

TEXAS SEA GRANT COLLEGE PROGRAM

Strategic Planning Principles and Guidelines

Vision:

Texas Sea Grant envisions a future where people live, work and play along the Texas Gulf Coast in harmony with the natural resources that attract and sustain them, and 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.

Mission:

Texas Sea Grant's mission is to improve the understanding, wise use and stewardship of Texas coastal and marine resources.

To achieve this mission, Texas Sea Grant directs its research, extension, outreach and engagement programs to benefit the citizens, businesses and communities of Texas – from providing grants and scholarships that benefit university students and develop Texas' workforce, to funding Texas' innovative researchers to solve real-world problems, to deploying boots-on-the-ground extension professionals to translate research to the public, help small businesses be more competitive in a global marketplace and coastal communities to grow sustainably and build resilience to impacts from storms and other hazards.

Values:

- Texas A&M University core values underlie all of our work, within and external to the university - excellence, integrity, leadership, loyalty, respect and selfless service.
- University-based research and constituent engagement are critical to our mission.
- Research grants, scholarships and fellowships are awarded to the most meritorious scientific research projects and students, following a review process that is transparent, fair, objective, and minimizes conflict of interest.
- Integrating research and extension is essential for us to fully capture the academic potential of our universities, link universities to the needs of Texans, build knowledge, create innovative tools and services with a public purpose, translate research results to

the public, develop the Texas workforce, sustain industries and solve real-world problems to improve human welfare and the health of Texas' natural resources.

SWOT Analysis

Strengths

Weaknesses

| | |
|---|---|
| <ul style="list-style-type: none"> • Well-established strong network across the state and nation. • Trusted relationships with coastal communities. • Resource for leveraging trans-disciplinary collaborations, providing research and fellowship opportunities, generating and sharing knowledge, and facilitating interactions within and outside academia. • Substantial capacity to translate research findings to the public and transfer the research needs and concerns of coastal communities researchers. • Provide technical assistance and increase capacity of coastal communities to address real world problems. • Nurture an “ecosystem of learning” that includes basic and applied research, adaptive research, user application and education. | <ul style="list-style-type: none"> • Minimal engagement between TXSG and the College of Geosciences (COG). • Lack of understanding about what we do, who we are and how we fit into the COG. • Absence of tenure-track and other faculty rank appointments in the COG, and the reduction in number of extension faculty rank appointments traditionally held in the College of Agriculture and Life Sciences (COALS). • Lack of alignment between work plans and our state strategic plan. • Limited integration between extension and research. • Limited interactions between Extension Specialists and Extension Agents. • No expectations set for Extension Specialists. • Extension Specialists are offered no rewards, recognition or career growth opportunities in the COG. |
|---|---|

Opportunities

Threats

| | |
|--|--|
| <ul style="list-style-type: none">• Many partnership opportunities between TXSG and the COG.• Development of “task force teams” between TXSG professionals and COG researchers. | <ul style="list-style-type: none">• Minimal interest in COG to explore partnership opportunities with TXSG.• Federal and state budget reductions in the last 5 years threaten our ability to sustain the level of effort needed to serve Texans and keep pace with current and future population growth expected in our coastal counties. |
|--|--|

Critical Issues

- Texas Sea Grant is not fully realizing the research-extension model.
- Texas Sea Grant programs and projects need to be aligned with state strategic plan.
- Visibility of Texas Sea Grant in the COG is poor and the visibility of the COG in Texas Sea Grant is lacking.
- Texas Sea Grant extension staff have limited opportunities to integrate into the college, often do not work together among themselves, and have few avenues for career advancement.
- Federal and state funding need to be stable and other funding streams need to be identified.

➤ *Goals/Possible Actions*

- ✓ Fully develop and implement the research-extension model.

Action Plan

1. Review prior needs assessments, stakeholder surveys and research plans and develop a strategy for Texas Sea Grant’s research-extension model (2015).
2. Develop a RFP (2016-2018 Texas Sea Grant call for research proposals) that requires engagement of Texas Sea Grant Extension Specialists in the proposal development and execution of an integrated research-extension project (2014).
3. Strengthen the Sea Grant-Land Grant partnership to explore and develop new research-extension collaborations that connect Texas coastal and marine initiatives with research and extension focused inland (2014-2015).

- ✓ Align programs/projects with 2014-2017 state strategic plan.

Action Plan

1. Assess Texas Sea Grant's progress in implementing the first year of the state strategic plan (2015).
2. Develop annual work plans for all extension specialists and agents that include SMART objectives (specific, measurable, achievable, realistic, time-phased) and integrate with the goals of the state strategic plan (2014-2017).
3. Determine what Texas Sea Grant needs to accomplish during 2015-2017 to achieve the goals of the state strategic plan (2014).
4. Evaluate annually progress towards achieving the goals of the state strategic plan (2014-2017).

- ✓ Strengthen partnerships and increase interactions between Texas Sea Grant and COG researchers.

Action Plan

1. Add Texas Sea Grant staff to relevant College listservs and include them in the COG's communication pathways (2014).
2. Add Texas Sea Grant staff to relevant TAMU listservs and include them in the University communication pathways (2014).
3. Acquire financial support to encourage collaboration between Texas Sea Grant Extension Specialists and COG researchers (2014).
4. Organize a workshop to develop collaborative interests between Texas Sea Grant Extension Specialists and COG researchers (2015).
5. Develop and launch research-extension projects between Texas Sea Grant Extension Specialists and COG researchers (2015).
6. Highlight the impacts and accomplishments of collaborative projects via traditional and social media outlets, COG Newsletter, Texas Sea Grant and Texas A&M Marketing and Communications (2015-2017).

- ✓ Stabilize federal and state funding and seek alternative sources of funding.

Action Plan

1. Develop a strategy for increasing federal, state and other funding including gifts and donations (2015).
2. Provide grant proposal writing training to Texas Sea Grant staff.
3. Provide financial and other incentives to staff who seek and win grants and contracts.