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# University of California Office of the President

UC NATIONAL LABORATORIES  
2021-2026 STRATEGIC PLAN

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# UC National Laboratories Division Overview

UC National Laboratories (UCNL) executes management and oversight responsibilities for the University of California's current portfolio of three National Labs. Lawrence Berkeley National Laboratory (LBNL) has been managed by UC since 1931 and conducts unclassified research across a wide range of disciplines including energy, environmental, and health domains. UC also participates in the management of Los Alamos National Laboratory (LANL) and Lawrence Livermore National Laboratory (LLNL) through LLCs. LLNL and LANL are national security laboratories, with a primary mission of ensuring the safety, security and reliability of the nation's nuclear deterrent, while also seeking to reduce global threats and solve emerging energy challenges. UC's three National Labs represent an enterprise of \$7 billion in annual funding and a 25,000-strong workforce.

UCNL helps the UC-affiliated National Labs achieve and maintain excellence in science and technology, operations, business and contract management, and governance. UCNL facilitates connections between the National Labs and UC faculty, students and the broader academic community.

UCNL strives to ensure UC's stewardship of the National Labs aligns with and advances UC's mission of education, research, and public service.

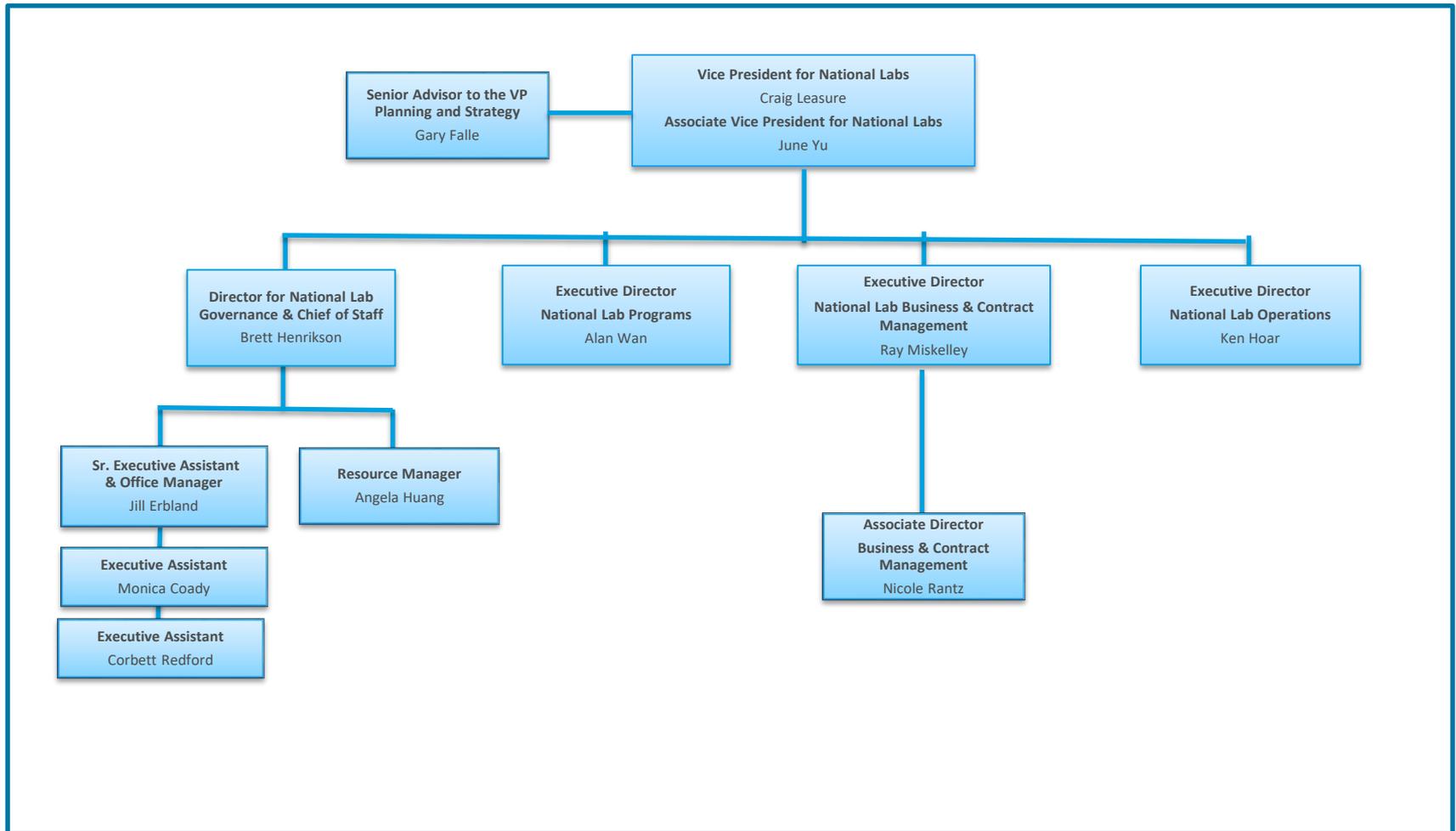
# 2021 UCNL Division Strategic Planning Team

The UCNL Division's strategic planning team met six times through fiscal year 2021 to develop their strategic plan. The planning team included all members of the division:

NAME	TITLE
Craig Leasure, Ph.D.	Vice President
June Yu, Ph.D.	Associate Vice President
Brett Henrikson	Director, National Laboratory Governance and Chief of Staff
Gary Falle	Senior Advisor
Angela Huang	Resource Manager
Jill Erbland	Sr. Executive Assistant and Office Manager
Monica Coady	Executive Assistant
Corbett Redford	Executive Assistant
Alan Wan	Executive Director, National Laboratory Programs
Ray Miskelley	Executive Director, National Laboratory Business and Contract Management
Nicole Rantz	Associate Director, National Laboratory Business and Contract Management
Ken Hoar	Executive Director, National Laboratory Operations
Barton Lounsbury	Sr. Counsel, UC Legal

Facilitator: Eileen Foster, Senior Strategist and Program Manager, UCOP Strategy & Program Management Office

# UCNL Division Organizational Chart



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# Strategic Planning Decision Drivers

# Strategic Planning Decision Drivers

The following decision factors were considered as the UCNL mission, vision, values, strategic objectives and goals were renewed:

1. University's principles of public service for managing the national laboratories and competing for future M&O contracts
2. Role of UCNL relative to the laboratories and other locations/ stakeholders we support
3. Market conditions
  - Financial constraints
  - Need for additional resources in responding to increased complexities of Labs governance models and to support business growth
4. UCOP and UCNL Division priorities
5. Current climate and opportunities with State and federal government
6. SWOT analysis

# Reflecting UCNL SWOT Analysis

To ensure the plan's responsiveness to current organization and environmental conditions, the following considerations were outlined through a division-wide SWOT analysis. Feedback is ordered from most to fewest responses.

## **Strengths**

- Strong, talented workforce with professional experience
- Staff collaboration and teamwork
- Financially stable organization
- Mission driven
- Excellent reputation and credibility
- Positive work environment
- Two-way advisor between UC and Labs

## **Opportunities**

- Partner and collaborate with UCOP, Labs and the UC System
- Rebrand and raise reputation and visibility
- Strengthen government and political relations
- Leverage established bidding and contracting process
- Increased opportunity to grow investments
- Behave more as a “corporation” in lab governance

## **Weaknesses**

- Lack of transparent internal communication
- Lack of opportunity to work with colleagues
- Siloed work with lack of skill sharing
- Reactive; revert to legacy business procedures
- Low staffing levels and turnover in senior leadership
- Unclear roles and responsibilities

## **Threats**

- Challenging business processes at UCOP
- Unstable political environment
- Highly constrained budget
- Growing competition for contracts
- Ability to recruit and offer competitive market salaries
- UC leadership and committee changes
- Limited information exchange between UCNL and other UC locations
- Low visibility into available UC talent and resources

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# UC National Laboratories Mission, Vision, and Values

# UCNL Division Mission

## *Our Mission:*

We advance the research, education and public service mission of the University of California by ensuring the long-term health and vitality of UC-affiliated national labs as centers of world-class science, technology, and innovation solving the world's greatest challenges.

# UCNL Division Vision

## *UC National Laboratories Vision:*

UCNL will sustain and strengthen the University of California's position as the pre-eminent steward of National Labs.

### ❖ *Vivid Description:*

*We will be recognized as the premier steward of national laboratories as centers of world-class science, technology, and innovation solving the world's greatest challenges. UCNL will attract the very best scientific, operations and business leaders to be part of the UC team. By 2030, we will continue to be the clear leader in winning and managing National Labs and Federally Funded Research and Development Centers (FFRDCs) and will double our lab portfolio. UCNL will be a leading investor in the UC research enterprise, supporting scientific breakthroughs by UC faculty and students in areas aligned with the missions of UC-affiliated National Labs.*

# UCNL Division Core Values

The UCNL Division will adopt these values from the UCOP Strategic Framework

## ACCOUNTABILITY

We are responsive to the public and our stakeholders' needs, follow through on our commitments, and take ownership for our decisions and actions.

## EXCELLENCE

We adhere to the highest standards of professionalism, quality, and expertise. We strive to be leaders in our respective disciplines and to foster a system that delivers superior outcomes.

## INTEGRITY

We set high ethical standards and lead by example. We act in a credible and trustworthy manner. We treat all people with respect, professionalism, and fairness.

## COLLABORATION

We believe collective insight and action produces greater results than that of any individual or organization. We facilitate the exchange of information, expertise, and skills to optimize resources and generate the highest quality outcomes. We foster teamwork and, where appropriate, systemness.

## INNOVATION

By establishing an environment which supports creative and diverse thinking, we consistently evaluate perspectives, re-define problems, and seek opportunities to identify, test, and implement new solutions that produce desired outcomes. We accept risk taking as an opportunity to learn.

## MISSION DRIVEN

We are dedicated to and align our work with the University's commitment to education, research, and public service.

## DIVERSITY & INCLUSION

We embrace diversity, equity, and inclusion in all forms. We strive for a community that fosters an open, inclusive, and productive environment where we respect the potential of all individuals to make a positive contribution.



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# UC National Laboratories Strategic Objectives and Goals

# UCNL Division Strategic Objectives

The UCNL Division adopted the following core objectives from the UCOP Strategic Framework:

<b>People</b>	Attract, develop and retain diverse, highly productive, talented, and motivated people who exemplify our core values and thrive in a culture of equity and inclusion, service, innovation, and change
<b>Financial Stability</b>	Ensure financial strength of the University through sustainable and innovative financial models with efficient and effective financial management practices
<b>Operational Excellence</b>	Optimize delivery of programs and services through systemwide implementation of best practices that promote efficiency, effectiveness, health, safety, confidence, and quality
<b>Policy &amp; Advocacy</b>	Advance UC's mission by marshalling the institution's expertise and external partners to effectively advance public policy issues and communicate the value of UC to our stakeholders, California, and the world
<b>Executing the Mission</b>	Enhance UC's ability to create and disseminate innovative research, scholarship, service, and opportunity for the benefit of California and the world

# UCNL Goal Snapshot

Strategic Objective	Goal #	Owner	Goal Short Title	Priority
People	1	Miskelley	Attract, Develop and Retain a Diverse Total Workforce	●
Policy & Advocacy	2	Wan	Cultivate UC-National Labs Strategic Partnerships	■
	3	Hoar	Communicate UCNL Value	■
Executing the Mission	4	Falle	Sustain & Expand UC's National Lab Portfolio	●

Priority Key: ● : High Impact and/or High Urgency   ■ : High/Moderate Impact and Moderate Urgency   ◆ : High/Moderate Impact and Less Urgency

# UCNL GOAL #1 Attract, Develop and Retain a Diverse Total Workforce

People

National Lab Business &  
Contract Mgt / Miskelley

Priority: ●

**Goal:** Attract, develop and retain a diverse total workforce with the skillset needed to support UCNL operations as we expand our national lab/FFRDC portfolio in the next five years

**Opportunity:** UCNL operates a lean organization with a small number of staff managing our current portfolio of labs. As we expand our national lab portfolio, we expect demand to increase for the right mix of expertise to support acquisition and management of new contracts.

**Proposed Solution:** Develop and execute a variable resource loaded staffing and succession plan to both compete for new contracts and manage existing contracts successfully, including need for external resources and surge capacity, the consideration of existing hiring plans, and reflecting policies regarding remote working.

**Benefits:**

1. Meet anticipated operational and programmatic needs
2. Develop bench strength
3. Provide for succession planning and growth opportunities
4. Viewed by customer as valued/competent contractor

#	Goal/Key Strategies & Timeline	21-22	22-23	23-24	24-25	25-26
1	Attract, develop and retain a diverse total workforce with the skillset needed to support UCNL operations as we expand our national lab portfolio in the next five years					
1.1	Develop a variable (addressing several future state scenarios), resource-loaded staffing and succession plan by December 2021					
1.2	Implement the UCOP remote working policy in consideration of UCNL's business needs beginning August 2021					
1.3	Execute the staffing and succession plan to recruit for a diverse applicant pool of qualified candidates beginning January 2022					
1.4	Annually review the staffing and succession plan to ensure alignment with operational needs beginning January 2023					

# UCNL GOAL # 2

# Cultivate UC-National Labs Strategic Partnerships

Policy and Advocacy

National Lab Programs / Wan

Priority: ■

**Goal:** Cultivate strategic partnerships and strengthen relationships between all UC locations and national labs to enhance and foster collaborations over the next five years

**Opportunity:** We see an untapped potential to increase UC and national laboratory interactions that benefit the UC system, state of California, and the nation. UCNL identifies, supports, and communicates opportunities to enhance research and educational partnerships and collaborations between all UC locations and national labs.

**Proposed Solution:** Develop, promote, and facilitate enhanced UC and NL engagement to promote awareness and collaboration; develop, build, and utilize collaboration hubs; enable a workforce pipeline between UC and NLs (faculty, students, NL staff); and, identify and develop new business models and opportunities to seed new initiatives at UC and NLs

**Benefits:**

1. Enhanced strategic partnerships will improve visibility, achieve alignment on objectives, and foster opportunities to innovate in support of UC and national security missions.
2. Identify and develop technical workforce and management leaders to meet near- and long-term UC and NL needs and opportunities
3. Enhance research partnership and collaborations leading to technical innovation in support of broad and evolving national security missions
4. Continue to build and expand workforce pipelines between UC and NLs
5. Expand and solidify UC’s role in managing NLs

#	Goal/Key Strategies & Timeline	21-22	22-23	23-24	24-25	25-26
<b>2</b>	<b>Cultivate UC-Lab Strategic Partnership</b>					
2.1	By end of 2021, develop and promote the UCNL Portal as a resource for UC and Labs to foster exchanges and coordination					
2.2	By end of 2022, beneficial occupancy and utilization of Hertz Hall Complex					
2.3	By end of 2023, pilot National Lab Days at select UC campuses					
2.4	By end of 2024, develop, promote, and implement workforce exchange and development programs					
2.5	By end of 2024, identify and develop new business models and opportunities to seed new initiatives at UC and NLs					

# UCNL GOAL #3

# Communicate UCNL Value

Policy and Advocacy

National Lab Operations / Hoar

Priority: ■

**Goal:** By December 2023, develop and launch a strategy for communicating the UCNL brand to targeted stakeholders (all UC organizations, National Labs, Federal/State government stakeholders, and private sector organizations) in order to build awareness, establish our value, and uphold UCNL as a credible and trustworthy partner on behalf of UC

**Opportunity:** UCNL is a premier steward of national laboratories advancing the U.S. and global security. If stakeholders within and outside of UC aren't clear on what UCNL is and what it offers, it will present challenges for continued ability to collaborate, maintain contracts, and advocate for expansion of the national lab portfolio. By increasing UCNL's visibility and transparency to UC, National Lab, and external stakeholders, UCNL can become the go-to resource for the nation to manage and operate national laboratories in the nation's best interest.

**Proposed Solution:** UCNL will develop and implement a communications strategy to increase visibility and transparency to all UC and external stakeholders. UCNL will employ a suite of communication methodologies and tailored presentations for stakeholders that will articulate the value of UCNL, including UCNL's role and contributions to the UC community and UC's contributions with national labs. The strategy will connect UCNL to our stakeholders and ensure alignment on messaging and objectives within the division.

**Benefits:**

1. Improved visibility/awareness of UCNL with UC (Regents, OP, campuses, medical centers, ANR) and National Labs
2. Establish and uphold UCNL as a credible and trustworthy partner to manage national laboratories on behalf of UC
3. Winning lab contract renewal and new bids
4. Increased stakeholder confidence and awareness in UC management and oversight and how fees are reinvested into the UC enterprise.
5. Building knowledge and awareness of the value UCNL adds to the UC system

#	Goal/Key Strategies & Timeline	21-22	22-23	23-24	24-25	25-26
<b>3</b>	<b>Communicate UCNL Value</b>					
3.1	Develop a strategy and execution plan for communications by December 2021					
3.2	Launch key strategies identified within the communications plan beginning June 2022					
3.3	Begin outreach to relevant stakeholders both with UC system and external organizations by June 2022					
3.4	Develop and implement an annual summary report that captures and provides transparency into activities and programs UCNL has invested in by December 2022					
3.5	Complete actions identified by the strategy and execution plan by December 2023					

# UCNL GOAL #4

# Sustain & Expand UC's National Lab Portfolio

Executing the Mission

Falle

Priority: ●

**Goal:** By 2026, successfully sustain UC's current National Lab portfolio (LBNL, LLNL, LANL) by winning re-competitions and/or executing contract extensions and expand the portfolio with up to 3 new National Labs (NLs) / Federally Funded Research and Development Centers (FFRDCs)

**Opportunity:** Management of DOE/NNSA NLs and other FFRDCs aligns with and advances UC's public service, research, and education mission. The LBNL contract currently expires in 2025. The 5-year base period for the LANL contract expires in 2023, with an available option period of up to 5 years. The LLNL contract will likely run through 2026. UCNL anticipates that contract competitions for other attractive NLs/FFRDCs will occur within the next five years. Timelines for contract competitions are established by the US government procurement acquisitions.

**Proposed Solution:** Develop a strategy/plan for continued management (via extension or re-competition) of current portfolio. Develop contract capture and proposal strategy for up to 3 new NLs/FFRDCs. Identify and procure resources (internal/external personnel, space, funding, etc.) necessary to support strategies. Identify and formalize agreements with teaming partners for contract competitions.

**Benefits:**

1. Advance UC's public service, research, and education mission
2. Enhance UC's reputation as a world-class research institution
3. Place UC at the forefront of emerging scientific discoveries and innovative technologies
4. Provide additional opportunities for partnerships and collaborations with NLs and UC campuses, medical centers, and ANR

#	Goal/Key Strategies & Timeline	21-22	22-23	23-24	24-25	25-26
<b>4</b>	<b>Sustain &amp; Expand UC's Current Portfolio of 3 National Labs</b>					
4.1	Develop a Plan/Strategy for Continued Management or Contract Capture for each Lab within 18 months of contract termination					
4.2	Identify and procure necessary internal resources to execute plan for each Lab					
4.3	Identify and procure necessary external resources to execute plan for each Lab					
4.4	Identify and formalize agreements with new teaming partners					

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# Appendix A: Goal Summary Components

# Goal Summary Components

Each goal within the plan has a corresponding 2-page summary that outlines the following:

COMPONENT	DEFINITION
Goal Statement	Specific, quantifiable, realistic targets that will move the division towards accomplishing a strategic objective over a specified period of time
Opportunity	Describes the purpose/motivation behind achieving the goal
Proposed Solution	Defines scope and objectives
Benefits	Outlines the benefits that will be derived from achieving this goal
Key Strategies	Key activities/steps required to achieve the goal
Assumptions	Defines processes/events that must happen/ “go right” (usually outside the department’s direct control) in order for this goal to be successfully achieved
Metrics & Targets	Outlines how success will be measured with associated desired targets
Financials	Details on next page
Lead	Lists lead practice that will be accountable for progress on this goal
Priority	<p>Color-coded ratings have been assigned to each goal to illustrate relative impact and urgency. These ratings may also carry implications regarding precedence for short-term resource allocation.</p> <ul style="list-style-type: none"> <li>● : High Impact and/or High Urgency</li> <li>■ : High/Moderate Impact and Moderate Urgency</li> <li>◆ : High/Moderate Impact and Less Urgency</li> </ul>