

**Oregon Sea Grant
Strategic Plan
2018-2023**



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Executive Summary

Oregon Sea Grant has been working diligently to identify the most critical areas of investment relevant to state and national priorities. The program, led by a strategy team, engaged in internal efforts which were informed by the OSG Advisory Council and perspectives of external stakeholders, to revise its vision, mission, values, and thematic areas, goals, and objectives. The OSG vision and mission are:

Vision: Thriving coastal communities and ecosystems in Oregon

Mission: Oregon Sea Grant is a catalyst that promotes discovery, understanding, and resilience for Oregon coastal communities and ecosystems.

As an organization, we value **Community, the Worth of Individuals, Fairness and Integrity, and Innovation**. We strive to embed these values in all of our activities. The Vision and Mission serve to guide the program in its entirety. The specific Thematic Areas, created in alignment with the National Sea Grant College Program Focus Areas, and their associated Goals and Objectives provide focus to our areas of investment.

Our **Thematic Areas** are:

- Ecological, social, and economic aspects of coastal and marine conservation and industry
- Resilience to acute and chronic coastal and marine hazards
- Human and natural dimensions of coastal and marine fisheries
- Cultural beliefs, learning, and valuation of coastal and marine issues

Further, OSG had adopted a series of **criteria** against which to evaluate prospective projects, activities and partnerships. These criteria will help ensure that we continue to align our efforts in accordance with the OSG strategy and help embed a culture of strategic thinking into all of our work.

Our **Functional Areas** articulate how we operate to implement this strategic plan and advance our program. These include: engaging with our stakeholders; fostering the next generation; advancing community-driven research; communicating science; and supporting our team.

Introduction

Oregon Sea Grant (OSG)—one of the oldest programs in the Sea Grant network—is responsive to evolving needs and issues facing our coastal communities and ecosystems. Every four years, OSG develops a plan to guide activities during the next four-year federal funding cycle. In 2019, the program was offered the opportunity to expand our existing strategic plan for two more years. These strategic plans align with the National Sea Grant College Program and cover the expansive efforts of the OSG program.

Oregon Sea Grant has been working diligently to identify the most critical areas of investment. For the original strategic plan and for this revision, the program, led by a strategy team, engaged in internal efforts which were informed by the OSG Advisory Council and perspectives of external stakeholders, to refresh its vision, mission, values, and thematic areas, goals, and objectives. These thematic areas articulate the key areas of priority for the program and focus on the following:

- Ecological, social, and economic aspects of coastal and marine conservation and industry
- Resilience to acute and chronic coastal and marine hazards
- Human and natural dimensions of coastal and marine fisheries
- Cultural beliefs, learning, and valuation of coastal and marine issues

These Thematic Areas, created in alignment with the National Focus Areas, will guide the work and investment of Oregon Sea Grant through 2023. Our Functional Areas articulate how we conduct our work.

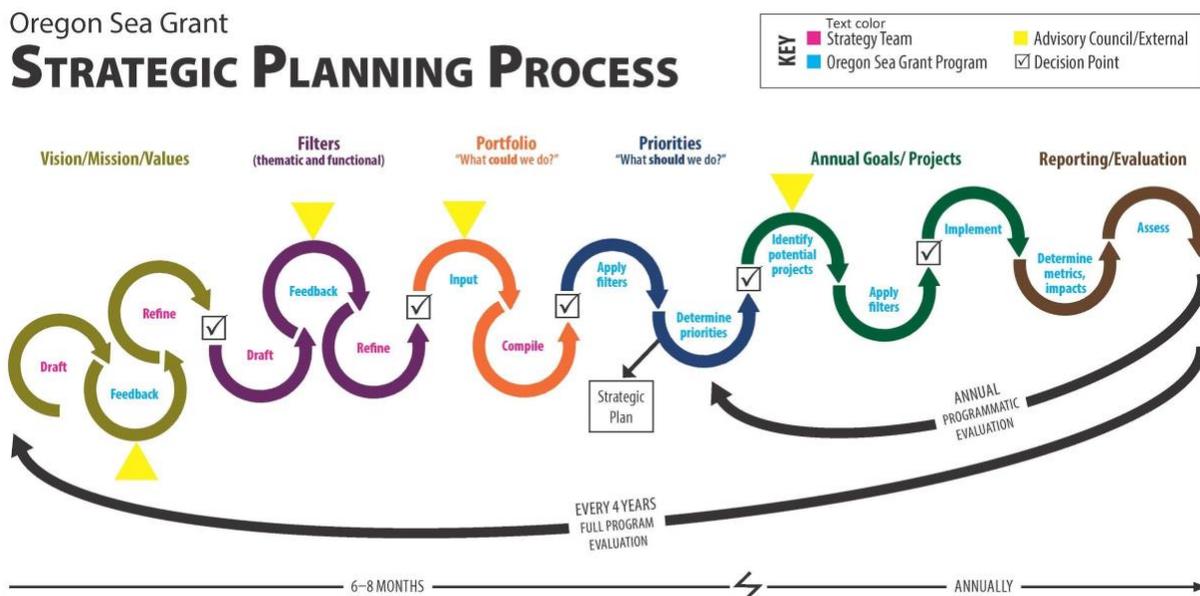
Planning Process

Oregon Sea Grant has an impressive portfolio of investments; however, in many areas, the program is only “one-deep” or has a limited capacity for broader, programmatic engagement. In 2014, Oregon Sea Grant embarked on an ambitious strategic process, early in the regular cycle, designed to embed a culture of strategic thinking into all elements of the program. This culture builds on and yet transcends a simple strategic plan, promoting a program-wide effort to align activities and investments around discrete priorities. In Fall 2014, we convened a small group of staff from within the program with a charge to develop and implement a process by which we would define priorities for the program with engagement from staff and stakeholders. This team met every other week from September 2014 through October 2015 to execute this charge. In doing so, the team created an iterative process that can be replicated; developed initial versions of vision, mission, and values statements that were vetted by the broader program; created and honed a suite of criteria that can be used in assessing new and existing activities and opportunities; and developed a set of thematic areas which will guide the program’s activities (see Figure 1). Throughout this process, the team worked diligently to engage the broader program, with multiple opportunities to provide feedback through surveys,

small group discussions, and input at the program-wide meeting. The team also provided routine communication to the rest of the program and to the Advisory Council, as well as connected with external stakeholders to inform them of our process and highlight opportunities.

Since October 2015, the program has been moving into implementation of the strategic thinking process, which requires continued engagement by the program, evaluation of our current areas of investment, and decisions on how the program will focus its activities.

Figure 1. Initial Planning Process



In 2019, the National Sea Grant College Program offered the state programs the opportunity to “refresh” their strategic plans, extending them for an additional two years. Oregon Sea Grant convened a small strategic plan team to develop and implement the refresh approach. This approach consisted of soliciting feedback from OSG personnel and the OSG Advisory Council and updating the values, Thematic Areas, goals, objectives, and creating the Functional Areas.

Strategic Elements

Vision

Thriving coastal communities and ecosystems in Oregon

Mission

Oregon Sea Grant is a catalyst that promotes discovery, understanding, and resilience for Oregon coastal communities and ecosystems

Values

Community

By working with and being in and a part of communities of place and practice statewide, OSG fosters a culture of engagement to enhance the quality of life in our coastal communities. We build strong partnerships within our organization and with others. We listen carefully and respond to the needs of our internal and external partners, stakeholders, and the public. We recognize that we create more value by working with others on our endeavors than working independently.

Worth of Individuals

OSG believes that the people inside and outside the organization, and their perspectives, matter. We respect individual differences and recognize that diversity is part of our strength in a team approach to address challenging issues. We respect that people are a valuable resource, and we believe they deserve an empowering, supportive, and caring environment.

Fairness and Integrity

OSG strives for equity and justice in our decision-making, in our treatment of one another, and in our engagement with communities we serve. Our commitment to scientific integrity, respectful partnerships, and non-advocacy enable open dialogue. Our reputation as a source of high-quality, science-based information is central to our leadership in promoting discovery, knowledge sharing, consensus building and the integration of effort in the coastal arena.

Innovation

OSG values and encourages creativity in all that we do and support, while valuing known and successful approaches. We strive to maintain scientific excellence and innovation. We constantly seek to improve our service and to enhance the quality of life in coastal communities. We value dynamic, inventive and flexible approaches to meeting the needs of



people in changing natural and social environments as well as in the conduct and communication of research, education, and engagement.

These values, which we seek to support and promote throughout all of our work, are inherently connected to the cross-cutting principles of *Partnerships* and *Diversity and Inclusion*, promoted by the National Sea Grant College Program.

Strategic Criteria

In considering how to focus the work and investment of Oregon Sea Grant both in the current strategic process and into the future, the program developed a set of criteria to apply to new opportunities, partnerships, and activities. These criteria are intended to be applied regardless of the size of the project, and through regular discussions with supervisors and more broadly with a program-wide Strategy Team considering large-scale opportunities. The strategic criteria are as follows:

- How does this advance the vision and mission in ways that are consistent with our values?
- How does it align with the OSG thematic areas?
- How does this address stakeholder issues?
- What are the opportunities to integrate discovery, learning and engagement?
- How can OSG uniquely contribute to or add significant value to this? In other words, are we the best fit? Will this be unaddressed without OSG involvement?
- How will we know when our catalytic role is complete?
- What capacity do we have or lack in order to pursue this? How is this worth making a commitment to develop or deploy the capacity and/or end existing activities or programs?

Thematic Areas and Objectives

Ecological, social, and economic aspects of coastal and marine conservation and industry

This thematic area focuses on the ecological, social, and economic aspects of coastal and marine conservation and industry, and potential competing priorities and needs. We seek to integrate these aspects so complex issues, activities or investments can be examined holistically.

GOAL 1

We seek to understand natural resources and ecosystem services, communicate with stakeholders about properly functioning natural systems, and draw upon research and applied science to support restoration and conservation.

Objectives

- Develop and implement, in collaboration with partners, strategies for analyzing, understanding, adapting, and responding to community needs and goals associated with coastal restoration and conservation.
- Work with partners to build capacity, inform decision-making, and enhance workforce development for coastal and marine restoration and conservation.

GOAL 2

We engage with coastal- and marine-related industries to improve economic and social resilience, and environmental sustainability.

Objectives

- Assess the attitudes, knowledge, perceptions, and desires of coastal residents and Oregon visitors toward coastal and marine industries and development.
- Understand and assess benefits, risks, and impacts associated with coastal and marine industries on communities and ecosystems and develop tools and programs for sustainable solutions.
- Assess the economic, ecological and sociocultural viability of new or expanded Oregon aquaculture.
- Work with partners to build capacity and enhance workforce development for coastal and marine industries.

This is particularly important for an area like the Oregon coast, which has tremendous natural resources and strong community networks, but struggles with promoting and supporting growth in the region.

Resilience to acute and chronic coastal and marine hazards

Understanding acute and chronic coastal and marine hazards and stressors is critical to developing resilience strategies. These threats challenge the health and well-being of coastal communities and ecosystems.

GOAL 1

We seek to understand individual and compounding impacts of acute or chronic coastal and marine hazards and stressors and identify or develop resilience strategies for coastal communities and ecosystems.

Objectives

- Understand the causes and impacts of, and solutions and responses to, coastal and marine hazards and stressors, and their relevance to communities and ecosystems.
- Identify, invent, or adapt tools to address local needs focused on resilience to coastal and marine hazards and stressors.

GOAL 2

We support and promote the implementation of resilience strategies to acute or chronic coastal and marine hazards and stressors.

Objectives

- Build community networks and implement resilience strategies to coastal and marine hazards and stressors.
- Engage stakeholders about coastal and marine hazards and stressors, including prevention, response, and resilience strategies.

These threats challenge the resilience of not only Oregon’s coastal communities and the visitors who come to enjoy the coast, but also the coastal ecosystem and its abundant natural resources.

Human and natural dimensions of coastal and marine fisheries

Integrating the human and natural dimensions of fisheries is imperative in the face of challenges such as changing regulations, industry diversification, and changing environmental conditions.

GOAL 1

We seek to understand and support the health and resilience of wild-caught fisheries and the communities that rely on them.

Objectives

- Understand, document, and communicate the ecological status and socio-economic value of coastal and marine species that are currently or potentially commercially, recreationally, and culturally important to Oregon.

- Understand, document, and work towards solutions to address the challenges and needs facing the Oregon fishing industry.
- Inform decision-makers and the public about Oregon fisheries and the community impacts of local seafood production and consumption.

GOAL 2

We work with stakeholders to build capacity that addresses current and emerging issues affecting fisheries and their dependent communities.

Objectives

- Engage with stakeholders to address natural, social, and economic ramifications of competing space and use pressures affecting fisheries.
- Identify emerging issues and work with stakeholders to develop responsive and agile solutions.

OSG's role in coastal and marine fisheries has evolved over time, thus the need for continued innovative and integrative approaches to addressing human and natural dimensions of coastal and marine fisheries.

Cultural beliefs, learning, and valuation of coastal and marine issues

This thematic area addresses the complex interface between science, knowledge, and practice focused on coastal and marine issues. Understanding communities of place and practice and their beliefs and valuation will support environmental literacy and informed decision-making.

GOAL 1

We seek to understand why, what, and how individuals and communities perceive and make decisions about coastal and marine issues.

Objectives

- Understand stakeholder perceptions and traditional and local knowledge about coastal and marine issues.
- Evaluate the role of the arts and how its myriad forms can capture diverse perceptions and communicate the ocean's complexities, benefits, and values.
- Determine how individuals and communities value and make decisions about market (e.g., development, tourism) and non-market (e.g., sense of place, spiritual/heritage values) benefits of coastal and marine resources.

GOAL 2

We support environmental literacy and informed decision making about coastal and marine issues.

Objectives

- Design, deliver, and evaluate accessible, effective, high-quality programming and products that are responsive to stakeholder needs and priorities.
- Support and provide access to knowledge and understanding of coastal and marine issues to enhance environmental literacy and inform decision-making.

Understanding communities of place and practice, their beliefs and valuation, and why certain decisions are made will support the development of strategies to address some of the challenges noted in the other thematic areas, such as acute and chronic hazards, coastal development, and evolving fisheries needs and issues.

Connectivity to National Focus Areas

Each of the OSG Thematic Areas was selected and refined under the auspices of connectivity to the National Focus Areas. Inherent in each of the Thematic Areas are links back to the broader vision of Healthy Coastal Ecosystems, Sustainable Fisheries and Aquaculture, Resilient Communities and Economies, and Environmental Literacy and Workforce Development. However, the OSG Thematic Areas are not simply silos, linking one-to-one to a single National Focus Area. Within each Thematic Area are elements of the four National Focus Areas. For example, OSG's focus on Human and Natural Dimension of Coastal and Marine Fisheries has elements of both Healthy Coastal Ecosystems and Resilient Coastal Communities, in that we may examine the implications of changing environmental conditions for a fish species as well as for a fishing community.

See Table 1 for a crosswalk between OSG's Thematic Areas, Goals and Objectives, and the National Focus Areas and Goals.

Functional Areas

Oregon Sea Grant has been, and continues to be, successful in advancing discovery, understanding, and resilience for Oregon coastal communities and ecosystems not only by addressing key issues (Thematic Areas) but having a robust operational structure. The following functional areas highlight how we conduct our work.

Engage with our stakeholders

Oregon Sea Grant works with and connects to our key constituents-our coastal communities. We meet them where they are through community-based engagement activities, bringing science and local knowledge to help inform decisions and facilitating challenging discussions.

Foster the next generation

Oregon Sea Grant supports environmental literacy by providing formal and informal educational experiences for learners of all ages. We also work to build skills and experiences through research and professional development opportunities.

Advance community-driven research

Oregon Sea Grant transforms community-identified needs into supported research efforts. This research addresses emerging issues and novel approaches that, when coupled with appropriate outreach and engagement, returns to communities the results that they need.

Communicate science

Oregon Sea Grant uses a diversity of science communication strategies – such as in-person, print, and multiple media formats – to deliver information in efficient and effective ways.

Support our team

Oregon Sea Grant provides the foundational support to ensure the productivity and connectivity of our program and associated activities. This includes administrative and fiscal support, and facilities management and operations.

National Sea Grant Focus Areas and Oregon Sea Grant Thematic Working Group Priorities		National Sea Grant Focus Areas									
		Healthy Coastal Ecosystems	Resilient Communities and Economies	Sustainable Fisheries and Aquaculture	Environmental Literacy and Workforce Development						
Oregon Sea Grant Thematic Working Group Priorities											
Ecological, social, and economic aspects of coastal and marine conservation and development											
GOAL 1: We seek to understand natural resources and ecosystem services; communicate with stakeholders about property functioning; natural systems, and develop research and applied science to support restoration and conservation.	1	X		X							X
GOAL 4: We engage with coastal- and marine-related industries to improve economic and social resilience and environmental sustainability.			1	X	1	X				X	X
Resilience to acute or chronic coastal and marine hazards											
GOAL 3: We seek to understand individual and compounding impacts of acute or chronic coastal and marine hazards and discuss and identify of feasible resilience strategies for coastal communities and	X		1	X							
GOAL 2: We support and promote implementation of resilience strategies to acute or chronic coastal and marine hazards and stressors.		X			X					X	1
Human and natural dimensions of coastal and marine fisheries											
GOAL 4: We seek to understand and support the health and resilience of wild-caught fisheries and the communities that rely on them.	1		X							X	
GOAL 2: We work with stakeholders to build capacity that addresses current and emerging issues affecting fisheries and their dependent communities.	X		1	X	1	X					
Cultural beliefs, learning, and valuation of coastal and marine issues											
GOAL 1: We seek to understand why, what, and how individuals and communities perceive and make decisions about coastal and marine issues.		X	X	1	X					1	X
GOAL 2: We support environmental literacy and informed decision making about coastal and marine issues.	X		1	X	X	X				1	X
1 reflects primary alignment											
X reflects secondary alignment											

Performance Measures and Metrics

Performance measures are the metrics by which OSG will track progress toward implementation of the Strategic Plan. We have adopted the performance measures from the National Sea Grant Strategic Plan. Our diverse program elements and expertise contribute in unique but variable ways to each performance measure. For example, our programming around coastal hazards will generate a different suite of metrics than programming in marine science education or aquaculture. Each of these performance measures is informed by input from our faculty and staff as well as our recent history of reporting such metrics.

Performance Measures

- Number of resource managers who use ecosystem-based approaches in the management of land, water, and living resources as a result of Sea Grant activities
- Number of acres of coastal habitat protected, enhanced, or restored as a result of Sea Grant activities
- Number of fishermen, seafood processing and aquaculture industry personnel who modify their practices using knowledge gained in fisheries sustainability and seafood safety as a result of Sea Grant activities
- Number of communities that adopt/ implement sustainable economic and environmental development practices and policies as a result of Sea Grant activities
- Number of communities that adopt/ implement hazard resiliency practices to prepare for and respond to/ minimize coastal hazardous events
- Number of Sea Grant products that are used to advance environmental literacy and workforce development
- Number of people engaged in Sea Grant-supported informal education programs
- Number of Sea Grant supported graduates who become employed in a job related to their degree within two years of graduation
- Number of Sea Grant tools, technologies, and information services that are used by our partners/customers to improve ecosystem-based management
- Economic and societal impacts derived from Sea Grant activities (market and non-market; jobs and businesses created or sustained)

Performance Metrics

- Number and origination of core funding pre-and full proposals
- Number of marinas certified as “Clean Marina” by the Clean Marina Program as a result of Sea Grant activities
- Number of individuals certified in Hazard Analysis Critical Control Point (HACCP) due to Sea Grant efforts
- Number of peer-reviewed publications produced by Sea Grant

- Number of individuals and full-time equivalents (FTEs) supported by Sea Grant
- Number of postsecondary students and degrees financially-supported by Sea Grant in higher education programs (undergraduate, graduate)
- Number of P-12 students reached through Sea Grant-trained educators or directly through Sea Grant education programs
- Number of P-12 educators who participated in Sea Grant education programs
- Number of volunteer hours
- Number of Sea Grant-sponsored/organized events
- Number of attendees at Sea Grant-sponsored/organized events
- Number of public or professional presentations
- Number of attendees at public or professional presentations