

OFFICE OF THE PRESIDENT

MEMORANDUM

Date: August 30, 2019

To: Moody Altamimi
Suresh Babu
Michelle Buchanan
Heidi Goodrich-Blair
Moe Khaleel
David Manderscheid
Jeff Nichols
Robert Nobles
Stacey Patterson
Janis Terpenney
Xin Sun

From: Randy Boyd, President
Donde Plowman, UTK Chancellor
Thomas Zacharia, ORNL Director

Re: Steering Committee for the Oak Ridge Institute at the University of Tennessee

On June 21, 2019, the UT Board of Trustees approved the creation of the Oak Ridge Institute at the University of Tennessee “to foster a stronger and more coordinated relationship” between the University of Tennessee and Oak Ridge National Laboratory).

The overarching goals of ORI are to:

- Establish robust partnership platforms that promote industry engagement, entrepreneurship and technology implementation for economic and community development;
- Provide flexible mechanisms that promote discovery and innovation especially in, but not limited to, areas related to **data science and technology, advanced materials, and outcomes-based applications**; and Build on existing joint programs to strategically integrate collaborative opportunities between UT and ORNL;
- Offer an enriched interdisciplinary educational and research experience for students.

To achieve long-term success, we want to:

- Work toward a strategic alignment of the expertise and infrastructure of UT and ORNL to usher in world-class interdisciplinary research and graduate education;

- Promote the growth and recruitment of top-tier faculty and graduate students
- Identify trends and support opportunities for large, multidisciplinary collaborations and funding;
- Develop and support programs to enhance the collaborative culture of UT and ORNL;
- Create an administrative home that provides support and guidance for partnering opportunities;
- Serve as a repository and develop reports that describe the joint efforts and their impact and return to the University, ORNL, Department of Energy, Tennessee and our country.

The general concept of ORI has been approved by the board, and now it is time to get our teams together to begin to design the institute. We need big thinkers from the faculty and leadership at UT and ORNL to help us build this out. For that reason, we have asked you to serve on this inaugural steering committee.

Michelle Buchanan, David Manderscheid and Stacey Patterson have agreed to serve as co-chairs of the committee team. As you work together it will be critical that you share ideas with the groups you represent and create appropriate opportunities for feedback. We want to develop a thoughtful plan yet keep the project moving.

In getting started it will be important to review existing programs, identify opportunities for growth, and identify processes that enhance the collaborative opportunities. With these goals in mind, the charge to the committee is to develop recommendations for the following:

- Create a set of guiding principles that will enhance the success of ORI
- Create a timeline for rollout and implementation of ORI
- Envision a system of accountability that ensures the goals of the institute are met
- Identify key implementation tasks and process for beginning the implementation

We look forward to attending the first meeting to provide the charge for the Steering Committee and answer any questions you may have.

We could not be more excited to launch Oak Ridge Institute, which offers the opportunity to take the university to the next level, enhance ORNL's mission, and create unparalleled opportunities for students, faculty and scientists in this Oak Ridge Corridor. Thank you for helping shape an institute that will promote our institutions and Tennessee as the "go to" destination for convergent research and talent development in areas of national need. By elevating our joint efforts and capitalizing on this opportunity before us we create a new and exciting future for our university, ORNL, Tennessee, and our Nation. Thanks for your leadership.

Should you have questions or comments, please feel free to contact us.

cc: Chancellors
 Provosts
 UTK Vice Chancellors
 UT System Vice Presidents
 ORNL Deputy Directors
 ORNL Associate Laboratory Directors
 David Keim, ORNL Director of Communications
 Theresa Lee, Dean, College of Arts and Sciences