

**NATIONAL SCIENCE FOUNDATION**  
4201 WILSON BOULEVARD  
ARLINGTON, VIRGINIA 22230



October 28, 2005

**MEMORANDUM**

**To:** Inspector General, NSF  
**From:** Director, NSF  
**Subject:** Response to the Inspector General's Memorandum on Management Challenges for NSF in 2006

Thank you for your memorandum of October 14, 2005 on the management challenges facing the National Science Foundation in 2006. NSF is widely acknowledged as a high performing organization, with a reputation for responsible stewardship of the Nation's investments in science and engineering. Challenge is a characteristic of our work. The dynamic nature of the research frontier is reflected, as well, within our organization.

NSF has recognized the linkage between excellence in advancing science, and excellence in organizational development, by establishing a fourth strategic goal as a necessary complement to goals for Ideas, Tools and People. In its FY 2005 review, the Advisory Committee on GPRA Performance Assessment found that NSF's accomplishments in the Organizational Excellence goal "demonstrate innovation in business processes; in methods of recruitment, development, retention and recognition of its staff; attention to continuous improvement in management effectiveness; and a strong commitment to continued improvements in its merit review process."

Your memorandum notes that NSF has made significant progress in several areas of challenge. We know, too, that challenges evolve as accomplishments move us forward. As new demands arise, we draw on the flexibility and agility of NSF staff and systems. Examples of a wide range of management efforts are provided in an attachment on 2005 activities. Many of these efforts are ongoing and will continue in 2006 and beyond.

NSF has a leadership role in several e-Government initiatives for improved federal performance. We are committed to excellence and innovation in our business practices, just as in the research and education we support. As we ensure effective, efficient agency operations our eye is also on the frontier, supporting research and education that continues to make significant contributions to the Nation's economic and social well being.

Arden L. Bement, Jr.

Attachment: Management Challenges for 2005

cc: Chair, National Science Board

Attachment

Management Challenges for 2005