

**A Draft of the
National Sea Grant
College Program
Strategic Plan**

**Charting the course for the future:
2018-2021**

COVER PAGE

National Sea Grant College Program Plan contents:

- **Preface**
- **Vision**
- **Mission**
- **Environment in Which We Work**
- **Core Values**
- **Cross-cutting Principles**
- **Focus Areas**
- **Goals**
- **Outcomes (Examples provided with additional outcomes to be added.)**
- **National Performance Measures/Milestones**
- **Short and Long Term Planning Processes – (TBA)**
- **Sea Grant College Program by the Numbers – maps, etc. (TBA)**
- **Overview of the Strategic Planning Process - (TBA)**

Appendix

- **Definitions**

Preface:

Consistent with the National Sea Grant College Program legislation ((Public Law No: 110-394) § 1123 C (1)) the National Sea Grant Office, on behalf of the Secretary of Commerce, initiates a process to develop a strategic plan every four years that establishes priorities for the National Sea Grant College Program, provides an appropriately balanced response to local, regional, and national needs, and is reflective of integration with the relevant portions of the strategic plans of the National Oceanic and Atmospheric Administration, Department of Commerce, and of the Administration. The 2018-2021 National Sea Grant College Program Strategic Planning process was conducted in consultation with the National Sea Grant College Program which includes the National Sea Grant Advisory Board, Sea Grant colleges, and Sea Grant institutes.

DRAFT

NATIONAL SEA GRANT

VISION AND MISSION (*Note: An update and revision to the Vision and mission was recommended and is being considered based on responses from the programs. The strategic planning steering committee will explore potential revisions following review of the state program's initial draft plans.*)

The National Sea Grant College Program envisions a future where people live, work, and play along our coasts in harmony with the natural resources that attract and sustain them. This is a vision of coastal America where we use our natural resources in ways that capture the economic, environmental and cultural benefits they offer, while preserving their quality and abundance for future generations.

This vision complements the vision articulated in the Department of Commerce's Strategic Plan and the NOAA Administrator's priorities (see sidebars).



DOC Strategic Plan



Strategic Goal 3

Environment:

Ensure communities and businesses have the necessary information, products, and services to prepare for and prosper in a changing environment.

Objective 3.4: *Foster healthy and sustainable marine resources, habitats, and ecosystems through improved management and partnerships (NOAA)*

[\(Full text of DOC Strategic plan\)](#)

Sea Grant's mission is to provide integrated research, communication, education, extension, and legal programs to coastal communities that lead to the responsible use of the nation's ocean, coastal, and Great Lakes resources through informed personal, policy, and management decisions.

The Environment in Which We Work

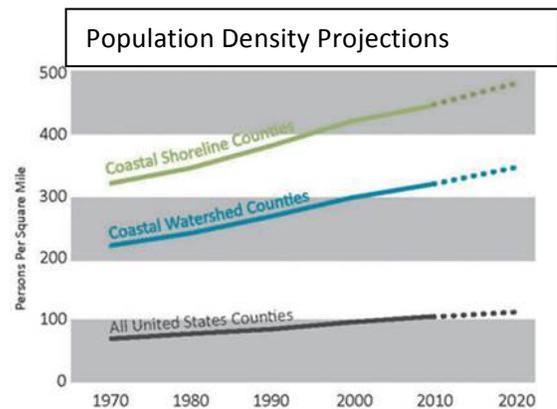
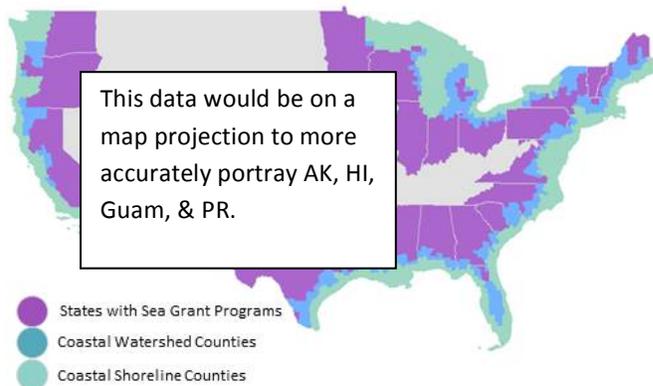
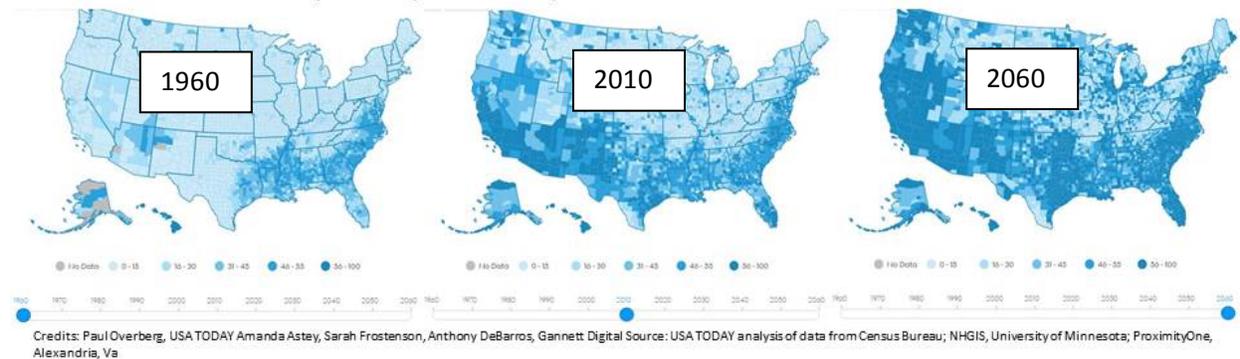
Sea Grant works in a diverse and dynamic environment--our nation's coastal communities and their environments are changing rapidly.

Our nation encounters changes in *weather, water, and climate* that affect every coastal industry, community, and ecosystem. It is imperative that Sea Grant consider the effects of climate variability and extreme weather events with respect to all the national focus areas (*Healthy Coastal Ecosystems, Sustainable Fisheries and Aquaculture, Resilient Communities and Economies, and Environmental Literacy and Workforce Development*) in which we engage.

The changes to our environment present our greatest opportunities and challenges. Sea Grant will continue to focus its resources to help coastal communities prepare for, respond to, and thrive in this changing environment by "*putting science to work for America's coastal communities.*"

Infographic that summarizes the dynamic environment we work in over a TBD period of time. As an example:

United States Diversity Index (1960-2060)



Statistics that are recommended to incorporate into infographic are:

- **1.9 million homes** worth \$882 billion “underwater” with 6 feet of SLR by 2100 (Zillow & NOAA)
- Average annual temperatures in the U.S. are projected to increase **7 – 9 ° F** (and 11-13 ° F in northern Alaska) for 2071-2099, as compared to 1970-1999. Precipitation is projected to increase up to 20% in the northern part of the U.S. (beyond 30% in AK) and decrease 10-20% in the southern US. These are based on scenarios for continued increases in emissions. (National Climate Assessment, US Global Change Research Program 2014)
- Environmental Literacy: only **23% of adults in the U.S. believe they have a slightly higher than average** knowledge of environmental issues and problems facing the world today.(National Environmental Education Foundation Benchmark Survey Report 2013)
- Coastal Tourism: **85% of all tourist-related revenue** in the U.S. is generated in coastal states, and beaches are the top vacation destinations in the US (Houston, J.R. 2013)
- Overall economic impact of commercial, recreational, for-hire fisheries and aquaculture industries in the United States= **\$276 billion** (Fisheries Economics of the United States 2014 – National Marine Fisheries Service)
- More than **88,569 square miles of coastal wetlands** provide nurseries for more than half of our commercially harvested fish species and refuges for 75 percent of all our migratory birds and waterfowl (State of the U. S. Coast, NOAA, 2012)
- National Sea Grant College Program encompasses a diversity of ecosystems from arctic to tropical, freshwater to oceans.

How and Where We Work

National Sea Grant College Program was created by the U.S. Congress in 1966 to be a highly leveraged federal and state partnership to harness the intellectual capacity of the nation's universities to solve ocean, coastal, Great Lakes, and island problems and build upon opportunities to ensure communities are resilient. The National Sea Grant College Program engages citizens, communities, scientists, organizations, and governments to sustain and enhance the vitality, value, and wise use of the nation's coastal resources. Administered and supported by NOAA, and implemented through leading research universities, Sea Grant provides unique access to scientific expertise and to new discoveries. Through its scientists and communication, education, extension, and legal specialists (hereby referred to as engagement professionals), Sea Grant generates, translates, and delivers cutting-edge, unbiased, science-based information to address complex issues.

Sea Grant is a national network. This network includes the 33 university-based state programs, the National Sea Grant Advisory Board, the National Sea Grant Law Center, the National Sea Grant Library, National Sea Grant Office, and hundreds of participating institutions. The Sea Grant network enables NOAA and the nation to tap into the best science, technology and expertise to balance human and environmental needs in coastal communities. Sea Grant's alliance with major research universities around the country provides access to thousands of scientists, students, and engagement professionals. Sea Grant's university-based programs are fundamental to the development of future scientists and resource managers needed to conduct research and guide the responsible use and conservation of our nation's coastal resources. With its strong research capabilities, local knowledge, and on-the-ground workforce, Sea Grant provides an effective national network of unmatched ability to rapidly identify and capitalize on opportunities and to generate timely, practical solutions to real problems in real places.

Sea Grant serves America's coastal communities—including Atlantic, Pacific, Gulf of Mexico, Great Lakes and the U.S. territories. To address issues that face coastal communities, Sea Grant works in watersheds, coastal and ocean ecosystems, acknowledging the vital connections between systems to the well-being of our coasts.

Illustration: Include a map graphic with location of SG programs and watersheds and coastal/ocean waters highlighted. This map will portray the distribution of extension agents and/or academic institutions that SG reaches.

National Sea Grant College Program Core Values

Core values that will continue to guide the behavior and actions of the National Sea Grant College Program are:

- Innovation - Advance innovative solutions to emerging challenges (science and stewardship): Sea Grant will lead innovation and serve as a catalyst to spur innovation.
- Engagement - Be responsive and accessible, respecting partners, maintaining scientific neutrality, integrating diverse expertise and support to provide the necessary science and knowledge to inform stakeholders and decision-making.
- Collaboration – Seek out relationships that leverage our strengths, promotes and values efficiency, and share successes. Coordinate and build resource partnerships.
- Sustainability - Communicate the importance of good stewardship and the value of the services of the coastal, ocean, and Great Lakes' ecosystems provide to the Nation.

National Sea Grant College Program Cross-cutting Principles –

National Sea Grant College Program will strive to implement the 2018-2021 Strategic Plan by applying the following three principles in order to enhance the College Program's capabilities to meet future needs:

- Cultivate Partnerships - Sea Grant will integrate the expertise and capabilities of our partners from the international, federal, tribal, and state communities and from academia and nongovernmental organizations.
- Expand Organizational Excellence – Sea Grant will establish a framework of standards and processes intended to engage and motivate the College Program to deliver products and services that fulfill the nation's needs in a timely manner.
- Enhance Diversity & Inclusion – Sea Grant will seek and welcome diverse perspectives and viewpoints in order to enhance cultural understanding and enable the network to pursue its vision and mission effectively and efficiently.

Overview of National Sea Grant College Program's Focus Areas, Goals, Objectives and Outcomes (Examples provided):

Focus areas are intersections where the Sea Grant College Program's key capabilities, programs and resources are designed to address and respond to the nation's most urgent ocean, coastal, and Great Lakes' needs. By addressing focus, the Sea Grant College Program aims to make communities resilient to severe events—such as drought, hurricanes, and fisheries declines—as well as changing conditions as a result of climate change.

A national framework of focus areas enables the network to establish overarching priorities for the National Sea Grant College Program while providing consolidation of accomplishments, impacts, and outcomes related to those priorities (i.e. “top-down” and “bottom-up” approach). University-based state Sea Grant programs may choose not to participate in all of the focus areas and goals. State program strategies are aligned with the national network, but participation in individual focus areas, goals, and performance measures are determined after consultation with local and regional stakeholders and advisors. This iterative and flexible planning process allows for local level input to identify and develop measures to address emerging issues while assuring alignment with national strategies.

Focus Area: Healthy Coastal Ecosystems

- GOAL: Habitat, ecosystems, and the services they provide are protected, enhanced, or restored.
 - Objective: Develop and share decision-support tools, technologies and approaches to protect and restore ecosystems.
 - OUTCOME: Greater public awareness of ecosystems and their services improves decision-making.
 - OUTCOME: Ecosystem priorities are developed with stakeholder participation.
 - Objective: Sustain the habitat, the biodiversity and the abundance of marine resources.
 - OUTCOME: Depleted marine resources, habitats and ecosystem functions are restored and thrive.
 - OUTCOME: Stewardship is enhanced and provides for improved collaborative decision making.
- GOAL: Land, water, and living resources are managed by applying sound science, tools, and services to sustain ecosystems that support communities and economies.
 - Objectives: Support a sound science- and management-driven framework that integrates observations, monitoring, research, and modeling to provide a scientific basis.
 - OUTCOME: Communities have access to sound science, data, tools, and the training to be effective as participants in decision-making processes.

- OUTCOME: Resource managers achieve greater certainty and effectiveness in their decisions.
- Objective: Identify and promote case studies and strategies to enhance resilient ecosystems in the context of changing conditions.
 - OUTCOME: Communities can easily access case studies and training tools to increase their understanding of adaptive management.
- Objective: Improve science-based products and services for informed decision-making.
 - OUTCOME: Reliable and accessible science, information, and tools are available to resource managers to improve decision-making.
 - OUTCOME: Relevant stakeholders understand the costs and benefits their decisions may have on ecosystems.

Focus Area: Sustainable Fisheries and Aquaculture

- GOAL: Fisheries, aquaculture, and marine and freshwater resources provide food, jobs, and economic and cultural values.
 - Objective: Develop a trained workforce and enhance technology transfer in domestic aquaculture.
 - OUTCOME: Partnerships that enable the aquaculture industry to adapt and acquire innovative technologies expands.
 - Objective: Ensure safe seafood practices are employed by marine resource industries.
 - OUTCOME: Marine resource industry continues to employ technologies and reinforce strategies to ensure biosecurity and safe seafood.
 - Objective: Promote and support harvest and processing techniques that lead to safe, sustainable and high-quality food and economic and ecosystem benefits.
 - OUTCOME: Marine resources industry employs strategies that achieve a better balance among economic, community and conservation goals.
- GOAL: Marine and freshwater resources are sustained to support fishing communities and industries, including aquaculture, recreational, and subsistence fisheries.
 - Objective: Ensure sound science, services, and tools are available and accessible for fishing and aquaculture communities.
 - OUTCOME: Commercial and recreational fishers and aquaculturists are knowledgeable about efficient and responsible tools, techniques, and uses of living marine resources.
 - OUTCOME: Consumers understand the health benefits of seafood and purchase safe & sustainable products.
 - OUTCOME: industries, etc. adopt safe seafood practices.

Focus Area: Resilient Communities and Economies

- **GOAL:** Vulnerable and at-risk coastal communities are aware of changing conditions and can improve their resilience, economy, and community well-being.
 - **Objective:** Utilize comprehensive planning and adaptive management strategies to enhance community resilience and adapt to natural hazards and changing conditions.
 - **OUTCOME:** Communities employ adaptive management strategies and apply tools to engage all members of the community and improve resilience and community sustainability.
 - **Objective:** Increase public's awareness of changing conditions and the impacts.
 - **OUTCOME:** Innovative training programs improve the public's understanding of changing conditions in their communities and offer adaptive strategies.
 - **Objective:** Increase the resilience of coastal communities through diversification, growth, and strengthening of coastal/marine economic sectors and social wellbeing, identity, and values.
 - **OUTCOME:** All members of a community are aware of and understand changing conditions and hazards and the implications to their communities.
 - **OUTCOME:** Communities have access to information needed to understand and participate in adaptive management planning.

- **GOAL:** Water resources are sustained and protected to meet emerging needs of the communities, economies, and ecosystems that depend on them.
 - **Objective:** Develop and share best management practices (BMPs) and measures to protect and manage water resources.
 - **OUTCOME:** Communities have diverse, sustainable economies and industries that support the emerging water resource needs of the residents.
 - **OUTCOME:** Communities adopt mitigation measures to protect and sustain water resources.

Focus Area: Environmental Literacy and Workforce Development

- **GOAL:** An environmentally literate public that is informed by a continuum of lifelong formal and informal engagement opportunities that reflect the range of diversity of our communities.
 - **Objective:** Ensure the public is informed and can engage in community planning processes with respect to adaptive management to changing conditions.
 - **OUTCOME:** Communities are knowledgeable and equipped with the best available science and technology in order to contribute to adaptive management planning processes.

- Objective: Increase effective environmental literacy instruction for K-12 students by formal and informal educators.
 - OUTCOME: Teachers and students are aware of opportunities to engage in STEM programs and can employ their knowledge to support sustainable practices.
- Objective: Increase effective environmental literacy communication to stakeholders, including how ecosystem change affects economic, social, and cultural values, as well as implications for conservation and management.
 - OUTCOME: Lifelong learners make choices and decisions based on information learned through informal science education opportunities.
- GOAL: A diverse and skilled workforce is engaged and enabled to address critical local, regional, and national needs.
 - Objective: Prepare a responsive and diverse workforce to participate in and benefit from the nation's marine resource sectors (e.g. industry, research, government, etc.), and to adapt and thrive in changing conditions.
 - OUTCOME: Employment in all sectors of the U.S. marine resource enterprise expands and diversifies.
 - Objective: Grow awareness of maritime occupations and career pathways among the nation's diverse population.
 - OUTCOME: All members of a community incorporate a broad understanding of their actions on the environment into decisions as individuals and a community.

National Performance Measures/Milestones – see attachment for full details

Short and Long term Planning Processes - TBA

Sea Grant by the Numbers Now & In the Future – maps, infographics etc – TBA

2018-2021 Strategic Planning Process – process description - TBA

Appendix:

Definitions for the purposes of developing the National Sea Grant College Program Strategic Plan

Coastal communities: Marine, coastal, and Great Lakes communities served by the National Sea Grant College Program.

Core values: Values that guide behavior and actions of National Sea Grant College Program.

Cross-cutting Principles: National Sea Grant College Program will strive to implement the strategic plan by embracing principles that will strengthen the organization.

Focus Areas: Focus areas are intersections where Sea Grant's key components are shaped to address the nation's most urgent ocean, coastal, and Great Lakes' needs. Key components of Sea Grant College Program include:

- The mission, vision, core values and goals which inspire and motivate the organization.
- The promise of value Sea Grant delivers to the Nation.
- The distinctive (unique) competency of Sea Grant – what the organization is best at delivering.

Diversity: A collection of individual attributes that together help an organization pursue objectives effectively and efficiently.

Ecosystem: A dynamic and complex association of plant, animal, and human communities and the non-living physical components interacting as a functional unit

Goal: An aspirational concept that inspires a level of success in a focus area. A goal describes the desired long-term destination.

Inclusion: An organizational culture that aims to connect individuals to the organization.

Mission: The mission communicates the purpose of the organization.

Objective: The tactic or path to achieve the goal.

Outcome: An intended result or consequence.

Performance Measure: Performance measure is a quantitative way of measuring an outcome with targets developed by each Sea Grant program.

Resilience: The ability to adapt to changing conditions and withstand—and rapidly recover from—disruption due to emergencies (e.g. storm events).

Vision: The vision provides a description of a future state. The vision explains the basis for developing other aspects of a strategic plan.

DRAFT