

ORD's Strategic Organizational Goals

ORD has established five strategic organizational goals to meet the challenges of the future. The goals are as follows:

- **Support the Agency's Mission**
- **Be a High-Performing Organization**
- **Be a Leader in the Environmental Research Community**
- **Integrate Environmental Science and Technology to Solve Environmental Problems**
- **Anticipate Future Environmental Issues**

Each goal contains several focused objectives, under which are specific actions. The actions represent the set of activities that ORD will implement in order to meet each objective and, taken together, achieve all of the goals. Individually, each goal represents an aspiration we seek to achieve. Collectively, our goals define the full range of ORD's role in shaping the future of environmental protection.

As Figure 1 shows, ORD's five goals are closely interrelated. **Supporting the Agency's mission (Goal 1)** is central to the other four goals and is the guiding focus for all ORD employees. While other agencies such as the National Science Foundation play a critical role in pursuing our fundamental understanding of nature and natural phenomena, ORD is committed to pursuing "science for a purpose," namely, protecting human health and the environment from the unintended consequences of humankind's use of the earth and its atmosphere. ORD is part of a regulatory Agency, and ORD's scientific products and expertise are critical to supporting agency decision-making. First and foremost, ORD must be a strong advocate for sound science across the Agency.

Being a high-performing organization (Goal 2) allows us to achieve our other strategic goals. In order to accomplish what we have set forth, our organization will encourage scientific leadership, integration, and anticipation in pursuit of our primary goal of supporting the Agency's mission. We will attract, retain, and develop a highly qualified and diverse workforce to meet the challenges we face. Policies and administrative processes will provide tools to promote risk-taking, integration, and anticipation of trends. The performance and promotion system will encourage and reward progress toward our strategic goals.

Science leadership (Goal 3) is a key component of our success. If we are to provide sound science for environmental decision-making, it must be recognized as leading edge. In addition, there is more mission-critical research than ORD scientists and engineers can perform, which means that we will leverage ORD's resources with the research expertise in academia, in other research institutes, and in state, federal, local, and tribal organizations that conduct environmental research. ORD will demonstrate and model environmental science leadership within EPA and in the broader scientific

Figure 1: ORD's Strategic Goals





community. This leadership will help us to integrate science, anticipate the future, and become a high-performing organization.

Integration across environmental science and technology (Goal 4) requires leadership and is critical to meeting the challenges of the future. EPA has long known that solutions addressing problems one at a time and one medium at a time are less efficient and, therefore, only partially effective. Integration across the risk paradigm (i.e., source-exposure-dose-effect-management) is a critical first step to achieving more effective solutions and meeting future challenges.

Integration across environmental media (i.e., solutions that solve a problem in one medium have additional benefits in another, rather than unintended negative consequences) is needed to recognize trade-offs.

Integration across disciplines, including the social sciences, is yet another step leading to the ultimate goal of solutions that integrate protection of human health with protection of ecosystems. Finally, integration of extramural research conducted through our Science to Achieve Results (STAR) grants program with our intramural research efforts greatly expands our scientific effectiveness and impact.

Anticipating future environmental trends and issues (Goal 5) can help ORD maintain a leading-edge view of scientific needs for preventing or ameliorating potential environmental problems. Environmental “futures” thinking will lead to better articulation of new directions and strategic planning of research—before problems emerge and lead to environmental damage and degradation. Through futures thinking, ORD will support more informed EPA decision-making, shape the national environmental research agenda, and reinforce ORD’s leadership position in the scientific community.

