Strategic Plan *VCR – VSPA, 2020-2022*

A. Mission—why we're here**:** To co-create a diverse, vibrant, and inclusive research community by integrating and supporting postdocs and visiting researchers*.		
B. Vision—what success looks like: We are the global leader in advancing the critical role of postdocs and visiting researchers* by providing resources and support so they can innovate and change the world.		
C. Values – what success feels like: service-oriented; inclusive; action-oriented; transparent; collaborative		
D. Objective and Key Results – to achieve in the next 1-3 years	**F. Strategies**—how we will focus our efforts to achieve success (3-5 is enough)	**G. Action plans**—key activities that support our strategies (3-5 per strategy, with owners)
Objective To implement novel and efficient approaches to better support our constituents. **Key results** • All projects have an assessment component All projects can define what success looks like. • Develop benchmarks to create baseline data • After completion of process hierarchy, complete process improvement for top 5. • Develop key results for engagement, communication, process improvement, (to be updated as we gain more information on metrics)	1. **Researcher and Postdoc support:** Create and enhance programs and resources that support their Berkeley experience.	1a. Assess programs to determine if we are meeting objectives (Create an assessment plan). 1b. Develop a program review including benchmarking against peer institutions. 1c. Surface gaps and develop new programs to meet them and discontinue/improve as needed.
	2. **Efficiency:** Assess, monitor and improve processes and procedures to support a streamlined and effective operation.	2a. Create process hierarchy - Assess efficiency of processes/create strategy for improvements (Promapp). 2b. Finalize informative, user friendly website (refers to all strategies). 2c. Develop robust budget process – track current and past spending and proactively spend based on revenue and objectives. 2d. Explore migrating from Gateway to new information system (Slate?).
	3. **Department and BRS support:** Improve communication and strengthen partnerships.	3a. Enhance electronic and in-person communication/outreach. 3b. Understand regional differences and create a strategy to respond with agility and sensitivity.
	4. **VSPA Staff:** Build our internal resources to support efficient and effective operations and a cohesive team.	4a. Redefine our roles in changing environment. 4b. All staff identifies and commits to 3 PD opportunities/year. 4c. Complete hiring process for new positions. 4d. Make and commit to team time.
	5. **Visibility:** Branding, Marketing and Outreach are integrated into everything we do.	5a. Develop a communication strategy for outreach (channels, processes and content). 5b. Develop communication about trainings, presentations, emails, newsletter (quarterly). 5c. Research Slack (or other group messaging system). 5d. Include an objective about visibility in each event we do.

Adapted from the *One Page Strategic Plan* developed by One Page Solutions

*The term visiting researcher includes anyone who participates in research on campus on a temporary basis.

Fully written out value statements
**Values
- Service-oriented – service is the center of our work
- Inclusive – we are committed to diversity and inclusion
- Action oriented – we are a catalyst for change
- Transparent and reliable - we walk our talk
- Collaborative – success requires partnership

Campus foundational values—how we intend to "show up" as members of the Berkeley community
1. Diversity & inclusiveness
2. Excellence
3. Innovation
4. Public service & social justice
5. Accountability & transparency