



# Innovation in

- ◀ Mason Harrup is leading a team of researchers at Idaho National Laboratory (INL) in the development of a lithium rechargeable battery that withstands the freezing temperatures found in outer space and has a much longer shelf life and is safer than conventional batteries. Battelle co-manages INL for the U.S. Department of Energy.

# Laboratory Management

Managing the elements of science-based discovery and application—from the innovative scientists who perform it; to the capital-intensive, complex instrumentation and facilities that process it; to the perpetually changing, project-intensive demands that drive it—is a disciplined art.

## Building on the Benefits of Experience

During more than 75 years of research management, Battelle has helped to define the salient priorities: focus firmly on outcomes in every management decision; establish and articulate clearly defined roles, responsibilities, authorities, and accountabilities at all levels of the organization and for all tasks; and expect the most exemplary standards of professional and personal behavior.

## Simultaneous Excellence

We even created a proprietary phrase to describe our management philosophy: Simultaneous Excellence. That means we look to our laboratory management teams to deliver outstanding research results that meet our customers' critical needs; to operate laboratories with distinction—effectively, efficiently, and in full compliance with regulatory and customer expectations; and to achieve our ambitious benchmarks for corporate citizenship, environmental stewardship, and community service.

## Managing the Machinery of Science and Technology Discovery

In the span of one decade—from 1997 through 2007—Battelle's profile in the laboratory management business expanded from overseeing a single national laboratory to managing or co-managing six Department of Energy labs and a new lab for the Department

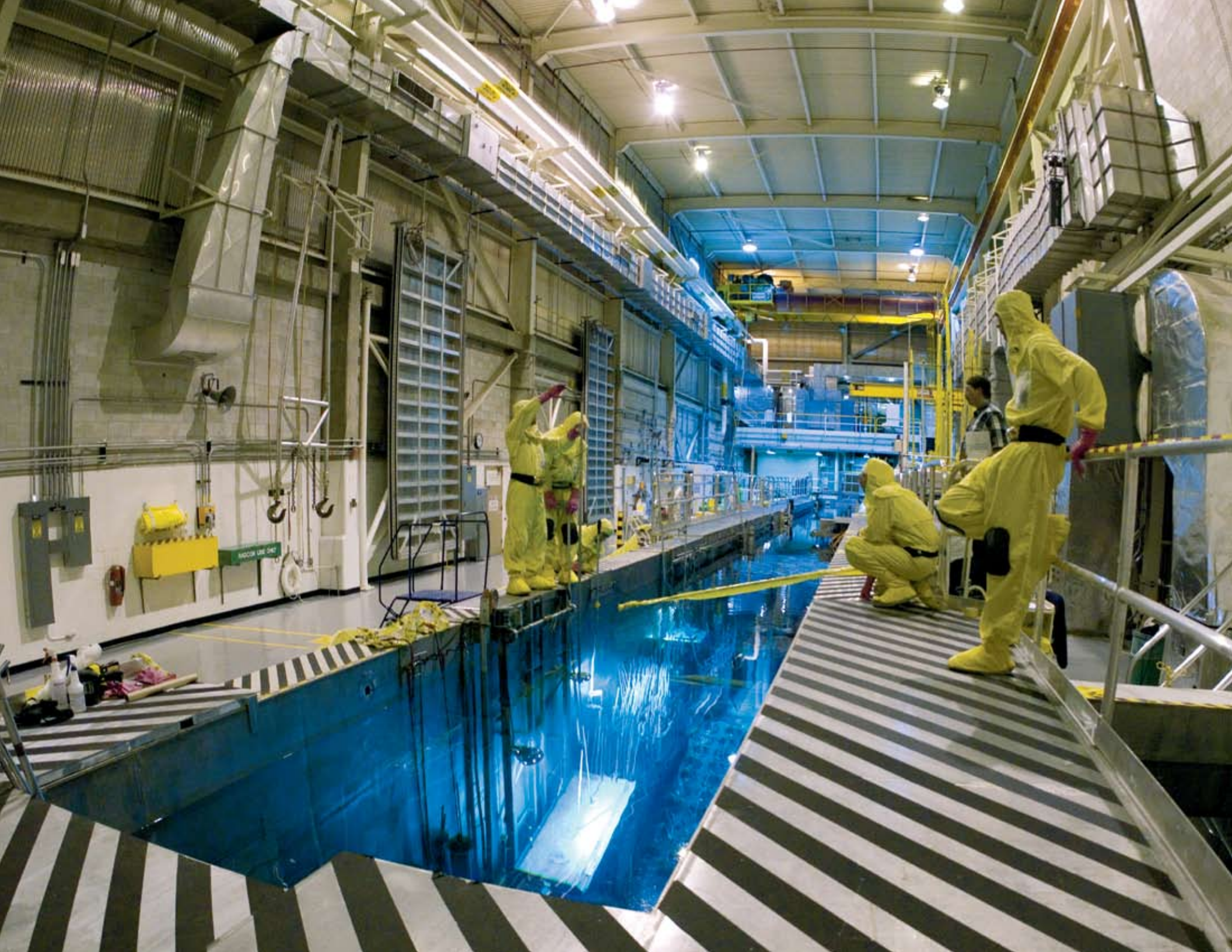
of Homeland Security. Battelle and these seven labs represent over \$4 billion in annual research activity, over 20,000 employees, and an extraordinary opportunity to provide stewardship for many of our nation's most important research assets.


## Strategic Lab Management for Customers Across the Globe

In addition to forging solutions for challenges related to energy and national security, the national labs sharpen the cutting edge of research in areas like nanotechnology, neutron scattering, synchrotron radiation, large-scale computing, information technology, life sciences and many others. Our long-standing relationship with DOE and its predecessor agencies—from the Manhattan Project forward—and the active engagement of our academic, non-profit, and industry collaborators in the laboratory management endeavor have been key catalysts for the laboratories' science and technology triumphs.


We will continue to calibrate the research and development trajectories of the labs in line with national priorities, strengthen the strategic position of each lab and our entire portfolio of labs, and pursue promising international lab management opportunities as well as expand the breadth and depth of leadership we'll need to maintain and grow our global business.

- ➔ During the past 40 years, the Advanced Test Reactor at Idaho National Laboratory (INL) has produced much of the world's data on material and fuel response to the high-radiation environments of power reactors. But, even with four decades of operation, the reactor continues to have a growing customer base, will play a key part in developing the next phase of nuclear power reactors, and will contribute to U.S. space exploration efforts. Battelle co-manages INL for the U.S. Department of Energy.





**Oak Ridge.** Oak Ridge National Laboratory (ORNL) researcher Cathy McKeown prepares samples for analysis of a microbe that could simplify future cellulosic biofuel production. ORNL scientists are conducting research on the complete DNA sequences of genomes for many organisms—from microbes to plants to humans—for the Department of Energy's (DOE's) Genomes To Life program. Battelle co-manages ORNL for DOE.



**Lawrence Livermore.** The Department of Energy awarded Lawrence Livermore National Security, LLC, a seven-year, \$1.6 billion contract to co-manage and operate Lawrence Livermore National Laboratory. The limited liability company includes the University of California, Bechtel National, BWXT, and Washington Group International. As a subcontractor on the contract, Battelle's expertise in national security, counterterrorism, and commercialization complements Livermore's advancements in nuclear deterrence, threat reduction, energy, security, and human health.

**NBACC.** The Department of Homeland Security awarded the Battelle National Biodefense Institute (BNBI) the contract to manage the National Biodefense Analysis & Countermeasures Center (NBACC). Under construction at Fort Detrick in Frederick, Maryland, the new NBACC laboratory will be the nation's premier research facility for biological threat characterization and bioforensic analysis. BNBI is a limited liability company Battelle formed to manage the Center.



**PETRONAS.** Battelle and PETRONAS signed an agreement to build and operate a landmark Renewable Energy Laboratory in Malaysia. PETRONAS, an acronym for Petroliaam Nasional Berhad, is an oil and gas corporation owned by the Malaysian government. Also participating in the effort are Battelle-Japan and the Mitsubishi Corporation.

