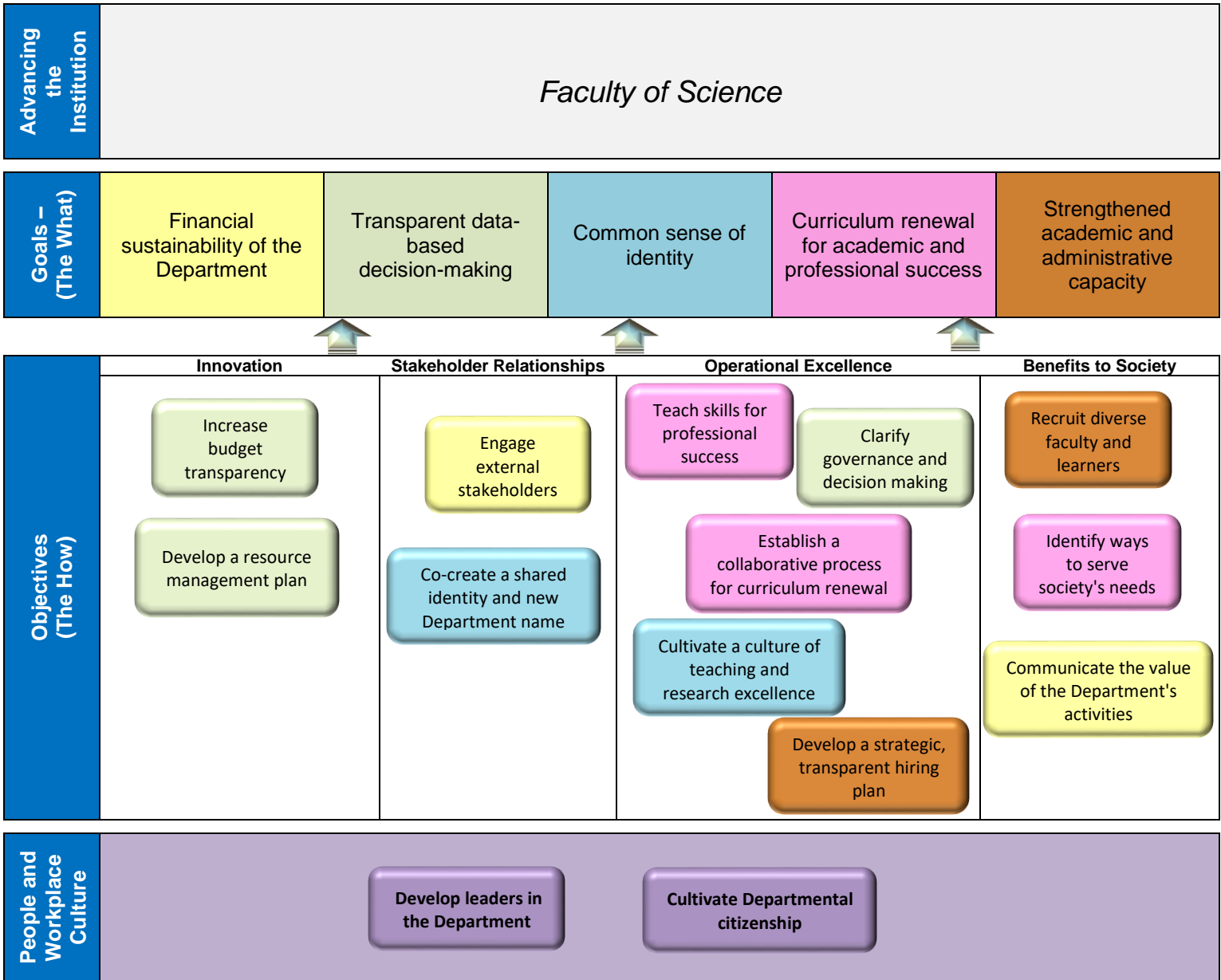


Strategy Map  
Department of Earth and Atmospheric Sciences



**Definitions**

**Advancing the Institution:** Supporting the strategic direction of the wider institution, namely the Faculty of Science.  
**Goals:** The goals are the “pillars” that support our work – *what* we want to accomplish by implementing the plan.  
**Objectives:** The objectives briefly describe *how* we will achieve our Department goals.  
**People and Workplace Culture:** The tools and skills needed to thrive in our workplace culture – to innovate and successfully carry out our mission.

FOUNDATION VALUES <i>“the values that provide stability”</i>	FOCUS VALUES <i>“the values that guide us every day”</i>	VISION VALUES <i>“the values that pull us into the future”</i>
Wonder/Curiosity – 11 Peer/Support – 2	Productivity – 6 Service/Vocation – 5 Empathy – 4 Efficiency/Planning -3	Research – 12 Collaboration – 8 Education/Knowledge- 7 Community/Supportive – 6 Knowledge/Insight – 4

values are ideals that give significance to our lives, that are reflected through the priorities that we choose, and that we act on consistently and repeatedly.

Brian P. Hall, (Founder of Values Technology)  
*Values Shift (1994)*

The values listed along the bottom of the Strategy Map were selected during the Department retreat held in April 2022. Participants were asked to choose three values that were particularly important, and the number adjacent to each value represents the number of times the value was chosen. Foundation values broadly inform the activities of the Department, or any other workplace team. Focus values guide daily expenditure of energy, and vision values pull the team into the future. Alignment of the Strategic Plan with shared values increases the likelihood of successful implementation.

### **Foundation Values**

*“the values that provide our Department with stability”*

- **Wonder/Curiosity** – Encouraging a sense of marvel and curiosity about the world of work coupled with a desire to learn about it and explore it personally.
- **Support/Peer** – The encouragement of team processes that recognize that in groups, peers need to sustain one another in both joyful and difficult times.

### **Focus Values**

*“the values that guide us everyday”*

- **Productivity** – The generation and completion of tasks, activities, and projects that achieve established goals and expectations.
- **Service/Vocation** – The encouragement of meaningful work by motivating others to use their unique capabilities to contribute to the organization.
- **Empathy** – Reflecting and experiencing another’s feelings and state of being through a quality of presence that has the consequence of them seeing themselves with more clarity, without any words necessarily having been spoken. Empathy is the ultimate act of sensitivity towards another human being, and it is a mark of excellent leadership. It is the knowledge of another that enables leadership to be most helpful, sensitive and responsive to the real needs of others, including customers.
- **Efficiency/Planning** – Engineering the organizational environment and corporate practices with sound stewardship and forethought. The ability to think about and design acts and purposes in the most efficient and least wasteful manner possible before implementing them to improve quality, customer service, and profitability.

### **Vision Values**

*“the values that pull our Department into the future”*

- **Research** – Systematic investigation and contemplation of the nature of truths and principles in one’s area of expertise for the purpose of creating new insights, products, and services.
- **Collaboration** – The ability of organizational leadership to cooperate with all s of management to ensure full and appropriate delegation of responsibilities in the workplace. This is generally experienced within high-functioning teams of peers.
- **Education Knowledge** – Prioritizing the organizational culture’s learning in a way that assesses, adapts, and improves the workplace function and culture. Developing programs, practices, and environments that foster ongoing learning to absorb new facts, truths, and insights with a consequential improvement of delivery on mission.
- **Community Supportive** – The ability to recognize and create a group of peers to provide for the ongoing mutual support and creative enhancement of each individual. The capacity to maintain awareness of the need for such a group to detach from external pressures that deter them from acting with clarity on chosen values and ethical principles in the workplace. The ability to pay attention to the critical work/leisure balance as a foundation for sound team quality and creative output. Quality of time and relationships are of paramount importance.
- **Knowledge/Insight** – The pursuit of truth, understanding, and meaning in the organizational environment in order to better solve problems, increase stakeholder value, and respond sensitively to customer needs in a rapidly changing global environment. It includes the ability to create a learning organization by putting structures and procedures in place that empower and reward people for learning and improving their skills.

**Department of Earth and Atmospheric Sciences  
Balanced Scorecard (2023 – 2027)**

Strategic Objectives		Strategic Objective Definitions	A	Measurement (Actions) Stretch Target (Timeline)	2023 – 2027				
					23	24	25	26	27
Innovation	Increase budget transparency	Plan, and discuss at council, allocation of funds in support of strategic priorities. Provide fiscal reporting that is timely, and useful for decision-making and implementing our work.		<ol style="list-style-type: none"> <li>1. Develop and implement guidelines for budget reporting in Council.</li> <li>2. Create budget clarity in the Department.</li> <li>3. Publish the Department budget on the Department Intranet.</li> </ol>					
	Develop a resource management plan	Create a collegial Department-wide plan to allocate, share, manage and steward our resources, taking into account and communicating external constraints. Department resources include space, support, equipment, time and finance.		<ol style="list-style-type: none"> <li>1. Collaboratively establish a set of principles for allocating resources within the Department.</li> </ol>					
Stakeholder Relationship	Engage external stakeholders	Engage with those whom we serve, and those who support our work, in conversations about opportunities, resources, strategic targets, and the public perception of the Department. Our stakeholders are our alumni, industry leaders, funding partners, the academy, vendors and the university at large.		<ol style="list-style-type: none"> <li>1. Designate an individual, or create a committee, to facilitate external collaboration and fundraising.</li> <li>2. Engage alumni and other external stakeholders at, for example, professional meetings and events within the Department.</li> </ol>					
	Co-create a shared identity and new Department name	Discover a shared Department identity and select a name that reflects that identity.		<ol style="list-style-type: none"> <li>1. Develop a new name for the Department by 2024.</li> <li>2. Determine the level of interest in, and identify opportunities for, bringing Department members together into a centralized location.</li> </ol>					
Operational Excellence	Teach skills for professional success	Ensure that learning is shaped by academic rigour, excellence, curiosity, and foundational knowledge in order to secure our students' place of influence and professional success in the world in which they will serve in the future.		<ol style="list-style-type: none"> <li>1. Formally integrate on-the-job training into the Department's undergraduate and professional programs.</li> <li>2. Identify skills desirable for the job market and discuss within programs how, and in which courses, they could be taught.</li> </ol>					
	Cultivate a culture of teaching and research excellence	Ensure instructors are equipped with the tools and resources needed to facilitate engaged learning that is grounded in research and discovery. Identify and further develop areas of existing reputational strength, and develop plans to expand into new areas of excellence.		<ol style="list-style-type: none"> <li>1. Implement a series of short "getting to know you" lunch talks to facilitate interdisciplinary collaboration.</li> <li>2. Hold an annual awards banquet to recognize all forms of excellence within the Department.</li> </ol>					
	Clarify governance and decision making	Document, review, update and make accessible the Department's decision-making procedures, including those that pertain to organizational structure, administrative workflow, and committees.		<ol style="list-style-type: none"> <li>1. Make committee member lists, terms of reference, election procedures and meeting minutes available on the Department Intranet.</li> </ol>					
	Establish a collaborative process for curriculum renewal	Establish and communicate procedures and timelines for, and frequency of, evaluations for individual programs, as well as the magnitude and scope of resulting program renewals.		<ol style="list-style-type: none"> <li>1. Collaboratively develop and implement a process for determining whether, and when, curriculum renewal is needed for each of the Department's programs.</li> <li>2. Establish standard procedures, requirements and reporting methods for curriculum renewal within each discipline.</li> <li>3. Explore the possibility of developing new certificates and/or programs linked to society's pressing needs.</li> </ol>					

**Department of Earth and Atmospheric Sciences  
Balanced Scorecard (2023 – 2027)**

Strategic Objectives		Strategic Objective Definitions	A	Measurement (Actions) Stretch Target (Timeline)	2023 – 2027				
					23	24	25	26	27
<b>Benefit to Society</b>	Recruit diverse faculty and learners	Develop and deploy ways to populate our Department with faculty and learners who bring with them a diverse range of perspectives and experiences.		<ol style="list-style-type: none"> <li>1. Develop transparent criteria for recruitment and apply them consistently.</li> <li>2. Consult members of the Department regarding their individual needs in the workplace and attempt to meet all needs that are identified.</li> <li>3. Develop and publish an EDI and Wellness plan, and a tool to measure progress towards its completion, on the Department's website.</li> <li>4. Increase recruitment of diverse faculty and graduate students who bring non-traditional skills, perspectives, and types of experience to the Department.</li> </ol>					
	Develop a strategic, transparent hiring plan	Develop a Departmental strategic, responsive, proactive, intentional, and thoughtful hiring plan, that provides scope for consultation.		<ol style="list-style-type: none"> <li>1. Complete a teaching and research staff needs assessment for each program (undergraduate and graduate) as well as a schedule of foreseen future needs and their timeline.</li> <li>2. Collaboratively build a ranked list of hiring priorities for the Department as a whole, governing all hiring in the Department.</li> <li>3. Collegially develop and publish Department-level protocols for striking search committees, developing job ads, and selecting candidates, including a specific section on methods for collegial input regarding ad hoc, time sensitive hiring opportunities.</li> </ol>					
	Identify ways to serve society's needs	Seek ways to engage with external stakeholders to retain and strengthen our position as an important provider of solutions, as society's requirements change.		<ol style="list-style-type: none"> <li>1. Consult alumni and other stakeholders with regard to curriculum renewal and new research directions.</li> <li>2. Bring together Department members and external stakeholders to identify pressing societal needs that research done in the Department could help address.</li> </ol>					
	Communicate the value of the Department's activities	Raise the profile of the Department through increasing output of scientific literature, telling compelling stories, creating public engagement opportunities, and celebrating our students' and colleagues' successes.		<ol style="list-style-type: none"> <li>1. Develop and implement a plan to regularly communicate the activities, value and needs of the Department, and achievements by Department members.</li> </ol>					
<b>People and Workplace Culture</b>	Develop leaders in the Department	Offer formal and informal learning opportunities for all members of the Department to develop and enhance their leadership skills.		<ol style="list-style-type: none"> <li>1. Develop a service wish list for members of the Department by January 2024.</li> </ol>					
	Cultivate Departmental citizenship	Create an environment in which we are committed to our work, accountable for maintaining the well-being of the Department as a whole, and honest and respectful in our interactions.		<ol style="list-style-type: none"> <li>1. Hold an annual retreat to discuss advances and new challenges in the department and revisit the action plan for the year.</li> <li>2. Create a page or forum within the Department Intranet to facilitate sharing resources and general discussion.</li> </ol>					