

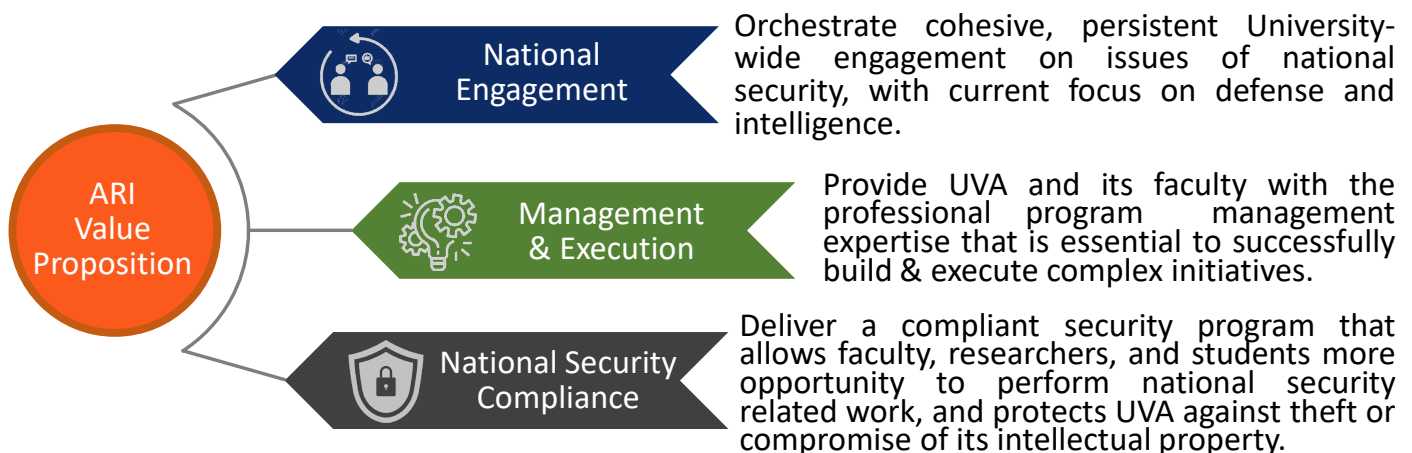
## Who We Are:

The University of Virginia's Applied Research Institute (ARI) connects UVA with government, academia, and industry to help solve national and global security challenges.

**ARI's Mission** *Inspire and enable the University of Virginia to solve national and global security challenges.*

## What We Do:

ARI enables UVA to be a national leader in the discovery of solutions that promote peace, stability, and security. This requires knowledge, skills, and capabilities that are unique to this field of work. ARI's overarching theme is to unify effort between outside partners who seek to benefit from UVA's capabilities and a university postured to serve and to discover solutions for many different communities. Underpinning ARI's value proposition to the UVA community and the nation are ***national engagement, management and execution, and national security compliance.***



**National Engagement** – ARI's engagement locally, statewide, and in the National Capital Region (NCR) positions UVA to grow its leadership role in national security. Engagement creates opportunities for UVA's faculty, staff, and students to understand, lead, and discover knowledge that contribute and solve the challenging issues facing our nation today. ARI's engagement approach develops opportunities ranging from policy workshops to being a preferred research partner across health and engineering.

**Management and Execution** – Expert program management is critical to build and execute complex national initiatives. ARI's certified Project Management Professionals scale and modify management to the needs of any special project, from small workshops to multi-year efforts. Effective management is key to success. Importantly, it enhances UVA's reputation as an institution that delivers timely and well managed solutions, and is key to winning follow-on opportunities.

**National Security Compliance** – ARI coordinates a cross-Grounds consortium that supports the day-to-day national security related activities for the University. These activities address the growth of risks posed by criminals and nations that seek to steal the University's intellectual property and compromise its assets - people, information technology systems, and infrastructure. ARI also manages the day-to-day national security compliance program on behalf of the President and Board of Visitors, including oversight of the University's certified work space to perform classified work and research.

# Operating Environment, Challenges and Opportunities

National security is a whole-of-government activity that leverages all instruments of U.S. diplomatic, informational, technical, military, and economic capability to promote peace, stability, and security. Increasingly, universities are called upon to provide the critical research, education, and policy engagement across a wide spectrum of activities. When aligned, these strengthen national security in the U.S. and abroad. Demand signals are strong for the capabilities ARI delivers as global democracy, humanitarian, health, engineering, data, commerce, and education issues - to name a few - are inextricably linked to national security issues and vice-versa. National security continues to be an area of great pan-University growth opportunity at UVA, and ARI has built a strong foothold to pursue expansion.

There is risk to UVA's ability to sustain and expand its national impact. Recent data (*The Center for Measuring University Performance annual report*) show downward trends for UVA in comparison to perceived or actual peers. Restoring UVA's prominence and its ability to influence change demands a coordinated University-wide effort, including sustained growth of its national security work. UVA is optimally located in relation to Washington, Hampton Roads, and almost every national security headquarters. It is a recognized leader across a wide range of disciplines including law, policy, education, engineering, medicine, the arts and sciences. The University has a unique power to convene. The Charlottesville area is growing and is home to government agencies and businesses that perform national security work. Virginia is the second largest state in terms of national security spending and we are ranked first in terms of national security spending as a percentage of state GDP.

## Toward the Future

ARI's focus is to seek and leverage national opportunities to foster UVA's role as an asset to many communities, and a top American university. To seize new opportunities and address the risks presented by the challenges, ARI is launching two initiatives over the next 24 months. Underpinning this work is the understanding that maintaining the status quo does not enable UVA to distinguish itself as a leader at the national level.

**LVG-ARI Initiative** – The Licensing and Ventures Group advances and transfers UVA-created science and technology into the public sphere. ARI is aligned with LVG to identify candidate intellectual property, that if applied to national and global security problems, addresses critical requirements. ARI's unique capabilities will be leveraged to translate targeted LVG opportunities into the public sphere supporting national and global security.

**National Capital Region** – UVA has ongoing efforts in the NCR to support various University engagements. ARI will expand the UVA presence in order to grow its national impact with the intent to deepen UVA faculty and student engagement, and to leverage the University's convening powers to more impactfully address national security challenges.

### ARI's Federal Agency Engagements

● University of Virginia

#### Charlottesville Region

- National Geospatial-Intelligence Agency
- National Ground Intelligence Center
- Defense Intelligence Agency
- FBI Richmond Field Office



### National Capital Region

- National Security Agency
- J7 (Joint Force Development)
- Rapid Response Technology Office
- Pentagon
- Central Intelligence Agency
- USD(I)
- Defense Threat Reduction Agency
- Defense Logistics Agency