UCAR PRESIDENT LEADERSHIP PROFILE

UNIVERSITY CORPORATION FOR ATMOSPHERIC RESEARCH

A NONPROFIT CONSORTIUM ADVANCING OUR KNOWLEDGE OF EARTH SYSTEM SCIENCE

Headquartered in Boulder, Colorado,
UCAR is a nonprofit consortium
of 129 North American
member colleges and universities
focused on research and training
in the atmospheric and related
Earth system sciences.

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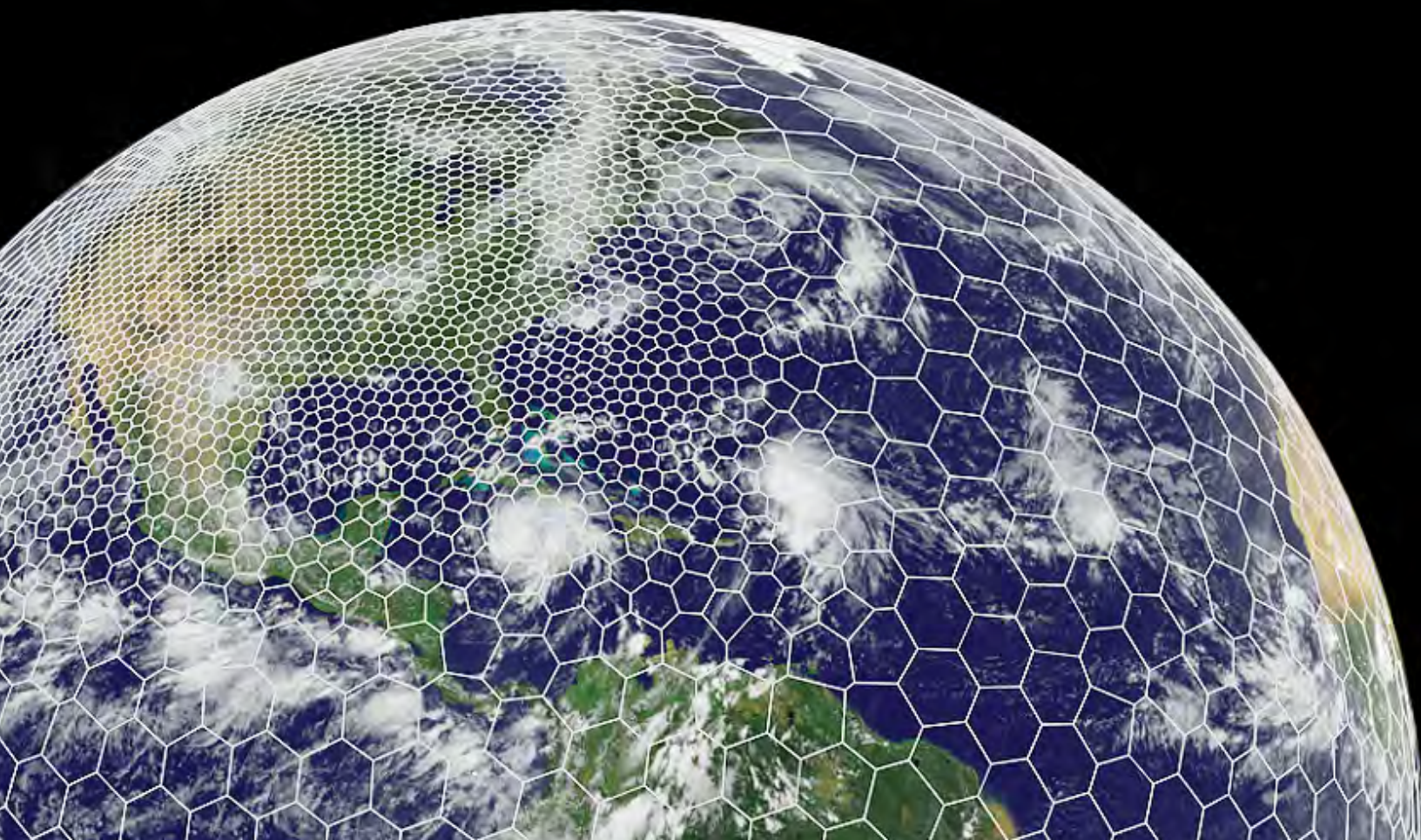
EXECUTIVE SUMMARY



THE UNIVERSITY CORPORATION FOR ATMOSPHERIC RESEARCH

The University Corporation for Atmospheric Research (UCAR) invites applications, nominations, and inquiries for the position of President. This is an exceptional opportunity to lead a globally recognized organization at the forefront of Earth system science. The next President will guide a deeply mission-driven community, steward critical national scientific assets, strengthen partnerships across academia, government, and industry, and help shape the future of atmospheric and Earth system research during a pivotal moment for the field and the nation.

As society faces increasingly complex challenges driven by weather, water, climate, and Sun-Earth interactions, the University Corporation for Atmospheric Research (UCAR) plays a vital and uniquely integrative role in advancing the science needed to safeguard lives, infrastructure, economic stability, and national security. Established in 1959 by visionary university leaders, UCAR has grown into a vibrant hub that connects academic institutions, federal agencies, and private-sector partners to expand knowledge of the Earth system and accelerate the translation of research into solutions. Today, UCAR manages a portfolio of primarily federally funded programs comprising more than 1,390 staff and over $282 million in annual expenditures, including continuous stewardship of the U.S. National Science Foundation National Center for Atmospheric Research (NSF NCAR)—a Federally Funded Research and Development Center (FFRDC)—since 1960. Through NSF NCAR and the UCAR Community Programs (UCP), the organization provides world-class observational, computational, education, and data capabilities; facilitates technology transfer; strengthens workforce pathways; and represents the collective voice of 129 member colleges and universities alongside an extended network of national and international partners. At a time when the impacts of weather and climate shape daily life and global decision-making, UCAR's consortium, programs, and national center collectively equip researchers, educators, and policymakers with essential tools and insights. Although its activities have grown and diversified over more than six decades, UCAR remains guided by its founding purpose: enabling collaborative, long-term, high-impact scientific programs beyond the reach of any single institution and advancing atmospheric and related Earth system sciences for the benefit of humankind.

> THE NEXT PRESIDENT OF UCAR WILL STEP INTO A MOMENT OF EXTRA-ORDINARY POSSIBILITY AMID GREAT CHALLENGES FOR AN ORGANIZATION THAT SITS AT THE HEART OF THE EARTH SYSTEM SCIENCE COMMUNITY.

The next President will have the opportunity to lead UCAR through a period of meaningful transformation by strengthening organizational stability during a time of national uncertainty while also articulating and driving a bold, forward-looking vision for the future of the institution and the atmospheric and Earth system sciences. This leader will unify UCAR, UCP, and NSF NCAR around a shared vision and more integrated culture; expand the organization's funding model beyond its historic reliance on federal sources; serve as a powerful national advocate for NSF NCAR; deepen collaboration with its university partners; and guide the development and implementation of ambitious goals that elevate UCAR's scientific impact and real-world applications. They will also drive modernization and efficiency across UCAR's administrative, technological, and operational systems and deepen the organization's investment in its people through enhanced professional development, collaboration, belonging, and early-career support. This moment offers an incoming leader the rare chance not only to steer UCAR through uncertainty but to define the next era of scientific leadership, partnership, and global impact for an organization that plays an essential role in advancing Earth system science for the public good.

The ideal President will bring deep credibility in Earth system science; extensive experience leading complex scientific or academic organizations; sophisticated understanding of NSF, federal agencies, and the FFRDC model; and strong operational, financial, and strategic management skills, including experience with philanthropy, partnerships, and new revenue streams. They will be an exceptional communicator who is transparent, visible, and trusted; a unifying collaborator able to bridge UCAR, NSF NCAR, and UCP; a decisive and forward-thinking leader comfortable navigating ambiguity; and a values-driven steward of scientific integrity, inclusivity, and UCAR's mission of science in service to society.

For more information about how to apply, inquire, or nominate a candidate, please see the **PROCEDURE FOR CANDIDACY** section.

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

THE NEXT PRESIDENT

The next President of UCAR will step into a moment of extraordinary possibility amid great challenges for an organization that sits at the heart of the Earth system science community. Building on UCAR's proud legacy, and its unique role managing NSF NCAR and supporting a global research ecosystem, the incoming leader will have the opportunity to shape UCAR's next era of impact, innovation, and collaboration. The priorities that follow describe the most meaningful areas where the next President can make a difference for UCAR, its member universities, its federal partners, and the communities it serves.

Lead UCAR through an era of transformation

UCAR is entering one of the most pivotal periods in its history. The next President must steer UCAR through an unprecedented period of uncertainty, and with that comes the opportunity for a new President to guide a world-class organization through meaningful reinvention. Rather than simply navigating uncertainty, the next President has the chance to set a confident strategic direction, bring clarity where the environment is ambiguous, and help a deeply committed staff understand how UCAR will thrive regardless of federal dynamics. This is a rare moment to build organizational and financial resilience, strengthen trust, and reaffirm the kind of transparent, thoughtful leadership that resonates across every corner of the institution.

By showing up visibly and communicating frequently, the President can inspire confidence and reinforce the values that make UCAR a uniquely mission-driven, people-centered scientific enterprise. This period offers the chance to define UCAR's long-term trajectory—not in reaction to external pressures, but with boldness and intention.

> THE NEXT PRESIDENT WILL CHAMPION AND FURTHER STRENGHTEN UCAR'S PARTNERSHIP AND COLLABORATION WITH ITS MEMBER UNIVERSITIES AND ENSURE THE CONSORTIUM REMAINS A VIBRANT COMMUNITY.

Champion NSF NCAR nationally and globally

NSF NCAR stands as one of the crown jewels of atmospheric and Earth system science. At a time when its future is under heightened scrutiny and its value is more essential than ever, a new President has the opportunity to lead a powerful, optimistic campaign to champion NSF NCAR's role, relevance, and scientific leadership. This includes strengthening relationships with NSF and federal sponsors, member universities, congressional leaders, and partners across the weather and climate enterprise.

The President can play a defining role in shaping the outcome of the NSF NCAR review and potential recompete, demonstrating UCAR's excellence in stewardship while making the case for NSF NCAR's continued leadership in service to society. This moment offers the opportunity to tell NSF NCAR's story more boldly, build new alliances, and ensure that the world understands the profound impact of its models, tools, data, and people

Unite UCAR, NSF NCAR, and UCP around a shared vision and culture

While UCAR's tripartite structure has historically created complexity, it also presents an exceptional opportunity for a new President to knit together three powerful entities into a more cohesive, collaborative, and future-ready enterprise. With staff across units expressing a desire for stronger cross-organizational connection, the moment is ripe for a leader who can articulate a unifying vision, reduce silos, simplify processes, and foster a "one UCAR" mindset.

This is a chance to elevate the strengths of each component – NSF NCAR's scientific excellence, UCP's community-serving innovation, and UCAR's management and operational leadership–in ways that amplify one another. The President will be able to shape systems that allow innovation and creativity to flourish, ensure that administrative structures fully support research, and help people experience themselves as part of a single, interconnected mission.

Champion and deepen connections with UCAR's university partners

The next President will champion and further strengthen UCAR's partnership and collaboration with its member universities and ensure the consortium remains a vibrant community. The President will actively engage UCAR's university members and connect them more fully to the organization's expertise, data, tools, and people and make it easier for faculty, students, and research groups to participate in UCAR programs and access community resources.

Importantly, the next President will serve as a visible and effective advocate for the research conducted across member institutions, championing their contributions as essential to the broader Earth system science ecosystem. The President will leverage the strengths, innovations, and talent within the universities in support of UCAR's mission, ensuring its strategic vision is informed by the work happening across campuses. In turn, universities will benefit from UCAR's community-based research infrastructure, shared resources, national presence, and advocacy. Through this reciprocal, mutually reinforcing partnership, the next president will amplify the collective impact of UCAR and its member universities, positioning the consortium to thrive and lead in a rapidly evolving scientific landscape.

Build a more diverse and resilient funding portfolio

UCAR has long excelled through strong federal partnerships. The current landscape requires avenues to broaden and modernize the organization's funding model. The next President must drive a major effort to diversify revenue, including building philanthropic capacity, strengthening foundation partnerships, expanding industry collaborations, and enabling tech transfer, not as replacements for federal funding, but as powerful complements that expand UCAR's reach, flexibility, and ambition.

> UCAR HAS LONG EXCELLED THROUGH STRONG FEDERAL PARTNERSHIPS.

This is a rare opportunity to shape UCAR's next era of financial resilience by developing new revenue streams, articulating UCAR's value proposition to new external partners, strengthening UCAR's brand, and enabling promising ideas to move more quickly from concept to support. The recognition for the need to diversify is strong across the organization, and a President with vision and entrepreneurial instinct can catalyze a culture that embraces new possibilities and new partnerships.

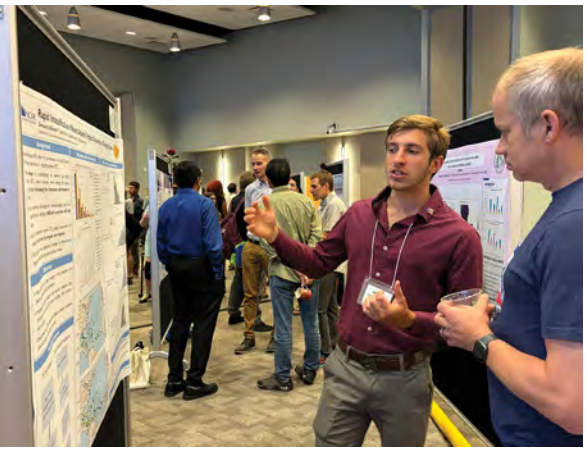
Accelerate UCAR's organizational agility

UCAR's complexity and history provide fertile ground for a President eager to drive modernization and shape a more agile, innovative, and future-oriented organization. Staff across the enterprise are ready for clearer processes, faster decision-making, extending ongoing HR and IT reforms, and a culture that empowers smart risk-taking. This offers the incoming President a unique platform to streamline operations, align administrative functions across units, and ensure that UCAR's systems are worthy of the cutting-edge science they support.

By building more responsive internal structures, the President can accelerate scientific productivity, make collaboration easier, and equip UCAR to adapt quickly as the research ecosystem evolves and external conditions change. This is an opportunity to build an organizational infrastructure that becomes a national model for how complex scientific enterprises operate at scale.

Invest in people and strengthen a culture that attracts and inspires talent

UCAR's biggest asset—and its greatest source of pride—is people. The next President has an extraordinary opportunity to champion a culture where staff feel valued, supported, and connected, and where the current and next generation of scientists, technical professionals, and staff can see a long, fulfilling future. Staff noted that UCAR already offers valuable avenues for growth and connection, and they are grateful for those resources. At the same time, they see opportunities to build on this foundation by expanding mentoring, strengthening early-career support and pathways, enhancing professional development, and increasing cross-organizational collaboration.



This moment offers the President a chance to further shape UCAR into a destination for emerging scientific talent, build new approaches to professional growth, and reinforce a culture defined by empathy, transparency, and respect. Investing in people is also an investment in UCAR's scientific excellence. The President will have the opportunity to leave a lasting legacy of strengthening the workforce that advances Earth system science for society.

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PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

A DEMONSTRATED ABILITY TO LEAD AND INSPIRE

The President of UCAR will bring a demonstrated ability to lead and inspire exceptional teams, including scientists, technical experts, educators, operational professionals, and university partners as they collectively advance world-class Earth system science. This leader will demonstrate the vision, innovative problem-solving, and compassionate change-management capabilities needed to guide UCAR through a pivotal moment in its history. The President will also serve as a principled and effective advocate for UCAR, UCP, NSF NCAR, and its member universities on the national and international stage, strengthening partnerships, championing the value of Earth system science, and elevating the organization's impact globally.

Visionary leadership during times of uncertainty

In the context of the current challenges facing science broadly and Earth sciences specifically, the next President will need to maintain an even keel and inspire confidence while simultaneously developing a vision that proactively sets UCAR's priorities and defines a forward-thinking pathway for continued excellence in science. Demonstrated crisis leadership experience, especially at organizations facing funding instability, the ability to prepare multiple strategic pathways in uncertain circumstances, the projection of confidence without falsely minimizing risks, and a steadfast protection of UCAR's mission are paramount. In addition, the next President will have a flexible, adaptable mindset, and both the political fluency and professional credibility to work successfully with Congress, federal agencies, bipartisan stakeholders, and member universities.

> THE NEXT PRESIDENT WILL HAVE EXPERIENCE IN EFFECTIVELY WORKING WITH GOVERNING BOARDS AND COLLABORATIVE PARTNERS, AND THE ABILITY TO MANAGE BOTH UP AND DOWN.

Leadership in complex environments

The structural and cultural complexity of UCAR's management of NSF NCAR (an FFRDC) alongside UCP and its member universities, requires unusually sophisticated institutional leadership. The strongest candidates will have demonstrated success in managing complex, matrixed organizations with overlapping authority and missions. Experience with FFRDC structure and nonprofit governance models, as well as experience with higher education, is ideal. They will possess the ability to navigate across scientific, operational, and administrative cultures and to unify siloed entities under a shared vision while respecting distinct roles. They will hold people accountable to achieve organizational goals. They will be an experienced change leader, adept at advancing administrative processes and driving institution-wide improvements.

The next President will have experience in effectively working with governing boards and collaborative partners, and the ability to manage both up and down. They will provide steady and strong governance, and confidently navigate oversight and accountability while respecting the expertise and competencies of UCAR's exceptional personnel. They will be committed to institutional long-term sustainability and serve as an exemplary institutional steward.

Science leadership

While a Ph.D. or equivalent terminal degree in a related discipline is preferred, the UCAR board will consider progressive leaders who possess knowledge of the environmental sciences as well as a record of advocating for scientific initiatives, research, and education. Equally important is the ability to lead science at scale, which requires a blend of scientific credibility, systems thinking, strategic orientation, organizational leadership, understanding of research infrastructure and technologies, a bent toward innovation, and ecosystem influence. The President must be committed to science excellence for public benefit. Relatedly, they will position UCAR as a national and global convener in Earth system science, with the ability to translate science into public value narratives, demonstrate experience with engaging universities, educators, and communities with this work, and support science communication and outreach infrastructure.

Communication skills

The next President will possess exceptional communication skills. They must be able to advocate passionately, distill and share UCAR's compelling and unique narrative to external constituencies, and present subject matter expertise on behalf of the work being done at UCAR and by its member universities. Internally, they must communicate as transparently as possible, listen actively, and provide a rationale for difficult decisions. The most successful candidates will possess strategic communication skills that can provide clarity during uncertainty, build trust, and hold space for all voices and perspectives. The ability to present well in public speaking and media events will be of great value.

Financial, operational, and business acumen

The current landscape will require a leader with exceptional financial, operational, and business acumen. The next President should have experience with budgets and revenue generation at large, mission-driven organizations. The strongest candidates will have experience in diversifying revenue streams inclusive of but not limited to philanthropy, foundations, partnerships with the academic and private sectors, and other opportunities to earn income as well as an understanding of sponsored research finance. They will have a risk-aware but innovative mindset, being willing to expand funding models consistent with UCAR's mission and values. The President will possess operational discipline, linking finances to strategic priorities.

Personal characteristics

UCAR requires a leader who is empathetic, principled, visible, and willing to make hard but fair decisions and stand behind them. A successful President will lead with empathy during difficult times, be decisive when required, apply situational awareness to the decision-making process, use consensus to their advantage, not their detriment, and accept responsibility for outcomes.
The next President will have a visible leadership presence, articulating their personal and professional value system to build trust. They will value people, investing in long-term workforce health and supporting them during times of uncertainty. They will have a commitment to early-career development and promote an inclusive culture that values all roles and lived experiences throughout the organization.

PROCEDURE FOR CANDIDACY

APPLICATIONS, NOMINATIONS, AND INQUIRIES ARE INVITED

Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in the leadership profile.

WittKieffer is assisting UCAR in this search.

For full consideration, candidate materials should be received by April 17, 2026.

Application materials should be submitted to the **WITTKIEFFER CANDIDATE PORTAL**.

Nominations and inquiries can be directed to:
Suzanne Teer, Sandra Chu, and Sarah Seavey
UCARPRESIDENT@WITTKIEFFER.COM

Salary and Benefits

The anticipated hiring range for this job is $400,000 - $625,000 with the potential for incentive compensation. Final salary is based on factors such as education, experience, and skills relevant to the role.

UCAR offers medical, dental, vision, life and long-term disability insurance, retirement, paid time off (holidays, PTO, short-term medical and long-term disability), and more. Details about all of UCAR's benefits can be found at:
HTTPS://WWW.UCAR.EDU/OPPORTUNITIES/CAREERS/BENEFITS

Location

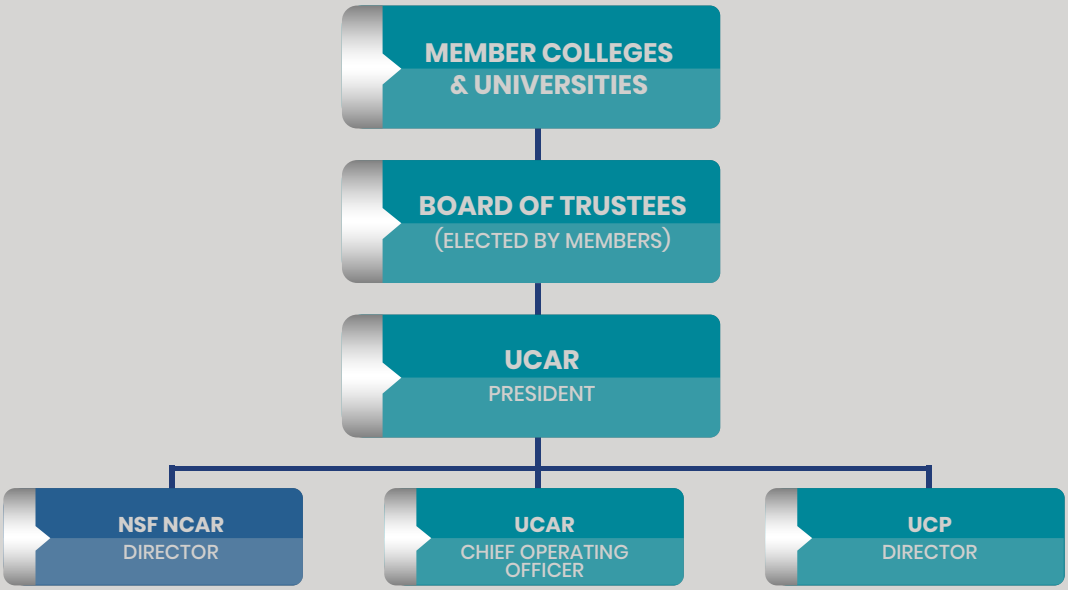
The position is based in Boulder, Colorado; relocation assistance is available.

Commitment to Job Application Fairness

Applicants are not required to provide age or age-related information and may redact information related to age, date of birth, or dates of attendance at or graduation from an educational institution from any submissions during the initial application process.

All qualified applicants will receive consideration for employment without regard to age (40 and over), color, disability, gender identity, genetic information, marital status, domestic partner status, military or veteran status, national origin/ancestry, race, religion, creed, sex (including pregnancy, childbirth, breastfeeding), sexual orientation, and any other applicable status protected by federal, state, or local laws.

ORGANIZATIONAL STRUCTURE



UCAR VISION, MISSION, & VALUES

To review UCAR's Vision, Mission, and Values, **CLICK HERE** to download UCAR's Strategic Plan.

UCAR HISTORY

Scientific leaders on the faculties of 14 U.S. universities incorporated UCAR as a nonprofit 501(c)(3) in 1959. These visionaries recognized the need for community observational and computational facilities and a world-class research staff, which together would allow the community to carry out complex, long-term scientific programs beyond the reach of individual universities.

UCAR's founding mission was simple: to operate the U.S. National Science Foundation National Center for Atmospheric Research on behalf of NSF NCAOR's sponsor, the National Science Foundation, for the benefit of the atmospheric and related sciences community. Although much has changed since 1959, and our activities have expanded and diversified, our core purpose continues to guide us.

HTTPS://WWW.UCAR.EDU/WHO-WE-ARE/HISTORY

UCAR MEMBER COLLEGES & UNIVERSITIES

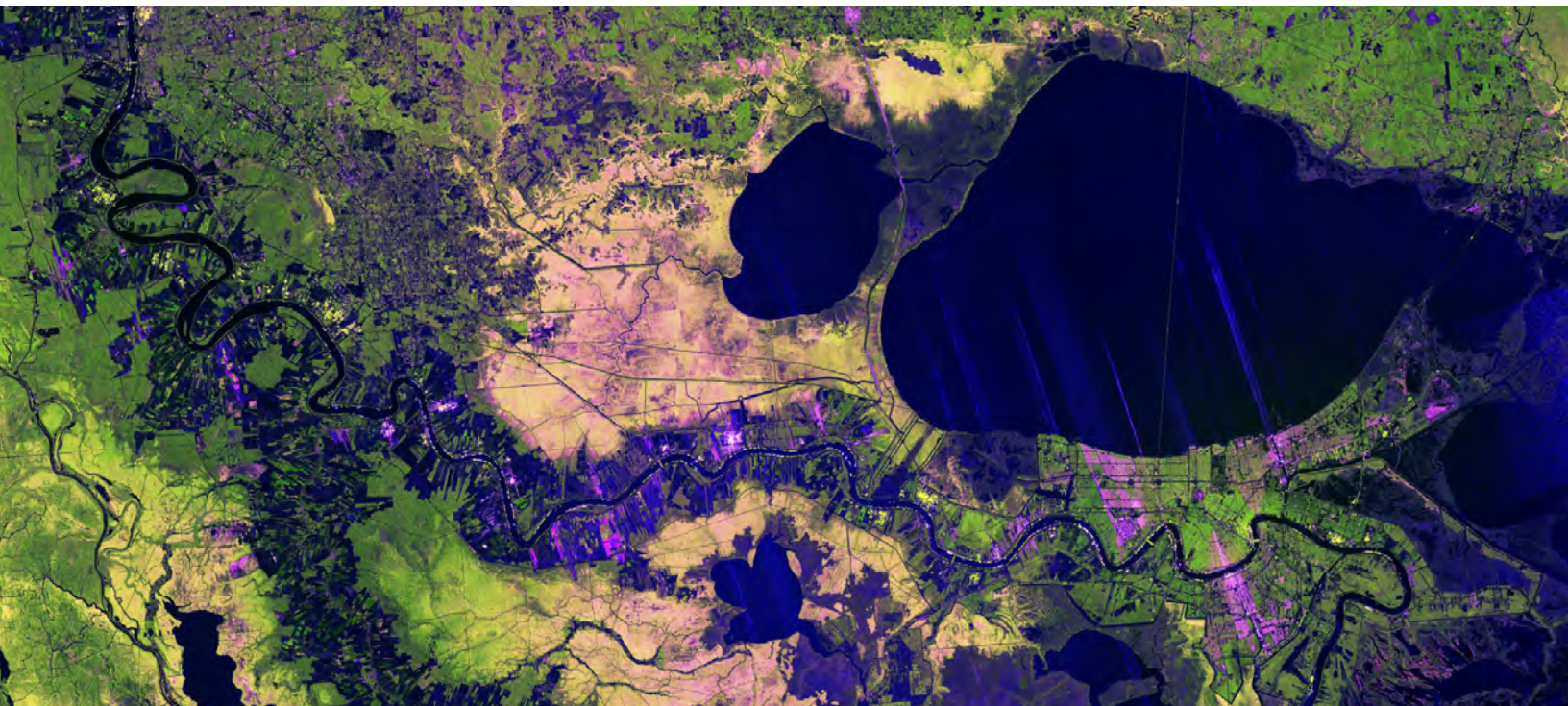
THE FOUNDING 14 UNIVERSITIES

The founding 14 universities have grown to 129 colleges and universities focused on research and training in the atmospheric and related Earth system sciences. Collectively, the members strengthen and promote professional interactions, collaborations, and collegiality in the broader research and education community. This partnership is unique in science and engineering and has produced some of the best research and technology in the world.

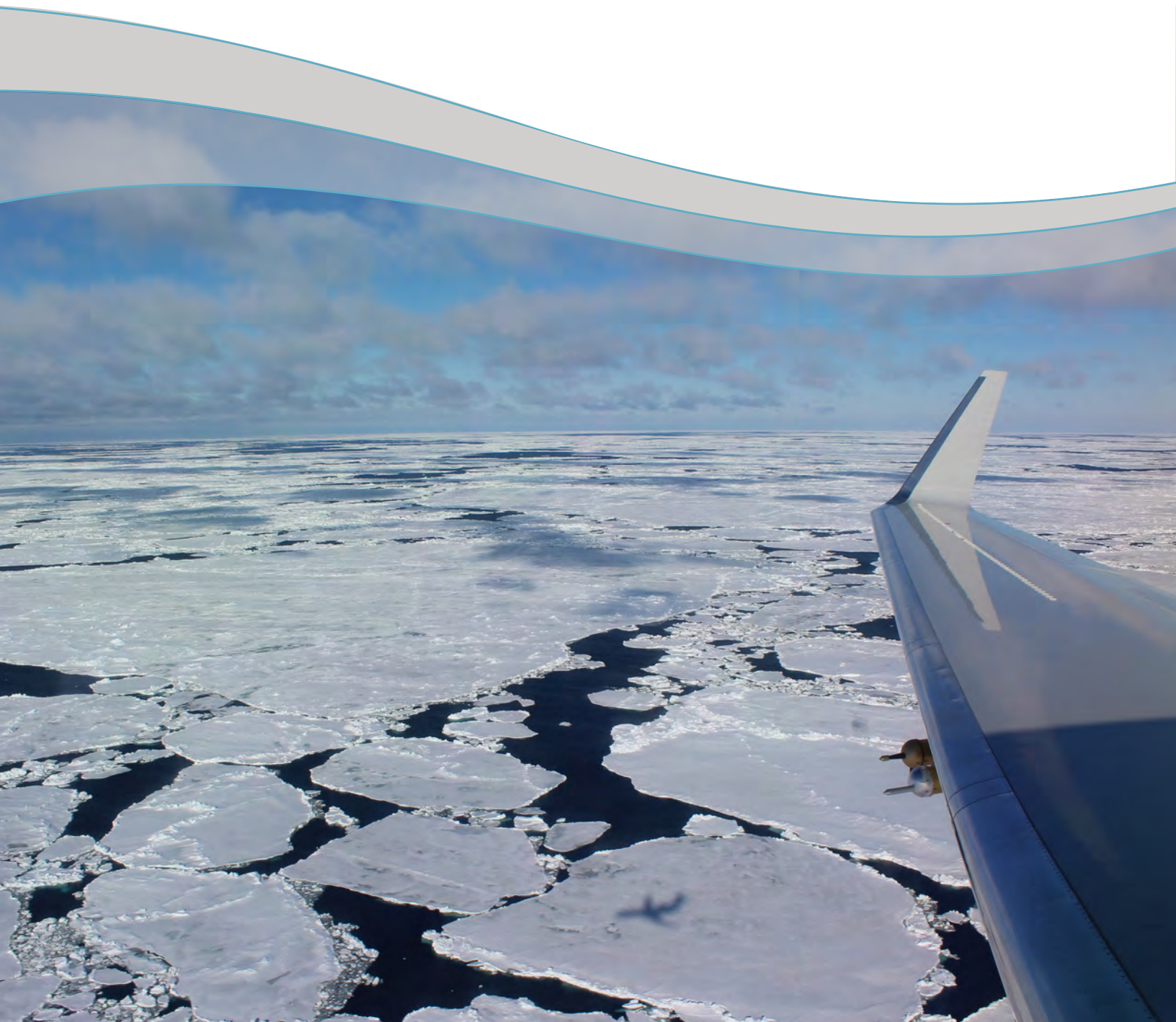
Members appoint representatives who serve as important links between the community and UCAR and its programs. Member representatives serve on governance and scientific advisory committees that help shape the course of UCAR, its science, and its service to the universities. At the UCAR Annual Members Meeting, the members elect trustees and members of UCAR governance and advisory committees, participate in scientific planning sessions, and discuss matters affecting the scientific enterprise as a whole.

The member representatives keep university colleagues informed about UCAR activities and opportunities and, in turn, bring university perspectives to the President's Advisory Committee on University Relations and the Board of Trustees.

HTTPS://PRESIDENT.UCAR.EDU/GOVERNANCE/MEMBERS



BOARD OF TRUSTEES



THE UCAR BOARD OF TRUSTEES

The UCAR Board of Trustees is elected by the members at the UCAR Annual Members Meeting each October. Drawn from academia, research institutions, and the private sector, the 18 trustees monitor and determine the overall direction of the corporation and advise the NSF NCAR Director pursuant to bylaws. They discharge their fiduciary responsibilities at their regularly scheduled meetings (February, June, and October), and through a set of committees that recommend actions regarding UCAR personnel, strategic guidance, and financial oversight and management.

THE PRESIDENT'S COUNCIL

THE PRESIDENT'S OFFICE

UCAR OPERATIONS

THE PRESIDENT'S COUNCIL

The President's Council is the senior corporate management team of UCAR and serves in an advisory role to the UCAR president.

Council members are the UCAR President, the Director of NSF NCAR, the Director of UCP, the Chief Operating Officer, the Chief Human Resources officer, the Chief Financial Officer, the Chief Information Officer, the Director of Communications, and the Director of External Engagement and Business Development.

THE PRESIDENT'S OFFICE

Expertise supporting the president in fulfilling UCAR's mission:

COMMUNICATIONS & MEDIA RELATIONS

FRIENDS OF THE NATIONAL CENTER

GOVERNANCE AND UNIVERSITY RELATIONS

GOVERNMENT RELATIONS

OFFICE OF GENERAL COUNSEL

STRATEGIC DEVELOPMENT AND ENGAGEMENT

UCAR OPERATIONS

Functions supporting the organization:

CONTRACTS

ENTERPRISE INFORMATION TECHNOLOGY

ENTERPRISE RISK MANAGEMENT

FACILITIES MANAGEMENT

FINANCE AND ACCOUNTING

HEALTH, ENVIRONMENT, AND SAFETY SERVICES

HUMAN RESOURCES

INTERNAL AUDIT

UCAR COMMUNITY PROGRAMS

UCAR COMMUNITY PROGRAMS

UCAR Community Programs offer a suite of innovative resources, tools, and services for the atmospheric and Earth science community.

Vision
A Center of Excellence in research, education, and services that advance Earth system science for the benefit of society.

Mission
UCP conducts research and develops innovative data, tools, educational resources, and science services to empower the Earth system science community in addressing significant societal challenges.

READ THE CURRENT STRATEGIC PLAN.

UCP programs

- **CENTER FOR OCEAN LEADERSHIP (COL)**
- **CONSTELLATION OBSERVING SYSTEM FOR METEOROLOGY, IONOSPHERE AND CLIMATE (COSMIC)**
- **COMET**
- **COOPERATIVE PROGRAMS FOR THE ADVANCEMENT OF EARTH SYSTEM SCIENCE (CPAESS)**
- **JOINT CENTER FOR SATELLITE DATA ASSIMILATION (JCSDA)**
- **UCAR CENTER FOR SCIENCE EDUCATION (SCIED)**
- **NSF UNIDATA**

UCP's activities include

- Training weather forecasters, emergency managers, and other decision-makers in current research.
- Developing STEM (science, technology, engineering, and mathematics) education resources and fostering community science engagement.
- Bringing real-time data and software analysis tools to university classrooms and research labs.
- Integrating satellite and in-situ observations into unified environmental analysis and prediction systems.
- Connecting and supporting collaboration within the ocean science, education, and technology community.
- Managing projects and staffing for scientific programs across the country and around the world.

HTTPS://WWW.UCAR.EDU/COMMUNITY-PROGRAMS

U.S. NATIONAL SCIENCE FOUNDATION NATIONAL CENTER FOR ATMOSPHERIC RESEARCH

NSF NCAR IS DEDICATED TO SCIENCE FOR A RESILIENT NATION

The organization catalyzes scientific discovery by providing the university research community with resources beyond the reach of any individual institution, including open-source computer models, novel observational facilities, high-performance computing, data services, education and training, and more.

Vision

A vibrant, collaborative research community working toward a resilient nation by driving discovery and innovation in atmospheric and related Earth system science.

Mission

- To understand the behavior of the atmosphere and related Earth and geospace systems;
- To support, enhance, and extend the capabilities of the university community and the broader scientific community, nationally and internationally; and
- To foster the transfer of knowledge and technology for the betterment of life on Earth.

READ THE CURRENT STRATEGIC PLAN.

NSF NCAR labs and programs:

- **ATMOSPHERIC CHEMISTRY OBSERVATIONS AND MODELING LABORATORY (ACOM)**
- **CLIMATE AND GLOBAL DYNAMICS LABORATORY (CGD)**
- **COMPUTATIONAL AND INFORMATION SYSTEMS LABORATORY (CISL)**
- **EARTH OBSERVING LABORATORY (EOL)**
- **EDUCATION, ENGAGEMENT, AND EARLY-CAREER DEVELOPMENT (EDEC)**
- **HIGH ALTITUDE OBSERVATORY (HAO)**
- **MESOSCALE AND MICROSCALE METEOROLOGY LABORATORY (MMM)**
- **RESEARCH APPLICATIONS LABORATORY (RAL)**

NSF NCAR's activities include

- Modeling wildfire behavior and spread and studying wildfire smoke, including its impact on human health and its effect on weather downwind.
- Using artificial intelligence to make more accurate forecasts of hail, tornadoes, and extreme winds further in advance.
- Fine-scale modeling of urban winds that can have applications for drone operators investigating the potential to make at-home deliveries within cities.
- Guidance systems that help aircraft avoid dangerous clear-air turbulence and airports make deicing decisions in the winter.
- Experimental tropical cyclone forecasts that more accurately represent the relationship of global and local processes, improving the accuracy above traditional models that largely simulate only regional conditions.
- Developing and building novel instruments to observe the Sun, collecting data that can improve forecasts of dangerous solar storms.

HTTPS://NCAR.UCAR.EDU

NSF NCAR and UCP harnesses the power of research to protect lives and property, support the economy, and strengthen national security.

HTTPS://RESEARCHWORKS.UCAR.EDU