies, guides, and instructions.
  - Research Funding Search:** A service to fully disclose research grant award and sub-award data.
  - Federal Financial Report (FFR):** An online tool for submitting consolidated financial status reports.
  - Provisioning:** An online tool for administrators to manage user rights and privileges.
- Events:** A calendar view for January 2007, showing upcoming events like the 'NSF's Annual Training Conference' in April and an 'FFR Meeting' in May.
- My Weather:** A weather widget showing a current temperature of 70°F and links to various forecast types (Weekend, 10 Day, Month).
- My Headlines:** A section for news articles, including 'Scientists Track Impact of Asian Dust and Pollution on Clouds, Climate Change' (April 18, 2007), 'Ancient T. rex and Mastodon Protein Fragments Discovered, Sequenced' (April 12, 2007), and 'Misclassification for Centuries, Medicinal Leeches Found to Be Three Distinct Species' (April 11, 2007).

At the bottom of the page, there is a footer with links for Privacy Policy, FOIA, No Fear Act Data, and USA.gov, along with the National Science Foundation logo and contact information.

This Fall,  
Research.gov will:

- Customize the display of information and services according to user roles and preferences
- Offer a full production Grant Application Status capability and other service offerings
- Feature expanded content and an updated design

# Fall Release – Planned Services

- **Grant Application Status** - Applicants will be able to check on the status of their proposals as they are received and reviewed by partner agencies, and view a history of their submissions. Applicants will also be able to view panel summaries and reviews, and award and/or authorization notices.
- **Transparency Act Search** - NSF and CSREES award information available to be searched by the public, including publication citations and award abstracts.
- **Policy Library** - Consolidates Federal-wide and agency-specific policies, guides, Terms and Conditions, and instructions that applicants and federal agencies need to conduct grants business.
- **Research Highlights** - The public will be able to view highlighted research activities from NSF and CSREES.
- **Portal** - Single-access portal to conduct grants management business with Federal research grant-making agencies. Users will automatically be shown the information and services relevant to their role. Institutions will be able to add new users and give them appropriate access.



# Benefits to the Research Community

- Simplifies the research community's access to information and grant services for multiple federal agencies
- Facilitates timely notification of the award review process and decisions
- Provides modern online capabilities for conducting business with federal research agencies
- Helps researchers manage their grants portfolio
- Saves time by providing fast and easy access to participating agencies' grants management services
- Helps researchers comply with federal-wide reporting requirements



# Forming Research.gov Partnerships

- **With the research community:**
  - Research.gov is in the initial stages of development and partnership formation, and this is an opportunity for the research community to submit their feedback for incorporation into the initiative.
  - NSF has been reaching out to the research community through grantee conferences and will continue to do so.
  - Input from users into strategic and design elements are critical to ensuring that Research.gov meets the research community's needs, so please submit your comments and feedback!



# Forming Research.gov Partnerships

- **With federal agencies:**
  - Forming agency partnerships is an integral part of Research.gov's success, as demonstrated by the NSF/CSREES partnership.
  - As the number of partner agencies increases, access to information and grantees' ability to conduct business with multiple agencies in one location increases, enhancing Research.gov's value to the research community.
  - NSF will continue to reach out to federal grant-making agencies with similar business processes and a common customer base.



# Visit Research.gov!

Please visit Research.gov at:

[www.research.gov](http://www.research.gov)

For more information, contact:

**The Research.gov Team**

**(703)-292-8150**

[gmlob@nsf.gov](mailto:gmlob@nsf.gov)



# NSF Websites

National Science Board	<a href="http://www.nsf.gov/nsb/">http://www.nsf.gov/nsb/</a>
Director/Deputy Director	<a href="http://www.nsf.gov/od/">http://www.nsf.gov/od/</a>
Inspector General	<a href="http://www.nsf.gov/oig/">http://www.nsf.gov/oig/</a>
Office of Cyberinfrastructure	<a href="http://www.nsf.gov/dir/index.jsp?org=OCI">http://www.nsf.gov/dir/index.jsp?org=OCI</a>
Office of International Science and Engineering	<a href="http://www.nsf.gov/div/index.jsp?div=OISE">http://www.nsf.gov/div/index.jsp?div=OISE</a>
Office of Equal Opportunity Programs	<a href="http://www.nsf.gov/od/oeo/index.jsp">http://www.nsf.gov/od/oeo/index.jsp</a>
Office of Legislative and Public Affairs	<a href="http://www.nsf.gov/od/lpa/index.jsp">http://www.nsf.gov/od/lpa/index.jsp</a>
Office of the General Counsel	<a href="http://www.nsf.gov/od/ogc/index.jsp">http://www.nsf.gov/od/ogc/index.jsp</a>
Office of Polar Programs	<a href="http://www.nsf.gov/dir/index.jsp?org=opp">http://www.nsf.gov/dir/index.jsp?org=opp</a>
Office of Integrative Activities	<a href="http://www.nsf.gov/od/oia/index.jsp">http://www.nsf.gov/od/oia/index.jsp</a>
Biological Sciences	<a href="http://www.nsf.gov/dir/index.jsp?dir=BIO">http://www.nsf.gov/dir/index.jsp?dir=BIO</a>
Social, Behavioral & Economic Sciences	<a href="http://www.nsf.gov/dir/index.jsp?dir=SBE">http://www.nsf.gov/dir/index.jsp?dir=SBE</a>
Computer & Information Science & Engineering	<a href="http://www.nsf.gov/dir/index.jsp?dir=CISE">http://www.nsf.gov/dir/index.jsp?dir=CISE</a>
Education & Human Resources	<a href="http://www.nsf.gov/dir/index.jsp?dir=EHR">http://www.nsf.gov/dir/index.jsp?dir=EHR</a>
Engineering	<a href="http://www.nsf.gov/dir/index.jsp?dir=ENG">http://www.nsf.gov/dir/index.jsp?dir=ENG</a>
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Geosciences	<a href="http://www.nsf.gov/dir/index.jsp?dir=GEO">http://www.nsf.gov/dir/index.jsp?dir=GEO</a>
Information Resource Management	<a href="http://www.nsf.gov/oirm/">http://www.nsf.gov/oirm/</a>
Mathematical & Physical Sciences	<a href="http://www.nsf.gov/dir/index.jsp?dir=MPS">http://www.nsf.gov/dir/index.jsp?dir=MPS</a>

