

Oak Ridge Associated Universities

Strategic Plan

1993-1994



ORAU SPONSORING INSTITUTIONS
1994

Alabama A&M University	University of Arkansas
Auburn University	University of Arkansas for Medical Sciences
Catholic University of America	University of Central Florida
Clark Atlanta University	University of Delaware
Clemson University	University of Florida
College of William and Mary	University of Georgia
Duke University	University of Houston
East Carolina University	University of Kentucky
East Tennessee State University	University of Louisville
Emory University	University of Maryland
Fisk University	University of Miami
Florida Institute of Technology	University of Mississippi
Florida International University	University of Missouri
Florida State University	University of Nevada, Las Vegas
George Mason University	University of New Orleans
Georgetown University	University of North Carolina
George Washington University	University of North Carolina at Charlotte
Georgia Institute of Technology	University of North Dakota
Georgia State University	University of North Texas
Howard University	University of Notre Dame
Idaho State University	University of Oklahoma
Louisiana State University	University of Pittsburgh
Medical University of South Carolina	University of Puerto Rico
Meharry Medical College	University of South Alabama
Memphis State University	University of South Carolina
Michigan State University	University of South Florida
Mississippi State University	University of Southern Mississippi
New Mexico State University	University of Southwestern Louisiana
North Carolina State University	University of Tennessee
Oklahoma State University	University of Texas at Arlington
Rice University	University of Texas at Austin
Southern Illinois University at Carbondale	University of Texas at Dallas
Southern Methodist University	University of Tulsa
Tennessee State University	University of Virginia
Tennessee Technological University	Vanderbilt University
Texas A&M University	Virginia Commonwealth University
Texas Christian University	Virginia Polytechnic Institute and State University
Tulane University	Wake Forest University
Tuskegee University	Washington University
University of Alabama	West Virginia University
University of Alabama at Birmingham	Western Kentucky University

ASSOCIATE MEMBERS

Berea College	Maryville College
Harbor Branch Oceanographic Institution	Roanoke College
Lincoln Memorial University	Virginia State University

Oak Ridge Associated Universities

Strategic Plan 1993-1994

Approved by ORAU's Council of Sponsoring Institutions
at their Annual Meeting, October 26, 1993

CONTENTS

	<u>Page</u>
FOREWORD	1
THE PAST AND THE PRESENT	1
BUILDING ORAU'S FUTURE	2
Vision, Mission, and Strategic Intents	4
Goals and Objectives	5
CORE COMPETENCIES	7
Partnerships and Alliances	8
Education and Training	8
Environmental and Safety Evaluation and Analysis	9
Occupational and Environmental Health	9
Enabling Research	10
SUPPORTING ADMINISTRATIVE SERVICES	10
CORPORATE HIGHLIGHTS SINCE LAST UPDATE	11
International Outreach	11
NSF Graduate Research Fellowships	12
Other New Awards	12
Teaching <u>and</u> or Research Publication	13
SSC Ends But SAHEP Continues	14
Other UIGA Progress	14
UPDATING FUTURE PLANS	15

FOREWORD

In recent years, Oak Ridge Associated Universities (ORAU) has substantially improved its overall strategic planning process to develop a much more broadly shared understanding of and support for the organization's vision, mission, strategic intents, principal goals and objectives, and enabling core competencies. But important as this progress may be, it is only part of the process needed by ORAU staff and representatives of our member universities to effectively chart the organization's future.

For the coming year and foreseeable future, more resources will be applied to change this general guide into a more comprehensive strategic plan, with increasing detail about corporate initiatives and more specific action plans for established goals and objectives. As part of this effort, future updates will consider a longer view--at least three to five years--instead of the one-year assessments typical for past reports.

ORAU's opportunities for service to the nation, the national and international scientific and technical community, and our member universities are better than ever. We intend our improved strategic planning process to enable us to make the most of that unique and outstanding potential.

THE PAST AND THE PRESENT

Immediately after the Second World War, what is now ORAU was established to help the universities of the region use the world-class government research facilities in Oak Ridge. Today, while ORAU continues to facilitate access for faculty and their graduate students to federal laboratories across the nation, the organization has a much broader and still expanding set of responsibilities. The association's primary role is to manage and operate the Oak Ridge Institute for Science and Education (ORISE), one of the family of laboratory facilities of the U.S. Department of Energy (DOE). Two parallel and complementary roles for ORAU are to operate a university consortium of 82 members and to develop other independent activities in science and technology.

As a university consortium, ORAU historically has focused on institutions in the southeastern quarter of the country. The association now also has members outside this region that have particular ties to DOE or ORAU programs. ORAU's members collectively graduate 25 percent of the nation's science and engineering Ph.D.s and are awarded 16 percent of federal university research and development funding.

To support members in meeting their educational and research responsibilities, ORAU provides extensive information about federal fellowships, scholarships, and research opportunities for its member institutions' undergraduates, graduates, postdoctorates, and faculty. ORAU also develops university basic and applied research, policy, and

international alliances that enable the collective strengths of ORAU's members to contribute to issues of national importance. During the past year, ORAU has begun to administer key phases of the national application process for the National Science Foundation's Graduate Research Fellowship Programs.

For DOE, ORAU operates ORISE which focuses its efforts in four main areas: science/engineering education, training and management systems, medical sciences, and energy/environment systems. Within these areas, ORISE conducts a diversity of programs, including, for example, research initiatives in the medical and physical sciences, programs for precollege science and math students, environmental assessments of government and industrial nuclear facilities, and hazardous materials training programs. Through ORISE contributions within the DOE laboratory family and both corporate and government-funded service within the academic community, ORAU has a unique niche supporting the nation's science and technology infrastructure.

ORAU's overall activities are governed by the Council of Sponsoring Institutions, which, in turn, elects a Board of Directors to oversee ORAU properties and affairs. ORAU organizes its services in three principal areas (see chart, page 3)--University, Industry, and Government Alliances; other corporate activities; and ORISE. ORAU has some 900 employees, and some 95 percent of our \$75-million budget comes from federal sources. For more than seven years, ORAU has grown at an annual average rate of 15 percent.

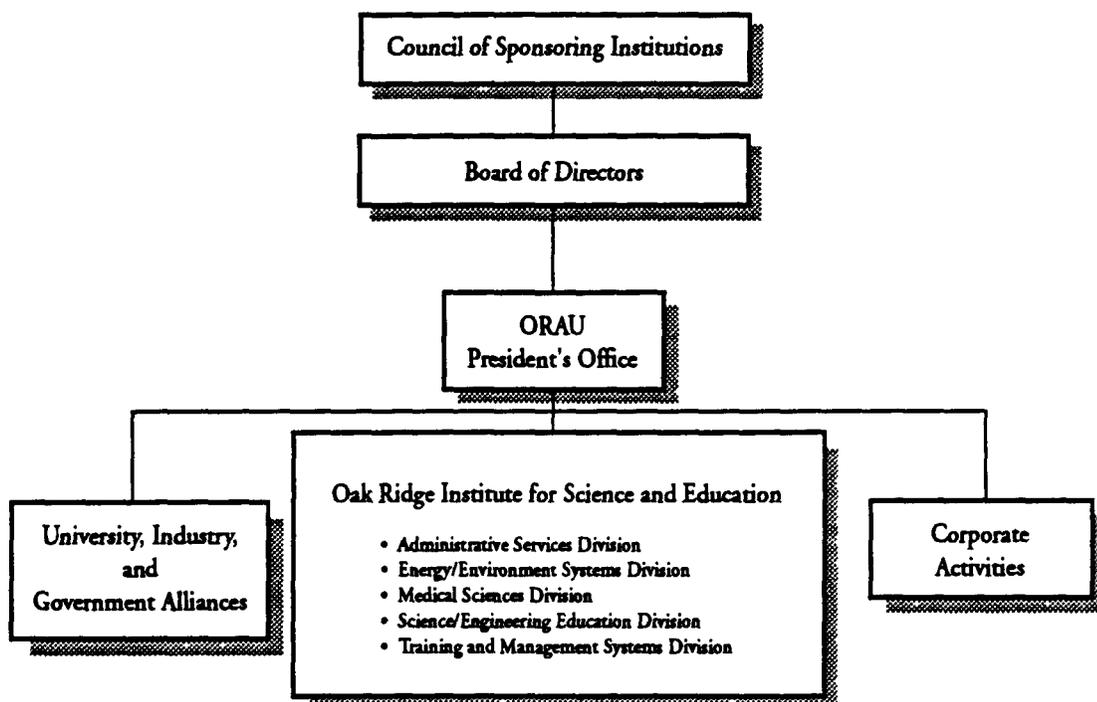
BUILDING ORAU'S FUTURE

Since 1946 ORAU has provided good value to both its member universities and the federal government. To stay competitive, ORAU must continue to improve. To excel, our unique strengths must be applied to addressing the equally unique opportunities in a world approaching the 21st century.

Moving from today's successful ORAU to an even better 21st-century organization will be neither easy nor automatic. The key will lie in how carefully the limited resources of staff and funds are invested. Risks and costs must be balanced against future advantages. Value must be added that exceeds cost. There is growing national recognition that results of value are much more than just products such as research reports, chemicals, or instruments; worthwhile results also include creating less-tangible benefits, such as increasing the quality of education.

ORAU functions in three major environments--the U.S. economy, the federal government, and higher education. The broadest one is the U.S. economy, which is becoming less dependent upon natural resources and capital and more dependent on the development and use of intellectual resources and services.

Oak Ridge Associated Universities



For the federal government, ORAU operates ORISE as DOE's only facility with a primary assignment to support the nation's science and technology infrastructure. Changes in this environment are reflected in DOE's changing missions in energy, basic science, education, and weapons research and development. Like the private sector, DOE is placing increasing importance on vertically integrated, mission-oriented goals and objectives.

Within the environment of higher education, many institutions are buffeted by similar pressures and must also re-evaluate how they can best satisfy their own missions in

education and research. ORAU's future depends on how the organization addresses both the challenges and opportunities of a changing world.

Vision, Mission, and Strategic Intent

ORAU today is an acknowledged leader serving the nation by examining opportunities and issues in science and technology, identifying solutions, and delivering results. The association's vision is to strengthen that role to become an international model for cooperation, collaboration and communication among governmental, industrial, and academic communities. That vision is anchored in an overall mission:

To work with and for the government, academia and the private sector to foster capabilities that are critical to the nation's well-being and economic security, particularly in science, technology, and education.

ORAU's mission flows from an overarching set of strategic intents. While outlining a future beyond ORAU's present capabilities, relying on resources not yet in hand, and depending on events beyond anyone's control, the following strategic intents are realistic and achievable.

- To be fully responsive to the requirements of public trust and public service to its members, clients, and staff, ORAU intends to produce results of high value and exceptional quality.
- To make increasingly significant contributions to the development of the nation's science and technology base and infrastructure, ORAU intends to maintain and strengthen the contributions its work makes to the DOE and other federal agencies.
- To operate at the cutting edge of nationally significant issues and opportunities in science and technology, ORAU intends to organize and support university research alliances within and for its membership.
- To develop balanced and diversified contract work for public and private clients outside of its work for DOE, ORAU intends to concentrate on activities that will complement its contributions to the federal government and those to ORAU members.

Goals and Objectives

To achieve its mission, ORAU preferentially commits its interests and its resources to major goals and supporting objectives. Goals will evolve over time as resources, issues and opportunities change, and as national goals and priorities themselves change. Thus, while the following goals define the long-term results ORAU expects to produce, they are qualitative in that they project neither specific measurable outcomes nor a set time for their accomplishment.

Goal 1. Operating in its role for DOE, ORAU will develop and apply knowledge that leads to increasingly effective education and training by strengthening the academic infrastructure in science, mathematics, and engineering at all levels and improving performance-based training for professionals and technicians.

Supporting objectives are to:

- Support the nation's educational system to help provide the scientists, technicians and engineers necessary for the nation's scientific and technological well-being and for economic competitiveness.
- Improve the performance of workers and work groups engaged in scientific and technical businesses, industries, and institutions.
- Provide technical assistance in the administration of federal programs that strengthen the educational infrastructure by improving research opportunities for students and faculty on campuses and in federal laboratories.
- Monitor labor market trends for scientists, engineers, and other technical workers; assess the supply of new graduates to meet expected employment requirements; and evaluate the effectiveness of programs designed to encourage students to pursue educational paths leading to technical careers.
- Develop, manage, and operate programs in advanced training techniques and services, human resource management, technology transfer, emergency management, and information management systems.
- Improve expertise in areas of major training importance, such as the environment, safety, and health; system approaches to training; and training technologies.
- Support activities to improve public understanding of science and technology.

Goal 2. Operating in its role for DOE, ORAU will research, analyze, and contribute to scientific and technical solutions for problems and opportunities in the world in which we live and work.

Supporting objectives are to:

- Conduct basic and applied biomedical research on human health and diseases related to energy supply or demand systems.
- Provide technical assistance and related services in occupational and environmental medicine.
- Make biomedical applications available to industry through technology transfer.
- Develop, analyze, and evaluate policies and regulations affecting energy and environmental issues.
- Carry out field surveys and assessments of hazardous material sites.
- Develop techniques for resource protection and enhancement.
- Provide technical assistance in the areas of safety, health, and quality assurance.
- Develop and implement programs in energy systems applications.

Goal 3. Operating in its role as a university consortium, ORAU will develop innovative partnerships among and between ORAU member institutions and others in academia, government, and the private sector to foster high-quality research and teaching and to address significant issues in science and technology.

Supporting objectives are to:

- Develop, implement and manage research alliances in partnership with member universities, industries, and all levels of government.

- Strengthen effective and timely communications with members about opportunities and issues of interest and stimulate transfer of technology among academia, industry, and government.
- Actively work to secure appointment of outstanding faculty from member institutions to national review panels, boards, and academies.
- Promote access for students and faculty to DOE and other federal laboratories and programs.

Goal 4. Operating in its role as a freestanding contract research organization, ORAU will develop work that complements its activities for DOE, actively promotes collaborative work with ORAU members, and strengthens and broadens ORAU's own organizational capabilities.

Supporting objectives are to:

- Establish the basic processes required to identify, organize, and implement new contract opportunities.
- Identify, develop and/or strengthen relationships with potential funding sources in the private sector, foundations, and the government.

CORE COMPETENCIES

Over the years, ORAU has developed a unique combination of core competencies that constitute the consortium's primary Oak Ridge-based institutional strengths and enable it to meet overall goals and objectives. ORAU's five core competencies are:

- **Partnerships and alliances**
- **Education and training**
- **Environmental and safety evaluation and analysis**
- **Occupational and environmental health**
- **Enabling research**

Partnerships and Alliances

From the earliest years, ORAU has made important and often historic contributions to science and technology by forging innovative relationships among ORAU member institutions and others in academia, government, and the private sector. Seeking to make the most of the nation's resources, ORAU actively promotes collaboration, cooperation, and communication among individuals and institutions to generate results, quality, and value far exceeding what otherwise would be possible without such combined efforts.

Leading ORAU's corporate efforts to develop partnerships and alliances that include ORAU member universities is University, Industry, and Government Alliances (UIGA). UIGA works with and for ORAU member institutions to help faculty gain access to federal research facilities; to promote cooperation between members and ORISE; to keep members informed about opportunities for fellowship, scholarship, and research appointments; and to organize research alliances in areas where collective strengths can be focused on issues of national importance.

ORAU's successes in organizing innovative alliances range from one of the nation's pioneering user facilities--namely, the University Isotope Separator at Oak Ridge (UNISOR), a consortium studying extremely rare unstable nuclei--to the more recent Southern Association for High Energy Physics. Now being developed are alliances in international physics, the biological effects of electromagnetic fields, materials science, the management of technology, alternative fuels/more effective engines, total quality management in academe, and high-performance computing applications.

Education and Training

Cross-cutting education and training programs throughout ORISE seek to strengthen the nation's academic and economic infrastructure in science, mathematics, engineering, and professional resources at all levels--the classroom, the research laboratory, the workplace, the marketplace, and the global economy.

Working with formal education at all levels from K-12 to postdoctoral, ORISE enhances the quality of scientists and engineers; broadens the participation of minorities, women, and the disabled in science and engineering careers; enhances teacher preparation and faculty development; strengthens cooperation within the academic community and federal laboratories; and provides workforce analyses, program evaluation, and technical assistance to federal agencies and laboratories.

Complementing its broad assistance to formal education, ORISE also designs, delivers, and manages training programs for DOE, other federal and state agencies, industries

and industrial trade groups, and the private sector; manages widespread dissemination of training systems and information; conducts needs analyses; and finds solutions for training and human resource management problems.

ORAU, principally through ORISE, has long been successful in providing opportunities for graduate, postgraduate, and faculty training in specific research areas that currently include biochemistry, cytogenetics, internal radiation dosimetry, epidemiology, and other areas.

UNISOR provides both training and education opportunities for students from colleges and universities around the nation who conduct basic research and collaborate with ORAU and Oak Ridge National Laboratory scientists. ORISE also provides short courses for physicists, nurses, health physicists, paramedical personnel, and attorneys on concepts related to managing medical problems associated with radiation accidents.

Environmental and Safety Evaluation and Analysis

One of the fundamental aims of ORAU and the facilities it operates for DOE is to advance fundamental knowledge concerning energy and the environment. Important contributions have been made in areas such as global warming; alternatives for producing energy; nuclear safety technology; and methods to preserve, restore and enhance the environment. Today ORISE is one of the nation's foremost sources for highly trusted expertise, counsel, and technical services related to environmental protection, restoration, and waste management.

Building on five decades of experience in health physics, radiation effects and environmental studies, ORISE excels at assessing, analyzing, and evaluating policies and regulations; developing techniques for personnel/environmental protection and enhancement; conducting technical safety appraisals and reviewing safety analysis reports; and studying and analyzing energy system applications programs. ORISE personnel also have broad experience in conducting field surveys and assessments of hazardous material sites, analyzing the impact of radiation contamination and alternative cleanup strategies, reviewing cleanup plans, and verifying the success of environmental restoration efforts.

Occupational and Environmental Health

ORAU has a long tradition of excellence in conducting basic and applied research to answer questions about the relationship of energy-related technologies to human health and disease. Drawing upon the experience of nearly five decades of basic research and technical assistance, and the complementary resources at member institutions,

ORAU today has become a leading national resource for addressing the health impacts of hazardous agents in the workplace or in the environment.

To support this and other objectives, ORISE carries out basic research; develops beneficial applications to human health from science and technology; implements approaches to avoid, moderate, or reverse negative health impacts; analyzes the health risks and outcomes to society from applications of various industrial technologies; and provides related information systems and management operations primarily for DOE, federal and international agencies, and industries such as utilities and pharmaceutical companies.

Enabling Research

To support ORAU's overall mission of helping to provide and develop capabilities critical to the nation's science and technology infrastructure, ORAU seeks to ensure the continuing excellence of basic enabling research, which is essential to maintaining the other fundamental core competencies.

Continuing nearly five decades of important contributions, ORAU's biomedical research addresses important questions of health and disease processes by closely examining the smallest building blocks of life, including subcellular organelles, chromosomes, and genes as well as the biological molecules that work together to activate life processes. Related research areas include cytogenetics, biochemistry, occupational epidemiology, and internal radiation dosimetry.

Now in its third decade, research at UNISOR encompasses the study of the structures and decay mechanisms of rare short-lived nuclei. UNISOR's strong record of excellent basic research includes its major role in the discovery and illumination of the coexistence of different nuclear shapes in a single isotope. UNISOR researchers concentrate on adding to scientific understanding of the structure of the atomic nucleus by improving experimental techniques.

ORISE also conducts enabling research in a wide range of areas--policy studies, socioeconomic issues, surveys of needs in the scientific and technical workforce, and many others that support the missions of DOE, ORAU, its members, and other sponsors of work.

SUPPORTING ADMINISTRATIVE SERVICES

ORAU will continue to provide timely and cost-effective supporting administrative services in facilities management, fiscal services, human resources, information services, environmental protection, and employee and public safety. Objectives are:

- To promote diversity and exercise affirmative action in all the human resource programs that are run both for ORAU employees and others.
- To attract, develop, and retain a competent, effective work force in a manner fully consistent with the spirit and letter of the law.
- To provide a safe workplace for employees and visitors and to promote sound environmental practices.
- To plan, develop, improve, and maintain ORAU/ORISE facilities to meet the needs of operating divisions, other service units, and ORAU's customers.
- To provide services to meet information requirements of ORISE and ORAU through computer-based information systems, telecommunications, public information activities, media relations, technical editing, graphics, and printing, and to manage conference facilities.
- To provide an efficient financial management system; to effectively maintain control over all revenues, expenditures, and physical resources; and to provide accurate, meaningful, and uniform financial information.

CORPORATE HIGHLIGHTS SINCE LAST UPDATE

In striving to become an international model of contributions to science and technology, ORAU has achieved significant success through recent corporate initiatives. Following are some representative highlights.

International Outreach

ORAU has a number of important initiatives underway to strengthen relations between ORAU member institutions and universities in Central and Eastern Europe and in the New Independent States of the former Soviet Union.

For example, options are being considered for a new organization to strengthen NIS universities, broaden the international outreach of U.S. institutions, and stimulate educational initiatives within the region. The mechanism would be an ORAU consortium of U.S./NIS universities to provide assistance in forming faculty-to-faculty, department-to-department, and university-to-university partnerships and to provide services in areas beyond the reach of a single institution (for example, a clearinghouse for NIS students interested in graduate training at U.S. universities).

In related service, ORAU has been actively involved for several years with the Alliance of Universities for Democracy, a nonprofit consortium of more than 80 institutions of higher learning in Central and Eastern Europe and the U.S., as well as corporations and individuals. This association was founded in 1990 to enhance the role of education for promoting democratic institutions, economic development, and common moral and social values. In support, ORAU provides technical, administrative and communications assistance, including the development of promotional materials and a biannual newsletter.

Meanwhile, other expanding corporate initiatives, often in cooperation with cosponsoring member universities, are seeking to develop new international activities. For example, ORAU recently proposed an innovative program for training in U.S. universities for NIS citizens in free market and democratic institution building. The proposal to the Agency for International Development was cosponsored by 54 ORAU universities and 10 NIS higher education institutions. Although unsuccessful in securing that specific contract, the effort generated information and contacts expected to be very useful in future efforts.

NSF Graduate Research Fellowships

Operating in its role as a freestanding contract research organization, ORAU sought and won a \$6-million, three-year contract to administer services supporting the prestigious National Science Foundation (NSF) Graduate Research Fellowship Programs. ORAU will support key phases of the application process for the regular Graduate Fellowship Program, the Minority Graduate Fellowship Program, and components in Women in Engineering and Computer and Information Science.

NSF fellows receive three years of funding to pursue advanced degrees in the mathematical, physical, biological, engineering, behavioral and social sciences, and in the history and philosophy of science. The support of these research fellowships had been the responsibility of the National Research Council since 1952. Under the terms of the contract, each year ORAU will process an estimated 10,000 applications and arrange for their review. The NSF awards approximately 1,000 fellowships each year to college seniors and first-year graduate students from colleges and universities across the United States.

Other New Awards

The ORAU/ORISE Medical Sciences Division's Center for Epidemiologic Research (CER) submitted bids for and won three new contracts, further reinforcing its competence and ability in performing analytical studies in the research community.

Due to a shift in managerial responsibility of analytical studies from the DOE to the Department of Health and Human Services (DHHS), the center and all other DOE-funded contractors and laboratories now must competitively bid for long-term analytical studies through the National Institute for Occupational Safety and Health (NIOSH).

CER won a \$660,000-a-year contract to provide technical support to NIOSH, which will oversee many of the health and mortality studies previously conducted by ORISE.

CER was also awarded a three-year, \$1-million contract to provide quality control services to the State of Tennessee's Department of Health for the management of two health registries. The staff of the center will examine data previously reported to the Tennessee Cancer Reporting System as well as verify data that has been collected for the new Tennessee Birth Defects Registry.

In addition, the center won a \$595,000 contract from the U.S. Centers for Disease Control and Prevention (CDC) to perform follow-up medical examinations and statistical analyses of about 250 former mercury workers at the Y-12 Plant. Work will be based on a project conducted by University of Michigan researchers in the 1980s, which found some neurological symptoms were related to high mercury exposure.

Teaching and ~~of~~ Research Publication

During the past year, the ORAU Council of Sponsoring Institution's Science and Technology Committee focused its resources to publish and distribute "Teaching and ~~of~~ Research," a report that presents the consensus voice of university professors--both teachers and researchers--who firmly believe that sustained support for both are vital to the nation. The project was stimulated by concern about a growing perception in the U. S. Congress that the large volume of funded basic research in U.S. universities was actually degrading the quality of undergraduate instruction.

A working group at the University of South Carolina polled member universities twice by letter, and more than 200 faculty members and administrators responded to provide examples, quotations, and opinions by professors who brought the excitement of their research to undergraduate teaching and from students who shared that enthusiasm both in the laboratory and the classroom. The overwhelmingly positive comments were screened, incorporated in a document for review, and subsequently published in April 1993.

Since then, essentially all of the 8,500 copies of the report have been distributed. Among those receiving copies have been presidents and chief executives of ORAU member institutions; ORAU's Board of Directors, Council of Sponsoring Institutions, and executive staff in Oak Ridge; all members of the U.S. Congress; chief executives of higher education associations, federal laboratories, and DOE management and

operating contractors; the Southeastern Universities Research Association Board; National Academy of Sciences committee chairs and staff; the American Association for the Advancement of Science Policy Committee; and numerous other leaders and interested citizens throughout the country. An ORAU news release was mailed to major news media and publications with interest in research and education.

SSC Ends But SAHEP Continues

Before Congress voted to end the Superconducting Super Collider (SSC) project, the Texas National Research Laboratory Commission (TNRLC) had approved a \$750,000 award for the Southern Association for High Energy Physics Initiative for SSC Research and Education (SISSCRE). This was the initiative's third year of TNRLC funding, which has provided continued support for research in simulation, calorimetry, tracking, particle identification, radiation damage, and fast electronics. Funding will end March 31, 1994.

Formed by ORAU member schools in 1988, the Southern Association for High Energy Physics (SAHEP) serves as a regional professional association organized to promote and foster excellence in high energy physics research in the South. Although demise of the SSC project was a major loss, SAHEP presently plans to continue its efforts through other means.

Other UIGA Progress

In recent years, ORAU's UIGA has substantially increased the number of corporate-funded basic programs, alliances, and forums that produce direct benefits for member universities. In particular, new multi-institutional alliances are now resulting in more direct communication and collaboration among individual researchers and ORAU staff on a wider range of technical subjects than at any time in our history. One of the newest, the Pan-American Association for Physics, also supports the objective of expanding international service.

Historically ideas for alliances--from early consortia such as UNISOR to the more recent SAHEP--have been suggested by leaders from member universities or key ORAU staff. Over time basic qualifying criteria have developed. To be supported, a proposed new ORAU-based multiuniversity alliance should fit within ORAU's mission, address a major national need, build upon strong shared leadership from member universities, build upon or complement ORAU core competencies, require a team effort beyond the probable resources of a single university, and have a reasonable chance for major funding and value exceeding costs.

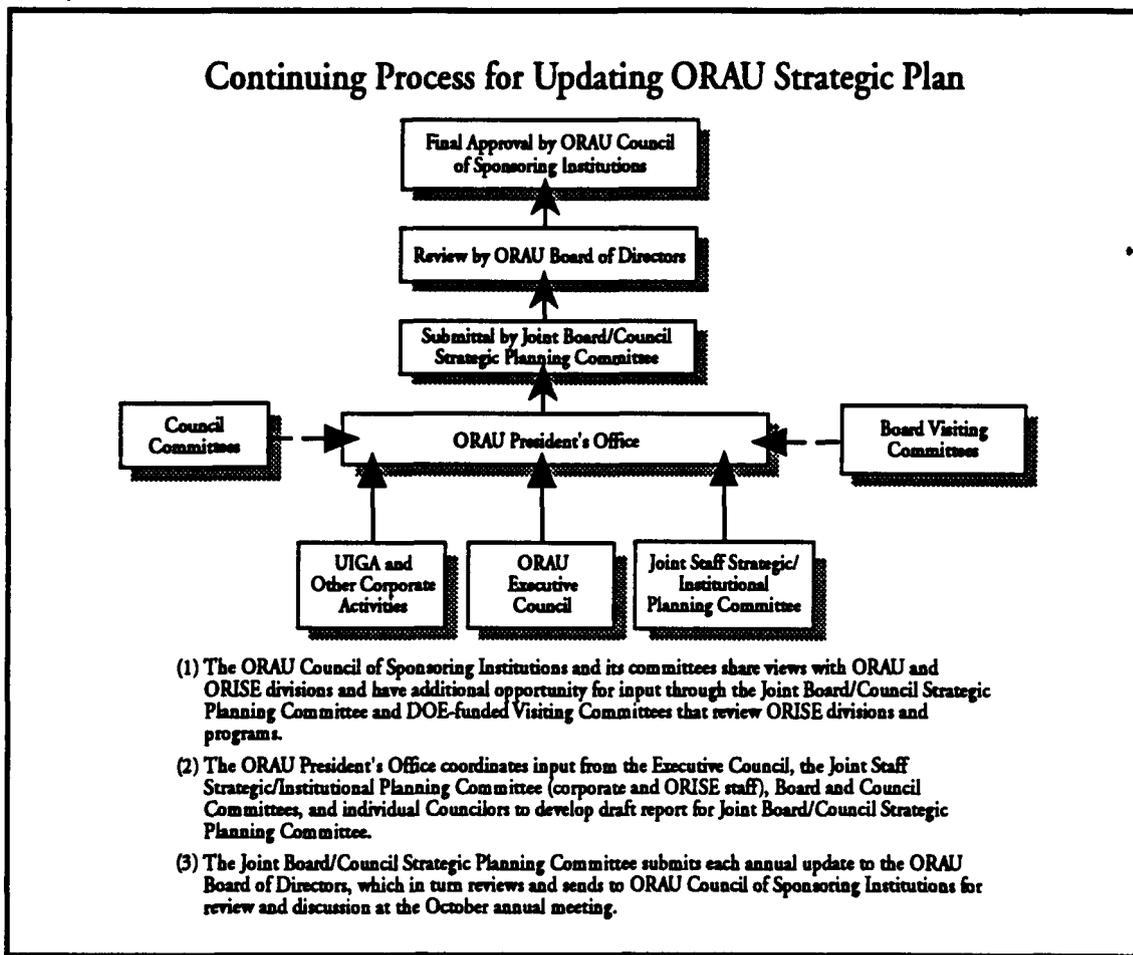
During the past year, UIGA continued to explore the feasibility of forming or continuing alliances in high energy physics, the biological effects of electromagnetic fields,

materials science, the management of technology, alternative fuels/more efficient engines, total quality management, bioprocessing, and high-performance computing applications.

In support, UIGA offers a menu of services, including the assessment of member interests, organization and administrative support for one or more exploratory meetings, and other general assistance to leaders of each developing effort.

UPDATING FUTURE PLANS

In response to ORAU's Board and Council, an updated "Oak Ridge Associated Universities Strategic Plan" will continue to be presented for review and discussion at each October meeting of the Council of Sponsoring Institutions. Each update will be produced by ORAU staff (both corporate and ORISE) with the active oversight of the Joint Board/Council Strategic Planning Committee and will incorporate input from Board and Council members and committees (see illustration of process below).



Future reports will continue to complement the "Oak Ridge Institute for Science and Education Institutional Plan,"* which is prepared as an annual report to DOE progress and proposed initiatives for government-funded programs.

ORAU personnel recognize that the strategic planning report should be a living document, changing as necessary to reflect the best information available. Formal approvals of each revision will be requested when there are significant proposed changes in direction or scope. In time, the annual update will become more detailed and specific as an operating strategic plan, complete with more specific action plans to achieve institutional goals.

Overall, the "Oak Ridge Associated Universities Strategic Plan" provides a guideline for ORAU staff to chart the specific actions required to achieve institutional goals and objectives. The continuing process will be flexible enough to respond to important new opportunities and a changing environment, but will remain focused on our objectives to serve the nation and ensure a continuously improving organization that produces outcomes of high value to the federal government, our member universities, and other whom we serve.

*Copies of the "Oak Ridge Institute for Science and Education Institutional Plan" for FY94 - FY99 are available on request to the ORAU President's Office, P.O. Box 117, Oak Ridge, TN 37831-0117.

ORAU Values

This statement was developed by ORAU employees.

Our employees are our most valuable resource. We commit ourselves to:

- Creating an innovative, productive, harmonious, safe, and comfortable environment in which to work;
- Advocating and expecting fairness, openness, integrity, teamwork, courtesy, and high ethical standards in our personal and business dealings with others;
- Promoting a talented and diverse workforce by hiring quality individuals, appreciating their differences, and developing employees to their fullest potential for the benefit of the organization, the individual, and society;
- Encouraging and rewarding the highest level of performance through objective review and recognition;
- Empowering employees to make decisions in fulfilling their responsibilities; and
- Holding ourselves accountable for our actions.

Our community includes our member institutions, other associations and laboratories, our sponsors and clients, and the places we call home. We commit ourselves to being active and responsible members of our community by:

- Leading through innovation and creativity;
- Providing products and services of the highest quality in a timely and cost-effective manner; and
- Respecting and protecting our environment and encouraging that respect by others.



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