



United States
Environmental Protection
Agency

Transforming ORD; Confronting Today's Reality and Building a Successful Future



Office of Research and Development

What will determine our resources?

- Recognition that our research fills important gaps in understanding and addressing problems of national significance
- **Brand*** reputation built upon accumulated, tangible results so that potential supporters believe in our mission and our capability to deliver on that mission. Funding decisions influenced by:
 - Our brand
 - Support for research that impacts key public health and environmental decisions
- Being valued by external beneficiaries/direct users of environmental research/research dollars (e.g. state/local officials, academics, constituent groups, etc.)

*A “Brand” is an association with a service or product that has certain qualities or characteristics that make it special or unique

Transformation: ORD's New Business Approach

- Recognize that the nature of environmental issues which the nation faces are increasingly global and multi-media requiring an integrated, multi-disciplinary approach
- Acknowledges that ORD's research portfolio must be responsive along two inter-related dimensions:
 - Research on issues of national/international significance for which resolution has **broad** environmental and/or human health implications. Success is contingent on applying an integrated multidisciplinary approach unique to ORD
 - Continued research and technical support **targeted** to address specific program/regional office priority needs and
- Continues to evolve and provide the scientific advice and technical support to meet the changing needs of our clients and other stakeholders.

Where Can ORD Not Compete and Excel?

- Basic “discovery” research in science and technology
- Isolated individual investigator research (academic model)



The Transformation

ORD will:

- Make transformation its top priority
- Work across the organization to communicate and implement the new business approach
- Gain support of the agency, new administration, and external stakeholders for this transformation
- Critically evaluate current research portfolio (MYP's) as to:
 - Problems of National Significance
 - Problems of Targeted Significance
- Identify new problems of broad national significance and implement research programs

CULTURAL CHANGES

New Habits and Processes: First Thoughts

- Include all partners at the get-go
- Multi-investigator research is the norm
- More flexible generalists, fewer rigid specialists
 - strategic hiring
 - training requirements
- Align award and promotion criteria to encourage integrated multidisciplinary research

Implications For ORD's Research Program Areas

- Target big national problems that require ORD's expertise
 - Projects are problem driven
 - have clear partners (plural!)
- Generally require an integrated multi-disciplinary approach to succeed
- Involve all aspects of the risk paradigm
- Those areas supporting multiple partners are of higher priority than those supporting single partners
- Require divesting most single PI projects
- ...and more