

SFOS STRATEGIC PLAN v3.1

Version 3.1 – for the All Faculty Meeting

This version attempts to combine input from all previous meetings. Inevitably, some things have been missed, some inadvertently. Comments and especially constructive solutions are welcome.

This report has three parts identified here (but not in the final version) as “Phases”.

In its final format the plan will broadly resemble the 8-page UAF strategic plan:

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Supporting material and earlier drafts are available online at:

www.sfos.uaf.edu/stratplan

Please send comments, ideas, edits to David Christie:

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SFOS STRATEGIC PLAN

INTRODUCTION:

As members of Alaska's major world-class marine research [teaching and service](#) institute, we are defined by our search for knowledge through scientific discovery and research and through the sharing and preservation of [traditional](#) knowledge.

Our search for knowledge encompasses the global oceans, but focuses on the impacts of ocean processes on all of Alaska's waters, from the mountains to the sea, from coastal bays and estuaries to the open ocean, from the Gulf of Alaska to the Arctic ice. It encompasses our communities, our living and non-living resources and their ecosystems within which they occur.

Alaska's people are uniquely dependent on our coasts and rivers. Our mission is to create, share and exchange knowledge to serve their needs as they face an increasingly uncertain and changeable future.

In working together to develop this plan, we recognize and build on our existing strengths. These include:

- We are part of UAF – America's Arctic University, Alaska's SeaGrant, Land Grant and research university.
- Our diversity – with people and facilities across Alaska and the Arctic
- We are home to the Alaska Sea Grant College Program, whose statewide mission, education services and Marine Advisory Program extension faculty are our primary connection for sharing knowledge with Alaska's coastal communities.
- Our Rasmuson Fisheries Expansion Program is providing new educational opportunities for the next generation of Alaskan Fisheries professionals.
- Our emerging major facilities including the ARRV and AOOS.

VISION

SFOS is a source of knowledge and understanding focused on the preservation and wise use of our marine and freshwater resources for the benefit of all Alaskans.

NOTES in blue are for background – will be deleted from final report:

Vision statements are really difficult to craft and to agree on:

In planning jargon, a vision statement expresses some desired future state or “overall destination”. It should inspire.

Vision statements are commonly confused with a mission statement(s) – which is a more concrete statement of purpose.

IDEAS towards a SFOS Vision/Mission:

- Premier institution of high latitude aquatic research education and outreach (*moved to goals*)
- Central provider of knowledge, technical expertise, and data on Alaska’s aquatic ecosystems.
- First choice for higher education on fisheries, oceanography, and marine biology through immersion and experiential education in Alaska’s pristine environment.
- Two directional flow of research/understanding to Alaska’s people
- tri-partite mission
- highlight pristine & productive ecosystems
- research focusing on change & adaptation to change
- pre-eminent role of research
- SFOS is poised to confront the challenges and changes of the future with expertise in marine and freshwater ecosystems.

WHO DO WE WANT TO BE?

MISSION

The School of Fisheries and Ocean Sciences creates and shares knowledge about Alaska's marine and freshwater fisheries resources and ecosystems, their relationship to global change and their role in the lives of all Alaskans. We apply this knowledge to promote Alaskan leadership in the protection, management and wise use of the abundant resources that these ecosystems provide.

OLD: The School of Fisheries and Ocean Sciences is Alaska's lead institution for marine and fisheries research, education, and public service. SFOS pursues knowledge and understanding of the interactions between the global ocean and Alaska's marine and freshwater ecosystems. Our goals are to exchange useful knowledge with Alaskan communities, to educate the next generation of science and policy leaders and to foster the sustainable use of marine and freshwater resources for the benefit of Alaska, the nation, and the world.

CORE PURPOSE

- *To increase understanding of the interactions between Alaska's marine and freshwater ecosystems and the global ocean and atmosphere through multi-disciplinary research.*
- *To support sustainable use and stewardship of Alaska's Arctic and subarctic marine and freshwater ecosystems, through scientific discovery and sharing of knowledge with Alaskan communities.*
- *To educate present and future citizens to become informed users and managers of Alaska's marine and freshwater resources.*
- *To provide scientific advice and service to Alaska, the nation, and the world by gathering and disseminating information on Alaska's marine and freshwater ecosystems.*

CORE VALUES:

- *Fostering scientific excellence and integrity.*
- *Pursuing knowledge through collaboration, openness and sharing.*
- *Exchanging knowledge with and for the benefit of Alaska's communities*
- *Supporting responsible stewardship of freshwater and marine resources.*

HOW DO WE GET THERE?

“there is a difference between merely having a goal and becoming committed to a daunting challenge—a goal that is clear, compelling, and unifying, with a clear finish line will focus effort and act as a catalyst for team spirit...”

SFOS STRATEGIC GOALS AND RELATED ACTIONS:

Goal 1:

SFOS will be a center for North Pacific / Circum-Arctic collaboration and the premier institution for high latitude marine and freshwater ecosystem research, and sustainable resource utilization.

Goal 2:

SFOS will be the leading provider of accurate information and unbiased interpretation of knowledge concerning marine and freshwater ecosystems and resources of Alaska and the surrounding regions.

Goal 3:

SFOS will develop areas of strength with sufficient faculty and technical strength to attract and manage major programs

Goal 4:

SFOS will be ~~both~~ the school of choice for Fisheries undergraduates, especially those from Alaska.

SFOS will attract and retain the very best graduate students.

Goal 5:

SFOS research, teaching and service will proactively serve and respond to the needs of our Alaskan stakeholders.

Goal 1:

SFOS will be a center for North Pacific / Circum-Arctic collaboration and the premier institution for high latitude marine and freshwater ecosystem research, and sustainable resource utilization.

Actions:

- Support for state of the art facilities including ARRV
- Attract top grad students and young scientists to maintain/grow a dynamic mix of TT and research faculty
- Create areas of excellence with adequate resources to attract and manage major programs.
- Foster interdisciplinary collaboration and knowledge sharing within SFOS and UAF, across the state and around the world.
- Improve internal support for grantsmanship, including support for “broader impacts”.
- Maintain and improve interaction and collaboration with stakeholders.
- Maintain and improve a physical and intellectual environment conducive to research, teaching and other scholarly activity.

Goal 2:

SFOS will be the leading provider of accurate information and unbiased interpretation of knowledge concerning marine and freshwater ecosystems and resources of Alaska and the surrounding regions.

Actions:

- Develop a strong predictive capability
- Establish and maintain long-term data series
- Develop information partnerships with decision makers and other stakeholders in communities, government and the private sector.
 - Develop world-class, locally relevant research programs.
 - Establish a clear and responsive pathway for enquiries. Develop a catalog of SFOS expertise.
 - Develop capacity for state-of-the-art oceanographic and environmental data access.
 - Enhance means for two way communication with stakeholders to define research needs and priorities.
- Strengthen partnerships with communities, focusing on information sharing and support for community needs.
 - Maintain permanent Alaska Sea Grant Marine Advisory faculty positions in coastal communities.
 - Enhance, strengthen and provide creative outlets for faculty commitment to public service.
 - Develop strong articulation and other linkages with coastal campuses throughout Alaska enabling clear career pathways for students.
 - Develop expertise in incorporating local knowledge and local involvement in collaborative research activities.
 - Improve integration of fisheries and oceanography programs.
 - Integrate geographically dispersed units into a unified [virtual] school structure.
 - Develop and maintain *reliable, responsive* communication pathways.

Goal 3:

SFOS will develop areas of strength with sufficient faculty and technical strength to attract and manage major programs

Actions:

- Think creatively across disciplines and without regard to our current administrative boundaries.
- Identify current and future trends that resonate with our Alaska-centered mission
 - Identify and plan to build on current strengths.
 - Develop the ability to predict future ecosystem states and evaluate consequences.
 - Perform process-oriented research to understand system dynamics.
 - Construct and refine fishery and ecosystem models.
 - Sustain and enhance in situ or field observations of ecosystems.
 - Develop/maintain/enhance community information systems.
- Involve students in multi-disciplinary research
- Consider various approaches to developing areas of excellence
 - Focus areas of strength around or in support of fisheries theme(s).
 - Develop areas of strength through interdisciplinary initiatives focused on defined themes or problems.

Goal 4:

SFOS will be the school of choice for Fisheries undergraduates, especially those from Alaska.

SFOS will attract and retain the very best graduate students.

Actions:

- Define and develop centers of excellence.
- Define a broad slate of curricular needs that is responsive to a wide range of community needs.
- Continually assess whether degrees offered meet current and future community needs.
- Develop fiscal and other resources for support of students and student-focused activities.
- Incorporate K-12 and community education into SFOS research, teaching and outreach activities.
- Enable faculty to participate with and teach at rural campuses.
- Develop clear career pathways in the marine, seafood, fishing industries via articulation agreements with certificate and associate degree programs.
- Involve MAP faculty as community liaisons for mentoring and recruiting coastal residents.
- Involve students at all levels in research, teaching and other work experiences.

Goal 5:

SFOS research, teaching and service will proactively serve and respond to the needs of our Alaskan stakeholders.

Actions:

- Think creatively outside of our traditional disciplinary and administrative boundaries.
 - Review and revise all aspects of our internal structure.
 - Review and revise curriculum.
 - Improve connections and communication between SFOS units.
 - Improve integration of non-Fairbanks units.
 - Develop collaborations and synergies with other UAF and UA entities.
- Continue to improve the integration of our extension faculty with our academic and research faculty
- Identify and engage our stakeholders in planning, outreach, fund-raising and communication with policy makers.
 - Promote service on relevant state and federal advisory boards and similar bodies.
- Collaborate with agencies, community groups, and industry groups in research efforts.
- Increase the visibility and relevance of our school in the communities it serves
 - Develop and use a visible and recognizable brand
 - Continue to enhance the website as our marquee and our front door.
- Integrate K-12 activities into our work linking researchers with educators

PHASE 3: LET'S GET MOVING!

This is where we identify concrete issues – problems, needs, ideas – that arise from, impede or assist in achieving our goals.

THEN decide on actions – those we can take now, and those we want to take in the future.

ISSUES/IDEAS

A separate document lists some of the key issues that have (mostly) arisen from the various discussion groups.

IMPLEMENTATION

Actions – first steps

Actions – longer term

Priorities

RECOMMENDED READING:

Available online or at our website:

www.sfos.uaf.edu/stratplan

1. Collins J and Porras J. Building your company's vision. *Harvard Business Rev.*, Sep-Oct, 1996., 65-77.

[Download from the library. Article 13 at:

<http://web.ebscohost.com/ehost/results?vid=2&hid=2&sid=d5e1a4b1-2c94-469c-bbd0-3477beb3a723%40sessionmgr2>

While this article is focused on business, and many of the examples might raise an academic eyebrow or two, the underlying ideas seem simple and doable.

2. UAF Vision 2017

http://www.uaf.edu/vision2017/pdf/VTF_finalreport.pdf

and UAF Strategic Plan

<http://www.uaf.edu/strategic/>

3. SNRAS Strategic Plan:

http://www.uaf.edu/snras/afes/pubs/misc/MP_04_06.pdf

EDITS INCLUDED FROM:

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