



UCAR

UNIVERSITY CORPORATION FOR ATMOSPHERIC RESEARCH

UCAR Strategic Plan

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Unidata Strategic Advisory Committee
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UCAR Provides Value With:

- **Advocacy** for NCAR and the atmospheric sciences community
- **Service** in support of NCAR and our university community
- **Central Business Processes** for the entire organization
- **UCAR does not do the science.** This is NCAR's role. UCAR exists to support NCAR's scientific research mission and the research and education mission of our university members.

UCAR Values

Scientific Integrity

...we are fair brokers for the complex science that underpins the planet's variability

A Diverse Workforce

...that is essential for solving complex problems

Fiscal Accountability

...we honor and wisely manage the nation's investment in our endeavors

Transparency And Open Access

...to our science, our technology, and our business practices

Innovation And Agility

...which we promote in our business practices and encourage in our human capital

Collaboration And Partnerships

...working together we can accomplish what each of us individually cannot

Organizational Alignment

- **NCAR's Strategic Plan is complete**
 - The time is right for UCAR to develop its new plan in support of NCAR's plan
- **UCP is also planning its future direction**
 - Discussions continue with UCP Directors about UCP's emerging role within UCAR
- **NSF Cooperative Agreement for management of NCAR**
(Commenced on Oct 1, 2013)

Stakeholder Involvement

Stakeholder	Engagement Vehicles
All Staff	Town Halls Website and Email (comment period) Representatives/subject matter experts on goal teams
Board of Trustees	Board Meeting discussions (May and October 2014) Webinars / teleconferences Website and Email (review and comment period) Representatives/subject matter experts on goal teams
PACUR	Meetings Webinars / teleconferences Website and Email (comment period) Representatives/subject matter experts on goal teams
University Members	UCAR Update E-Newsletter Webinars Annual Meeting discussions (October 2014)
NSF	Meetings with leadership
Other Funders	Meetings with leadership

Planning Process

- Key Objective: **Broad stakeholder involvement** to help us develop our vision and mission, goals and metrics
- **Eight goals** were identified by the President's Council
- Each goal had a **goal team** of organizational and community stakeholders (approximately ten members) led by two Co-Leads.



UCAR Strategic Plan Goals

1. Support and **advance NCAR and our university consortium** by advocating for the atmospheric sciences.
2. Enable and **support NCAR** in fulfilling **its scientific mission**.
3. Provide best-practice **fiscal and operational management** tools and processes
4. Transform **Earth system science research** into **engaging** and **relevant educational opportunities** in support of the **UCAR community**, the needs of a **diverse workforce**, and **broad scientific literacy**.



UCAR Strategic Plan Goals

5. Build **connections** across and beyond our university community to foster successful and innovative partnerships.
6. Serve as a **locus of capability** and **innovation** for efforts beyond the scope of a single institution.
7. Inspire a **culture of excellence** among employees.
8. Foster an **engaged and inclusive workforce** in which all employees feel recognized and valued.

Goal Teams: Co-Leads

	Co-Leads	Goal
1	Scott Rayder Joanie Kleypas	Advance NCAR and our university consortium
2	Vanda Grubišić Bill Brune (Penn State)	Support NCAR in its scientific mission
3	Katy Schmoll Michael Thompson	Fiscal and operational management
4	John Ristvey Mary Marlino	Translate world-class scientific knowledge
5	Emily CoBabe-Ammann Liz Ritchie (U of Arizona)	Build connections to foster relationships
6	Karyn Sawyer Mohan Ramamurthy	Serve as a center of capability and innovation
7	David Edwards Meg Austin	Culture of excellence
8	Helen Moshak Jielun Sun	Engaged and inclusive workforce

Timeline – Key Milestones

February	Kick off with Senior Directors and Board of Trustees (BOT)
March	Goal Team recommendations to PC on UCAR Vision and Mission Goal Teams undertake SWOT Analysis and Journey Map by Goal
April	PC meeting with NSF Bi-Annual All Staff Town Hall
May	NCAR Strategic Plan Complete Retreat with BOT and review of draft UCAR Plan Staff and Community comment period
June	Review and iterate
October	Draft plan discussions at Annual Meeting
November	BOT discussions
December	AGU Town Hall
January	AMS Town Hall
February	Strategic Plan approved by BOT