

Department of Atmospheric Science

Strategic Plan 2025-2030

Strategic Planning Committee: Dana Caulton, Travis Aerenson, Matt Burkhart, Daniel McCoy, August Mikkelsen, Nikki Stotler

Approved by the ATSC Faculty Plus Group

UNIVERSITY OF WYOMING, 2025

1. Executive Summary

This strategic plan outlines the Atmospheric Science Department's priorities and initiatives for the next five years, focusing on advancing research excellence, enriching student experience, supporting staff and academic professional development, and strengthening our visibility and impact locally and globally.

Our mission is to conduct leading-edge atmospheric research, provide rigorous and relevant education, and contribute meaningfully to society's understanding of weather, climate and air quality. This plan reflects input from faculty, staff, and students, as well as findings from a comprehensive SWOT analysis. It emphasizes building on our strengths—such as collegial culture, high-quality facilities, and impactful research—while addressing key challenges in staffing, graduate student publication rates, and external competitiveness.

We identify five strategic goals: (1) fostering high-impact, interdisciplinary research; (2) generating external funds and economic development; (3) enhancing educational offerings and curriculum planning; (4) strengthening graduate student participation and career readiness; and (5) maintaining well-supported staff. Priority actions include growing our digital and public communication presence, increasing student publications and fellowship applications, expanding undergraduate offerings, supporting the UWKA NSF-funded Facility through fostering innovation in Facility use and in instrument capabilities, ensuring that the Facility can continue to enable transformative research, developing the Elk Mountain Observatory as an interdisciplinary UW facility, and improving faculty and staff support structures through promotion guidelines and career development.

Implementation of this plan will be supported by annual action planning, integration with departmental governance, and regular progress reviews. With this strategy, the department aims to remain at the forefront of atmospheric science while continuing to serve the state of Wyoming, the scientific community, and society at large.

2. Mission & Vision

This Strategic Plan builds on a long history of 5-year strategic planning cycles within the Department of Atmospheric Science (ATSC), a tradition that dates back to at least 1999. The most recent plan (2020–2025) was developed during a period of significant financial hardship for the University of Wyoming due to the COVID pandemic. In contrast, the Department in 2025 finds itself in a markedly different position. A new research aircraft is coming online, the number of grant-supported staff and research scientists has grown substantially, and the faculty remains at seven members, below the target growth to 8-9 faculty.

Even as ATSC enters this new chapter, the broader context is shaped by unprecedented uncertainty in federal funding and concerns about its impact on the Department, the state of Wyoming, and the University as a whole. These uncertainties inevitably influence our stated goals and priorities. The likelihood of zero growth or shrinkage of federal support early in this 5-year period remains high. Nonetheless, this Strategic Plan offers a clear expression of the Department's vision for growth, resilience, and continued excellence in the face of evolving challenges.

Mission Statement

The Department of Atmospheric Science at the University of Wyoming advances fundamental understanding of the atmosphere through world-class airborne and ground observations, high-performance computing, and interdisciplinary research. We are committed to addressing grand challenges in air quality and weather phenomena now and in the future by developing innovative technologies, training the next generation of scientists, and fostering impactful collaborations across Wyoming, the nation, and the globe.

We are dedicated to advancing graduate education through research-driven training that equips students with the skills, knowledge, and experience needed to lead in academia, industry, and the public sector. We foster an inclusive, supportive, and intellectually vibrant environment where students engage with world-class faculty and cutting-edge observational and computational tools. Our mission is to prepare graduate students for impactful careers by emphasizing interdisciplinary collaboration, professional development, and global engagement in the atmospheric sciences.

Vision Statement

The Department of Atmospheric Science envisions a future in which our research, teaching, and outreach play a transformative role in addressing urgent environmental challenges facing society. We strive to be nationally- and internationally-recognized leaders in atmospheric and Earth system science by advancing fundamental understanding and applying that knowledge to protect communities, ecosystems, and economies.

Through sustained innovation in airborne and observational research, high-performance computing, and interdisciplinary collaboration, we aim to foster a research enterprise that not

only secures robust external funding but also contributes directly to economic growth and resilience in the state of Wyoming. Our work will continue to support and align with state and federal priorities, ensuring that our research has both local relevance and global impact.

We are committed to providing the highest quality education and training for both graduate and undergraduate students, with a particular focus on the unique experiential learning opportunities we can offer. Through direct engagement with our research aircraft, surface observation facilities, and access to high-performance computing resources at the NCAR-Wyoming Supercomputing Center (NWSC), students gain hands-on experience that sets our program apart. These resources enable immersive training in observational and computational methods, equipping students with the scientific, technical, and communication skills needed to lead in academia, government, and industry. Our educational approach emphasizes interdisciplinary collaboration, strong mentorship, and active participation in research that prepares students to tackle complex atmospheric challenges with confidence and creativity.

As a department, we recognize that institutional excellence depends on investing in people. We are dedicated to fostering a collaborative and supportive environment that values the continuous professional growth of our faculty and staff. By nurturing a culture of curiosity, adaptability, and mutual respect, we will empower our community to thrive in the face of evolving scientific and societal demands.

To realize this vision, we will:

1. Foster, create, and communicate atmospheric research that addresses some of the most pressing issues facing society.
2. Generate external funding through research grants, collaboration with industry, and cooperative agreements and support economic development in Wyoming.
3. Take initiatives that support and broaden the highest quality education for graduate and undergraduate students in atmospheric and earth system science.
4. Facilitate graduate student participation in research and leadership and provide mentoring for communication of research outcomes to enhance future career progression.
5. Enhance institutional excellence by strategically investing in the continuous professional growth and development of academic professionals and staff to foster innovation, engagement, and long-term organizational success.

3. Key Priorities & Goals

ATSC Goal 1: Foster, create, and communicate atmospheric research that addresses some of the most pressing issues facing society.

Goal 1 of the ATSC strategic plan focuses on fostering, creating, and effectively communicating impactful atmospheric research. Central to the department's research strength are its outstanding facilities and the skilled personnel who operate and support them. Sustaining and enhancing these facilities remains a core objective, as they are critical to supporting a wide range of scientific inquiries. Interdisciplinary collaboration is another priority. While many in the department already engage across disciplines, this work could be better supported, more strategically developed, and more clearly communicated. Stronger ties to university-wide and state-level entities will enhance the impact and relevance of departmental research. In particular, the development of the Elk Mountain Observatory is seen as an interdisciplinary effort across departments that would strengthen the Department's image as a collaborative unit.

While the department has produced high-quality, peer-reviewed publications, the broader communication strategy remains informal and underdeveloped. The recent SWOT analysis identified poor communication as both a weakness and a threat, while also highlighting emerging opportunities, such as advances in AI, that could improve efficiency and effectiveness. The department's Water Resources Data System (WRDS) group has demonstrated success in engaging stakeholders, and their model could serve as a foundation for improved outreach across the department. The department should target ways to improve the ease of such outreach by creating standard templates to publicize new research findings, conference presentations, awards, and student graduations across social media websites. Additionally, engaging with popular media and responding to press inquiries would help amplify the visibility and impact of our research and data generation activities.

To maintain leadership in atmospheric science, the department seeks to grow its research capabilities through targeted hires. This would include a faculty member with expertise in boundary layer observations and modeling and at least one other faculty to support the historical expertise of the department. This role would bridge scales between local and global processes and leverage existing assets such as the King Air research aircraft, Elk Mountain Observatory, and NWSC computing. Additionally, as the research enterprise expands, the department recognizes the need to proactively plan for operational and maintenance needs, including adequate space for personnel. While grant budgets should cover major equipment and research costs, institutional planning must ensure that shared infrastructure and workspaces are sustained effectively over time.

The department aims to strengthen its research impact, visibility, and interdisciplinary reach through several focused action items. Key goals include expanding its computational leadership by increasing and tracking the use of NWSC computing resources and documenting the revenue and impact of department activities. Enhancing interdisciplinary collaboration is also a priority, both through joint proposals and teaching with other UW departments and by forming

external partnerships with other universities and industry. The department plans to increase the number of peer-reviewed publications featuring ATSC authorship and give greater recognition to publicly shared datasets and modeling code. Improving communication with non-academic audiences via web content and social media is another important step toward broadening the department's influence. Additionally, efforts will be made to build expertise in small-scale modeling that bridges observational data and regional-to-global model scales. Finally, the department will develop a plan for advancing the Elk Mountain Observatory to support research and educational objectives.

ATSC Goal 2: Generate external funding through research grants and cooperative agreements and support economic development in Wyoming

ATSC Goal 2 emphasizes the importance of securing external funding through research grants and cooperative agreements while also supporting economic development in Wyoming. The department has a strong history of success in securing federal research funding (Figure 1), which is essential to maintaining its core research activities, facilities, and personnel. However, recent uncertainties in the federal funding landscape make it critical to diversify income sources. One key opportunity identified is to pursue donations, private industry, and philanthropic support more intentionally to expand our funding beyond federal resources. This would not only provide financial resilience but could also help fund research initiatives that might not align with traditional grant programs.

Despite conducting high-quality, impactful research, the department has not consistently aligned its work with state-specific priorities or effectively communicated its relevance to Wyoming stakeholders. To address this, the creation of an external advisory board has been proposed. This board could help improve visibility, align research and teaching with Wyoming's needs, and build stronger relationships with industry, government, and philanthropic partners. The department also recognizes the need to better track and publicize key metrics related to funding, productivity, teaching, and engagement, which will be included on the ATSC dashboard and reviewed and reported to the advisory board annually. The process of forming an advisory board will begin by soliciting feedback from potential board

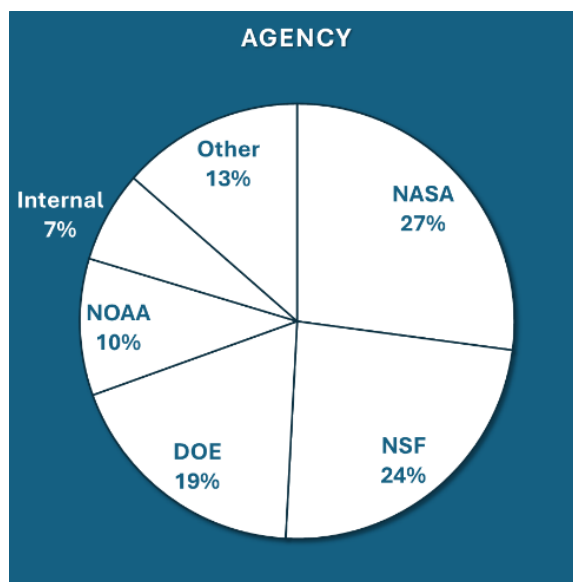


Figure 1, a breakdown of the 2024 ATSC funding sources fraction of the total number of grants.

members in 2026. A charge letter and formal invitations are targeted to be completed by the end of this SP period. While the focus of the advisory board will start with better connecting the Department to State priorities, it is important to have representation from a national perspective as well. The function and makeup of the advisory board may change as different needs are identified, particularly to connect to national and global priorities.

Action items to support this goal include maintaining the volume and quality of federal grant proposals, sustaining external research expenditures, and increasing engagement with external partners. New initiatives will focus on expanding efforts to procure donations and private sector contracts leveraging Wyoming-specific research opportunities, and showcasing the department's value to the state. These efforts will help ensure long-term sustainability and broader impact while continuing to support graduate students and the research enterprise even amid shifting funding landscapes.

ATSC Goal 3: Take initiatives that support and broaden the highest quality education for graduate and undergraduate students in atmospheric science

ATSC Goal 3 focuses on supporting and broadening the department's educational offerings to ensure a high-quality experience for both graduate and undergraduate students in atmospheric science. Currently, the department faces a risk due to a limited number of undergraduate courses routinely offered (Figure 2), which may become a liability if

university priorities shift. This teaching trend came about for a variety of reasons, such as the

impact of smaller class sizes during COVID, changing expectations from the college for the general undergraduate engineering science classes, changing priorities from the administration focusing on research, and a downward trend in undergraduate enrollment. Expanding the undergraduate footprint is a strategic priority, and new initiatives such as the environmental engineering minor offer promising pathways. This minor would not only provide students with broader academic opportunities aligned with atmospheric science but also respond directly to stakeholder needs—such as the Wyoming Department of Environmental Quality's request for students trained in air quality work.

To achieve this growth in undergraduate credit hours taught by ATSC members, the department will prioritize offering our larger enrollment undergraduate classes (ATSC 2100 & 2200). In

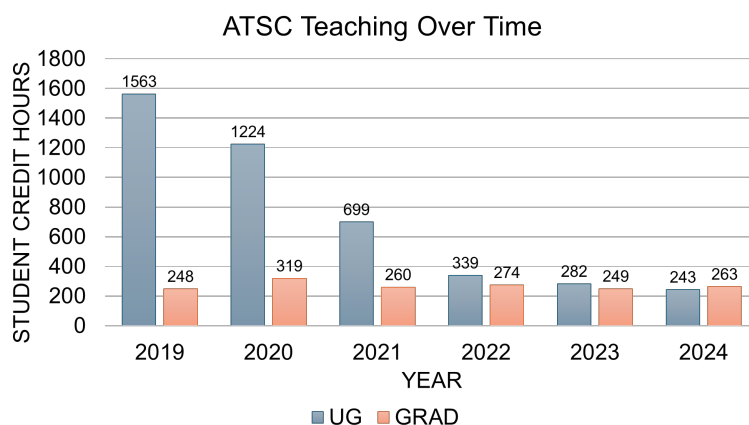


Figure 2, the trend in undergraduate and graduate credit hours taught by ATSC faculty between 2019 and 2024.

addition, the department is exploring the development of new undergraduate courses that align with faculty expertise and institutional needs. Examples include an engineering-focused version of ATSC 2100 or a course utilizing resources like the NCAR-Wyoming Supercomputing Center (NWSC). These offerings would help expand the department's relevance and visibility at the undergraduate level while also diversifying faculty teaching assignments.

At the graduate level, there is a recognized need for more consistent course scheduling and curriculum planning. Developing a long-term curriculum review and scheduling plan would help students better anticipate their coursework and align it with their research goals. We aim to maintain the number of graduate courses offered to ensure a diverse class offering for our students. We also plan to make teaching opportunities more available to academic professionals, which will further their career development and allow students access to their unique expertise.

ATSC Goal 4: Facilitate graduate student participation in research and leadership and provide mentoring for communication of research outcomes to enhance future career progression

Goal 4 of the ATSC strategic plan emphasizes supporting graduate student participation in research, leadership, and effective communication to enhance their future career progression. The department has cultivated a collegial environment, and the strong outcomes of its graduates reflect the high quality of the program. Students frequently attend conferences and receive awards for their presentations, underscoring the potential already present within the student body.

Since the last strategic plan, the department has made significant progress in student representation by establishing a graduate student committee with official governance roles and input into departmental planning. The committee has played an active role in initiatives such as new student orientation and strategic plan development, marking a meaningful step forward in student engagement. Maintaining this inclusive approach is seen as essential moving forward.

Despite these strengths, concerns remain about the slightly low number of first-author publications by graduate students, which tend to occur late in their programs (Figure 3). The data in Figure 3 comes from current and former students. There is some concern that the shift towards publishing later in the academic career will translate to fewer publications overall. This could limit students' competitiveness in a tightening job market. The SWOT analysis identified rising external competition as a significant threat across several areas, including hiring, recruitment, and student outcomes—challenges that are difficult to mitigate directly. To better position our graduates for success, the department should prioritize encouraging earlier and more frequent publication efforts, keeping the current cohort in line with the publication rate of previous years. This also ties into educational efforts as bringing research to peer-review is the critical differentiation in educating scientists at the graduate level versus the undergraduate

level. Similarly, relatively few students currently apply for fellowships or conference awards, despite their qualifications. Addressing this gap would help students gain recognition and strengthen their CVs.

To support improvement, the department recognizes the need to begin systematically tracking (and regularly reviewing) graduate student metrics such as publication rates, time to degree, and conference participation. One opportunity to improve student outcomes at the MS level would be to add an option to the MS proposal required by the department to better align with a paper draft rather than a separate document. By easing this transition, we may see higher publication numbers as a department, stronger CVs for graduates, and a more even publication schedule for our students. Finally, the department reaffirms its commitment to financially supporting current students and will take a cautious approach in admitting new students, ensuring that sufficient funding is in place to support their academic and research pursuits.

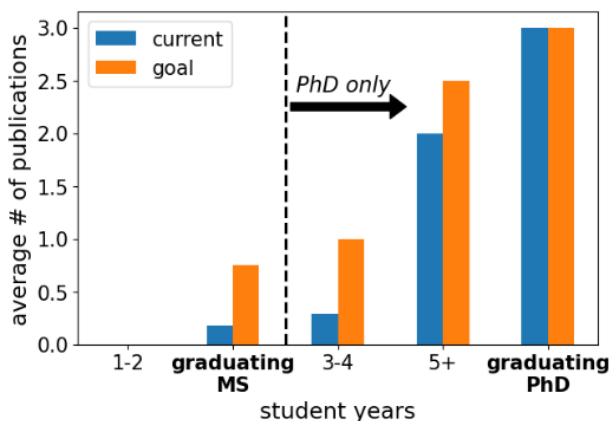


Figure 3, the current and goal number of first author publication by year enrolled in the program.

ATSC Goal 5: Enhance institutional excellence by strategically investing in the continuous professional growth and development of academic professionals and staff to foster innovation, engagement, and long-term organizational success

The Department's people and culture, encompassing hiring and retention, fostering a welcoming and inclusive environment, promoting staff professional development, and upholding community standards, emerged as recurring themes across the SWOT planning process. These were identified as key strengths, notable weaknesses, and meaningful opportunities. While the department benefits from a cohesive and collaborative community, addressing the structural challenges mentioned above is essential to maintain and build upon this strength. Investing in people and planning more deliberately for growth and resilience will be critical for sustaining a vibrant and high-functioning academic unit.

The Department faces several organizational challenges that pose risks to its stability and long-term success. Difficulties in recruiting, retention and limited University support for essential responsibilities, such as safety audits, create significant vulnerabilities. A major concern is the lack of cross-training in critical areas of expertise, meaning the departure of a single key individual could have severe consequences for departmental operations. This challenge is further compounded by University policies that make it difficult to offer competitive salaries to new staff hires, and/or provide raises to academic professionals and staff, even when positions

are fully grant-funded and unrestricted by the funding agency. The Department remains firmly committed to compensating individuals fairly and at rates that reflect their qualifications and contributions. Additionally, there is currently no routine succession planning in place to mitigate such risks. The role of research scientists, particularly in relation to expectations for securing external funding, has been a topic of ongoing discussion and would benefit from clearer definition. Furthermore, professional development opportunities for postdoctoral researchers remain insufficiently structured, which limits their growth and integration into the broader research community.

To address these challenges and strengthen the department's people and culture, several concrete action items have been identified. First, a new strategic goal (ATSC Goal 5) has been added to ensure this area receives the recognition it warrants, with deliberate planning and resource allocation. This goal also affirms the vital role of staff, emphasizing that they deserve equal attention and support. Next, the department will encourage and promote staff career development by supporting certifications and relevant training opportunities. Clear promotion standards will be developed for research scientists and academic staff to ensure transparency and equity in career advancement. To address compensation equity, the department will implement an annual salary review process for all grant-funded employees with the goal of ensuring that cost-of-living increases, targeting approximately 3% per year, are consistently applied. The university does not currently allow this amount of autonomy, and we will need to develop a strategy to advocate for flexibility to award raises to grant funded employees in all categories. For postdoctoral researchers, professional development will be enhanced through expanded teaching and mentoring opportunities. In addition, all postdocs will be assigned a secondary mentor to help support their career progression. This secondary mentor—who may be based at UW or another institution—will serve primarily as a resource for an annual career development meeting, offering additional perspective and support with minimal time commitment. These actions aim to build a more resilient and supportive environment for all personnel.

4. Performance Metrics

ATSC Goal 1: Foster, create, and communicate atmospheric research that addresses some of the most pressing issues facing society.

No.	Performance Goals and Indicators	2023/2024	Baseline targets	Longer-term aspirational targets
1.1	Grow our computational leadership esp. by increased usage of the NWSC resources, and document the allocation and usage and revenue generation of ATSC activities <i>Responsible Party: Daniel McCoy</i>	76 M Core Hours	ATSC to use* 50M core hours per year on Derecho or successor *as opposed to simply be allocated.	100M core hours
1.2	Grow our interdisciplinary presence on campus (e.g., collaborative proposals with faculty in other UW Departments, joint teaching) as well as off campus (partner with companies and other universities)	No standard way to generate interdisciplinary partnerships or log this effort	Survey collaboration efforts by logging use of shared equipment and collaborative proposals	Participate in the development of EMO as an interdisciplinary facility including the hiring of an AP position to coordinate research efforts
1.3	Grow the number of peer-reviewed publications with ATSC (co-)authorship	4.7 per faculty per year	4 per faculty per year	6 per faculty per year
1.4	Give credit to and increase recognition of publicly shared observational/numerical datasets and code <i>Responsible Party: Stefan Rahimi</i>	No standard way to log generated IP other than peer review papers	Encourage DOI generation, and the posting of code on GitHub or other digital commons, create a standard expectation of how to document these activities	Same
1.5	Improve our communication through non-academic channels (web pages, social media, etc.) Responsible Parties: Grad students & Research Scientist Group, Tony Bergantino	Currently no comprehensive plan, but we maintain a few social media sites	Have boilerplate templates to announce new papers, graduations, awards, conference attendance. Improve webpage. Develop a 'News' section on the webpage that is updated regularly	Increase publications in news/media outlets and track efforts
1.6	Grow faculty numbers and build our expertise in small scale modeling and bridging the observation to model scales	7 faculty	Hire a faculty in Boundary Layer Processes	Hire 2 faculty

ATSC Goal 2: Generate external funding through research grants and cooperative agreements and support economic development in Wyoming.

No.	Performance Goals and Indicators	2023/2024	Baseline targets	Longer-term aspirational targets
2.1	Maintain the number of external research proposals <i>submitted</i>	4.4 proposals per faculty per year	4 proposals per faculty per year	same
2.2	Maintain the dollar amount of external research proposals <i>submitted</i> *	\$2,500K per faculty per year	~\$1,200K per faculty per year	same
2.3	Maintain the dollar amount of external funding (actual research expenditures, excluding indirect cost, excluding CA and MSRI-1)	FY25: \$170K per faculty	\$100K per faculty per year and/or One to three privately-funded research proposals	same
2.4	Increase the amount of monetary support through gifts awarded through the Office of Foundations or contracts awarded from non-federal sources <i>Responsible party: Department Head or designee</i>	~ \$15.5K to ATSC	\$50K/year through engagement with alumni and other possible donors. Maintain the Laramie High Tidings as a way to connect regularly with alumni	\$100K/year and/or Enough private/industry funding to offset 15-20% of the personnel costs currently covered by IDC
2.5	Maintain and encourage the number of research projects and industry collaborations performed in Wyoming, in support of its citizens, government, and commerce	No standard	Have an annual dedicated brainstorming session to generate targeted ideas for WY relevant research, document such efforts	Generate an annual report on the effects of research projects on Wyoming
2.6	Create an external advisory board with members relevant to WY priorities to advise and offer opportunities for engagement within the state <i>Responsible Party: Jeff French</i>	No advisory board	Create an advisory board and a set of metrics that will be used to update the board annually. Target first formation by end of SP period.	Schedule a site visit with advisory board

* These figures exclude the \$15.8M NSF MSRI-1 grant for UWKA-2, and the \$12.5M NSF Cooperative Agreement to operate the research aircraft.

ATSC Goal 3: Take initiatives that support and broaden the highest quality education for graduate and undergraduate students in atmospheric and earth system science.

No.	Performance Goals and Indicators	2023/2024	Baseline targets	Longer-term aspirational targets
3.1	Create a formal curriculum review process, including elective planning and review. This process should be done every 3 years.	No standard	Establish criteria for updates to ATSC curriculum	Publish a long-term elective schedule
3.2	Offer at least 2 elective graduate ATSC classes per semester, to enable M.S. graduation within 2 years, and PhD degrees in 3 years.	4/year	4/year	same
3.3	At least maintain the number of graduate student credit hours delivered to meet program needs	263/year	200/year	300/year
3.4	Increase the number of undergraduate classes delivered by ATSC personnel, in support of College and University needs	3/year	4/year	5/year
3.5	Increase the number of undergraduate student credit hours delivered by ATSC personnel	243	300	500
3.6	Support requests from state agencies and industry for undergraduates trained in air quality <i>Responsible Party: Shane Murphy</i>	No standard	Create and support an Environmental Engineering undergraduate minor	same
3.7	Leverage Research Scientist and Postdoc expertise for teaching and course enhancement <i>Responsible Party: Research Scientists</i>	No standard	Determine what topics RS and Pd are interested/capable of teaching. Offer guest lectures by RS and Pd and ensure efforts are rewarded appropriately	Regular participation in course(s) by RS as time and funding allow
3.8	Improve recruitment of high quality graduate students	No standard	Track numbers of domestic and international student applications	Allocate funds to school visits for targeted recruitment efforts

			Arrange an annual meeting each year to discuss recruitment strategies	
--	--	--	---	--

ATSC Goal 4: Facilitate graduate student participation in research and leadership and provide mentoring for communication of research outcomes to enhance future career progression.

No.	Performance Goals and Indicators	2023/2024	Baseline targets	Longer-term aspirational targets
4.1	Maintain graduate student representation in departmental bodies	Student committee formed, student bylaws passed, formal student representation on committees	Same	Same
4.2	Increase graduate student first-author publications	0.2 publications per student per year	0.3 publications submitted per student per year or 2 per graduating PhD	0.5 publications submitted per student per year or 3 per graduating PhD, allow MS research plan to be a paper proposal
4.3	Increase graduate student opportunities to network and present their science to a range of audiences, through oral or poster presentations at regional or national conferences and workshops, etc.	1 conference per year per student	1 conference per year per student	2 conferences per year per student
4.4	Increase the number of graduate students applying for fellowships (external or internal) and awards	0.4 per student per year	1 per student per year	2 per student per year
4.5	Increase grad student community cohesion and safety by having students take Green Dot Training <i>Responsible Party: Graduate Student Committee</i>	No standard	100% of the student body goes through Green Dot Training	same

ATSC Goal 5: Enhance institutional excellence by strategically investing in the continuous professional growth and development of faculty and staff to foster innovation, engagement, and long-term organizational success.

No.	Performance Goals and Indicators	2023/2024	Baseline targets	Longer-term aspirational targets
5.1	Encourage and promote staff career development through support of certifications or training	No standard	Notify annually; \$1500-\$2,000 budget per staff member	Reassess job priorities and ensure they remain consistent
5.2	Define promotion standards for RS and academic staff <i>Responsible Party: Matt Burkhart</i>	No standard	Develop and ratify in FPM	Reassess the job priorities and ensure they remain consistent
5.3	Create an annual salary review for all grad students and postdocs to ensure ~3% CoL raises are applied every year	No standard	Review grad student and postdoc salaries annually and adjust as allowable	same
5.4	Provide professional development support to postdocs by fostering a strong mentoring network through a designated secondary mentor to all postdocs. A secondary mentor can be someone within UW or at a different institution and would be a very small time commitment – along the lines of an annual career development meeting. <i>Responsible Party: PostDoc Committee</i>	No standard	Create the expectation of this by reminding faculty with postdocs to communicate this possibility to all postdocs supported in their groups in FPM and notifying all faculty that they may be contacted to request secondary mentoring.	Decide on secondary mentor for all incoming postdocs within the first six months of their appointment.
5.5	Flexibility and discretion for determining salaries (both starting and raises) for 100% grant-funded employees	No Standard	Meet with administration to advocate for flexibility to apply CoL raises to all grant funded employees	Grants can pay support personnel whatever the going rate is or what the market will bear to get the required talent – full discretion
5.6	Regularly reviewing staffing needs to address gaps in expertise and succession planning	No Standard	Annually review staff and identify deficiencies	same