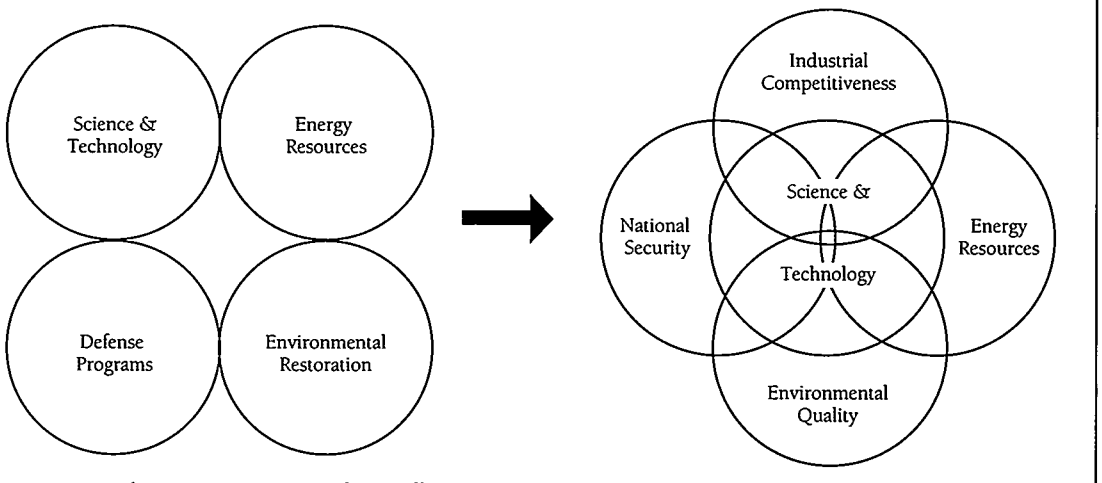
danger, according to the strategic plan, was the proliferation of nuclear weapons and materials into the hands of rogue states and terrorist groups. The Department's redirected national security mission therefore concentrated on nonproliferation, safe dismantlement of nuclear weapons, and maintenance of the stockpile without nuclear testing.

- *Environmental Quality.* The strategic plan stated that the Department's greatest challenge was to eliminate the risks and imminent threats posed by past departmental activities and decisions. Noting the Clinton Administration's commitment to "honoring the Government's obligation" in addressing nuclear weapons complex cleanup and high-level nuclear waste from nuclear power plants, the Department promised to reduce environmental, safety, and health risks while developing technologies and institutions required for solving domestic and global environmental problems.
- *Science and Technology.* With the Nation's industry increasingly shifting from long-term and basic research to short-term product development and improvement, the strategic plan projected the necessity not only to help industry compete effectively in the near-term but also to meet the needs for long-term research. This required "careful management" of the Department's "scientific portfolio," balancing basic and applied research needs. In addition, the Department hoped to maintain the Nation's global technical leadership through long-term, systematic reform of science and mathematics education.

Science and technology were indeed the linchpin uniting the Department and its various businesses around a common theme. Science and technology, the strategic plan noted, provided the "core competencies" that enabled all of the Department's businesses to succeed in their missions. Clearly, as Secretary O'Leary put it, the Department possessed "extraordinary scientific and technical talent and resources." These included 30,000 scientists and engineers, fifty-eight of whom, the strategic plan pointed out, were Nobel Prize winners, employed at nine major multi-program laboratories, ten single-purpose laboratories, eleven smaller special-mission laboratories, and a wide range of special user facilities. Capital value of the laboratories was $30 billion, with annual departmental expenditures of $7 billion for research and development. This represented nearly 10 percent of total federal research and development spending. In essence, the Department was a scientific and technological agency.



The Department Has Fundamentally Reoriented Its Business Lines For The Benefit of The Nation.

Strategic plan graphic illustrating centrality of science and technology in integrating the Department's business activities. Source: *Fueling a Competitive Economy: Strategic Plan*, April 1994