

This document has been archived.



NSF

Annual Report to Employees

2009

National Science Foundation Office of the Director

Dear Colleagues,

In the past year, you, dedicated staff, once again helped the National Science Foundation (NSF) exceed its goals and advance the foundation's commitment to excellence, tangible results and responsible stewardship. Largely based on your superb work and the lofty expectations that come with it, NSF was awarded in February, 2009, a one-time budget increase of \$3 billion through the American Recovery and Reinvestment Act of 2009. The effort required to distribute this large amount of funds was gargantuan, yet our staff, through its dedication and cooperation, did a masterful job for which it should be highly commended. The results were impressive: 4,720 awards amounting to \$2.4 billion were made through December 31, 2009. And if this level of achievement was not enough, NSF and its grantees received several science-related and public affairs awards: for instance, twenty NSF-nominated researchers received the Presidential Early Career Awards for Scientists and Engineers (PECASE) from the President, the highest honor bestowed by the United States government on young professionals in the early stages of their independent research careers.

A few instances of employee misconduct, including the inappropriate use of NSF technology resources, posed a challenge for the Foundation in 2009. This event helped to reaffirm for all of us the important responsibilities and high standards associated with being a public servant. We recognize that the vast majority of NSF staff has acted appropriately and professionally. We will continue our efforts to protect and preserve the NSF workplace, so you may make your exceptional contributions in a supportive and professional environment.

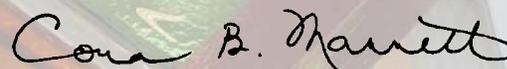
Our successes on the scientific frontier are directly related to your outstanding efforts and support for world-class research and education. One example was the International Polar Year (IPY) for which NSF was the lead federal agency, and during which researchers explored new frontiers in polar science. The IPY was truly an international, multi-disciplinary effort, with more than 60 nations deploying scientists to the Arctic and Antarctic over a two year period. One of the primary goals of the IPY was to target climate change and its effects on the natural world and human population.

This year's Report to Employees will highlight many new and innovative practices that employees developed and implemented to help further NSF's Stewardship goal. The report also illuminates our core values, which underpin NSF's culture and ultimately contribute to the realization of our mission, vision and goals.

We would like to express our thanks and gratitude for your dedication, enthusiasm and willingness to go the extra mile in this most challenging of years. NSF is one of the world's most esteemed organizations in science, engineering and education because of its most valuable resource -- all of you.



Arden L. Bement, Jr.
Director



Cora B. Marrett
Acting Deputy Director

Stewardship through NSF's Core Values

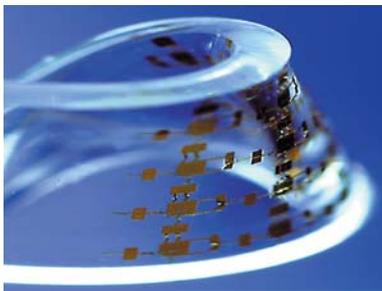
Stewardship, one of the four goals set forth in NSF's Strategic Plan, is defined as:

The support of excellence in science and engineering research and education through a capable and responsive organization.

The Stewardship goal emphasizes the administrative and management efforts performed in the foundation and provides a link to NSF's mission, vision and the science-oriented goals of discovery, learning and research infrastructure. Stewardship helps to relate the tasks that we perform each day to NSF's success through its priorities, goals and measures.



NSF recognizes that its employees are its most valuable resource. It is your contributions which make NSF a high-performing organization recognized worldwide for outstanding achievement. In that vein, the *Employee Experience* section of this report highlights programs and processes designed to support your efforts to achieve personal and professional success and maximize efficiency and effectiveness here at NSF.



Dedicated to Excellence: continually improving our ability to identify opportunities; investing optimally the resources entrusted to us; managing a diverse, capable, motivating organization; rewarding accomplishment; and sharing our best insights with others.

Visionary: imagining the future, working at the frontier, realizing the full potential of people, furthering promising ideas wherever and whenever they arise, and encouraging creativity and initiative.



Broadly Inclusive: seeking and accommodating contributions from all sources while reaching out especially to groups that have been underrepresented; serving scientists, engineers, educators, students and the public across the nation; and exploring every opportunity for partnerships, both nationally and internationally.

Accountable: operating with integrity and transparency, maintaining quality and relevance in administration, management and oversight.



This report highlights the ways in which employees reflect our core values and ensure the Foundation meets its goal of stewardship for continued excellence in research and education.

****To go directly to an article, just click on the title.****

Employee Experience..... 5



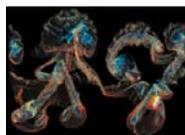
Why NSF is a Best Place to Work! 6
 Healthier + Happier Employees = A Stronger NSF..... 6
 Employee Suggestion Box..... 8
 Just Use IT: Putting IT Services to Work for You..... 8
 Union Local 3403..... 9
 New Employee Welcome Program Rolled Out..... 9
 New Executive Transition (NExT) Program..... 10
 SharePoint: Collaborating Has Never Been Easier!.....11
 Meetings in a Virtual World.....12
Feds Feed Families: NSF Hits a Home Run.....12

Dedicated to Excellence.....13



Advisory Committee for GPRA Performance..... 14
 Financial & Award Management Training Well-Received..... 14
 NSF Wins BIG @ 2008 NAGC Awards.....14
 Business Operations Receives High Marks..... 15
 Hiring, Employee Satisfaction & Wellness..... 16
 Workforce Management Initiatives at NSF..... 16
 Human Capital Management Remains a Priority..... 18
 BFA Human Capital Strategic Plan..... 18
 Team to Invigorate Marketing & Outreach..... 19
 New and Improved eJacket!..... 20
 Guiding NSF's IT..... 20
 NSF *Got Green?* Getting Greener!..... 21
 OLPA Partnerships Increase NSF's Visibility..... 22
 White House Spotlights Scientists of All Ages..... 24
 NSF & NSB Pay Tribute25

Visionary.....26



Next Five Years: NSF's Strategic Plan..... 27
 Achieving the Future Through Transformative Research 27
 NSB's Critical Role..... 28
 Setting the Nation's Priorities in Science..... 29
 NSF Recognized as Research.gov Innovator..... 29

New Services Available Via Research.gov Desktop..... 30
 NSF Leads with Next Generation Technologies..... 31
 iTRAK - Powering Excellence & Accountability..... 32
 NSF & the America COMPETES Act..... 33
 Future NSF: 2013 Lease Expiration..... 33
 Conference Space & Science Fare Improvements Underway...34
 NSF Brings *Future of Learning* to Capitol Hill.....34

Broadly Inclusive..... 35



NSF Celebrates Its Diversity: OEOP..... 36
 Outreach to the Research Community..... 36
 NSF Days - NSF Builds Relationships..... 37
 Overseas Offices Support International Efforts..... 37
 OIA: Catalyzing Cross-NSF Activity in Challenging Times.... 38

Accountable..... 39



American Recovery & Reinvestment Act..... 40
 NSF's Office of Inspector General..... 41
 2009 Financial Statement Audit - Clean Again..... 41
 Cost-Sharing Recommendations Studied..... 42
 Grants Management Line of Business Update..... 42
 Robust & Improving: Internal Control Quality Assurance..... 43
 New System Better Routes Incoming Proposals.....43
 Keeping Information Safe: IT Security & Privacy.....44
 COOP: Getting the Job Done in Any Situation..... 45
 Federal ID Badges & New Card Readers Installed.....45
 Secure Document Shredding Provides More Security..... 46
 Proposal & Award Policy Documents..... 46
 MREFC - New Guidelines and Procedures.....47
 Procurement Tidbits.....47
 NSF Logo: Both Subtle and Dramatic Change.....48
 Moving Forward..... 48

Appendix

Acronyms..... 49
 Image Credits | Notes..... 50
 External Web Resources..... 51
 Internal Web Resources..... 52



Employee Experience

Providing the necessary tools and resources to support our employees' efforts to achieve personal and professional success.

Why NSF is a Best Place to Work!

2008 Federal Human Capital Survey Results & 2009 Rankings

The Office of Personnel Management (OPM) released the results of the 2008 Federal Human Capital Survey (FHCS) in early 2009. The 2008 FHCS was the fourth iteration of the survey designed to assess federal employees' perceptions about the management policies and practices that affect agency work environment. There were 29 large federal agencies and 54 small/independent agencies surveyed, and 55 percent of the NSF population completed the survey.



The findings released by OPM in January 2009 suggest that NSF employees continue to view the agency in a very positive light. In fact, NSF is one of only three agencies to rank in the top five of each OPM rating category in 2009.

OPM Rating Category	NSF's 2007 Ranking	NSF's 2009 Ranking
Leadership and Knowledge Management	3	2
Talent Management	4	2
Job Satisfaction	4	3
Results-Oriented Performance Culture	1	1

OPM's findings were supported by additional analysis of the survey data conducted by the Partnership for Public Service, a non-profit, government innovation group, later in the year. The Partnership works with American University and uses the OPM survey data to develop its biannual **Best Places to Work in the Federal Government rankings**. NSF was once again named one of the top five Best Places to Work among small agencies.

NSF Senior Management was certainly pleased with OPM's and the Partnership's findings, and attributed the positive and collaborative work environment borne out by the findings to the tremendous effort and professionalism of NSF staff, citing that the hard work and commitment of staff to the mission and goals of the Foundation, more than any other factor, make NSF a great place to work.

Healthier + Happier Employees = A Stronger NSF

In 2009, NSF continued to take strides in enhancing wellness and work-life balance initiatives to serve its dedicated, multi-faceted workforce. NSF offers a number of new programs that contribute to a healthful and supportive environment, and has experienced increased employee participation in existing offerings. Here are a few of the initiatives that assist our staff in remaining healthy and more able to adeptly juggle work and family responsibilities:



NSF has launched a comprehensive website, [Flu? Know What to Do!](#), to provide resources and news related to pandemic flu preparedness. The [NSF Health Unit](#) offered a highly successful flu immunization campaign in September 2009, providing the seasonal flu vaccine to 653 members of the NSF community. In addition, NSF has issued guidance regarding considerations for panel members in flu season, and has launched hand sanitizing stations in key areas of Stafford I and II. Further information and resources will continue to be provided to the NSF community throughout the 2009-2010 flu season.



In addition to numerous wellness-related workshops and health screenings, the NSF Health Unit sponsored Smoking Cessation Classes for the NSF community. Facilitated by the Health Unit doctor and nurses, the classes provided vital information and a support group to a significant number of employees who committed to quitting smoking.

NSF's [Employee Assistance Program](#), provided by COPE, Inc., continues to offer free, short-term counseling and referral services to NSF employees and household family members for work-related and personal issues, including health and mental outlook, relationship problems, and family and worklife transitions. A COPE counselor is onsite at NSF one day each week, and available at other times via telephone or in convenient locations in the Washington, D.C. metro area. Through COPE, NSF launched an [Elder and Dependent Care Support Group](#) in 2009 that meets one day per month to offer NSF employees caring for a disabled child or elderly family member an opportunity to find mutual support, learn to "normalize" their situations, and reduce feelings of anxiety and guilt.

Child Care Subsidy Program



The [Child Care Subsidy Program](#) was launched in February 2009 to further assist eligible employees in balancing their work and family responsibilities by offsetting some of the expenses of high quality child care. Without appropriate child care arrangements, working parents are hard-pressed to remain effective either at work or at home. Eligible NSF employees may now receive monetary assistance that can be used for expenses associated with qualified, licensed child care providers. The [NSF Child Development Center](#), located on the ground floor of Stafford I, continues to provide services to the children of NSF employees. Accredited by the National Association for the Education of Young Children and operated by Bright Horizons Family Services since 2000, the center is a model of quality childcare that gives priority to the children of NSF employees.

In order to provide as flexible of a work environment as possible, NSF continues to support the Flexitime and Telework programs. The Flexitime Program, with the approval of their supervisors, allows employees to vary their arrival and departure times and earn credit hours to use at a later date. The [Telework Program](#), widely utilized by NSF employees, enables employees who have an agreement in place with their supervisors to work from home or another approved telework location. As of September 2009, 844 NSF employees had telework agreements on file, which represents 57 percent of NSF's staff, in comparison to the Office of Personnel Management's statistics for 2008, which show that only 8.67 percent of eligible federal employees telework government-wide. Of NSF's agreements, 649 were for "situational" telework – having an occasional, non-routine work at home schedule, while 195 were for "core" telework – having a regular and recurring telework day of one day per week or more – or a combination of "core and situational" telework.

In addition to providing employees assistance with balancing work and family responsibilities, NSF also has resources available to help employees deal with conflicts and problems that arise in the workplace. The [Alternative Dispute Resolution \(ADR\)](#) program, which is an alternative to grievances and other workplace complaints, fosters communication and improves the work environment. Supported by both AFGE Local 3403 and NSF management, the ADR program is voluntary, confidential, and provided by an impartial third party, FPMI Solutions. The ADR process assists in clarifying issues, identifying underlying causes of conflict, and helping the parties arrive at appropriate remedies to resolve disputes. In order to initiate the ADR process, NSF employees can simply call FPMI Solutions to speak with an ADR officer.

JUST USE IT: PUTTING IT SERVICES TO WORK FOR YOU

NSF offers IT services to help employees work better, faster and more efficiently. The tools available are designed to help you communicate, share information, and collaborate with your NSF colleagues at any time, whether you are working from home, from headquarters, or on the road. In the past year, these services have continued to grow, bringing you exciting new tools and improving the services on which you have come to rely. The following are a few of the key services that are helping NSF staff "Just Use IT."

Access NSF, the foundation's signature remote access system, is an easy-to-use service that has revolutionized the way our staff stays connected when they are away from the office. Since its introduction in 2008, over 1,000 NSF staff members have logged on to Access NSF to reach key internal services and websites, access files or their own NSF desktop when working from home or on travel. In addition to supporting the staff at NSF headquarters, Access NSF also helps staff in the Office of International Science and Engineering (OISE) connect to NSF from places like Paris and Tokyo. Go to [Inside NSF](#) for instructions on using Access NSF services.

ADD NEW TOOLS TO YOUR DESKTOP WITH APPLICATION SELF-SERVICE MANAGER

New tools such as Microsoft Office 2007 and Blackberry Desktop Manager are just a few clicks away thanks to Application Self Service Manager. In light of recent federal restrictions limiting what staff could add to their own computers, the Office of Information Resources Management (OIRM) implemented Application Self-Service Manager to provide a user-friendly solution that allows you to download approved products and upgrade to new versions at your convenience. Step-by-step instructions are available on [Inside NSF](#). Check out Application Self-Service Manager today to see what new tools are available.

Employee Suggestion Box

The NSF Employee Suggestion Box was established in 1994 as a way for agency staff to communicate with NSF's director and deputy director. Since its creation, the suggestion box has received nearly 1,000 suggestions on a variety of topics, from management policies to building improvements to recycling and waste management suggestions.

Staff may submit suggestions in several ways. The most popular method is through electronic mail sent to suggest@nsf.gov. This account uses a special "anonymizer" filter that removes the sender information from incoming messages. Suggestions may also be submitted on paper through a traditional suggestion box located in the P1 South elevator lobby.

Once a suggestion is received, it is logged in the director's office and assigned to the appropriate directorate or staff office for response. The director and deputy director review all suggestions and responses. At their judgment, the suggestions may be returned to the assigned office for revision or further consideration. With the director and deputy's approval, responses are posted to an electronic bulletin board, as well as to an intranet archive site.

The NSF employee suggestion box is a valuable channel for grassroots stewardship. Over the years, numerous suggestions have been implemented to improve operations, bolster security, reduce costs and enhance the workplace.

Another valuable channel, separate from the employee suggestion box, is the **Beneficial Suggestion Program**, operated by NSF's Division of Human Resources Management (HRM). Under this program, cash awards may be granted for ideas that improve agency operations. The director and deputy director encourage NSF staff to use the employee suggestion box to address any needs they see at NSF. Employees with ideas for substantive operational improvements are also encouraged to use the Beneficial Suggestion Program to share those ideas. Both suggestion programs are driven by the volunteerism fueled by NSF employee concern and a desire to ensure proper stewardship of NSF resources.



NSF has continued to enhance its NEW onboarding program to engage and inform new staff members from their first days as members of the NSF community. Following successful implementation of several program elements in 2008, which included streamlining the internal communication process prior to new employee arrival, enhancing the onsite New Employee Orientation program, and engaging administrative contacts across the Foundation in the onboarding process, HRM launched additional program components in 2009:

The [New Employee Welcome Website](#), which new hires are encouraged to visit prior to their first day of work, was created in order to provide one central online location that pulls together relevant, timely information about such topics as getting started as a new employee, what to bring on the first day of employment, important new hire deadlines and New Employee Orientation. The link to the website is included in a welcome package mailed to each new hire, which includes the new hire's commitment letter, important forms and information, and an NSF mouse pad, all enclosed in a NEW folder.

In cooperation with NSF's Office of Legislative and Public Affairs (OLPA), HRM also released the [NSF New Employee Orientation Video](#). This new video, which includes a welcome message from the NSF director, interviews with current staff members, and valuable information about the mission and organization of the foundation, is specifically geared toward giving new hires a preview of what it is like to work at NSF and increasing their excitement to support NSF's mission.

In order to facilitate new staff members' integration into their new organizations, a cross-directorate/office working group developed the [New Hire Liaison Program](#), which was piloted in NSF's Office of Budget, Finance, and Award Management (BFM) and OIRM, and its Computer & Information Science and Engineering (CISE) and Math and the Physical Sciences (MPS) directorates from June to November 2009. Under this informal "buddy" program, each new hire is paired by their supervisor with a peer liaison, who can help the new staff member understand the organizational culture, learn to

navigate the organization, meet colleagues and other essential contacts, and find answers to initial questions. The results from the pilot will be evaluated for NSF-wide launch in 2010.

Building on the success of engaging administrative contacts in the onboarding process in 2008, HRM continued to develop resources to assist hiring organizations across NSF in bringing their new hires on board. The [Resources for Welcoming New Employees Website](#) now offers a comprehensive set of tools for supervisors, administrative officials and new hire liaisons of new staff members, and also provides overviews of the onboarding process and new employee orientation.

UNION LOCAL 3403

The American Federation of Government Employees (AFGE) is the largest federal employee union representing 600,000



federal and D.C. government workers nationwide and overseas. Workers in virtually all functions of government at every federal agency depend upon AFGE for legal representation, legislative advocacy, technical expertise and informational services. Local 3403 of the AFGE represents the employees of the bargaining unit at NSF.

As noted on its website: *AFGE takes seriously its responsibility to help provide good government services, while ensuring that government workers are treated fairly and with dignity. The union supports a meaningful transformation of the federal workplace to improve the way services and benefits are delivered to the American public.*

Please contact Local 3403 AFGE President [Carter Kimsey](#) at x8470 with questions or for information. Related information may be found at the [Labor Management Relations page](#) on Inside NSF or at the [AFGE website](#).

New Executive Transition (NExT) Program

Research continues to show that new executives require a minimum of six months to become fully productive in their new positions, without which almost half of new executives fail within 18 months of assuming a new job. The key reasons for failure generally are that the executive failed to establish key connections and partnerships, neglected to understand the organizational culture, did not fully understand his/her role or performance expectations, and never received the feedback necessary to succeed. Even more telling are the number of executives who do not succeed because they lack the people management and team building skills to assure their own success, and the success of each of their staff members.

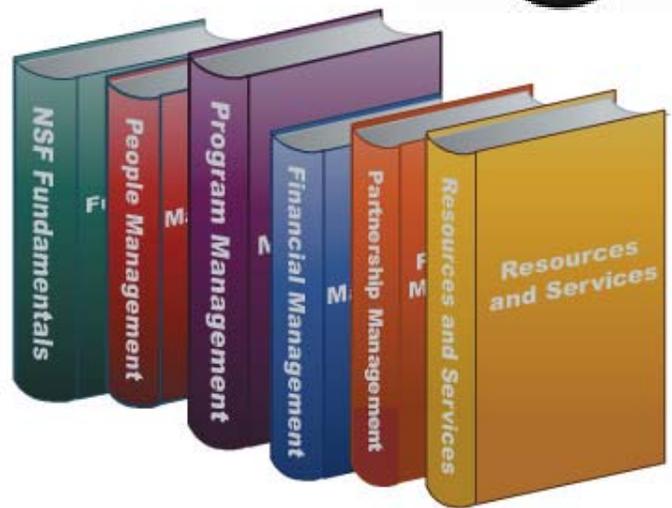
It is well known that organizations cannot succeed over time if they are not led and managed effectively. To achieve success, agencies must ensure that they not only hire executives with the right management skills but also supplement those skills with necessary development activities to enhance existing competencies and develop new capabilities. This is even more important at NSF because we have such high built-in turnover resulting from our use of rotators as executives.

As a result, NSF developed a robust new executive transition program that will provide all of the necessary resources to significantly increase the probability of success for new executives. The [Executive Resource Management website](#) was launched in December 2009 and is available to all NSF executives. This website provides key information on executives' specific role in each of the following areas: people management, financial management, NSF fundamentals, partnership management, and resources and services. During FY 2010, we will also provide key information to executives on their responsibilities in the area of program management. The director and deputy director provide a written welcome to all new executives on the website and clearly outline their expectations for success. We vetted the executive resource website with 36 executives and subject matter experts and asked for their comments. Results from that feedback established that 100 percent of reviewers agreed that it contained the right content, 95 percent said it would be a useful resource for executives, and 78 percent stated that they would have used the resource if it had been available to them when they entered on duty.

In 2010, NSF will pilot the first phase of a leadership development curriculum on leadership and problem solving skills. Leadership is an essential key to long-term success. Over time, this leadership curriculum will be expanded to a number of other important topics. While the leadership curriculum will be piloted with executives, it will also be rolled out in the future to supervisors, managers, team and project leaders, and individuals with leadership potential.

A mandatory executive training program is currently being vetted within NSF. This management curriculum will be introduced to both new and existing executives in FY 2010 and will primarily focus on the people management responsibilities of executives. Other new initiatives under the [New Executive Transition Program](#) include the development of a knowledge transfer tool to provide exiting executives the opportunity to share key organizational information with the incoming executive, creation of an organizational advisor for new executives, and the option for a new executive to obtain a coach to develop and refine their skills.

Executive Resources



SharePoint: Collaborating Has Never Been Easier!

Collaboration is a common element in the way that NSF staff does their work - from panels to working groups, and now online with SharePoint, NSF staff are constantly on the lookout for new, streamlined ways to connect and work. The NSF SharePoint Collaboration Portal gives staff the ability to instantly access and securely share information and work together anytime, anywhere.

SharePoint offers a customizable suite of tools that can be tailored to NSF staff needs and is used to create workspaces where they can manage and collaborate on documents, share information, track action items, and stay connected online.

SharePoint is routinely used by NSF managing bodies and working groups to maintain a central and easily accessible workspace. The executive-level Senior Management Advisory Round Table (SMaRT) uses SharePoint to make meetings more efficient by providing a single location to manage meeting related documents and materials, as well as ensure that NSF's senior leadership have quick and easy access to the materials that they need to stay up-to-date on key NSF activities. Although this busy group of senior managers are often out of the office on travel or unable to attend meetings due to scheduling conflicts, through SharePoint they can now easily access meeting materials electronically from the office, home, or while on the road. Using SharePoint to manage meeting materials has limited the need for unnecessary paper copies of materials and made it easier for SMaRT members to remotely access materials.

SharePoint technology is also being leveraged to evolve, streamline and automate NSF business processes. In January 2009, NSF's Office of General Counsel (OGC) launched e-Filing, a SharePoint powered system designed to update the formerly paper-based Federal Financial Disclosure reporting process. During the 2009 reporting period, over 1000 employees used the new system to electronically file their Financial Disclosure reports on time and with the click of a button! This new capability reduced the NSF's use of paper and significantly reduced the amount of time OGC staff spent on administrative tasks related to the filing process.

In 2010, NSF will continue to expand its electronic business offerings on SharePoint.

BFA plans to introduce a collaborative workspace designed to automate and manage the process of developing, reviewing, and approving NSF Memoranda of Understanding (MOU). SharePoint's MOU solution will provide staff with easy access to BFA's tools and templates for creating MOUs, a space to work together when drafting an MOU, and the capability to browse and search a consolidated electronic library of MOUs. BFA also anticipates that automating the MOU approval process will reduce the amount of time it takes for an MOU to be reviewed and approved.

Additionally, the Office of the Director (OD) is sponsoring an effort to move NSF-wide correspondence tracking process into SharePoint. This move is intended to provide staff with modern tools to administer and track agency correspondence, as well as relieve the administrative burden of managing the multiple correspondence tracking systems currently used in all offices of NSF.

The SharePoint initiative is guided by an NSF-wide user group. The SharePoint User Group is an open forum in which NSF staff can learn about SharePoint, share best practices, and identify new opportunities where SharePoint can be leveraged to benefit NSF staff. User group participation is growing, with representation from almost all offices and directorates. For more information, visit the [SharePoint User Group SharePoint site](#).



Meetings in a Virtual World

In FY 2009, NSF's Division of Administrative Services (DAS) researched ways to deliver reliable desktop computing to on-site meeting attendees after decommissioning the e-Business meeting rooms in Stafford 1 and Stafford 2. The best solution was **Virtual Desktop** computing. In order to determine whether the technology would work for NSF, DAS ran a pilot with some real panels and panelists. The pilot used the virtual desktop model of diskless workstations which minimize the maintenance, upgrade and security needs that conventional PCs require. The diskless workstations have no moving parts and connect to "virtual" computer sessions that are hosted in the NSF data center.

Virtual Desktop Computing Considerations	
<p>Security</p> <ul style="list-style-type: none"> - No institutional value of the virtual machine since data cannot be locally stored; - Central and granular control by NSF of the user experience; - More adaptable environment to future direction of NSF requirements; and - Easier enforcement of compliance with organization policies. 	<p>Cost</p> <ul style="list-style-type: none"> - Virtual machines are much less expensive than full PCs; - Much longer equipment lifetime - in some cases, a quoted lifespan of 20 years; and - Less power consumption, which is in line with the NSF "Got Green" initiatives
<p>Maintenance</p> <ul style="list-style-type: none"> - No required imaging; - Senior level patch management and expansion; - Faster workstation replacement process if a desktop unit fails; and - Better recovery from short-term power outages. 	<p>Usability</p> <ul style="list-style-type: none"> - Similar user experience to that of a regular desktop.

The pilot was conducted during the month of July with two CISE/Computer of Network Services (CNS) panels as our sponsors. Survey results at the conclusion of each panel reflected positively for the technology. In light of the positive feedback from the pilot, DAS purchased 100 virtual computers and is collaborating with Division of Information Services (DIS) to deploy the solution with an anticipated use in the spring of 2010.



feds feed families: **NSF Hits a Home Run**

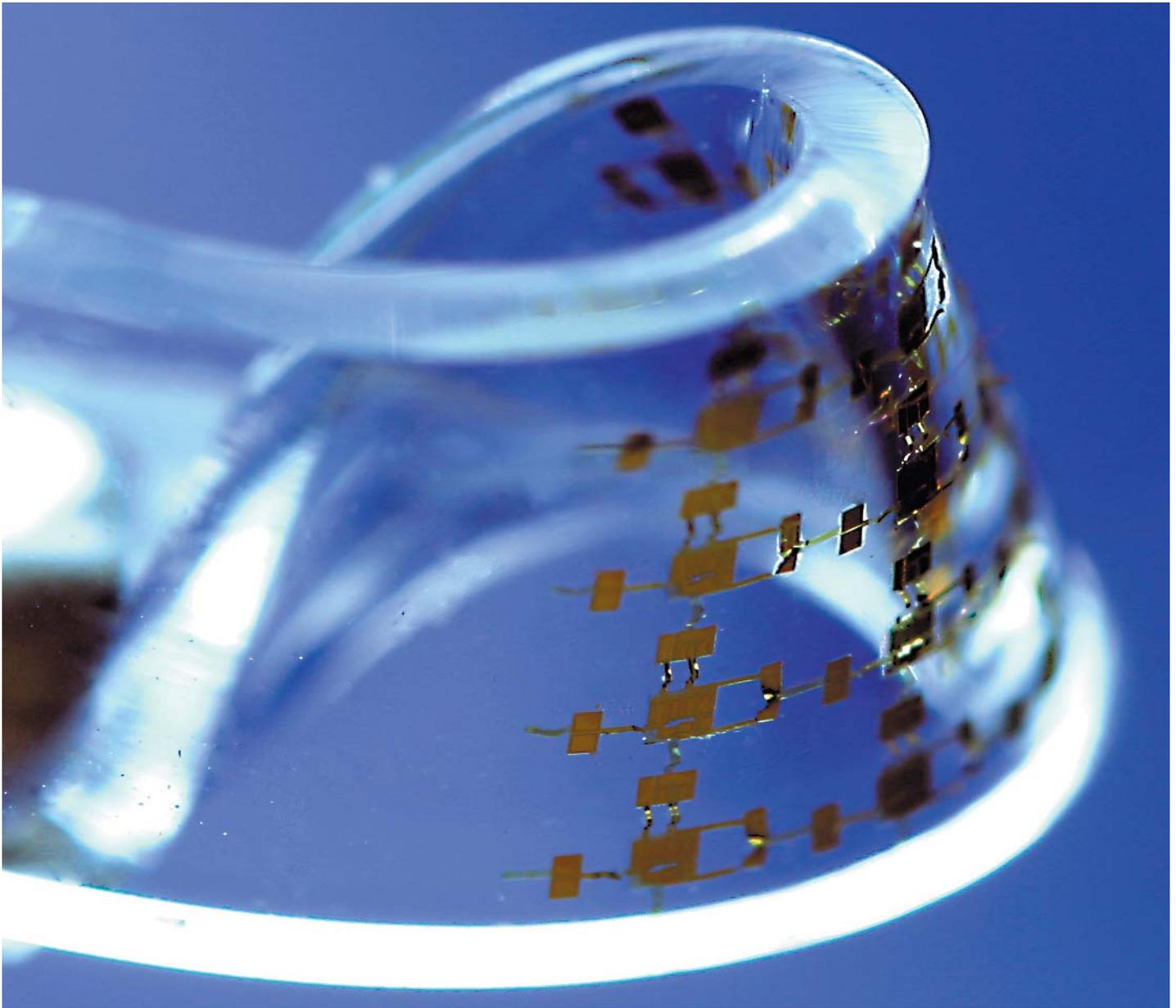
Continuing NSF staff's commitment to helping others in need, agency employees and contractors once again showed their generosity with their active involvement in this summer's government-wide **Feds Feed Families**

initiative. During the 3-month drive, from June through August, we collected 7,373 pounds of food. This averaged out to giving at the rate of 4.75 pounds per employee – well above OPM's estimated giving rate of 3 pounds per federal employee in the DC metropolitan area. Overall, DC metropolitan area federal agencies donated a total of 369,265 pounds of food and health items.

Each and every staff member can take credit for this success. But particularly noteworthy are the numerous, dedicated volunteers from every directorate and office at NSF, as well as the Office of Inspector General and the National Science Board, who provided their time and their ideas in support of this worthy cause. Additionally, recognition must be given to AFGE Local 3403, the NSF Employee Association, NSF Child Development Center, and the NSF Federal Credit Union for their endorsement and participation. Finally, our overall success would not have been achievable without the efforts expended by DAS shipping and receiving staff members to pick up donations, pack them and palletize them for delivery to the Capital Area Food Bank.

Directorates and offices displayed their creativity throughout the campaign. To promote giving, the Social Behavioral Economics (SBE) directorate established a theme per week focusing on specific needs identified by the Capital Area Food Bank and provided refreshments to those who gave. MPS offered homemade smoothies on several days to anyone who brought in a donation. HRM ran a contest among its branches promising a pizza party to the unit that donated the highest "items per employee" CISE sponsored a "Back to School" donation drive during August. OIRM hosted an event in the atrium tying an agency-wide introduction to the New Employee Welcome video with an opportunity to give.

The Office of Personnel Management and the Administration have indicated that they will be sponsoring other charitable drives in the future. We are sure that NSF, as always, will stand tall in these endeavors.



Dedicated to Excellence

Continually improving our ability to identify opportunities; investing optimally the resources entrusted to us; managing a diverse, capable, motivating organization; rewarding accomplishment; and sharing our best insights with others.

Advisory Committee for GPRA Performance Assessment

The Advisory Committee for the Government Performance and Results Act (GPRA) Performance Assessment (AC/GPA) met on June 18 to 19, 2009 to evaluate NSF's performance under the three long-term outcome goals in the NSF Strategic Plan, Fiscal Year 2006 to 2011: Discovery, Learning, and Research Infrastructure. In this review, the committee had access to more than 1,700 program highlights provided by program staff that focused on results reported during the past year. After this qualitative review, the committee determined that NSF had demonstrated "significant achievement" for the three goals. This finding will be reported in NSF's annual performance report for FY 2009, which is incorporated into the FY 2011 Budget Request to Congress.

In addition, this year the committee focused on ways in which NSF might demonstrate longer-term achievement of its strategic goals. The committee examined alternative approaches to assessment and other kinds of evidence, including how to draw out substantive themes as well as patterns across highlights. Committee members worked with program directors in the Engineering (ENG) and Computer & Information Science and Engineering (CISE) directorates to prepare case studies of internal evaluation efforts that take a more comprehensive look at the value of specific NSF programs. The committee's report notes that by "exploring these more holistic ways to take a longer and deeper view of NSF's performance, our ultimate goal was to make recommendations that will lead to a richer understanding of the inherent value of NSF's investments in science and the nation."

Consequently, the committee offered the following recommendations, which represent a significant shift from the current practice of primarily relying on annual program highlights for performance evaluation:

1. Consider an assessment framework that uses multiple measures and methods, applied over various time frames. Use both quantitative and qualitative evidence, including highlights.
2. Emphasize the dynamic relationships among strategic goals and outcomes.
3. Use performance assessment as an opportunity and means to document the strategic value of NSF's science investments to the nation and the public.
4. Engage the scientific community as a partner in performance assessment.
5. Build assessment into the organizational and programmatic infrastructure of NSF.

NSF will develop an implementation plan for these recommendations. For more information, take a look at the committee's [2009 report](#).

Financial and Award Management Training Well-Received

BFA presented its second annual session of training for the NSF administrative staff. The training was provided in three separate sessions spanning Jan 2009 to May 2009. The training sessions covered the Simplified Acquisition Process, Review of the Financial Accounting System (FAS), Procedures for Approving Invoices, Procedures for Reviewing Travel, Grants Policy Document Briefing, and Procedures for Processing Incoming Interagency Agreements.

The training sessions have been well received, and we will continue to offer training to the administrative staff on the various financial and award management procedures. BFA encourages all administrative staff to take advantage of these very productive training sessions. Offerings for the next training series will be available in early 2010. [Documents](#) from all previously held training sessions can be found on Inside NSF.



NSF Wins Big! 2009 NAGC Awards

On April 29, 2009, the **National Association of Government Communicators (NAGC)** announced its 2009 winners of the Blue Pencil & Gold Screen Awards Competition. The competition salutes superior communications efforts of government agencies and recognizes the people that create them.

More than 575 entries in 49 categories were received and judged by a prestigious panel of experts and merited a total of 169 prizes. Sixty-nine federal, state and local government agencies submitted entries. This was the first year where international entries were accepted and three submissions from Canada won awards.

Award winners were honored at a banquet held in conjunction with the 2009 NAGC Communication School in Orlando, Fla. "The quality of submissions this year was absolutely amazing," stated Maria VanderKolk, NAGC competitions chair.

NSF won big! NSF's winning communications products are highlighted throughout the 2009 NSF Report to Employees.

Business Operations Receives High Marks

The annual Customer Satisfaction survey that solicits feedback from NSF staff on the quality and timeliness of administrative services and applications was completed in early 2009. This marks the fifth such survey, and the second for which both the Office of Information and Resource Management (OIRM) and Office of Budget, Finance and Award Management (BFA) services were collectively assessed.

OIRM: Results of the survey indicated that the quality and timeliness of OIRM Services improved significantly over the past year both from an overall standpoint as well as from the specific demographic data that is collected.

Specifically,

1. Of the 35 OIRM services that were assessed, 30 received higher ratings than the previous year, with the most significant improvements occurring in FedTraveler (+19 percent), executive recruitment (+10 percent), help desk responsiveness (+10 percent) and staff support on travel related issues (+10 percent).
2. Eight of the 12 directorates and staff offices that participated in the survey rated OIRM services more favorably than last year. Most significant improvements were reported from the staff of the directorates for Biological Sciences (BIO) (+ 20 percent), Social Behavioral Economics (SBE) (+15 percent) and Math and the Physical Science (MPS) (+12 percent).
3. All four major job families (i.e., executives, program officers, managers and non-managers) and each of the 5 experience levels (i.e., years working at NSF) indicated that OIRM services had improved.

While these results are encouraging, we recognize that improvements must continually be made to facilitate the work of NSF. Benchmark data that has been accumulated over the years help identify those administrative areas and applications in which additional emphasis and enhancements are needed. Examples include FedTraveler, the quality and quantity of academy course offerings and the efficiency of workforce staffing and recruitment. Aggregate as well as individual results from the five surveys is available in the SharePoint [Survey folder](#).

BFA: Results of the survey indicated that the quality and timeliness of services and communications for BFA overall improved over that reported for the previous year.

1. For communications, the overall score increased from 3.54 to 3.72 (+5 percent), with ratings for the five BFA divisions (Budget, Financial Management [DFM], Grants & Agreements [DGA], Acquisition and Cooperative Support [DACs], Institution and Award Support [DIAS] ranging from 3.6 to 3.8; for services, the score increased from 3.66 to 3.79 (+4 percent), with division ratings ranging from 3.6 to 3.9. Relative scores remained consistent across program directorates – those for communications ranged from 3.47 [SBE] to 4.12 [ENG]; for services, from 3.44 [SBE] to 4.06 [ENG].
2. Across major functions, approximately 75 percent of respondents were satisfied with grants and cooperative agreements processing by DGA, as well as travel voucher, panel, and credit card payments by DFM. Greatest improvements in satisfaction were reported for contracts and acquisitions [DACs], as well as policies and procedures, and clearance [DIAS].

Survey responses validate known issues and identify areas for improvement allowing resources to be focused on areas where program needs are not being met. Over the past two years, concerns over timeliness and need to track clearance status have led to an assessment of time taken for documents to pass through program offices and BFA, as well as a system to facilitate development and tracking of Memoranda of Understanding (MOUs). Also, this past year, BFA consolidated processing of most cooperative agreements within DGA to eliminate confusion by shared responsibility with DACs, and increased the number of town hall meetings to more broadly explain changes in policies and procedures to NSF program staff. [BFA's survey results](#) are available on Inside NSF.



Hiring, Employee Satisfaction and Wellness

In a June 2009 memo, the director of the U.S. Office of Personnel Management (OPM), in collaboration with the U.S. Office of Management and Budget (OMB), directed federal departments and agencies to address two areas: 1) hiring practices and 2) employee satisfaction and wellness.

With respect to hiring practices, agencies were requested to develop a team charged to complete the following:

- 1) Map current hiring processes using OPM's End-to-End Hiring process as the guide and its Hiring Toolkit Diagnostic Model. The Team is also to identify barriers the agency is encountering in meeting government-wide hiring process standards.
- 2) Develop and use streamlined and plain language job opportunity announcements for the top ten occupations within each agency.

Agencies were required to provide OPM and OMB an update status reports by September 30, 2009 and by December 15, 2009 provide their final process mapping results with action plan to address barriers. The revised job announcements have been in use since December 15, 2009.

In response to this request, NSF established and charged a team comprised of Anthony Arnolie, Carter Kimsey, Deborah Lockhart, Mary Lou Maher, Michael Reischman (chair), Phil Taylor, Karen Tiplady, and Mark Weiss. The team provided the required update report by September 30 and is continuing its work into FY 2010.

With respect to employee satisfaction and wellness, agencies were given the following directives:

- 1) Improve Employee Satisfaction. Conduct an analysis of the agency responses on the 2008 Federal Human Capital Survey (FHCS), and based on this analysis and input from employees, create an action plan including improvement targets to increase employee satisfaction. Submit the analysis and action plan to OPM and OMB required by September 14, 2009.
- 2) Improve Employee Wellness. Develop an inventory of current wellness activities, cafeteria and fitness facilities, and health clinics. Submit improvement targets and action plans to improve employee wellness to OPM and OMB by September 14, 2009.

NSF established and charged a Working Group on Employee Satisfaction and Wellness comprised of Bruce Carpel, Lynn Preston, Victor Santiago, Beverly Sherman, Mark Suskin, Joanne Tornow, and Michael Van Woert (Chair). The Working Group completed its charge and the reports were submitted as requested to OPM and OMB. The implementation of the action plans is underway in FY 2010.

Workforce Management Initiatives at NSF

In June 2009, OMB directed federal agencies to improve employee satisfaction and wellness (see previous article). NSF subsequently established and charged a working group to address these issues. In addition, the NSF director announced to the National Science Board (NSB) that the foundation has established the goal of being a model federal agency for human capital management. To achieve this goal, the following Working Group recommendations will begin implementation in FY 2010.

Improving Employee Satisfaction

NSF analyzed results from the FHCS taken in 2006 and 2008. [See article on "[Why NSF is a Best Place to Work](#)"].

Three areas were identified and require action:

1. **Performance Management:** Survey scores indicate concerns that poor performance is not effectively dealt with, superior performance is not sufficiently recognized, and there are perceived inequities in consequences for poor performance and misconduct; as well as the awarding of promotions, pay raises and bonuses.

2. **Opportunity for Upward Mobility:** Although this concern is expressed across all staff levels, greater concern exists at administrative staff levels. Concerns in this area could have a direct impact on NSF employee retention.
3. **Equal Employment Opportunity (EEO) and Diversity:** NSF must continue to ensure an environment free of sexual harassment, retaliation and other critical EEO areas. When they do occur, grievances and complaints must be resolved quickly and fairly.

These items will be addressed by focusing attention on three key areas:

1. **Improve Communication at All Levels.** NSF will continue to improve communication between senior leadership and staff at all levels. Communication mechanisms will include focus groups, all-hands meetings and opportunities for anonymous feedback directly to the Office of the Director. Emphasis will be placed on transparent reporting of important policy changes and addressing staff concerns. The NSF director and deputy director already meet regularly with the inspector general and union representatives to understand and address their concerns. These meetings will be conducted at least quarterly with a commitment to meet more frequently should the need arise.
2. **Update and Strengthen NSF Policies.** The NSF director will task a group to review and update NSF's human resource management policies, and identify mechanisms to help ensure employee awareness of them. The group will pay particular attention to updating and clarifying: 1) NSF hiring practices, using OPM directives as guides and 2) policies related to on-the-job behavior of NSF's employees and contractors, including consequences for misconduct. The review and update of these policies is to be completed by May 2010.
3. **Commit to Excellence in Government Management.** To elevate NSF's focus on excellence in management, at least once a month the meeting of the Senior Management Roundtable (SMaRT) will address agency-wide management challenges. Actions will include:
 - Training for managers in human resource management and equal employment opportunity issues;
 - Establishing clear expectations for managerial "rotators" in fulfilling their responsibilities and for managers, as well as training to help ensure effectiveness; and
 - Asking supervisors to participate annually in a 360-degree review Metrics, including those related to areas of improvement identified in the FHCS questions, which will be in each supervisor's performance plan to inform their performance reviews and provide accountability.

NSF will complete the steps established by the U.S. Equal Opportunity Commission to be considered a Model EEO Agency.

Improving Employee Wellness

NSF already has an extensive wellness program; however, the following have been identified as actions NSF will take in its continuing efforts to improve employee wellness:

1. **Promote Use of NSF Employee Wellness Opportunities:** Currently, NSF has a health clinic, gym and a number of wellness program offerings throughout the year. Leadership and encouragement is needed to promote increased employee participation in these programs. The OD will lead in these efforts, reinforced throughout NSF by our managers and supervisors.
2. **Refine the NSF Employee Wellness Program:** NSF will work with the Federal Executive Institute (FEI) to help ensure that the agency has an exemplary wellness program that will serve as a model for other agencies. The FEI experience and expertise in promoting wellness as part of their training for federal leadership will inform NSF's review of its programs.
3. **Develop Wellness Preparedness Activities:** NSF has a well-staffed health clinic during the core working hours, but many employees work beyond those hours. Automated External Defibrillators (AEDs) will be installed to provide adequate availability in the building. NSF has a small cadre of Fire and Emergency Response Team (FERT) volunteers. The training for these volunteers will be provided more frequently and have the rigor necessary to properly prepare staff to deal with an emergency. Employees will be asked to participate in FERT, Cardiopulmonary Resuscitation (CPR)/Automated external defibrillators (AED) and first aid training.

Human Capital Management Remains a Priority

Administrative Functions Model

The Administrative Functions Study Management Pilot that tested the two administrative management positions in the new Administrative Functions Model (AFM) was completed at the end of September 2008. The AFM Board, comprised of management officials from each of the directorates that participated in the pilot (i.e. BIO, ENG, GEO and MPS) along with management officials from SBE and OIRM, reviewed the findings from the pilot and concluded that the tested positions were viable and could improve the efficiency and effectiveness of administrative work within the science and engineering directorates at the foundation. The AFM Board recommended making the tested positions permanent within the participating directorates and transitioning the remainder of the administrative staff working in those directorates to the positions in the AFM job model. The NSF OD concurred with the findings and recommendations of the AFM Board and a memorandum outlining the Board's findings and the OD's concurrence was issued. Employee information sessions and briefings to various stakeholder groups informed NSF employees of the intention to transition to the AFM job model in BIO, ENG, GEO and MPS. The AFS Management Pilot Summary Report was finalized in early 2009 and may be found on the [AFM website](#).

The AFM Board and AFM project team have prepared for the transition of staff to the positions in the AFM job model by developing competency models for each of the AFM positions, learning maps to identify the types of training that will be important to staff working in AFM positions, and potential career paths for employees working within the job model. The board and project team have also identified the near term objectives for transitioning to the new AFM model and the long term benefits of the model. Additionally, the board and project team have developed a potential plan for transitioning NSF administrative staff to the positions in the AFM job model. Those transition plans are the subject of current negotiations with the union and while the AFM board and project team continue to pursue an agreement with the union regarding the transition to the AFM positions, communications about the ongoing efforts of stakeholder groups as well as the anticipated benefits of new job model continue to be shared with NSF management and staff via the AFM website, the AFM Press quarterly newsletter, employee information sessions, and brown-bag lunches to answer employee questions about the effort.

Keeping Our Edge (KOE):

The BFA Human Capital Strategic Plan, FY 2009-2014

[Keeping Our Edge](#) is the five year strategic plan for BFA. It provides a policy framework and lays the foundation for developing annual implementation plans that address important and emerging challenges and opportunities. BFA's strategic plan is based on the NSF Strategic Plan, Investing in America's Future, and adheres to NSF's mission, core values, vision, and strategic outcome goals. The KOE document is the first step in what will be an ongoing strategic planning process around the issue of human capital planning, development and management. The process will continue with implementation planning that will consider NSF's changing enterprise, a myriad of external factors, recruitment, retention and succession planning.

Team to Invigorate Marketing & Outreach (TIMO)



During this fiscal year, the NSF Human Resource Management (HRM) Division conceptualized and chartered a group to invigorate the foundation's marketing and outreach program. Executive level champions for the team included the director and deputy director of HRM and the director of the Office of Equal Opportunity Programs (OEOP). Primary objectives were the following: 1) determine recruitment strategies to address agency-wide staffing needs and diversity goals, 2) research and evaluate a broad range of marketing, outreach, branding and advertising approaches and tools, 3) develop and recommend implementation of new materials and approaches, and 4) evaluate and make recommendations to management. After an evaluation of annual reports and current processes, the group began working in the following four theme areas: 1. Internal Marketing; 2. External Marketing; 3. Partnerships & Integrated Efforts; and 4. Innovation

Internal Marketing Activities:

This theme area includes products and activities to be utilized with current staff operating under the theory that all NSF employees are potential recruiters. We developed a "Best Places to Work" business card and have included it in NSF business card holders with our career's website prominently displayed. All of OIRM staff members have been challenged to be NSF recruiters! TIMO members have conceptualized a "Rotator Ambassador Program" where we can leverage the enthusiasm of current and former rotators to serve as ambassadors and potential recruiters upon return to their home institution or to their next assignment. We conducted 24 quick chats with program staff to vet the idea, and the enthusiasm around the initiative has been high. A mock up folder was developed showing prototype marketing cards. We plan to include testimonies from rotators, information on where are they now, as well as other products to be developed. Current and former rotators will be able to provide input as this initiative develops.

External Marketing Activities:

External marketing is broad based and includes many possible venues. These products and services are directed outside NSF. Some examples of an updated advertising initiative are as follows: Hispanic Career World, Minority Engineer, Equal Opportunity, Workforce Diversity for Engineering and IT Professionals, Woman's Magazine, and Winds of Change. Each magazine featured a half-page full color advertisement. During FY 2009, TIMO members actively recruited at a total of 33 events in support of our outreach goals. Some examples of this outreach include the Virginia Department of Rehabilitative Services, the Virginia Employment Commission Job Fair, Marine Corps Career Fairs at Henderson Hall and Quantico, National Society of Hispanic Professionals, Washington Internship for Native Students (WINS) Professional Development Day (PDD), and the Federal Hispanic Career Advancement Summit.

Partnerships and Integrated Efforts:

Our partnerships and integrated efforts have been with both internal and external groups. TIMO members established a partnership with the Mid-Atlantic Hispanic Chamber of Commerce (MAHCoC) in order to reach out to this under-represented group. We participated in several events with the Hispanic community as a result of this partnership. The poster celebrates this alliance. In collaboration with OIA, we developed a student brochure, which was debuted at the Washington Internship for Native Students Professional Development Day at American University. The brochure illustrated original Native American art acquired from the NSF program officer for Tribal Colleges and Universities Program (TCUP).

Innovation:

This theme area includes our work to develop new products and services. In cooperation with the Office of Legislative and Public Affairs (OLPA), we have a new recruitment video, which is available not only on [our website](#) but also on compact disc and shown at recruiting events. In September, the TIMO members hosted a Fair for HRM staff members to learn more about TIMO activities and to solicit input. Some of their ideas included the following: "Discovery" playing cards based on annual highlights, drink cozy with glow-in-the-dark logo, light-up map or globe that shows funding sites, NSF flash drive, NSF dollars, interactive console of "what would you fund?"

We are very enthused about the TIMO's initiatives and results to date. If you have suggestions or would otherwise like to be involved, please contact [Nancy Roddy](#) at x4388.

New and Improved eJacket!

Award Recommendation Actions Made More Efficient

eJacket is now better than ever with the addition of the new “Program Officer (PO) Recommend/Division Director (DD) Concur” functionality. This new functionality makes it easier for staff as proposals can now be awarded entirely electronically in one system – staff no longer have to use multiple systems or signoff on paper! The new and improved eJacket also features a more intuitive and consistent look and feel across the award and non-award functions, making it easier for staff to navigate the system as they process awards and non-awards.



eJacket is a web-based capability that NSF staff uses to perform essential proposal and award processing business functions in a centralized and efficient manner. In the past, while NSF staff has been able to make award declinations in eJacket, they have had to use multiple systems and paper processes to make award recommendations. With the enhanced eJacket, program officers can recommend proposals for award, administrative and financial reviewers can complete their reviews, co-funding officials can sign-off, and division directors can concur. This makes for an all in one streamlined place.

The PO Recommend/DD Concur functionality was developed in close collaboration with NSF staff. A cross-directorate DD Concur Working Group led by an NSF program director formed and guided this effort. The Working Group played a key role in identifying exactly what users were looking for to help ensure this functionality met the needs of NSF staff.

The new and improved eJacket was released to the NSF in a phased beta this past Fall. Introducing the enhanced eJacket to NSF offices/directorates in phases gave users the opportunity to provide feedback, before releasing to all of NSF. DD Concur will continue to be expanded and enhanced based on feedback and input from program staff. If you have additional questions, please contact the DD Concur team at DDConcurTeam@nsf.gov.

Guiding NSF's IT

Foundation-wide Governance Bodies Established

NSF's IT Governance structure ensures that NSF's portfolio of information technology (IT) investments reflects NSF priorities and that NSF is delivering IT solutions and services that are modern, innovative and meet the needs of foundation staff and the research community. Agencies are required by law, OMB policy, and Government Accountability Office (GAO) guidance to have a senior executive-level body to review and approve major IT investments. This year, NSF established two foundation-wide IT governance bodies to oversee NSF's IT investments: the Executive IT Resources Board (ITRB) and the Capital Planning and Investment Control Working Group (CPIC) working group.

Chaired by NSF's chief information officer, the executive ITRB includes a subset of SMaRT members - assistant directors and office heads from across the foundation. The Executive ITRB provides guidance and oversight of NSF's major IT investments and ensures alignment of IT investments with NSF strategic goals and objectives.

The CPIC working group is responsible for reviewing NSF's IT investment portfolio and for making recommendations regarding NSF's IT investment to the Executive ITRB. The CPIC working group is co-chaired by a deputy assistant director (AD) and the director of the Division of Information Services (DIS). Membership consists of deputy ADs and executive officers from all of NSF's offices and directorates as well as other key management officials. This group along with the Executive ITRB is focused on guiding NSF's investment in IT solutions and services in support of NSF goals and priorities.

NSF's *Got Green?* Getting Greener!

NSF started a campaign to become a model environmentally friendly agency in June 2008. We have achieved this campaign goal and subsequently established an environmental sustainability and impact reduction program in the Division of Administrative Services (DAS), OIRM, while maintaining two volunteer-driven advisory groups on Conservation and Impact Reduction and Education and Office Projects. Some of the accomplishments for this year include . . .



Education:

- Held more than 25 environmental classes or lectures and Green Day and Earth Month educational events; and presented five significant external lectures;
- Surveyed NSF staff on environmental awareness and over 98 percent of respondents indicated increased environmental awareness due to the "Got Green" campaign;
- Coordinated for Leadership in Energy and Environmental and Design (LEED) certification and employee accreditation orientation to prepare staff to meet future NSF needs.

Energy Conservation:

- Reduced energy use by more than 3 percent; Installed energy efficient lighting in all common lights and piloted energy efficient overhead lighting on one full floor; created and implemented the "Use Fewer Bulbs Campaign," piloted LEED task lighting in preparation for a larger deployment;
- Converted all vending machines to Energy Star rated models; and purchased electronic equipment that earned **EPEAT** certification and enabled the Energy Star feature on capable equipment.

Water Conservation:

- Within the restrictions of leased office space, reduced estimated water use by 2 percent, through an educational campaign.

Recycling and Reuse:

- Implemented recycling programs for "single stream" materials, grocery bags, sensitive proposals/documents secure shredding, batteries, small electronics and 25 other items, which increased solid waste diversion by more than 25 percent at no additional disposal services cost;
- Held NSF's first "Reuse Yard Sale" to redistribute 12 cubic yards of supplies and equipment that would have ended up in the waste stream.

General Impact Reduction:

- Dramatically increased the purchase of goods made with recycled/postconsumer content;
- Science Fare Cafeteria made eight significant changes to align with NSF's green initiatives, such as, replacing polystyrene with biodegradables, switching to 'green' cleaners, and offering 100 percent recycled napkins; and
- Met all OMB guidelines and standards for environmental procurement and prepared for the requirements of a new set of OMB score cards that will apply to small agencies in 2010.

For more information about the Got Green campaign and the NSF environmental program, visit [Got Green](#) on Inside NSF.

OLPA Partnerships Increase NSF's Visibility

NSF's Office of Legislative and Public Affairs (OLPA) offers a variety of tools to promote the discoveries and innovations made by our nation's scientists and engineers.

NSF's STUDIO 8

Studio 8, NSF's production studio, based in the University of Illinois at Urbana-Champaign's National Center for Supercomputing Applications in Arlington, opened in April 2008. Studio 8 allows NSF staff to videotape interviews with NSF researchers around the country, and in fact, around the world. We now hold live virtual press briefings in order to deliver to reporters news of research findings to appear in *Nature*, *Proceedings of the National Academy of Sciences*, and *Science*, as well as other breaking science stories and background briefings to provide background and context to important science news.

In March 2009, NSF held a [telenews conference](#), to announce a nearly \$50 million partnership with the Bill & Melinda Gates Foundation to support innovative, solutions to critical agricultural challenges in developing countries. Each organization will provide \$24 million over five years to support a competitive awards program for science research projects that address drought, pests, disease and other serious problems facing small farmers and their families who rely on their crops for their food and income.

In May 2009, in the midst of the California wildfires, OLPA held a live media briefing featuring three NSF-funded researchers from around the country to promote a report addressing the role of fire in climate change.

Picking up on public interest in the newly released film "Angels and Demons," starring Tom Hanks, in May 2009, OLPA held a background briefing entitled, [The Science of CERN, No Laughing Anti-Matter](#) featuring CERN Director General Rolf Heuer, *The God Particle* author Leon Lederman, and Fermilab particle physicist Boris Keyser.



[SCIENCE NATION](#) is an online newsmagazine series that examines the breakthroughs and the possibilities for new discoveries about our planet, our universe and ourselves in two- and five-minute segments. Created for NSF by former senior science producers at CNN. Science Nation episodes are released on Mondays and are picked up by [Live Science](#), [U.S. News and World Report](#) and most recently, [WETA](#), a PBS affiliate. Episodes are also accessible as a video podcast on iTunes, on an iPod, iPhone or within iTunes. Either search the iTunes Store for "Science Na-

tion" or click here to [launch iTunes](#).

THE RESEARCH CHANNEL

NSF has partnered with the ResearchChannel to develop programs with science themes for national and international distribution via cable television, the Internet and other media. NSF transmits programming to the ResearchChannel. Founded in 1996, ResearchChannel links a growing global audience to the revolutionary developments, insights and discoveries of more than 60 contributing research and academic institutions. The NSF-ResearchChannel partnership's first co-production is "Frontier," a weekly, hour-long series with scientists and engineers discussing current research and key issues at the research frontier. In a recent episodes, Nobel Prize and NSB Public Service Award Winning Chemist Roald Hoffmann discusses his life work pursuing [Creativity in Chemistry](#); NSB Vannevar Bush Awardee Millie Dresselhaus of MIT [reviews her lifelong career in Physics](#); and NSF's Alan T. Waterman Awardee [David Charbonneau highlights his life's work searching for exoplanets](#).

DISCOVERY FILES

This series is composed of weekly 90-second radio news feature from NSF that airs nationally on about 1500 commercial radio stations. Each episode highlights a different NSF-funded research project and is usually based on a press release generated by NSF or the appropriate institution. Additionally, Discovery Files can be downloaded for free from radio stations Web sites and are featured on iTunes and other podcast sites, but ever-green.

LIVE SCIENCE

NSF provides content for a robust presence on the LiveScience.com Web site. LiveScience.com is widely read and distributed, with syndication partners that include Yahoo!News, MSNBC, and FOXNews. The content, generated by researchers or public information officers, includes *Research in Action*, an image-of-the-day posting; *Behind the Scenes*, a weekly feature story by or about individuals at the cutting edge of research; and *Science Lives*, brief profiles of researchers. Unlike press releases, the products are informal, target a wide range of readers in the general public (not reporters), and are not time sensitive.

U.S. NEWS & WORLD REPORT

NSF partners with U.S. News & World Report to provide rich content on a daily basis to the online publication. NSF provides articles, podcasts, slideshows, and video content.

DISCOVER MAGAZINE

NSF and Discover have co-hosted a series of interactive media events. Each event examines compelling issues in scientific research via live panel discussions with leading thinkers, extensive coverage in Discover magazine, online video and interactive features. These events provide an entertaining, provocative and speculative look at the critical ways science and technology intersect with society. In the spring of 2009, *Unlocking the Secrets and Powers of the Brain* intrigued an audience as leading minds in neuroscience discussed what we know about how our brains work and where the field is headed. Additional topics included a roundtable in Los Angeles about astronomy, and another roundtable on climate change held in San Francisco.

SCIENCE360 NEWS SERVICE

The daily Science360 News Service distributes science news gathered from wherever it happens to subscribers via e-mail. Every day read a breaking story and latest news; survey what is new in the journals and magazines and what the blogs are saying; see a picture or watch video programs and or listen to a variety of radio programs. It's a one-stop shop for breaking science news from research that is often, but not always, funded by the NSF. Science360 News Service is distributed to journalists and public information officers, and others who are interested in catching up on the latest science and engineering news. So **SUBSCRIBE** now; it is FREE and will arrive directly to your email box each day.

“The Science of . . .” Series Features Science in the Sports of Speed, Winter Olympics, and Golf

A series of video segments that use various sports to illustrate, illuminate and teach various scientific and technological principles. The segments will be used to foster a greater understanding and appreciation for the integral role science and technology play in every aspect of modern life, including sports. The series aims to enhance the viewers' experiences as active participants or simply passive viewers by revealing and making comprehensible – the mind-boggling array of scientific principles and technological applications at play in their favorite sport.

The Science of Speed episodes were written and hosted by Diandra Leslie-Pelecky based on the knowledge she gathered writing “The Physics of NASCAR: Science is just that much more interesting at 200 mph.” Viewers learn how science makes cars powerful, agile, fast and safe – and how these same principles affect their own cars. You can't win NASCAR races without getting the science right. NASCAR teams push science to its limits to eke out the tenths or hundredths of a second that separate the winner from the also rans. This video series uses the elements of NASCAR to show that a racecar really is a science experiment on wheels.

The Science of the Winter Olympics segments are being produced by the News Division of NBC Universal and narrated by Lester Holts. Each 3 to 5 minute segment explains and illustrates scientific principals using a specific winter sport of the Olympic Games. Each segment features NSF-funded scientists or engineers using science to illustrate the sport and one or more Olympic athletes interviewed during summer practice.

The Science of Golf segments will be produced in conjunction with the PGA Tour Productions. The series aims to enhance the viewers' experiences as active participants or simply passive viewers by revealing and making comprehensible the mind-boggling array of scientific principles and technological applications at play in the game of golf.

The White House Spotlights Scientists of All Ages

On October 7, 2009 President Obama at two separate ceremonies, honored scientists of all ages at the White House. NSF-funded researchers figured prominently in both celebrations. First, in the afternoon, President Obama presented the 2009 National Medals of Science and National Medals of Technology and Innovation. Awarded annually and each year administered for the White House by the NSF and specifically its Office of Integrative Activities (OIA), the National Medal of Science celebrated its 50th anniversary since being created by statute in 1959. The Medal recognizes individuals who have made outstanding contributions to science and engineering, based on their advanced knowledge in, and contributions to, the biological, behavioral/social and physical sciences, as well as chemistry, engineering, computing and mathematics. This year, the medal was awarded to **nine distinguished researchers**, of whom five were NSF funded.

Also awarded annually, the National Medal of Technology and Innovation is administered for the White House by the U.S. Department of Commerce's U.S. Patent and Trademark Office. For outstanding contributions to the promotion of technology, and for the improvement of the economic, environmental or social well-being of the United States, **four individuals and a company** received this year's National Medal of Technology and Innovation.

Later that evening, the President and First Lady hosted an Astronomy Night on the White House South Lawn to highlight STEM education and to increase awareness of the field of astronomy. Joining the President and 150 local middle-school students, were two high school students who have already made notable astronomical discoveries, (NSF-funded!) **stargazers Lucas Bolyard and Caroline Moore**. Bolyard, a West Virginia high school sophomore, discovered a new astronomical object – a strange type of neutron star called



a rotating radio transient. He made the discovery by analyzing data from the NSF-funded Robert C. Byrd Green Bank Radio Telescope. The project, called the Pulsar Search Collaboratory (PSC), is a joint project of the National Radio Astronomy Observatory (NRAO) and West Virginia University (WVU), funded by a grant from NSF. Moore, a New York high school student, last year made a mark on astronomy with the discovery of Supernova 2008ha. **Learn all about it!** Not only is she the youngest person to discover a supernova, but this particular supernova has been identified as a different type of stellar explosion. The event at the White House included more than 20 telescopes set up on the White House lawn focused on various objects. There were also interactive dome presentations and hands-on activities including scale models of the Solar System, impact cratering, and investigating meteorites and Moon rocks.



President Honors Outstanding Early-Career Scientists, including 20 scientists and engineers nominated by NSF

President Obama on July 13, 2009 named 100 beginning researchers as recipients of the Presidential Early Career Awards for Scientists and Engineers (PECASE), the highest honor bestowed by the United States government on young professionals in the early stages of their independent research careers. The recipient scientists and engineers will receive their awards this January at a White House ceremony.

PECASE embody the high priority the Administration places on producing outstanding scientists and engineers to advance the nation's goals and contribute to all sectors of the economy. Nine federal departments and agencies join together annually to nominate the most meritorious young scientists and engineers – researchers whose early accomplishments show the greatest promise for strengthening America's leadership in science and technology and contributing to the awarding agencies' missions. "These extraordinarily gifted young scientists and engineers represent the best in our country," President Obama said. "With their talent, creativity and dedication, I am confident that they will lead their fields in new breakthroughs and discoveries and help us use science and technology to lift up our nation and our world."

The awards, established by President Clinton in February 1996, are coordinated by the Office of Science and Technology Policy (OSTP) within the Executive Office of the President. Awardees are selected on the basis of two criteria: pursuit of innovative research at the frontiers of science and technology, and a commitment to community service as demonstrated through scientific leadership, public education or community outreach. Winning scientists and engineers receive up to a five-year research grant to further their study in support of critical government missions.

NSF & NSB Pay Tribute Three Top American Scientists and Public Service Awardees Honored

Many of the nation's top scientists, engineers and policy makers gathered in May 2009 for the annual awards dinner of NSF and the NSB to pay tribute to the achievements and public service contributions of three outstanding scientists, as well as a program designed to inspire and train future generations of scientists.

NSB Chairman Steven Beering presided over the evening. John Holdren, OSTP director and science advisor to the President, shared with the 250 member audience a letter from President Obama in which he sent warm greetings and identified the role of science as more important than ever before to help address the world's pressing challenges.

NSF Director Arden L. Bement, Jr. presented the highest honor conferred by the NSF, the **Alan T. Waterman Award**, to **David Charbonneau**, the Thomas D. Cabot Associate Professor of Astronomy at Harvard University. Bement called the 34-year-old Charbonneau "a youthful leader in a field of rapidly growing importance to astrophysics: the study of planets orbiting other stars-exoplanets." Bement paraphrased comments from Charbonneau's colleagues, one of whom "called Charbonneau 'the brightest light in this rapidly growing discipline'" and another noted that "achieving just one or two of his many breakthroughs would have listed Charbonneau at the forefront of his peers and deserving of this award." With hopefulness, Bement referenced Charbonneau's current NSF-funded research on transiting planets around dwarf stars, "David is only on the cusp of larger discoveries in his field. This research has the potential to jump-start yet another new field of research within astrophysics, possibly leading to stunning breakthroughs in astrobiology." In December 2009, Charbonneau and his team enjoyed **a major breakthrough**, the discovery of a new planet, a waterworld, transiting a nearby star. Competition for the annual Waterman Award is great—in addition to the honorary award, it comes with a significant financial award of \$500,000, as well. The selection competition is managed by the Office of Integrative Activities (OIA), drawing heavily on an external review board.

Next, Kathryn Sullivan, NSB's chairman of the Vannevar Bush Committee, presented Mildred Dresselhaus, Institute Professor at the Massachusetts Institute of Technology, with the NSB's **Vannevar Bush Award** for her outstanding "contribution toward the welfare of mankind and the nation." Dresselhaus was honored for her leadership through public service in science and engineering, her perseverance and advocacy in increasing opportunities for women in science, and for her extraordinary contributions in the field of condensed-matter physics and nanoscience. Shortly after earning her doctorate at a time in which women composed just 2 percent of doctorate holders, Dresselhaus became the first physicist to use materials like carbon and graphene, a decision for which she thanks her husband, Gene Dresselhaus, a fellow scientist and trusted adviser, as well as her desire to try something new. "I wanted to do something different. I didn't want to do what everyone else was doing," she revealed. She thanked NSF for funding the "research that no one else will fund, that sometimes enables the development of new fields of research."

Jo Anne Vasquez, chairman of NSB's Public Service Awards Committee, presented the two 2009 **Public Service Awards**, to an individual, and to an organization. Roald Hoffmann, professor emeritus at Cornell University, was recognized for his extensive, broad-reaching and diverse contributions to increasing public understanding of science and, more specifically, fostering appreciation of the relevance of chemistry to culture.

The **American Chemical Society's (ACS) Project SEED** (Summer Experiences for the Economically Disadvantaged) summer research program was spotlighted for meeting its two goals: fostering interest in science as a career and encouraging achievement in science, mathematics, and engineering among high school students from economically disadvantaged backgrounds. NSF and the NSB encourage nominations for its 2010 awards. Those interested in nominating for the Alan T. Waterman award should contact **Mayra N. Montrose** in OIA; those interested in nominating for any of the NSB Awards should contact **Jennifer L. Richards** in the NSB.

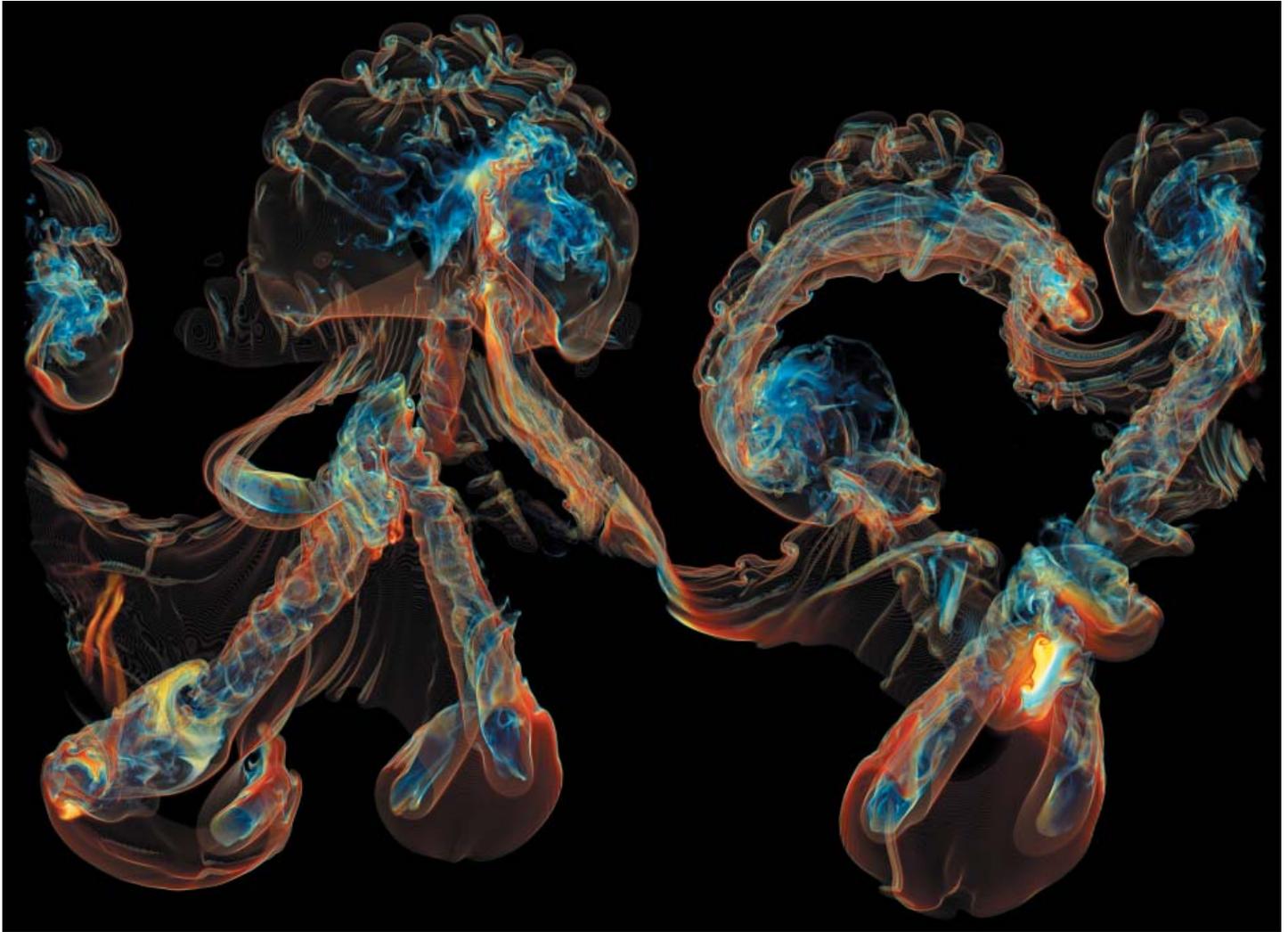


**2009 NAGC AWARD - SECOND PLACE
PUBLIC AFFAIRS OR EDUCATIONAL PROGRAM**
Scientist and Engineer Profiles



Contributors: Cliff Braverman, US Media Services

****NAGC recognizes the government's best in print, video, and multimedia presentations.****



Visionary

Imagining the future, working at the frontier, realizing the full potential of people, furthering promising ideas wherever and whenever they arise, and encouraging creativity and initiative.

The Next Five Years: NSF's Strategic Plan

NSF's priorities are guided by its strategic plan. The plan communicates to NSF staff and to the science and engineering community the path forward to achieving the foundation's mission: "to promote the progress of science; to advance the national health, prosperity, and welfare; to secure the national defense" (NSF Act of 1950). This mission remains as relevant to the nation today as it was 60 years ago.

The strategic plan, along with annual performance plans and annual program performance reports, comprise the key elements required of all agencies by the Government Performance and Results Act (GPRA). As required by GPRA, NSF's five year strategic plan must be updated every three years. A draft of the updated plan is due to the Office of Management and Budget (OMB) by early Spring 2010.

Senior Management Advisory Roundtable (SMaRT) established the Strategic Planning Working Group to develop the plan. Each NSF directorate or office, as represented by their deputies/executive officers, participates. Utilizing a web-based collection mechanism, the Working Group will request input in two phases from NSF staff, advisory committees, National Science Board (NSB), and the science and engineering community. The first phase will focus on the existing plan including how it might be improved. In addition, the Working Group will solicit comments on NSF's role in shaping the future of U.S. science and engineering. The second phase solicited comments on the new draft plan.

Achieving the Future through Transformative Research

NSF continues to promote and support innovation and potentially transformative research. Program officers are charged to seek out those proposals that have potential for high reward even though they may also be considered to have high risk. Program officers also impress upon reviewers their role in identifying such proposals to help inform program officer decisions. In addition, NSF has funding mechanisms especially designed to promote and fund potentially transformative research, including Early Concept Grants for Exploratory Research (EAGER), Creativity Extensions, and Accomplishment Based Renewals.

In Fiscal Year 2009, NSF experimented with the "Ideas Factory Sandpit." This approach was initially used in 2004 by the United Kingdom Engineering and Physical Sciences Research Council (EPSRC). In partnership with EPSRC, the NSF directorates of the Biological Sciences (BIO), Computer & Information Science and Engineering (CISE), Engineering (ENG), Math and the Physical Sciences (MPS), and Social Behavioral Economics (SBE) collaborated to conduct a workshop, called a Sandpit, on the topic of Synthetic Biology. Thirty participants (14 U.K. and 16 U.S.) were chosen to take part in the Sandpit, which was held for a week from March 30 to April 3, 2009. The Sandpit process had some unique features. Prior to the Sandpit, "mentors" were selected and recommended who should participate from approximately 170 applications received. The mentors also served as advisors during the Sandpit. An occupational psychologist was engaged to help identify Sandpit participants. The participants were selected based on their two page application to include a variety of disciplines, diverse backgrounds and personal attributes to promote a productive Sandpit.

During the Sandpit, participants identified grand challenges in Synthetic Biology research and then developed and refined innovative concepts for addressing those challenges. Ten project ideas emerged, and five were selected for funding. The DIAS Policy Office and the Office of General Counsel were consulted during the development of the Sandpit process to ensure that the Sandpit could be conducted effectively while managed with appropriate policies. It is anticipated that NSF will continue to pilot Sandpits in FY 2010, using guidance from the Policy Office and benefiting from the lessons learned from this initial Sandpit.

The NSF-wide program **Cyber-enabled Discovery and Innovation (CDI)**, which was initiated in FY 2008 and continued in FY 2009, is another experiment to promote potentially transformative research. In particular, all CDI awards are expected to propose: 1) innovative use of, or innovations in, computational thinking; 2) potentially transformative science and engineering research; and 3) bold, multidisciplinary research. CDI is developing practices that may be used in other programs to promote and review interdisciplinary and potentially transformative research.

NSF will continue its search for additional ways to promote and fund potentially transformative research. In fact, the NSF Budget Request for FY 2010 has \$2 million set aside in the budget of each research division (\$92 million NSF-wide) to explore methodologies that help support potentially transformative research.

National Science Board's Critical Role

The National Science Foundation Act of 1950, that created NSF, states that “The Foundation shall consist of a National Science Board ... and a Director.” Jointly the **NSB** and the director of the NSF pursue the goals and functions of NSF, including the duty to “recommend and encourage the pursuit of national policies for the promotion of research and education in science and engineering.” One might consider NSF a successful study of a government organization run by two leaders, a director and the NSB.

The NSB's role is twofold. It serves as an independent body of advisors to both the President and Congress on broad national policy issues related to science and engineering research and education. The NSB also provides oversight for, and establishes the policies of, NSF within the framework of applicable national policies set forth by the President and the Congress. Specifically, it identifies issues that are critical to NSF's future, approves NSF's strategic budget directions, approves annual budget submissions to OMB, approves new programs and major awards, analyzes NSF's budget to ensure progress and consistency along the strategic direction set for NSF, and ensures balance between initiatives and core programs.

The NSB has five public meetings a year, usually at the NSF headquarters. It also conducts studies and reports on a broad range of policy topics--including the biennial Science and Engineering Indicators, which will be delivered to the White House and Congress on January 15 (as dictated by statute) then rolled-out to the media and the public that day as well as during the annual meeting of the American Association for the Advancement of Science (AAAS) in San Diego in February of 2010.

The NSB publishes policy papers or statements on issues of importance to U.S. science and engineering. In 2009, most notably, it released a report on cost sharing, and another on sustainable energy. In addition, after a well-attended STEM education conference this summer at which U.S. Secretary of Education Arne Duncan spoke, plans are in the works to update a December 2007 STEM action plan.

The NSB also sponsors two national honorary awards: the Vannevar Bush Award, recognizing senior scientists for contributions in public service; and the NSB Public Service Award, highlighting contributions to increasing public understanding of science or engineering.

Every two years, the names of eight distinguished scientists nominated by the President to serve on the NSB are sent to the Senate for confirmation. Drawn from industry and universities, and representing a variety of science and engineering disciplines and geographic areas, these nominees are selected for their preeminence in research, education or public service. When confirmed by the Senate, they serve six-year terms.

In December of 2008, six nominees appointed by then-President Bush and confirmed by the Senate were sworn in to become official members of the NSB: Ray M. Bowen of Texas, France A. Córdoba of Indiana, Esin Gulari of South Carolina, G. P. “Bud” Peterson of Colorado, Douglas D. Randall of Missouri, and Diane L. Souvaine, of Massachusetts. Other members of the NSB are: Steven C. Beering (Chairman); Patricia D. Galloway (Vice Chairman), Mark R. Abbott, Dan E. Arvizu, Camilla P. Benbow, John T. Bruer, G. Wayne Clough, Kelvin K. Droegemeier, José-Marie Griffiths, Elizabeth Hoffman (consultant), Louis J. Lanzerotti, Alan I. Leshner, Arthur K. Reilly, Jon C. Strauss, Kathryn D. Sullivan, Thomas N. Taylor, Richard F. Thompson. As the director of NSF, Arden L. Bement, Jr. serves as an ex officio member of the NSB.



Setting the Nation's Priorities in Science

On August 4, 2009, OMB and the Office of Science and Technology Policy (OSTP) issued the annual Research and Development (R&D) priorities memorandum, titled "Science and Technology Priorities for the FY 2011 Budget" (M-09-27). This year's memo is three pages long and has two sections.

The first, headed "Prioritizing key science and technology activities," is content-focused. It directs agencies to address four practical challenges: promotion of energy technologies to mitigate climate change's impacts; application of information technology (IT) to improving health and health care costs; application of technology to protect national interests and improve national security; and targeting science and technology investments to drive job creation and economic growth and recovery.

This section names four cross-cutting national strengths to apply to these challenges: STEM education of children, the STEM workforce, and the public; information infrastructure; our capabilities in and understanding of space and the universe; and the productivity of our research universities and centers.

The second section of the memo is headed "General Science and Technology Program Guidance." This section is process-oriented. In general, agencies are asked to introduce goal-oriented evaluation and quantitative metrics to aid decision making, create IT tools to support assessment, and support transformational, high-risk high-reward research. NSF contributes to all of these areas through our support of basic research and education across all fields of science. NSF had already implemented many of these concepts in the formulation of its FY 2010 budget and plans to expand these efforts in its FY 2011 budget. The memo also encourages agencies to employ an open innovation model to foster private sector engagement, which NSF has experience with via its investment in small business research and its leveraging of industrial support of academic research.

NSF Recognized as an Innovator: Receives Two Government-wide Awards for Research.gov

NSF is proud to be recognized as a leader in the federal IT community for providing [Research.gov](#), a dynamic and innovative IT solution that has fostered intergovernmental collaboration and increased transparency into the federal grant making process, spotlighting the results of federally-funded research. In 2009, NSF was honored as a finalist by both the Excellence.gov and Intergovernmental Solutions Awards (ISA) for Research.gov. Each year, these awards celebrate projects that have demonstrated excellence in their use of IT in the government. Research.gov is one of only three initiatives honored by both programs this year.

This year, both awards recognized initiatives that exemplify efforts to increase transparency and encourage intergovernmental collaboration. NSF's recognition as a finalist for these prestigious awards highlights growing awareness of Research.gov as a bold new initiative to make research information and results, including information about NSF American Recovery and Reinvestment Act (ARRA) awards, more accessible to the public and as a program that increases the transparency of the federal grant-making process. These awards also applaud NSF for enabling collaboration across federal research agencies by leading a partnership of federal agencies to provide a menu of services tailored to the research community.

As a finalist for the ISA Awards, NSF was also invited to participate in and exhibit Research.gov at the 2009 Management of Change Conference held in Norfolk, Virginia. While there, NSF was recognized as a finalist for the 2009 award, and NSF representatives joined executives from the private and public sectors to share ideas, solutions and strategies on the application of IT in government. Research.gov has launched the following services for the NSF-user community:

- **Research Spending and Results:** Enables user to find NSF and NASA detailed grant award information in one place, including publication citations and award abstracts, and search for awards made by NSF under the ARRA;
- **Policy Library:** Provides federal agencies and the awardee community easy access to federal and agency-specific policies, guidelines, and procedures;
- **Research Headlines:** Allows public to view highlighted research activities from NSF, NASA, and United States Department of Agriculture (USDA) National Institute of Food and Agriculture (NIFA);
- **Grants Application Status:** Lets sponsored projects offices and principal investigators check the status of grant applications submitted to NSF, the Department of Defense /Army Research Office, and USDA/NIFA in one place, online; and
- **Federal Financial Report:** Enables institutions to complete and submit grant financial reports for NSF using the new government-wide standard form.

Research.gov Desktop! New Services Available for NSF Staff

Research.gov now offers services for NSF staff! Research.gov, an exciting NSF-led initiative that enables the research community to access streamlined grants management services and research information, will soon expand its services to offer tools and capabilities specifically to meet the needs of NSF staff through an innovative new staff desktop.



The new Research.gov Desktop will provide a common place for NSF staff to access the tools, applications, and services they need to help plan, review proposals, make and manage awards, and share results. The Desktop will also provide staff with quick and easy access to new and existing resources, so they can find the information needed to support their work. Additionally, the Desktop serves as a consolidated resource for new staff and rotators to learn more about each area of NSF's business process.

Initial new services available through the Research.gov Desktop include "Find Reviewers," which helps NSF staff find and qualify potential reviewers through a robust, easy-to-use search of internal and external data sources. The Desktop will also provide quick and easy access to the information staff needs, beginning with proposals submitted to NSF. The Research.gov Desktop was developed based on feedback from NSF program staff gathered during town hall meetings, working group meetings, interviews, and focus groups. It was initially launched as a limited release pilot to allow staff to try the Desktop and provide feedback to ensure it met user needs before releasing to the broader foundation. This is just the beginning. The Research.gov Desktop will be expanded over time to include new services and tools based on the needs of NSF staff, ultimately providing an intuitive, common portal of IT services supporting program needs.

NSF Leads with Next Generation Technologies

Have you ever imagined what life would be like if you could connect to government agencies as easily as you connect with friends on Facebook? That time is near. Technologies that you use at home to keep in touch with friends and family, such as Facebook and Twitter, are the very same Web 2.0 and social media tools NSF is using to engage with researchers, grantees, government officials, and the general public in an exciting new way.

NSF has always been recognized as a leader in the development and use of new technologies within the federal government. Once again we are leading the way by using social media to connect, educate and inform our stakeholders on a daily basis. Currently, over 3,000 people connect to NSF on Facebook, where they can read important news stories and network with other members of the science and research community. NSF has also established its own channel on YouTube, known as *VideoatNSF*, where subscribers can view videos about important scientific discoveries or see demos of our online grant systems, such as Research.gov. Additionally, NSF grantees can follow NSF activities using Twitter, where they can learn about events or get up-to-the-minute details on important application information.



In January 2009, President Obama issued a memo outlining his commitment to greater openness, transparency and participation across the federal government. One of the ways the new administration seeks to meet these goals is to encourage agencies to employ collaborative social media and Web 2.0 technologies to communicate with the public. In the past year, over 10,000 researchers, grantees, and public servants have connected with NSF through our social media outlets to stay informed of our activities and learn how our work is shaping the future of the nation.

Our current success with Web 2.0 is just the tip of the iceberg. To help further NSF's use of these tools, the Capital Planning and Investment Control Working Group has created the "Social Media and Web 2.0 Working Group", which is designed to provide guidance to NSF on how best to use these new tools. The goal of the working group is to coordinate social media and Web 2.0 activities within NSF as well as recommend policies, procedures, and strategies for implementing the use of these technologies across the foundation in the future.



**2009 NAGC AWARD - FIRST PLACE
INDIVIDUAL SPEECHWRITING**

*"The Criticality of Proof:
Not Just Words, But Bones"*

Remarks



Dr. Arden L. Bement, Jr.
 Director
 National Science Foundation
[Biography](#)

"The Criticality of Proof: Not Just Words, But Bones"
 University of Pennsylvania
 Museum of Archeology and Anthropology
 Philadelphia, Pennsylvania

Contributors: Peter West, Patricia Garfinkel

NAGC recognizes the government's best in print, video, and multimedia presentations.

Pilots and other activities are currently in development to expand NSF's social media presence through tools like blogs, wikis, Second Life, Flickr and LinkedIn. For example, the CISE directorate has been experimenting with Second Life since 2007, and purchased an "island" in mid-2008. They have carried out a number of activities including two panels, small meetings, and a class held entirely within this social medium.

Stay tuned and log on for more exciting developments as NSF joins the public conversation through Web 2.0.

iTRAK - Powering Excellence and Accountability

The Office of Budget, Finance and Awards Management (BFA) and Office of Information Resources Management (OIRM) have joined forces and begun planning for iTRAK, a strategic initiative to modernize the foundation's current financial management, property, and business capabilities. The iTRAK vision is to provide NSF with state-of-the-art financial and business management capabilities that facilitate stewardship of agency resources and are user-friendly for our staff.

Strong and flexible financial management is critical to NSF's continuous ability to ensure stewardship of resources and provide a solid foundation for grants management that is also undergoing modernization under Research.gov. Together, iTRAK and Research.gov will achieve a common goal of enhancing NSF's financial and grants management in support of its mission.

How will iTRAK benefit us?

- Programs and operations management - iTRAK aims to improve access to and availability of more detailed and timely financial information, increase data quality and integrity to support management decision-making, and enhance program management reporting of financial data.
- Financial and grant financial management - iTRAK attempts to increase automation of business processes, standardize and simplify these processes, and integrate data and processes. These improvements will benefit us by reducing manual workarounds in financial statement generation, general ledger reconciliation, period-end closing, grant expenditure reconciliation, and acquisition and property management.
- Operations support - iTRAK seeks to help us achieve greater control and compliance with reporting and government-wide regulations. It will also improve the integrity, transactional detail, and completeness and timeliness of recording Plant, Property & Equipment (PP&E) activities to address an audit deficiency. iTRAK stakeholders expressed their views through a questionnaire.

In June 2009, all BFA, OIRM, and Office of Polar Programs (OPP) front office employees received an iTRAK questionnaire to share their views and suggestions regarding the modernization effort.

More than half of the employees surveyed—217 people or 62 percent—responded. The responses demonstrated high interest in the modernization effort and its potential, and a desire to be better informed about and engaged with the effort. Employees surveyed also provided suggestions related to our current systems and processes which will be considered and included in the project and communications plans.

This was the first of many outreach efforts. In the near future, you will have the opportunity to get ongoing communications about iTRAK, participate in questionnaires, interviews, and workshops to share your ideas for the new solution.

The image shows a promotional graphic for the 2009 NAGC Award of Excellence. At the top left is the NAGC logo (National Association of Government Communicators). To the right, it says "2009 NAGC AWARD OF EXCELLENCE WEB SITE I" and includes a quote: "Archaeology from Reel to Real". Below this is a screenshot of a website titled "ARCHAEOLOGY FROM REEL TO REAL A SPECIAL REPORT". The website features a central image of a metal toolbox with a hat on top, set against a background of ancient ruins. A navigation menu on the left lists: HOME, Introduction, Teeth Yield Sites, Teaching Tool, Native Knowledge, Group Effort, Reconstructing an Ecosystem, Finding Lost Cities, Ancient Egypt in Transition, Southwest Disappearance, and Resources. At the bottom of the screenshot, it says "Text: Peter West | Photo: Alan Lapp".

Contributor: Peter West

NAGC recognizes the government's best in print, video, and multimedia presentations.

NSF and the America COMPETES Act

In August 2007, the America Creating Opportunities to Meaningfully Promote Excellence in Technology, Education and Science Act (ACA), P.L. 110-69, was signed into law. The objectives are to increase research investment; strengthen educational opportunities in science, technology, engineering, and mathematics from elementary through graduate school; and develop an innovation infrastructure throughout the United States.

For the past two years, NSF staff has worked to implement many of the requirements laid out in the ACA legislation. In updates to its policy and procedure documents, NSF has implemented the ACA mentoring provision (Section 7008), which requires proposals that support postdoctoral researchers to submit a one-page mentoring plan as a part of the NSF proposal. An additional ACA provision requires principal investigators of NSF-funded awards to submit a project outcomes report for the general public (Section 7010), which summarizes in lay terms the results of the NSF-funded research. These reports will be made publically available on Research.gov. NSF has also implemented the ACA Responsible Conduct of Research requirement (Section 7009), which requires proposals submitted to NSF to describe the institution's plan to provide appropriate training and oversight in the responsible and ethical conduct of research to undergraduates, graduate students, and postdoctoral researchers who will be supported by NSF to conduct research. NSF published its implementation plan for this requirement in the Federal Register.

Additional ACA legislative mandates will continue to be implemented through future updates to the NSF Proposal and Award Policies and Procedures Guide.

Future NSF: 2013 Lease Expiration

The [Future NSF Headquarters Project](#), established in September of 2008 under the Division of Administrative Services in OIRM, promised to be a fairly awesome challenge. Its charter is to manage the five-year process and planning for NSF's 2013 expiring leases in Stafford Place I and II and to help frame the vision for NSF's home for twenty years into the future. This complex and exciting initiative would be guaranteed to touch every facet of NSF life and ensure that the foundation had a sense of self-determination and involvement in the General Services Administration (GSA) process. The Future NSF project established its roots during FY 2009 with an orchestrated framework of strategic planning efforts, staff engagements, market research activities and business case planning.



The year's accomplishments revealed a strong emphasis to be placed on aligning NSF's future space goals and characteristics with the NSF Strategic Plan – for it to physically reflect and embody discovery, exploration, innovation and stewardship. We learned that employees are passionate about NSF, about issues concerning location, supporting visitors and meetings, amenities, security and ease of use of our space to meet the mission.

The Future NSF team successfully led these following studies during the FY 2009 year: All-Employee Online Survey, Staff and Executive Vision and Focus Groups, Building Evaluation Study, NSF mission-based Security Risk Assessment, Regional Market Analysis, Comprehensive Financial and Cost Analyses, Strategic Housing Plan, Design Concept Scenarios and Student "FutureStorm" Workshops. These efforts culminated in the development of a draft business case Prospectus for GSA to submit to the Administration, to Congress and to use as the basis for the competitive procurement of our new lease. The following guiding principles are incorporated into the NSF prospectus. It reads:

NSF requires a world class headquarters facility that reflects and promotes NSF as a place of discovery, a center for science and engineering collaboration, and an example of the U.S. government's commitment to technology advancement and the global environment. NSF's goal is to provide a seamless, convenient and flexible continuity of space for its employees, visitor population and mission, exemplifying the highest in federal standards and guidelines.

Conference Space and Science Fare Improvements Underway

FY 2009 included space improvement planning that has laid the groundwork for three significant space renovation projects: 1) third floor conference rooms, 2) NSB conference rooms, and 3) the Cyber Fare, formerly known as the Science Fare.

The Division of Administrative Services (DAS) is planning renovations to several of the 26 centrally managed conference rooms in order to improve their capabilities for projection, videoconferencing and the utilization of other meeting tools. These renovations include a major overhaul, complete with new and exciting technology changes to one of the large lecture rooms -- room 375. Once renovations are complete, room 375 will feature expanded seating capacity for up to 230 people, integrated equipment and the latest technology and enhanced audio with improved visual displays and lighting to fully support virtual panels and other collaborative meetings. Specific upgrades include:

- Enhanced lighting, projectors and visual displays to make it easier to see video- and web-conferencing presentations and webcasts in HD;
- Upgraded audio with over 30 wireless delegate microphones;
- Professional broadcast cameras and large display monitors to extend viewing to remote and onsite participants;
- Tandberg HD videoconferencing with a dedicated content server to record video/audio proceedings;
- Built-in audio conferencing system, court reporting stations, system access for media outlets, and captioning and assistive listening for participants with disabilities;
- Fully integrated equipment controls with remote access for technicians;
- Ability to broadcast (receive and transmit) proceedings through the HDTV broadband system; and
- Display at room entrance to preview and update scheduled events.

This upgrade will give us all the facilities necessary to carry NSF into the future and Future NSF. Staff also worked with NSB staff to develop plans for upgrading the audio-visual features and room layout for the NSB boardroom. These upgrades include state-of-the-art audio-visual technology and a new break-out conference room.

Lastly, NSF staff can look forward to enjoying the new, modern Cyber Fare café, formerly known as the Science Fare. This updated facility offers staff a more comfortable, collaborative and technology-oriented environment for informal work, socializing, meals and meetings. The Cyber Fare made its debut in January 2010.

NSF Brings the *Future of Learning* to Capitol Hill

On Wednesday, November 4th, NSF participated in a *Future of Learning* Education Technology showcase on Capitol Hill that was sponsored by the State Education Technology Directors Association (SETDA). NSF had 17 exhibits highlighting research on education technology from the CISE, Education and Human Resources (EHR) and the Engineering (ENG) directorates. The interactive exhibits ranged from shooting a T-shirt into the air with the host of the PBS show "Design Squad," interacting with robots, watching the impact of earthquakes with a shake table that stimulated earthquake activity, playing education computers games like WolfQuest, Virtual Astronaut, and CyGAMES, and interacting with a virtual peer tutor.

The showcase was a huge success with over 450 people in attendance. High profile participants included Senate Majority Leader Harry Reid, Senators Jeff Bingaman, Kay Hagan, Ted Kaufman and Patty Murray, as well as Representatives Peter Welch and Harry Teague. The showcase was a great opportunity for NSF to highlight its research on education technology to members of Congress, congressional staff, federal employees, educators, members of professional associations and the general public.





Broadly Inclusive

Seeking and accommodating contributions from all sources while reaching out especially to groups that have been underrepresented; serving scientists, engineers, educators, students and the public across the nation; and exploring every opportunity for partnerships, both nationally and internationally.

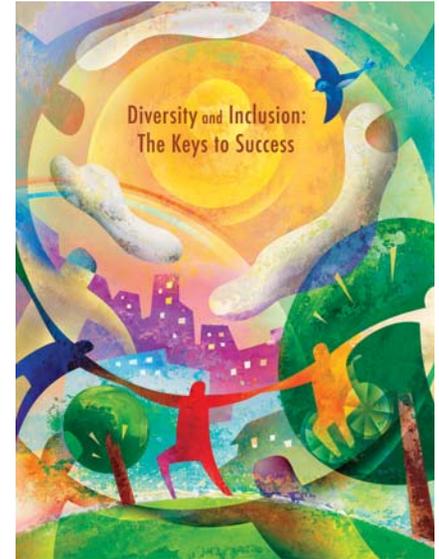
NSF Celebrates Its Diversity

The mission of the NSF's **Office of Equal Opportunity Programs (OEOP)** is to foster a diverse and inclusive work environment that ensures equal opportunity through policy development, workforce analysis, outreach, and education to best serve NSF's employees and stakeholders.

The OEOP supports its mission through the following goals:

1. Advancing NSF's efforts to be a model agency for equal employment opportunity (EEO), including fostering NSF's workforce diversity, eliminating barriers and deficiencies, and proactively addressing EEO concerns.
2. Engaging the NSF in proactive equal opportunity and diversity-inclusion initiatives and programs to enhance workplace productivity and efficiency.
3. Promoting accountability, education, and communication on diversity and inclusion matters with NSF employees, leaders, and stakeholders to facilitate outstanding service.

Diversity is celebrated at NSF through a number of programs and activities. NSF, through the OEOP, sponsors various annual public observances to further its policy on equal opportunity and diversity.



Federal executive orders by the president of the United States provide for the declaration of public observances, which include the following in 2010:

- Martin Luther King, Jr., Birthday Observance (January 18, 2010)
- National Black History Month (February)
- National Women's History Month (March)
- National Asian-Pacific American Month (May)
- Women's Equality Day (August 26, 2010)
- National Hispanic Heritage Month (September 15 to October 15, 2010)
- National Disability Awareness Month (October)
- National American Indian Heritage Month (November)

These observances involve a presentation to NSF staff followed by an opportunity for discussion, and are done in collaboration with one or more NSF directorate or office. In addition to the formal observances, OEOP provides informal activities that highlight a particular observance during the designated period.

Other diversity initiatives include partnering with NSF's broadening participation efforts in which OEOP staff participate as presenters during outreach activities; partnering with the equal opportunity liaisons to increase communication in directorates about diversity issues and programs; laying the framework for a diversity and inclusion strategic plan; creating a diversity newsletter to highlight NSF's efforts in diversity and broadening participation; partnering with HRM to increase the hiring of minorities and underrepresented groups; and implementing a diversity dialogue series in which speakers will discuss various issues related to diversity and inclusion. To contact OEOP, call x8020, or email at ceo@nsf.gov.

Other diversity initiatives include partnering with NSF's broadening participation efforts in which OEOP staff participate as presenters during outreach activities; partnering with the equal opportunity liaisons to increase communication in directorates about diversity issues and programs; laying the framework for a diversity and inclusion strategic plan; creating a diversity newsletter to highlight NSF's efforts in diversity and broadening participation; partnering with HRM to increase the hiring of minorities and underrepresented groups; and implementing a diversity dialogue series in which speakers will discuss various issues related to diversity and inclusion. To contact OEOP, call x8020, or email at ceo@nsf.gov.

Outreach to the Research Community

In Fiscal Year 2009, the Division of Institution and Award Support (DIAS) policy office conducted a number of outreach sessions including two NSF regional grants conferences. These ongoing conferences, held throughout the country, allow faculty and sponsored project administrators to attend a two-day comprehensive NSF overview with all NSF directorates, the Office of the General Counsel, Office of International Science and Engineering (OISE) and the Office of the Inspector General (OIG). Topics include: the state of current funding, new and current policies and procedures, transformative and interdisciplinary research, as well as pertinent proposal and award policy issues.

The Fall 2008 conference was held in Omaha, NE; the Spring 2009 conference was held in Tempe, AZ. In FY 2010, the first NSF Regional Grants Conference was held in Jackson, MS, and was hosted by Jackson State University, the first time a Historically Black College or University (HBCU) has hosted this conference. The Spring 2010 conference will be held in Cleveland, OH, and will be hosted by Case Western Reserve University. In addition to these general conferences, the policy office, with support from the NSF Office of the Director, has conducted focused broadening participation outreach events. Most recently, this included a workshop for faculty and administrators from tribal colleges and universities, held in Washington, DC, in November 2008.

NSF Days:

NSF Takes its Show on the Road & Builds Relationships

NSF Days are designed to familiarize researchers and educators with less experience in proposing to the NSF, in order that they might better compete for research grants. When NSF takes its show on the road, it aims to stimulate new interest in its programs at institutions that have not been among our traditional customers.

By providing an overview of NSF, its mission, priorities, and budget, representatives of the foundation educate attendees on the NSF proposal and merit review process. Representatives from the seven NSF directorates and OISE make presentations on their programs and participate in breakout sessions for discussions of potential research proposals.

In FY 2009, NSF held ten workshops at the following host institutions, coordinated by the Office of Legislative and Public Affairs: the University of Alabama in Huntsville, Cal Poly Pomona, Maui Community College, Honolulu Community College, the University of Hawaii, Binghamton University, Kent State University, the University of Wisconsin-Milwaukee, and Michigan State University. These attracted a diversity of participants: 2,079 registered attendees from 207 institutions. Of these institutions, 63 were research institutions, 97 were undergraduate institutions, 27 were community colleges, and 27 were other institutes, organizations, educational agencies, businesses, etc. These institutions included 34 minority-serving institutions, four of which were Historically Black Colleges and Universities (HBCUs), eight were Hispanic-serving, and 22 were tribal (Pacific Islander) institutions. Of the 2,079 attendees, 1,376 were from research institutions, 607 were from undergraduate institutions, and 74 were from community colleges. Forty-five people attended from HBCUs, 115 from Hispanic-serving institutions, and 204 from tribal (Pacific Islander) institutions.

NSF Overseas Offices Support International Efforts

NSF has established [overseas offices](#) in Paris, Tokyo, and Beijing. The NSF Europe Office, headed by David Stonner, covers Europe and Eurasia as well as the European Commission. The NSF Tokyo Regional Office, headed by Machi Dilworth, focuses primarily on Japan, but also covers parts of the East Asia and Pacific region. The NSF Beijing Office, headed by Alexander DeAngelis and officially opened in May 2006, focuses exclusively on China.



These overseas offices play an important role in helping the foundation pursue its mission of promoting U.S. research and education excellence in a global context. The NSF overseas offices have three major roles:

- Facilitation - promoting collaboration between the science and engineering communities of the United States and the respective country/region;
- Representation - serving as a liaison between NSF and foreign counterpart agencies, institutions, and researchers; and
- Reporting - monitoring and reporting on science and engineering developments and policies related to a specific country or region.

In addition, NSF overseas offices regularly:

- Support NSF directorates' efforts to internationally expand NSF programs (e.g., ocean drilling, radio astronomy, etc.) and to finalize implementing agreements;
- Support visits by U.S. Government (USG) officials (e.g., congressional leaders and staff members, other USG-agency staff);
- Represent NSF on issues related to science and engineering research and education, and meet with national science and technology leaders from government, industry, and academia in order to advance NSF interests;
- Assist NSF-funded U.S. researchers working in their regions; and
- Help U.S. students gain integrated, international research and education experiences.

The overseas offices are a part of the U.S. missions to their respective countries, where the office directors are designated as science and technology attachés. In addition to the office directors, Paris has one locally employed staff member, and Tokyo and Beijing each have two.

OIA: Catalyzing Cross-NSF Activity in Challenging Times

The **Office of Integrative Activities (OIA)**, an office within the director's office, stands committed to "Catalyze Excellence in Research and Education." And OIA wants you to know how. This year, OIA embarked on an aggressive campaign to raise awareness of its many catalyzing, cross-NSF activities. Check out OIA's newly designed website, and exciting section spotlighting news and research results, and its brochure.

OIA routinely helps NSF directorates and offices leverage funds and participate in cross-cutting activities that advance science and engineering across disciplines, build capacity and infrastructure, and meet national priorities. Most of OIA's programs are co-managed with other NSF entities or administered on behalf of the NSF director. For example, OIA's portfolio includes Science and Technology Centers (STCs); the NSF-wide Major Research Instrumentation (MRI) program; the Congressionally-mandated Experimental Program to Stimulate Competitive Research (EPSCoR); Cyber-Enabled Discovery and Innovation—a budget priority; and prestigious awards programs.

In 2009, OIA played a key role in managing competitions that implement provisions in the American Recovery and Reinvestment Act (ARRA). Specifically, OIA was called upon to:

- Distribute \$550 million—almost 20 percent of NSF's total \$3 billion ARRA budget—through OIA programmatic activities.
- Issue a special solicitation for the Academic Research Infrastructure (ARI) program (\$200 million in ARRA funding) and conduct merit review of the 497 ARI proposals received. This was completed on an abbreviated timetable.
- Facilitate merit review for 801 MRI proposals submitted during the scheduled 2009 competition, with additional awards made possible by an additional \$100 million in ARRA funding.
- Issue a special solicitation for new MRI proposals funded by an additional \$200 million in ARRA funding and then facilitate merit review of the 1,220 new MRI proposals received (again, on an abbreviated timetable).
- Issue a special solicitation for EPSCoR cyber-connectivity grants (\$50 million in ARRA funding); proposals were received in November 2009.
- Assemble multi-directorate, highly capable NSF working groups to participate in these processes. The first ARRA-funded MRI awards were made in July 2009, and ARI awards are expected to follow in early 2010.

At the same time, OIA preparations began for several major transitions in the Science and Technology Centers (STCs): Integrative Partnerships program. Overseen by OIA in cooperation with other NSF directorates and offices, the program has evolved from an experiment in a new mode of research to a well-documented success story. In 2009 OIA:

- Supported 17 active STCs pursuing multi-disciplinary research and education, each center comprising multiple university and industry partners.
- Conducted site visits for 11 proposals to establish new STCs in FY 2010, after narrowing down the initial group of 240 preliminary proposals received in FY 2008.
- Convened a Blue Ribbon Panel to help select the new awards.
- Conducted site visit reviews of renewal proposals for the STC class of FY 2005 and prepared for site visit reviews of the class of FY 2006, before they reach their five-year maturity.
- Planned for the "phase out" of NSF support for the FY 2000 cohort of STCs.

OIA also continues to support the Committee on Equal Opportunity in Science & Engineering (CEOSE). CEOSE is a Congressionally-mandated advisory committee to the foundation, advising NSF on its broadening participation policies, programs and activities. In October 2009, OIA funded a highly successful mini-symposium on Women of Color in STEM (Science, Technology, Engineering, Mathematics) through a grant to TERC, Inc. Over 100 people attended the two-day symposium, designed to provide data, ideas, and incentives for positive change.

OIA manages the competition for the foundation's most prestigious honorary award: the Alan T. Waterman Award, bestowed upon an outstanding young scientist or engineer. And for the White House, OIA manages competitions for the Presidential Awards for Excellence in Mathematics and Science Teaching; and the National Medals of Science, both presented by the President.

On behalf of NSF, OIA also administers two professional development programs for aspiring early career and established scientists and engineers: the NSF Summer Scholars Internship and the NSF-American Association for the Advancement of Science (AAAS) Science and Technology Fellowship program. Each year, these programs place highly talented professionals who make real contributions to the NSF offices that house them.

To learn more, beyond this sampling of OIA programs and activities, stay tuned. In the coming months, OIA will launch a series of internal and external briefings on its diverse and exciting programs.



Accountable

*Operating with integrity and transparency,
maintaining quality and relevance in
administration, management and oversight.*

American Recovery and Reinvestment Act of 2009 - ARRA

Even beyond energy, from the National Institutes of Health to the National Science Foundation, this recovery act represents the biggest increase in basic research funding in the long history of America's noble endeavor to better understand our world. Just as President Kennedy sparked an explosion of innovation when he set America's sights on the moon, I hope this investment will ignite our imagination once more, spurring new discoveries and breakthroughs that will make our economy stronger, our nation more secure, and our planet safer for our children.

-- President Barack Obama

On February, 17, 2009, President Obama signed the ARRA. The main goals of this unprecedented \$787 billion recovery plan are to create and save jobs; spur economic activity while investing in long-term economic growth; and foster unprecedented levels of accountability and transparency in government spending.

The NSF portion of ARRA totaled \$3 billion, and in a speech to NSF Employees, Dr. Bement stated that the funding is "sorely needed to ensure that America remains a leader in science and engineering research and education. That investment of three billion dollars will have an immediate impact on investigators, post-docs, graduate and undergraduate students, and teachers throughout the nation."

The three billion dollars included two billion for research and related activities for proposals that were already submitted and in-house at NSF. Another one billion dollars was set aside for programs specified in the legislation. This included funding for the [Academic Research Infrastructure Program](#); the [Major Research Instrumentation Program](#); and the [Science Master's Program](#).

The tremendous level of transparency and accountability required by ARRA has had and will continue to have an enormous impact on recipients of NSF funds, as well as all NSF staff. NSF established a senior management ARRA steering committee, headed by Dr. Marrett as NSF Senior ARRA Accountability Officer, to oversee ARRA implementation. Four cross-agency "Tiger Teams," led by BFA senior staff in the areas of Budget, Pre-Award and Recipient Reporting, coordinated the broad range of ARRA issues. The teams developed and put in place policies, processes and conducted extensive outreach. A framework was established for funding prioritization, award administration, award conditions and recipient reporting in order to fulfill the purposes of the act.

All awards funded by ARRA require quarterly reporting through [FederalReporting.gov](#). This reporting system was developed to serve as a central tool for recipients to use to transmit information on projects and activities funded by ARRA. NSF and all federal agencies are required to conduct a federal review of the information to provide proper accountability. NSF developed and implemented a data quality review plan, protocols, and correspondence with recipients for its federal review. Reports and information submitted through [FederalReporting.gov](#) are made available to the public on the [Recovery.gov website](#) to achieve an unprecedented level of transparency into how federal funds are spent.

NSF has responded to the many challenges associated with ARRA. NSF made 4,720 ARRA-funded awards totaling \$2.4 billion by December 31, 2009. Inside NSF, the Policy Office in the Division of Institution and Award Support and the Tiger Teams have led numerous outreach opportunities for NSF staff to understand the requirements associated with ARRA funding, as well as recipient reporting requirements. Outreach to the research community has also been an important focus with respect to all NSF ARRA announcements and requirements. In particular, NSF has taken a proactive approach in communicating with awardees regarding the ARRA quarterly reporting requirements. A Recipient Reporting website was developed with information and tools to assist awardees in fulfilling these additional requirements. Additional outreach to the awardee community has been conducted via conferences and direct communication with sponsored project offices.

Major ARRA announcements, Frequently Asked Questions, Agency Plans and Reports, as well as other policies and procedures are all available on the [NSF Recovery Act website](#).



Promoting Stewardship and Accountability: NSF's Office of the Inspector General

In April 2009, Allison C. Lerner assumed the duties as Inspector General (IG) of the NSF, reporting to the National Science Board (NSB) and Congress – the same year that NSF's OIG is proudly observing its 20th anniversary year. Congress first established Offices of Inspector General through the IG Act of 1978 in order to promote good stewardship and accountability in large federal agencies. Pleased with the work of the new OIGs, Congress extended its presence to most agencies including the National Science Foundation in 1988. Last year, Congress passed the IG Reform Act of 2008, the first comprehensive amendment of the IG Act in 20 years. The new law includes measures to enhance IG independence, while also increasing its own accountability to the public.



OIGs contribute to good stewardship primarily through their pursuit of independent audits and investigations. OIG strives to give the public and the Congress confidence that each dollar provided to NSF will be spent in the most effective and efficient way possible. Staff could not perform this mission without the cooperation, information, and support provided by agency colleagues. Together, we demonstrate that NSF is accountable for results and vigilant about safeguarding taxpayer funds, which is fundamental to good governance and essential to continued public support for research.

Clean Once Again: NSF's Fiscal Year 2009 Financial Statement Audit

NSF's goals for financial management are to deliver the highest level of business services to customers and stakeholders through effective internal controls and efficient work processes and to provide reliable and timely financial information to support sound management decisions. The foundation is committed to the principles of accountability, excellence, and transparency. The result is an established record of effectiveness in federal financial management documented by clean audit opinions and a leadership role in government-wide grants management activities.

For FY 2009, NSF received an unqualified audit opinion. The audit report noted no material weaknesses though included one significant deficiency related to the monitoring of cost reimbursement contracts. NSF made progress in FY 2009 in implementing a process for performing contract audits and additional actions are currently underway to address audit concerns in this area.

NATIONAL ASSOCIATION OF GOVERNMENT COMMUNICATORS

2009 NAGC AWARD OF EXCELLENCE
"Jelly Fish Gone Wild"

SPECIAL REPORT Jellyfish Gone Wild!

HOME | INTRO | BIOLOGY | ECOLOGY | SWARMS | LOCATIONS | GALLERY | RESOURCES

JELLYFISH GONE WILD!!!
Environmental Change and Jellyfish Swarms

When distributed in reasonable numbers, native jellyfish play important ecological roles. But when jellyfish populations run wild, they may jam thousands of square miles with their pulsating, gelatinous bodies...

more

1/3 of the total weight of all life in Monterey Bay is from gelatinous animals.

>Text-only version >Credits

Contributors: Lily Whiteman, Gwen Morgan, Dena Headlee, Trinkia Plaskon

NAGC recognizes the government's best in print, video, and multimedia presentations.

Cost-Sharing Recommendations Studied

For more than 50 years, the U.S. academic enterprise and federal government have enjoyed a fruitful partnership in the conduct of basic scientific and engineering research; NSF has been a centerpiece of this partnership since its founding in 1950. The mutual sharing by academia and government in the costs of federally funded research, and the strategic involvement of private industry, have resulted in scientific and technological advancements that have driven economic growth in all sectors of the U.S. economy and improved quality of life in the United States.

The funding that supports this shared enterprise, however, has been the subject of continuous debate since the late 1950s, when the federal government first mandated that recipients of federal research grants share in the costs of that research.

The America COMPETES Act of 2007 (P.L. 110-69) directed the NSB to evaluate the impact of cost sharing for research grants and cooperative agreements for existing grants, and to also consider the impact that the cost sharing policy has on initiating new programs for which industry interest and participation are sought.

In response to this Congressional directive, the NSB's Committee on Strategy and Budget established a Task Force on Cost Sharing, undertook an intensive study, and broadened the scope of its examination to include other capacity-building NSF programs such as the Experimental Program to Stimulate Competitive Research (EPSCoR).

In August of 2009, the NSB issued its report entitled, "Investing in the Future: NSF Cost Sharing Policies for a Robust Federal Research Enterprise."

In its report, the NSB prescribes a set of recommendations with two primary objectives: 1. to allow, but narrowly circumscribe, the use of mandatory cost sharing requirements in NSF programs in which cost sharing from grantees is critical for achieving programmatic goals, and 2. to prohibit voluntary committed cost sharing in NSF proposals. The report recommendations are intended to ensure that NSF requires cost sharing from its grantees only in limited and appropriate circumstances, while still permitting grantees to invest their own resources in Federally sponsored research projects at their own discretion. NSF is currently working to implement the NSB's recommendations.

Grants Management Line of Business Update

The Grants Management Line of Business (GMLoB) is an inter-agency initiative co-managed by the Division of Institution and Award Support's Division Director Mary Santonastasso. The GMLoB is designated with creating a common solution to grants management that will promote citizen access, customer service, and agency financial and technical stewardship. The initiative focuses on developing a standardized and streamlined process and approach to grants management across the federal government, and it seeks to consolidate over 100 grants management systems in use at 26 grant-making agencies.

NSF with Research.gov (and partner agencies, NASA, DoD research agencies, and United States Department of Agriculture (USDA) /National Institute of Food & Agriculture (NIFA) is one of three federal consortia along with the Department of Health and Human Services Administration for Children and Families, and the Department of Education working to offer shared grants management solutions and services that will allow grant-making agencies to process grants in a decentralized way using common business processes.

In 2009, representatives from 20 federal grant-making agencies participated in a series of focus groups to discuss the current federal grants environment and the needs of the federal and non-federal grants communities. It was an opportunity for federal stakeholders to inform the path forward as the new Administration began taking shape. Participants focused on meeting the needs of the federal and grantee communities as well as the general public.

Upcoming priorities will include a focus on standards to develop and promote the adoption of common grants language. The GMLoB will also facilitate collaboration in the grants community supporting partnerships between agencies to share best practices and at the same time leverage technology solutions. Finally, an emphasis on streamlining will focus on increasing efficiency and reducing costs for agencies and grantees.

Robust & Improving: Internal Control Quality Assurance Program

In FY 2009, NSF enhanced its robust agency-wide Internal Control Quality Assurance Program to comply with the Federal Managers' Financial Integrity Act of 1982, the Federal Financial Management Improvement Act (FFMIA) of 1996, and the ARRA of 2009. The Accountability and Performance Integration Council (APIC) serves as the senior council and directs and assesses the effectiveness of internal controls over financial reporting, as well as the controls designed to ensure compliance with applicable laws and regulations and effective and efficient operations.

The APIC Internal Control Working Group (ICWG) assessed and evaluated NSF's compliance with A-123 requirements as of June 30, 2009, and determined that none of the deficiencies found rose to the level of a material weakness. The APIC ICWG similarly concluded that none of the deficiencies identified within the various business processes rose to the level of a material weakness.

In an effort to streamline documentation and to be more efficient, NSF combined documentation relating to the internal control business processes and external audit cycle. The combined documents will be annually updated and will continue to gain efficiencies in the upcoming years through both time and money savings.

NSF has begun an effort to value the U.S. Antarctic Program's (USAP) real property, as it is in the NSF's best interest to document the current real property capitalization process for the United States Antarctic Program real property. The analysis of real property and construction-in-progress assets includes buildings and land improvements. Various engineering and cost recognition methodologies are being used to determine the original cost basis of the facilities.

NSF fostered unprecedented levels of accountability and transparency in government spending of ARRA funds and implemented a multi-phase internal control process. In FY 2009, Phase I identified the necessary controls. In FY 2010, Phase II, will undertake an internal control review of the agency's recipient reporting in accordance with reporting requirements of Section 1512 of the ARRA. Recipient reporting will provide information about who has received NSF ARRA funds, the amount of each award, its purpose, and completion status that includes the number of jobs created and retained.

New System Better Routes Incoming Proposals

The Program Information Management Systems/Automatic Data Capture (PIMS/ADC) integration project was an extremely successful joint effort between Division of Information Services (DIS) and the Division of Administrative Services (DAS) to improve one of the most important parts of NSF's operations; the way in which incoming proposals are routed to NSF program officers. In collaboration with over 30 program officers (POs) and information technology (IT) specialists from around NSF, the DIS/DAS team developed a solution which streamlined and simplified this process.

The new system moved the management of routing information into PIMS, with a new, user-friendly interface. Direct linkage to the organization and element codes used on the FastLane coversheet means that program staff no longer have to enter this information into two separate systems, and default controls ensure that every proposal coming in will be routed to a program officer. Program staff can easily view and modify routing information, ensuring that proposals are routed as efficiently as possible. This solution supports NSF's "time to decision" goal of informing at least 70 percent of principal investigators of funding decisions within six months of receipt of the proposal.

PIMS now also includes a module which allows directorate clearance liaisons to "hide" inappropriate element codes from GPG submissions, another major cause of mishandled and lost proposals.

DIS and DAS worked very closely to minimize any disruption to proposal intake during the cutover to the new system. Numerous project briefings to NSF working groups and program staff, town halls, and extensive email communications ensured that program staff were well informed and prepared for the new system. Thorough usability and end-to-end functional testing ensured that the transition to the new system went smoothly.

Keeping Information Safe: NSF IT Security and Privacy Initiatives

NSF is recognized as a leader in information security throughout the federal government due to our commitment to protect critical information systems while maintaining an environment that fosters scientific discovery and research. To reach this goal, NSF's security and privacy program has tirelessly worked to combine successful industry best practices with government-wide standards and guidance. The result is a comprehensive security program that effectively protects NSF personnel data and IT assets while encouraging innovation and the use of cutting-edge computing tools.



In 2009 this tradition of excellence continued. NSF received a positive report from the OIG that recognized our efforts to proactively improve security controls and continually strengthen our information security efforts. Several independent evaluations acknowledge our internal processes as “one of the finest in civilian U.S. government agencies.” In addition, the General Service Administration (GSA) noted that NSF's use of critical security tools could serve a model for other federal agencies.

NSF continues to showcase its leadership in security by engaging its greatest asset – our employees. The accomplishments of the security and privacy program are a direct result of the commitment of NSF staff to maintain a secure IT environment. Here are a few success stories for 2009:

- Completion of a new foundation-wide security awareness training program
 - NSF invested in comprehensive outreach program to involve staff in the annual security awareness training. As a result of these efforts, NSF reached its highest completion rate to date with 99.65 percent of NSF staff completing the training by the assigned deadline.
- Incorporation of new tools for greater control and protection
 - Following the successful encryption of NSF laptops and BlackBerry mobile devices, NSF implemented a similar solution to protect files placed on removable devices used by staff with access to sensitive data. We also implemented a security tool to further protect NSF's internal infrastructure and prevent individuals from accessing web sites that distribute harmful software.
- Continuation of important security processes
 - With help from NSF staff, we conducted hundreds of vulnerability scans and assessments, including semi-annual independent security testing designed to keep our networks and systems secure. Vigilance against threats proved effective: NSF recorded no instance of infection by the Conficker virus earlier this year, and we were not impacted by the rash of attacks that hit federal agencies on July 4, 2009.
- Participation in the EDUCAUSE Cyber-Security Summit – In September 2009, NSF information security experts participated in the 2009 Cybersecurity Summit for Large Research Facilities, sponsored by EDUCAUSE. During the two day summit, this group shared their depth of experience with a range of important topics including cybersecurity policy and planning and identity management.

Going forward, the security and privacy program will continue to improve our current level of service to all NSF employees. We appreciate your outstanding work and ask for your continued support when incorporating future security and privacy initiatives into your work environment.

Getting the Job Done in Any Situation

The NSF Continuity of Operations Program

The NSF **Continuity of Operations Program (COOP)** is responsible for ensuring the agency is able to respond to any type of natural or manmade disaster that might occur. Part of this preparedness planning ensures that certain NSF functions remain capable of being performed even when the NSF headquarters building is not available.

During 2009's annual government-wide continuity of operations exercise, these functions were put to the test with a detailed review of emergency operational procedures with the director of NSF. In addition to being able to communicate with, and provide support for, all NSF staff during emergency situations, NSF also has three important government functions that it will support: communications with the grantee community, payments to grantees, and payroll payments to NSF staff.

During 2009's exercise, which is titled "Eagle Horizon" by the Department of Homeland Security, staff from the policy office of BFA provided a presentation and demonstration of how NSF can communicate with all grantees via electronic mail in adverse conditions, including circumstances in which NSF central computing facilities are not available. This presentation highlighted off-site storage of contact information and the ability to use external computing resources as required by the situation. Staff from the **Division of Financial Management (DFM)** in BFA showed how NSF can continue to make payments to grantees if the federal government in the local area is shut down, if only the NSF back-up computing facilities are available, and if no central NSF computing support is available. And staff from **HRM** in the **Office of Information Resources Management (OIRM)** demonstrated how NSF staff can continue to be paid despite a complete unavailability of NSF central computing resources.

Although it is hoped that NSF will never need to invoke the special skills that may be needed in a disaster, it is good to know that there are NSF staff that plan for these situations and train annually to be able to provide that support, for both NSF staff and the grantee community. They are ready to get the job done -- in any situation.

Federal ID Badges and New Card Readers Installed

The DAS has completed the installation of the new **Homeland Security Presidential Directive-12 (HSPD-12)** approved Federal Identification Card Physical Access Control System (PACS) card readers. Installation started in April and ended in August, 2009, with phased activation of card readers starting with Stafford II and then, Stafford I. This new PACS contributes to the safe and secure NSF environment that all staff and visitors expect.

NSF transitioned from less-technologically-secure, contactless proximity badge readers to the new, more-secure, contact card reader technology required by HSPD-12. Holders of these new cards can use them as an approved form of identification at other federal agencies.

Together, the Human Resources Management (HRM) enrollment staff and DAS Issuance staff have established precise and comprehensive credentialing procedures that comply with the security requirements outlined in HSPD-12 and related publications/standards. HSPD-12 requires each NSF employee, Intergovernmental Personnel Act employee (IPA), visiting scientist, engineer and educator (VSEE); fellow; and onsite contractor needing 20 hours or more per week routine access to NSF space for more than six months to have the new identification card. For contractors, temporary employees, guests and families and workers in need of access to NSF space for less than 20 hours a week/six months, NSF has developed and issues a simpler (but just as secure) Facility Access Card (FAC), though FACs may not be used as federal identification.

At the end of FY 2009, the project team had issued 2,140 federal identification cards and more than 550 FACs.

Providing Greater Security

Secure Document Shredding

DAS established the [Secure Document Shredding Program](#) in August 2009 to accommodate the recycling of panel proposal copies and related sensitive documents. In the past, these sensitive documents were mixed together with other non-sensitive materials and were disposed of in trash cans, left lying around, or otherwise put in a vulnerable state. The new single stream recycling process provided a perfect opportunity for the improvement of sensitive materials control at NSF. The program has supported the increasing demand to properly destroy panel copies of proposals.

NSF could not use on-site shredding in a truck-based shredder due to the emissions emitted from the recycling truck. In light of this limitation, DAS decided to implement an off-site shredding program. Secure bins have been placed in strategic areas throughout NSF for people to put their secure documents into. All bins are locked and have a security slot for placing paper documents. There are over 30 bins distributed throughout NSF. DAS chose 64 and 96 gallon bins for the program. These bins provide the document security we need and there are no problems with the chain of custody. In fact, users should try very hard NOT to put items in these bins they might want to later retrieve.

Currently, there are bi-weekly pick-ups of the full bins, which are replaced with empty ones at collection time. The collected bins are transported by truck to the vendor's office for secure shredding. The vendor provides a "Certificate of Destruction" which will certify the documents have been shredded before they were disposed of as waste or shredded, bailed and sold to a "paper broker" for recycling.

DAS also recognizes that there is a need for an off-cycle pick-up of documents and is working to expand the program to add this capability and better support NSF staff needs. In November, DAS ordered and installed more than 50 secure bins throughout the agency.

NSF Proposal and Award Policy Documents

In an ever-changing environment of federal and NSF research and administrative policy, NSF must continually update its policies and procedures for both the internal and external NSF research communities. The NSF Proposal and Award Policies and Procedures Guide (PAPPG), which includes the Grant Proposal Guide (GPG) as well as the Award and Administration Guide (AAG), was issued twice in 2009. The Proposal and Award Manual (PAM), which contains policies and procedures for NSF staff, was also updated twice this past year.

Updates to NSF policy are necessary to incorporate legislative mandates, changes in NSF policies, as well as NSF senior management policy requirements. The entire listing of NSF policy documents can be found on the [website of the Division of Institution and Award Support, Policy Office](#).

New Guidelines and Procedures: Major Research & Equipment Facilities Constructions (MREFC)

The Large Facilities Manual (LFM) has been revised and updated. The latest version, released October 15, 2009, adds information on the following topics:

- Definition of an overarching policy and implementing procedures to include performance measurement and evaluation components within the framework of facility cooperative agreements;
- The NSB's announced intent to select and prioritize candidate MREFC projects following completion of conceptual design activities, and the action assigned to NSF to develop a procedure to accomplish this, resulting from the February, 2009 NSB meeting;
- Clarification of the authority and responsibilities of the program officer, within the administrative and budgetary structure of the originating directorate, in planning and carrying out key facility reviews throughout all phase of the large facility life-cycle, and the corresponding responsibility of the deputy director for large facilities;
- Inclusion of a requirement that NSF conduct cost reviews, at least annually, of projects during the period following their endorsement by the NSB for inclusion in a future NSF budget request to Congress and prior to the appropriation of funds, to insure that the total project cost and the underlying basis of estimate remain valid;
- Inclusion of NSF's "no cost overrun" policy on MREFC project costs, as articulated by the director, that projected budget overruns following PDR must be accommodated by application of budget and scope contingency; and
- Inclusion of NSF's policy on recompetition of operating awards for large facilities, resulting from last year's NSB action.

Procurement Tidbits

To better serve our employees' and customers' needs for timely information, the Division of Acquisition and Cooperative Support (DACS) has developed a new SharePoint Home page. Individuals seeking general information regarding contracts or cooperative agreements are encouraged to visit the [DACS Homepage](#).

COTR Certification Program – The NSF policy for Contracting Officer Technical Representative (COTR) certification was finalized and published in the May 2008 update of the Contracting Manual. The program provides an application and certification process to ensure that individuals are properly trained in accordance with Federal Acquisition Certification requirements prior to assuming the role of COTR. The NSF COTR certification requirements as well as guidance to assist individuals in performing their post award contract administration duties can be found on the DACS SharePoint site. This year has seen many NSF employees obtain certification. DACS looks forward to continuing the program in support of the federal certification requirement. To obtain additional information, please follow the link to COTR Handbook- May 2008.

Business Systems Reviews (BSR) - NSB's Committee on Strategy and Budget (CSB) has made significant contributions to the BSR process and review practices in cooperation with the Large Facilities Office that serves as the lead on these reviews and developing the guide. The procurement core function area of the BSR Guide under CSB's guidance has become the standard format for the other core function areas in the guide used by the subject matter experts. CSB anticipates making some substantial improvements in the BSR process in the coming year. For more information see section 6.3 of the following standard operating guidance (SOG).

NSF Logo: Both Subtle and Dramatic Change

The NSF logo is a core component of our identity. It creates a distinctive graphic presence for our organization and serves as a visual signature.

Over the years, NSF has had at least six versions of the logo and it has appeared in almost every color of the rainbow. Historically, we traced the genesis of the logo from NSF's inception and think that NSF staff in the late 60s "borrowed" the "people-wheel" from the United Auto Workers Logo.

In 2009, the NSF logo was modified and for the first time, [guidelines for logo usage](#) were created. The chosen logo is immediately identifiable, and easier to disseminate and read. No matter what size or location, the capital letters of NSF are identifiable. The spokes represent unity and direction. All employees are invited to review these new guidelines and learn more about appropriate uses, variations and get answers to other frequently asked questions.



Moving Forward

This report has documented many of your exceptional achievements from 2009. Adding the extra effort required by the American Recovery and Reinvestment Act, we would like to recognize your hard work and dedication in such a challenging year. Each one of you plays an important role in the success of NSF and we appreciate all that you have done and continue to do on a daily basis.

As we enter a new decade, we are eager to tackle new possibilities and search new avenues in our continuing quest to forge the frontier of knowledge.

Thank you for your service.

Acronyms

AAAS	American Association for the Advancement of Science	ITRB	Information Technology Resource Board
AC/GPA	Advisory Committee for GPRA Performance Assessment	KOE	<i>Keeping Our Edge</i>
ADR	Alternative Dispute Resolution	MAHC _{CoC}	Mid-Atlantic Hispanic Chamber of Commerce
AFGE	American Federation of Government Employees	MPS	Directorate for Mathematical & Physical Sciences
AFM	Administrative Functions Management Pilot	MREFC	Major Research and Equipment Facilities Construction
AMG	Administrative Management Group	NAGC	National Association of Government Communicators
APIC	Accountability & Performance Integration Council	NEW	New Employee Welcome Program
ARRA	American Recovery & Reinvestment Act	NE _x T	New Executive Transition Program
BFA	Office of Budget, Finance, and Award Management	NIFA	National Institute of Food and Agriculture
CDI	Cyber-enabled Discovery and Innovation	NSB	National Science Board
CEOSE	Committee on Equal Opportunity in Science and Engineering	NSF	National Science Foundation
COI	Conflict of Interest	OD	Office of the Director
COOP	Continuity of Operations Plan	OEOP	Office of Equal Opportunity Programs
COTR	Contracting Officer Technical Representative	OIRM	Office of Information and Resource Management
CPIC	Capital Planning and Investment Control Working Group	OISE	Office of International Science & Engineering
DAS	Division of Administrative Services	OLPA	Office of Legislative and Public Affairs
DFM	Division of Financial Management	OMB	Office of Management and Budget
DIAS	Division of Institution and Award Support	OPM	Office of Personnel Management
DIS	Division of Information Systems	OSTP	Office of Science and Technology Policy
EAGER	Early Concept Grants for Exploration Research	PACS	Physical Access Control System
EAP	Employee Assistance Program	PAM	Proposal and Award Manual
EEO	Equal Employment Opportunity	PARS	Proposal and Review System
ENG	Directorate for Engineering	PDD	Professional Development Day
EPRSC	Engineering and Physical Sciences Research Council	PECASE	Presidential Early Career Awards for Scientists and Engineers
EPSCoR	Experimental Program to Stimulate Competitive Research	PIMS	Program Information Management System
FAC	Facility Access Card	SBE	Directorate for Social, Behavioral, & Economic Sciences
FAS	Financial and Accounting System	SEED	Summer Experiences for the Economically Disadvantaged
FHCS	Federal Human Capital Survey	SETDA	State Education Technology Directors Association
GEO	Directorate for Geosciences	SMaRT	Senior Management Advisory Round Table
GPG	Grant Proposal Guide	STEM	Science, Technology, Engineering and Mathematics
GSA	General Services Administration	TIMO	Team to Invigorate Marketing and Outreach
HRM	Division of Human Resource Management	VSEE	Visiting Scientist, Engineer and Educator
HSU	Health Services Unit	WINS	Washington Internship for Native Students

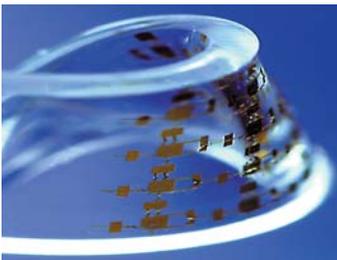
Image Credits | Notes



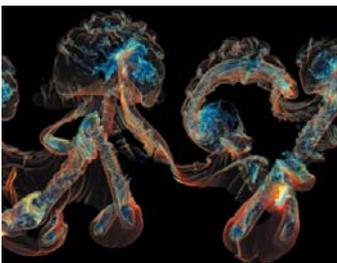
p. 1 & 2
Looking Up
Credit: Noreen Hecmanczuk, National Science Foundation



p. 3, 4, & 5
Employee Experience
Credit: Noreen Hecmanczuk, National Science Foundation



p. 3, 4, & 13
Stretchable and Twistable Electronics
Credit: John Rogers, University of Illinois



p. 3, 4, & 26
Bursts of Stellar Turbulence (Image 3)
Credit: Prof. Paul Woodward, Laboratory for Computational Science and Engineering, University of Minnesota



p. 3, 4, & 35
Lakes are impounded behind an inner glacial moraine in a valley in Peru.
Credit: Joe Licciardi



p. 3, 4, & 39
Ecological Speciation (Image 8)
Credit: Ryan I. Hill, Harvard University

For more information about the NSF Report to Employees, contact:
Mavis Bender, BFA (mbender@nsf.gov) or **Jeff Rich**, OIRM (jrich@nsf.gov)

Report Design:
Noreen Hecmanczuk, OIRM

External Web Resources

[2009 Best Places to Work](#) (p. 6)

<http://data.bestplacestowork.org/bptw/detail/NF00>

[AFGE](#) (p. 9)

<http://www.afge.org/>

[Feds Feed Families](#) (p. 12)

<http://www.fedsfeedfamilies.gov/>

[GPRA Advisory Committee Report](#) (p. 14)

<http://www.nsf.gov/about/performance>

[Career Opportunities at NSF](#) (p. 19)

http://www.nsf.gov/about/career_opps/

[EPEAT](#) (p. 21)

<http://www.epeat.net/>

[Gates Foundation Telenews Conference](#) (p. 22)

http://www.nsf.gov/news/news_summ.jsp?cntn_id=114493

[The Science of CERN](#) (p. 22)

http://www.nsf.gov/news/news_summ.jsp?cntn_id=114765

[Science Nation](#) (p. 22)

http://www.nsf.gov/news/news_summ.jsp?cntn_id=114908&org=NSF&from=news

[Live Science](#) (p. 22)

http://www.livescience.com/common/media/show/player.php?show_id=39

[US News and World Report](#) (p. 22)

http://search.usnews.com/index_library/search?keywords=science+nation+nsf

[WETA](#) (p. 22)

<http://www.weta.org/tv/highlights/sciencenation>

[Launch iTunes](#) (p. 22)

<http://itunes.apple.com/podcast/science-nation/id339005967>

[The Research Channel](#) (p. 22)

<http://www.researchchannel.org/prog/>

[Roald Hoffman, Creativity in Chemistry](#) (p. 22)

<http://www.researchchannel.com/prog/displayevent.aspx?rID=30155&fID=345>

[Millie Dresselhaus](#) (p. 22)

<http://www.researchchannel.com/prog/displayevent.aspx?rID=30446&fID=345>

[David Charbonneau](#) (p. 22)

<http://www.researchchannel.com/prog/displayevent.aspx?rID=30447&fID=345>

[Discovery Files](#) (p. 22)

<http://www.radiospace.com/nsf.htm>

[Live Science](#) (p. 23)

<http://www.livescience.com/>

[Research in Action](#) (p. 23)

<http://www.livescience.com/researchinaction/ria-081021.html>

[Behind the Scenes](#) (p. 23)

<http://www.livescience.com/topic/behind-the-scenes>

[Science Lives](#) (p. 23)

<http://www.livescience.com/topic/science-lives>

[US News & World Report](#) (p. 23)

<http://www.usnews.com/science>

[Discover Magazine](#) (p. 23)

<http://discovermagazine.com/>

[Unlocking the Secrets and Powers of the Brain](#) (p. 23)

http://www.nsf.gov/discoveries/disc_summ.jsp?org=NSF&cntn_id=114979&preview=false

[SCIENCE360 News Service](#) (p. 23)

http://visitor.constantcontact.com/d.jsp?p=oo&v=001x9-V8yQgJyG1IADRjduOlahCk2M9ITUef8Mg77Sd0Es_m8qNffDAXInoshA7dv_e

[The Science of Speed](#) (p. 23)

http://www.nsf.gov/news/news_summ.jsp?cntn_id=114504&org=PHY

[The Science of the Winter Olympics](#) (p. 23)

http://www.nsf.gov/news/special_reports/olympics/

[National Medal of Science](#) (p. 24)

http://www.nsf.gov/news/news_summ.jsp?cntn_id=115622&org=NSF&from=news

[National Medal of Technology and Innovation](#) (p. 24)

http://www.nsf.gov/news/news_summ.jsp?cntn_id=115739&org=NSF&from=news

[Lucas Bolyard and Caroline Moore](#) (p. 24)

http://www.nsf.gov/news/news_images.jsp?cntn_id=115739&org=NSF

[Supernova 2008ha](#) (p. 24)

http://www.nsf.gov/discoveries/disc_summ.jsp?cntn_id=115097&org=NSF

[Waterman Award](#) (p. 25)

<http://www.nsf.gov/od/waterman/waterman.jsp>

[Charbonneau's major breakthrough](#) (p. 25)

http://www.nsf.gov/news/news_summ.jsp?cntn_id=116071&org=NSF&from=news

[Vannevar Bush Award](#) (p. 25)

<http://www.nsf.gov/nsb/awards/bush.jsp>

[Public Service Awards](#) (p. 25)

<http://www.nsf.gov/nsb/awards/public.jsp>

[American Chemical Society's Project SEED](#) (p. 25)

http://www.nsf.gov/news/news_summ.jsp?cntn_id=114332&org=NSF

[Cyber-enabled Discovery and Innovation](#) (p. 27)

<http://www.nsf.gov/crssprgm/cdi/>

Internal Web Resources

Flu? Know What to Do! (p. 7)

<http://www.inside.nsf.gov/preparedness/>

NSF Health Unit (p. 7)

http://www.inside.nsf.gov/oirm/hrm/erb/programs_services/health_unit.jsp

Employee Assistance Program (p. 7)

http://www.inside.nsf.gov/oirm/hrm/erb/programs_services/eap.jsp

Elder and Dependent Care Support Group (p. 7)

http://www.inside.nsf.gov/staffnewsitem.do?cntn_id=115559

Child Care Subsidy Program (p. 7)

http://www.inside.nsf.gov/oirm/hrm/erb/programs_services/childcare_subsidy1.jsp

Child Development Center (p. 7)

http://www.inside.nsf.gov/oirm/hrm/erb/programs_services/cdc/index.jsp

Telework (p. 7)

<http://www.inside.nsf.gov/oirm/hrm/lmr/telework/index.jsp>

Alternative Dispute Resolution (p. 7)

<http://www.inside.nsf.gov/oirm/hrm/lmr/adr/index.jsp>

Beneficial Suggestion Program (p. 8)

<http://www.inside.nsf.gov/oirm/hrm/next/exec/people/recognition.jsp>

Access NSF (p. 8)

http://www.inside.nsf.gov/access_nsf.jsp

New Employee Welcome (p. 9)

http://www.nsf.gov/about/career_opps/employee_orientation/index.jsp

New Employee Orientation Video (p. 9)

<http://www.inside.nsf.gov/oirm/hrm/new/orientation.jsp>

New Hire Liaison Program (p. 9)

<http://www.inside.nsf.gov/oirm/hrm/new/liaisons.jsp>

Resources for Welcoming New Employees (p. 9)

<http://www.inside.nsf.gov/oirm/hrm/new/index.jsp>

Labor Management Relations (p. 9)

<http://www.inside.nsf.gov/oirm/hrm/lmr/index.jsp>

Executive Resource Management Website (p. 10)

<http://www.inside.nsf.gov/oirm/hrm/next/exec/index.jsp>

New Executive Transition Program (p. 10)

<http://www.inside.nsf.gov/oirm/hrm/next/index.jsp>

SharePoint User Group (p. 11)

<http://www.inside.nsf.gov>

BFA Administrative Staff Training Documents (p. 14)

<http://www.inside.nsf.gov>

OIRM Customer Satisfaction Survey Results (p. 15)

<http://sharepoint07.nsf.gov/oirm/Public%20Documents/Forms/AllItems.aspx>

BFA Customer Satisfaction Survey Results (p. 15)

<http://www.inside.nsf.gov/bfa/>

AFM website (p. 18)

<http://www.inside.nsf.gov/oirm/hrm/wpab/afs/index.jsp>

Keeping Our Edge (p. 18)

http://www.inside.nsf.gov/bfa/docs/koe_bfahc.pdf

NSF Recycling Program (p. 21)

<http://www.inside.nsf.gov/oirm/das/fob/fms/bss/recycling.jsp>

NSF Got Green Program (p. 21)

<http://www.inside.nsf.gov/gotgreen/index.jsp>

Future NSF (p. 33)

<http://www.inside.nsf.gov/futurensf/>

Office of Equal Opportunity Programs (p. 36)

<http://www.inside.nsf.gov/od/oeo/>

NSF Overseas Offices (p. 37)

<http://www.inside.nsf.gov/od/oise/overseas-ofcs-inside.jsp>