



February 23, 2010

TO: Officials-in-Charge of Headquarters Offices
Directors, NASA Centers

FROM: Administrator

SUBJECT: Organizational Changes

After productive discussions with many of you, I am pleased to announce that I have informed the Congress of my intent to implement some organizational changes at NASA Headquarters (HQ) and the Centers. Thank you all for your sound advice and support in moving NASA forward.

While the organizational changes will become effective immediately, there clearly needs to be a transition period in which details of the changes are implemented. I have asked Associate Deputy Administrator, Charles Scales to lead a transition team to implement the organizational changes expeditiously. Headquarters changes should be completed within four weeks of the date of this letter and Centers within eight weeks. Information will be forthcoming once the Organizational Transition Team has begun to conduct its work.

The new organizational structure is attached, and notable changes to the structure are outlined below:

OFFICE OF THE ADMINISTRATOR:

- **Associate Administrator:** The Associate Administrator will continue to be responsible for integrating the technical and programmatic elements of the Agency. However, Center Directors and Mission Directorate Associate Administrators will report directly to the Administrator rather than through the Associate Administrator.
- No other changes are being made in the Office of the Administrator.

MISSION DIRECTORATES:

- The roles and responsibilities of the Mission Directorates will not change.

Mission Directorate Associate Administrators (AAs) are responsible for managing the directorate's program portfolio and are accountable for mission safety and success for the programs and projects assigned to them. Mission Directorate AAs define, fund, evaluate, and oversee the implementation of NASA programs and projects to ensure their outcomes meet schedule and cost constraints. They establish and maintain the directorate's strategy to meet Agency goals, mission architecture, top-level requirements, schedules, and

budgets. Mission Directorate AAs and program and project managers have the ultimate responsibility for mission success in accordance with governing requirements.

CENTER DIRECTORS:

- There will be no changes in the role of the Center Directors. They are the Administrator's representation in the field to ensure successful execution of the mission. Center Directors are responsible for sound technical and management practices for all programs and projects implemented at their Center. Current delegation of technical and safety authority to Center Directors has not changed. Center Directors have existing responsibility to establish necessary procedures to provide reasonable assurance of internal controls for all activity conducted at the Center.
- While Center Directors do not hold programmatic budget authority, they are responsible for providing support and guidance to programs and projects in resolving technical and programmatic issues and risks. I expect Center Directors to provide clear advice when we are committing to programs and projects and to tell me whether we are ready or not technically, programmatically, and institutionally. I expect Center Directors to monitor the technical and programmatic progress of programs and projects to help identify issues as they emerge. I expect Center Directors to proactively work with the Mission Directorates, programs, and projects to find constructive solutions to the problems we discover. This requires access and depth of penetration into mission program and project management. The Center Directors are expected to address this need within the Center's operating framework.

MISSION SUPPORT DIRECTORATE (MSD) (newly created):

- To meet our institutional priorities, a new Directorate for Mission Support has been created. This new directorate will be led by an Associate Administrator for Mission Support (AAMS) reporting to the Office of the Administrator. The AAMS will have Agency-level budgetary authority for Cross Agency Support, including Center Management Operations, Agency Management Operations, Construction of Facilities, and Infrastructure funds. The Office of Institutions and Management will be disbanded and the following mission support offices will report to the AAMS:
 - Human Capital Management
 - Program and Institutional Integration
 - Infrastructure
 - NASA Shared Services Center (NSSC)
 - Protective Services
 - Headquarters Operations
 - Budget Management and Systems Support
 - Internal Controls and Management Systems
 - Procurement
- *The Assistant Administrator for Procurement also reports functionally to the Chief Financial Officer (Agency Chief Acquisition Officer) as Deputy Chief Acquisition Officer.*

- **Center Lines of Reporting to the MSD:** A new position will be designated at each Center to coordinate the mission support activities at their Center and work closely with the Associate Administrator for Mission Support at HQ. This position will manage the analogous Center mission support functions that are managed at the Agency level by the Associate Administrator for Mission Support.

OFFICE OF THE CHIEF FINANCIAL OFFICER:

- The Chief Financial Officer (CFO) will continue to report to the Office of the Administrator. The CFO will also serve as the Agency Chief Acquisition Officer. The Strategic Investments Division, previously assigned to the Office of Program Analysis and Evaluation, will report to the CFO.

OFFICE OF STRATEGIC COMMUNICATIONS:

- As announced previously, the Office of Strategic Communications will be disbanded.
 - **Office of Legislative and Intergovernmental Affairs (OLIA):** The Assistant Administrator for Legislative and Intergovernmental Affairs will report to the Office of the Administrator and the title will be changed to Associate Administrator for Legislative and Intergovernmental Affairs (also see “Changes in Center Reporting”).
 - **Office of Education:** The Assistant Administrator for Education will report to the Office of the Administrator and the title will be changed to Associate Administrator for Education.
 - **Office of Public Affairs:** This organization will be renamed the Office of Communications and will be led by an Associate Administrator. The Associate Administrator for the Office of Communications will report to the Office of the Administrator and will also serve as NASA Press Secretary (also see “Changes in Center Reporting”). The NASA History Office, previously assigned to the Office of External Relations, will report to the Office of Communications.

OTHER FUNCTIONAL OFFICES:

- The following offices are newly created and will report to the Office of the Administrator:
 - **Chief Technologist:** The Chief Technologist will provide a much-needed interface to NASA external stakeholders and to NASA industry, government, and international partners. The Chief Technologist will lead a new Office of the Chief Technologist (OCT) and will include the existing Innovative Partnerships Program.
 - **Chief Scientist:** The Chief Scientist will be the primary NASA interface to the national and international science community and the principal science advisor to the Administrator. The Chief Scientist will provide independent guidance and assessment of Agency-level strategic plans, budgets, and long-range scientific vision ensuring that the interrelated scientific endeavors are widely regarded as scientifically and technologically well founded and appropriate to achieve NASA’s mission.

- **Program Analysis and Evaluation (PA&E):** This organization will be renamed Independent Program and Cost Evaluation.
 - The Strategic Investments Division will transfer to the Office of Chief Financial Officer.
- The following offices will continue to report directly to the Office of the Administrator:
 - Chief Engineer
 - Chief, Safety and Mission Assurance
 - Chief Health and Medical Officer
 - Chief Information Officer (CIO) (*also see "Changes in Center Reporting"*)
 - General Counsel
 - External Relations—renamed International and Interagency Relations
 - Program Analysis and Evaluation (excluding Strategic Investment Division)—renamed Independent Program and Cost Evaluation
- The following offices will report directly to the Office of the Administrator and will be led by the Associate Administrator for each office:
 - Small Business
 - Diversity and Equal Employment Opportunity

CHANGES IN CENTER REPORTING:

In the new structure, some Center reporting structures will change. In order to improve implementation of policies and procedures Agency wide and to streamline communications and coordination, some key strategic Mission Support and related leadership positions at Centers will report to their Headquarters functional Associate Administrators, as has been the case for the CFO for many years. This includes:

- Center CIOs,
- Government and Legislative Affairs Directors, and
- Public Affairs Directors.

Because each Center is organized differently to accomplish these functions, the organizational construct will be left to Officials-in-Charge of the affected organizations as part of the phased implementation of this restructure.

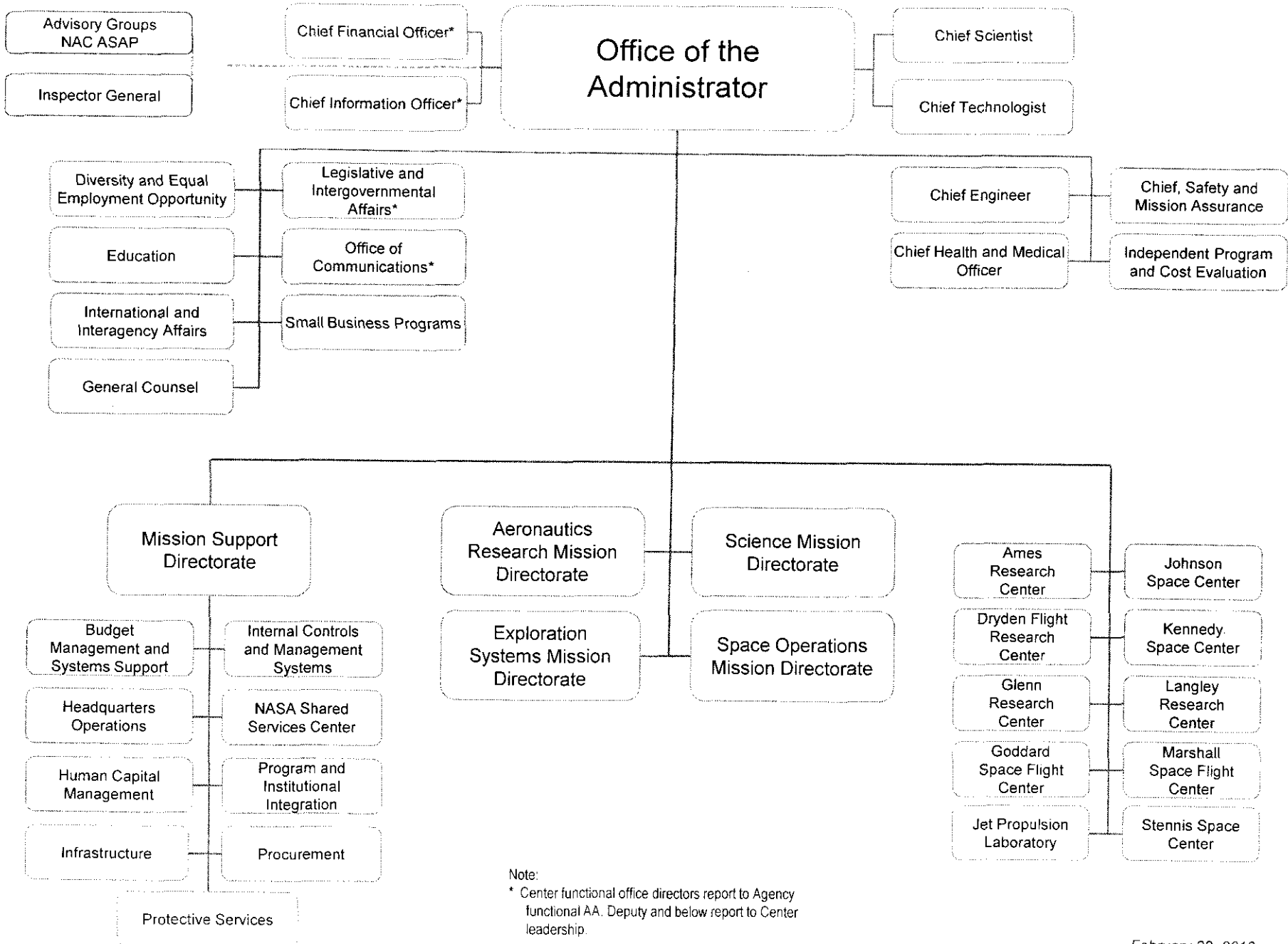
These changes will strengthen NASA's capability to successfully execute our programs and projects. I look forward to working with a more integrated team and functioning together to advance our Nation's goals on Earth and in space exploration for the benefit of humanity.



Charles F. Bolden, Jr.

Enclosure:
Organizational Structure

National Aeronautics and Space Administration



Note:
 * Center functional office directors report to Agency functional AA. Deputy and below report to Center leadership.

February 22, 2010

Enclosure