



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

FEB 15 2012

THE ADMINISTRATOR

Deborah L. Swackhamer, Ph.D.
Chairwoman
Science Advisory Board
U.S. Environmental Protection Agency
1200 Pennsylvania Avenue, NW
Washington, D.C. 20044

Dear Dr. Swackhamer:

I offer my sincerest appreciation to the members of the U.S. Environmental Protection Agency's Science Advisory Board and the Office of Research and Development's Board of Scientific Counselors for their review of the strategic research plans and draft frameworks for each of ORD's newly aligned research programs.

Indeed, *Office of Research and Development New Strategic Directions: A Joint Report of the Science Advisory Board and Board of Scientific Counselors* provides a thorough analysis of the EPA's six research programs with a specific focus on sustainability, innovation, integration of environmental-research strategies both among programs and within the broader scientific community, and support of the agency's strategic science priorities. By sharing their views at this early stage in ORD's national program development, the SAB and the BOSC have helped to ensure that the EPA's research programs provide the scientific foundation necessary for meeting today's and tomorrow's environmental challenges.

By all accounts, the joint meeting of the SAB and the BOSC was an overwhelming success. I applaud your collaboration during the review of the agency's national programs. The broad range of experts who participated in the joint meeting offered valuable insights and recommendations beyond those achievable by either board independently. We at the EPA look forward to further opportunities for collaborative endeavors between the SAB and the BOSC in support of our mission to protect human health and the environment.

I was very pleased to learn of your support for the ORD research program realignment and adoption of a systems approach to sustainability as "bold and necessary steps," and that program consolidation will bring efficiencies and promote a systems approach for incorporating sustainability into the overarching framework for research. The shift in focus from traditional scientific disciplines to environmental systems will allow broad integration of our various research labs and centers, providing enhanced opportunities to solve real-world problems. Dr. Paul Anastas, the EPA's science advisor, and I fully support your recommendation to include sustainability as part of the research vision and framework for each of the research programs. Further, we agree that unified terminology and clearly defined

metrics for evaluating progress toward sustainability goals will enhance the effort of all six cross-cutting programs.

As you noted, cross-cutting research programs maximize the impact of ORD research through broad problem formulation and science integration. Only through transdisciplinary collaboration and coordination across ORD programs will we be able to meet our research objectives, including integration of human social, behavioral and decision sciences into our sustainability framework. ORD is now working to increase emphasis in these areas across its research portfolio.

The EPA is carefully considering the specific recommendations for each of the six programmatic areas evaluated in your report as well as other comments included in your letter. We look forward to sharing future developments and to incorporating the joint committee's suggestions as the implementation of ORD's national programs progresses.

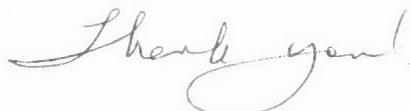
As Administrator, I recognize that the success of ORD's research programs depends upon financial and human resources to support program implementation. Scientific research is the backbone of our decision making. Therefore, I remain committed to leveraging the agency's resources to effectively and efficiently support research programs that are critical to fulfilling the EPA's mission.

Please know that your dedicated service to the EPA is truly valued, and I thank both the SAB and the BOSC once more for reviewing the ORD's new strategic directions.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Lisa P. Jackson', written in dark ink.

Lisa P. Jackson

A handwritten signature in cursive script that reads 'Thank you!', written in dark ink.



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THE ADMINISTRATOR

Martin Philbert, Ph.D.
Chairman
Office of Research and Development Board
of Scientific Counselors
University of Michigan
1415 Washington Heights
Ann Arbor, Michigan 48109-2029

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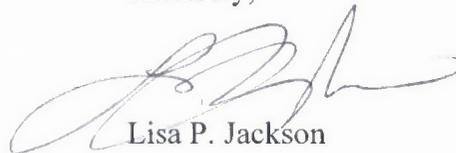
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Sincerely,



Lisa P. Jackson

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