

2018-2021 National Sea Grant Strategic Plan - Terms of reference, schedule and milestones

√ **January-February 2016** – Appoint a National Plan Steering Committee (membership will be appointed by the acting National Sea Grant College Program Director, in consultation with the Advisory Board and the Sea Grant Association).

Terms of reference: The Strategic Planning Steering committee is comprised of representatives from NSGO, SGA, NSGAB, and Network Advisory Committee. The steering committee is charged with providing guidance to the national office with respect to the development of the 2018-2021 National Sea Grant Strategic Plan which includes defining the scope and objectives of the planning process, reviewing relevant source material, providing progress updates and presenting the draft strategic plan to the NSGO Director. NSGO provides guidance and support throughout the development process.

- Steering Committee Membership will include:
 - National Sea Grant Office: Margaret (Peg) Brady, chair
 - Sea Grant Association: Sylvain Deguise, vice-chair
 - National Sea Grant Advisory Board member: Dick Vortmann
 - Network Advisory Council member: Nancy Balcom
 - Sea Grant Association: Paula Cullenberg
 - Sea Grant Association: Jim Hurley
 - Sea Grant Association: Susan White
- An Advisory Group provides recommendations to the Steering Committee throughout the development of the strategic plan.

Steering committee considered relevant resource material which will, but not be limited to, the following:

- 2014-2017 National Sea Grant Plan
- Sea Grant Legislation
- DOC Strategic Plan
- NOAA Next Generation Strategic plan
- OAR's strategic plan
- NOS/NMFS plans
- Climate Action Plan
- National Ocean Policy Implementation Plan
- 10 year Aquaculture Vision
- 2016 Planning, Implementation and Evaluation Assessment (TBA)
- SGA Survey results wrt strategic planning recommendations
- NOAA Research Council

√ **February – March 2016** - SWOT analysis conducted by five Knauss fellows for each focus area and results presented to steering committee.

- Healthy Coastal Ecosystems
- Sustainable Fisheries and Aquaculture
- Resilient Communities & Economies
- Environmental Literacy & Workforce Development

√ **March 2016** – NSGAB/SGA meeting – Presentations: Planning process overview, timeline, & initial SWOT results. Discussions focused on recommendations and midcourse corrections/next steps.

√ **April – June 2016** –

- NSGO updated the strategic planning timeline with recommendations from the NSGAB/SGA and Strategic Planning Steering Committee.
- National and state stakeholder process initiated. Information gathered and compiled by programs and NSGO to inform National Sea Grant strategic planning process. Sea Grant Directors summarized the input received from their program stakeholders and provided their responses in the survey tool located @ the SGA base camp (<https://www.surveymonkey.com/r/YKHSTHL>). Responses were framed in the context of current program activities as well as future needs in 2018-2021. All SGA survey responses received were reviewed and considered by the Sea Grant Strategic Planning Steering committee. Survey responses (raw data by program) are available to the SGA membership by visiting this link to look at the responses by program:
 - <https://www.surveymonkey.com/results/SM-T2C3PKWT/browse/>.

√ **June 2016** –

- On June 2-3, 2016, the leadership from the NSGO (Kola Garber, Jon Eigen, Amanda McCarty), SGA (Sylvain De Guise, Jim Hurley, LaDon Swann) and NSGAB (Dale Baker, Amber Mace, Jim Murray) met in Silver Spring to perform a high level SWOT analysis as part of the national strategic planning initiative. Jon Pennock, the incoming Sea Grant Director, participated in the discussion as well. The effort was facilitated by Dick Vortmann from the NSGAB and Margaret (Peg) Brady and Laura Early from the NSGO. The group spent time and effort identifying Sea Grant strengths, weaknesses, opportunities and threats for the program, and discussing potential ways to capitalize on our strengths, take advantage of opportunities, mitigate threats, and address our weaknesses, as part of a process that considered potential costs and benefits of such efforts. The discussion covered strategic issues to be considered by network, as well as operational opportunities that will be considered as part of the new strategic plan, and in focusing the future directions of the national office.
- While at NOAA HQ, the SGA (De Guise), NSGAB (Baker), NSGO (Garber), and the incoming Director Pennock met and briefed the NOAA line office leadership, which included Craig McLean (OAR), Richard Merrick (NMFS), Russell Callender (NOS), Louis Uccellini (NWS), Stephen Volz (NESDIS). There was an open and pragmatic discussion on how Sea Grant and the other line offices can more effectively partner to advance their missions and that of NOAA overall. The input from NOAA's leadership, as well as the output from the SWOT analysis, will be valuable as the NSGO develops the 2018-2021 Strategic Plan. The meeting enabled Sea Grant Leadership to gain a better understanding of NOAA priorities and how National Sea Grant Network can respond in the future.

√ **July/August 2016 –**

- NSGO staff and the Strategic Planning Steering committee reviewed and discussed the SGA stakeholder survey results, Sea Grant Leadership SWOT results and NOAA partnership engagement results. A draft outline of the National Plan (including Focus Areas) was developed based on all the input received.

Draft National Strategic Plan includes the following elements:

- Vision
- Mission
- Core Values
- Cross cutting principals – Partnerships, Diversity & Inclusion
- Focus Areas
- Goals/Objectives/
- Desired Outcomes
- National Performance Measures/Metrics
- Long term planning process

√ **August 2016 –**

- NSGO distributed the state programs guidance and review criteria with respect to the drafting state plans. The initial state plans will include the following components: Vision, Mission, Core Values, Cross cutting principals – Partnerships, Organization excellence, Diversity & Inclusion, Focus Areas, Goals, and Outcomes. (Note: Performance measures and milestones are not to be expected in the initial drafts.)
- Distributed draft outline of the National Plan to the internal & external NOAA network.
- Sea Grant state programs and partners provided input.

√ **September 2016 –**

- Sea Grant Strategic Planning Steering Committee address comments received regarding the draft outline of the National Plan. Based on input received the committee will prepare the next draft.

√ **October 2016 –**

- Week of 10 October 2016 - National Sea Grant Week (*Newport, R.I.*) – discussion topic areas included the draft 2018-2021 National Strategic Plan & National performance measures. Panel session was held on Wednesday, October 12th @ 10:30-noon.

√ **November 2016 –**

- Monday, 7 November 2016 - Draft State Program plans were submitted to the NSGO program officers for their review and comment. Program officers provided written comments to the Program Director.

Updated 10 January 2017

√ **December 2016**

- 2018-2021 National Strategic Plan distributed for final review by State Sea Grant Directors.

January 2017 -

- √ 9 January 2017 – Comments regarding the 2018-2021 National Strategic Plan were received from State Sea Grant Directors and under review.
- √ 10 January 2017- Guidance distributed in preparation for the final submission of the 2018-2021 state strategic plans. Guidance includes a summary of the national performance measures and metrics.
- Final draft of the 2018-2021 National Strategic Plan prepared and reviewed by the Strategic Planning Steering Committee.
- Final 2018-2021 National Strategic Plan prepared for distribution.

February 2017 -

- 8 February 2017 - Final drafts of the 2018-2021 State Program Strategic Plans are to be submitted to program officers no later than this date. The final drafts will include performance measures and milestones, as well as responses to NGSO program officer comments.
- Note: In the event of an unforeseen event and/or obstacle preventing a state program from meeting these deadlines, the Program Director should contact their program officer in writing outlining the challenges and provide a plan of action for completing the state program plan in a timely manner. In each case the cause and plan of action will require the NSGO Director's review and approval.
- Program officers conduct their review of the state strategic plans and performance measure/metric targets and then submit their recommendation to the NSGCP Director.

March 2017 -

- March 2017 – Final State Program strategic plans approved by the NSGCP Director.