

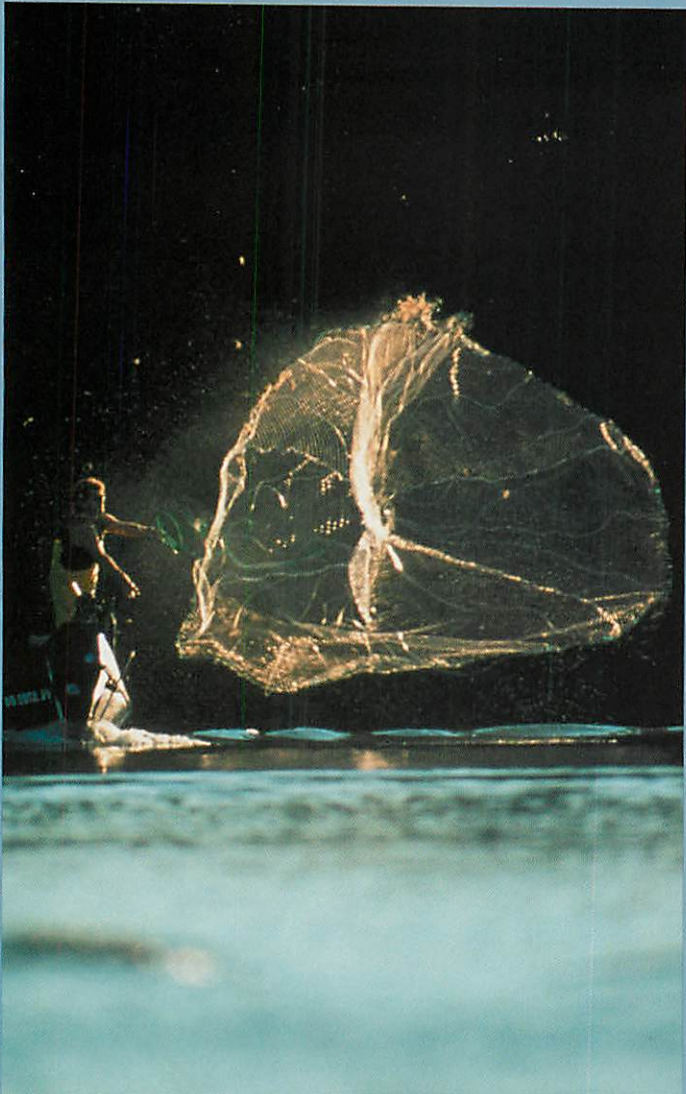
**Florida Sea Grant  
College Program  
Strategic Plan  
Executive Summary  
2002 - 2005**



**Science Serving  
Florida's Coast**

a statewide program  
based at the  
University of Florida  
that partners NOAA  
Oceanic and Atmospheric  
Research with Florida  
universities, marine research  
organizations, businesses,  
governments and citizens





**Sea Grant**  
Florida



**UNIVERSITY OF  
FLORIDA**

The full text of the Florida Sea Grant College Program Strategic Plan 2002 - 2005 (publication number TP 108) is available from the Florida Sea Grant College Program, P.O. Box 110409, University of Florida, Gainesville, FL 32611-0409, or on the Internet at [www.flseagrant.org](http://www.flseagrant.org).

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# Mission

“Science Serving Florida’s Coast”

Florida Sea Grant’s mission is to enhance the practical use and conservation of coastal and marine resources to create a sustainable economy and environment.

Florida Sea Grant operates through a statewide university-based research, education and extension partnership of state and federal agencies, businesses and citizens. In this summary of its 2002-2005 Strategic Plan, Florida Sea Grant addresses issues that are important both nationally and in Florida. The plan reflects the input of hundreds of Floridians representing academia, government, industry, and citizens, and describes how Florida Sea Grant will approach these issues through its programs of research, extension, and education.

## PROCESS

The Florida Sea Grant College Program (FSG) focuses on marine and coastal issues across research, education and extension activities. Florida Sea Grant programs are also multi-disciplinary in nature. Research is funded on a statewide, competitive basis. Education programs focus on training graduate students using public and private funds. An organized Extension program, using both on-campus and off-campus faculty, combines faculty and student research results into formats the public can use, and it provides stakeholder needs in research to the faculty and students. No other academic department or single university has this breadth and depth of focus on multi-disciplinary marine and coastal issues statewide.

## APPROACH

Using research, education and technology transfer to address societal needs requires a strategic approach along with tailored tools and techniques designed to solve specific problems. One problem may require a substantial research effort. Another may need the transfer of existing information. The solution to a third problem may depend on an intensive educational effort to develop a new source of human capital. Solving other problems may require substantial extension networking with agencies, industries or communities to bring people together in a common activity. The successful solution to problems may require some combination of all these elements. Florida Sea Grant has a demonstrated record of success in designing the best possible approach to solving the problems resulting from human interaction with the state’s coastal environment.

# Strategic Issues

Florida Sea Grant focuses its efforts and its investments on three strategic issues to enhance the practical use and conservation of coastal and marine resources to create a sustainable economy and environment:

- Provide economic leadership for marine biotechnology, fisheries, aquaculture, seafood safety and water-dependent businesses;
- Enhance coastal ecosystem health and public safety related to water quality, coastal habitat and coastal hazards; and,
- Create a highly trained workforce and scientifically and environmentally informed citizenry.

Florida Sea Grant addresses each of these strategic issues with ten goals that define its research, education and outreach efforts.

## Goals

Specific objectives under each goal are detailed in the Florida Sea Grant College Program Strategic Plan 2002 - 2005 (publication number TP-108).

### ECONOMIC LEADERSHIP

1. Create and enhance products and processes from coastal resources using marine biotechnology.
2. Determine production and management techniques which make fisheries sustainable and competitive.
3. Develop the food and hobby segments of the marine aquaculture industry.
4. Improve the product quality and safety of seafood.
5. Increase the economic competitiveness and sustainability of coastal water-dependent businesses.



## **COASTAL ECOSYSTEM HEALTH AND PUBLIC SAFETY**

6. Protect and enhance coastal water quality and safety.
7. Protect, restore and enhance coastal habitats.
8. Prepare for and respond to coastal storms.

## **EDUCATION AND HUMAN RESOURCES**

9. Produce a highly trained workforce.
10. Create scientifically and environmentally informed citizens.

These strategic issues and goals represent a subset of those pursued nationally by the National Sea Grant College Program. They are the ones most critical to Florida, as determined by Florida's faculty, its government agencies, its industries, and its citizens.

## **Implementation Process**

Scientific discovery alone cannot ensure a viable economy for Florida or the sustained use of the State's coastal environment. Discovery must be accompanied by a speedy transfer of scientific results to the private and public sectors in a format they can use. Making the discovery and accomplishing this transfer of information is what the Florida Sea Grant College Program is all about.

Research and education priorities are set by widespread public input from research, extension and communications faculty, professionals in local, state and federal agencies, industry and individuals. This strategic plan results from that input. To implement the strategic plan, research projects are chosen through a stiff biennial peer review competition. Extension major program educational areas are planned on a four-year basis, with annual adjustments. Research and extension priorities then drive the communications process, along with communications priorities derived on the basis of continuing input from the media sector.

Not all of the strategic planning objectives are implemented at one time. Only those research projects and extension program plans that make it through the review and program planning process are selected for implementation. These translate into Florida Sea Grant's Implementation Plan, which is continuously monitored for results, and adjusted annually.

By being part of a national network, having a statewide vision, being multi-institutional and multidisciplinary and having cooperative funding with a research, education, and extension focus, Sea Grant has a history of success. Such results can only be achieved through the work of dedicated professionals and the support of the Florida academic institutions who participate as partners with Florida Sea Grant.

# Values

Every Florida Sea Grant activity must satisfy three simple but tough criteria: be based on a strong rationale; demonstrate scientific or educational merit; and produce results that are clearly useful and applicable in industry, management and science. A number of core values allow Florida Sea Grant to deliver results based on these criteria:

- Achieve *excellence* in research, education and outreach programs
- Involve a high level of *participation* by all universities
- Be highly *accountable*
- Make strong *connections with users*
- Form productive *partnerships*

## Florida's Coastal Wealth

For Florida's 15.5 million residents and about 50 million annual visitors, the coast and its resources are a major attraction and an important part of their environment. Nowhere else in the United States are so many people so close to such an extensive and economically valuable coastline.

Florida's population in the "coastal corridor," the 35 counties that touch the coastline, was 11.9 million in 2000. This represents 77% of the state's 15.5 million residents. By 2010, an additional 1.7 million people will live in the coastal counties, or the equivalent of about one new city of Orlando each year. The 35 coastal corridor counties (of 67 statewide) create nearly 80 percent of the state's economic output, its jobs and value-added income.



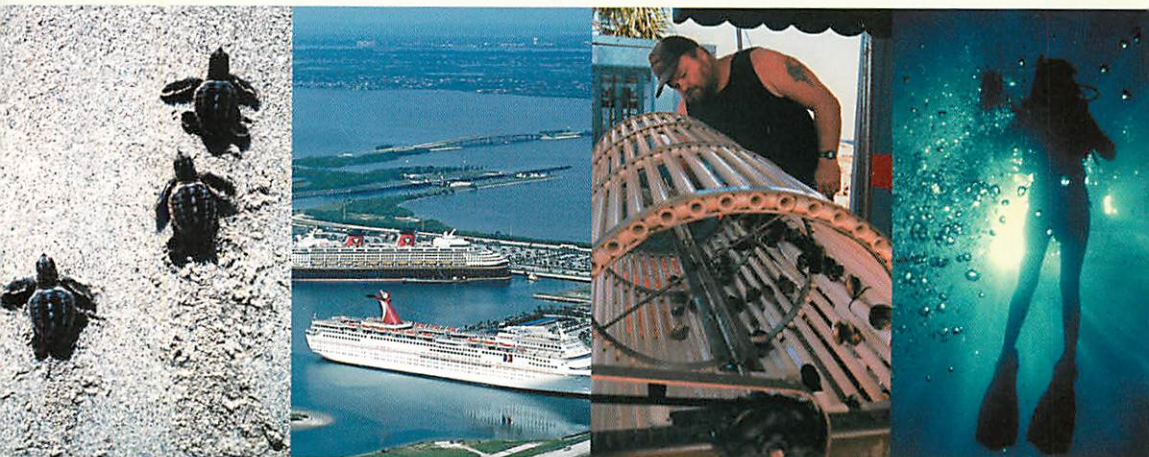
A visit to Florida's shore reveals incomparable natural beauty. It also reveals a set of resources for which intense competition exists. Sport and commercial fisheries, recreational beach activities, boating, marinas, unique ecologies, productive wetlands, scenic views, urban and rural development, heavy and intense industrial use, and the amenity-based economic and social lives of our coastal communities have all combined to place Florida's development and management in a fragile balance. Working together, all Floridians must find a socially acceptable way to satisfy the demand for these resources while protecting their ecological integrities.

## Vision

A National Sea Grant Association strategic planning retreat in mid-2000 developed a common vision on which all 30 Sea Grant programs can build a stronger national network and presence. Florida Sea Grant strongly supports that view, adapted below to Florida Sea Grant's visionary role for work in Florida.

## FORCES OF CHANGE

Concentration of population along the coast; increasing dependence on coastal waters for food, employment and recreation; and a host of other socioeconomic changes are making Florida Sea Grant's role in advancing understanding and sustainable use of coastal resources more critical. The nature of the coastal economy is changing and managing coastal resources is becoming increasingly complex.



## **FLORIDA SEA GRANT MAJOR STRENGTHS**

- Science-based statewide university network.
- Integrated program of research, outreach and technical assistance.
- Identifies issues as they emerge.
- Comprehensive network of partners.
- An “honest broker” among a wide range of constituencies.
- 30 years of experience and long-term commitments to coastal programs.
- Multidisciplinary.
- Tied to a national network.
- Statewide leader for marine-oriented graduate students.

## **PRODUCTS, PROGRAMS AND MARKETS**

One of Florida Sea Grant’s major products is research, provided on a rapid response schedule to address priority problems identified by faculty, agencies, businesses and citizens. Sea Grant has many markets and constituents, from state governments, to coastal environmental managers, to local fishing industries. It serves as a clearinghouse for the latest research results related to marine sciences, and as a neutral broker on marine-related issues. Sea Grant’s wide range of programs ensures that all constituencies have access to this information to help make policy and business decisions. Sea Grant has become a training ground for skilled researchers and outreach workers in marine science disciplines. Sea Grant recruits, trains and employs graduate students, post-doctoral students, and senior researchers and professionals, helping to build a statewide “brain trust” for dealing with economic and environmental challenges and opportunities in the coastal arena.

## **INSTITUTIONAL STRUCTURE**

The Florida Sea Grant College Program is based within the state’s major research universities and laboratories, giving it strong state and local foundations. This ensures the Program’s eligibility to seek additional resources at the national, state, and university levels. The use of existing management infrastructure increases the cost effectiveness of the Program.

## **REGIONAL, NATIONAL AND INTERNATIONAL COLLABORATION**

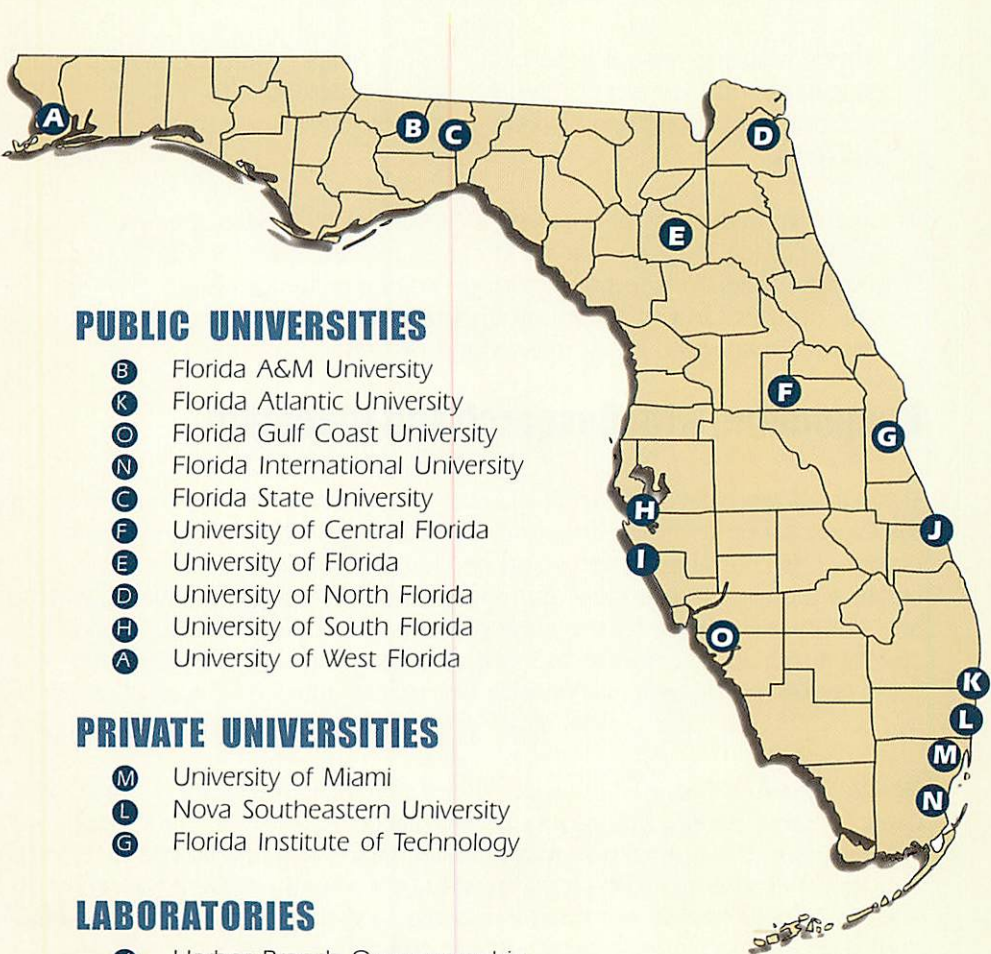
Florida is one of the leading states facing both threats and opportunities from globalization. Its coastal industries and environment are greatly influenced by both economic and political activities in other countries. This ranges from the high levels of seafood imported into Florida for further processing to the potential impact on the coastal environment from aquatic non-indigenous species that enter the state and affect Florida waters. Many of these issues can only be addressed through research and education using regional, national and international approaches. Florida Sea Grant will place a priority on regional,



national and international work when Florida industries and the Florida coastal environment are impacted by activities outside state boundaries, and when the work can have an impact on other regions which will ultimately benefit Floridians.

## Participating Institutions

Florida Sea Grant is a State University System Center with a statewide mandate. The University of Florida serves as the host campus for Florida Sea Grant, but fifteen core institutions actively participate in Florida Sea Grant programs and research, including public and private universities and research laboratories.



### PUBLIC UNIVERSITIES

- B Florida A&M University
- K Florida Atlantic University
- O Florida Gulf Coast University
- N Florida International University
- C Florida State University
- F University of Central Florida
- E University of Florida
- D University of North Florida
- H University of South Florida
- A University of West Florida

### PRIVATE UNIVERSITIES

- M University of Miami
- L Nova Southeastern University
- G Florida Institute of Technology

### LABORATORIES

- J Harbor Branch Oceanographic Institution
- I Mote Marine Laboratory

## THE FUTURE

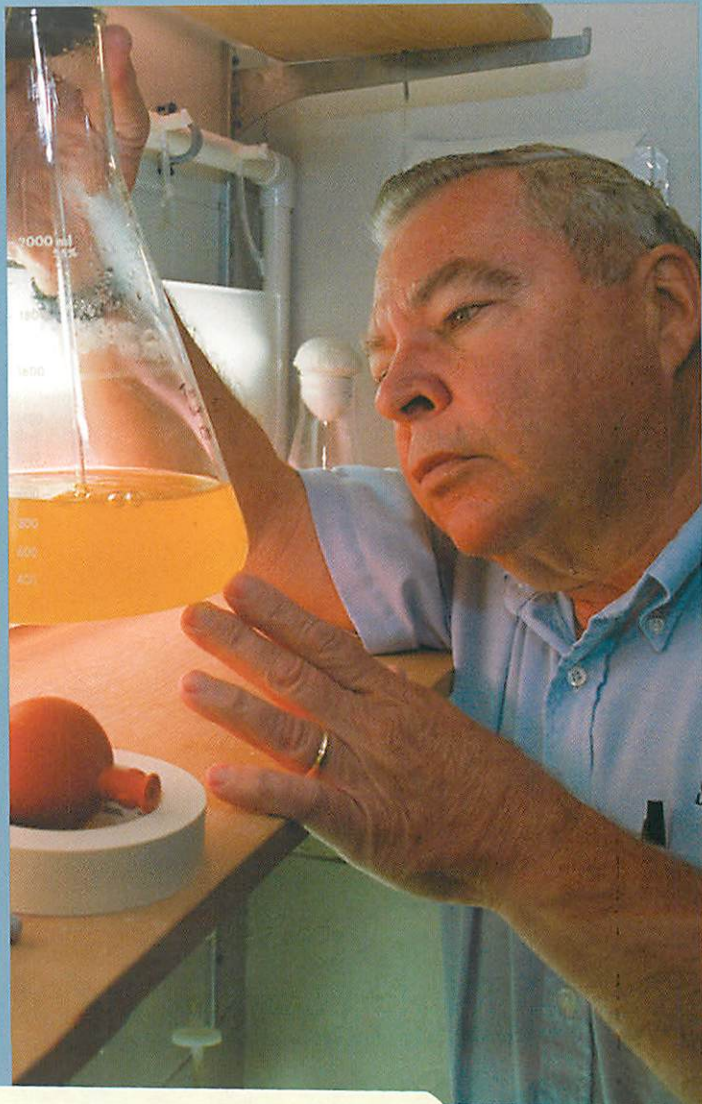
These forces of change, major strengths, products, programs and markets, institutional structure and global perspective demand that Florida Sea Grant:

- Strengthen its position as Florida's primary statewide university-based research, education, and extension program in support of coastal resource use, management and conservation.
- Assume a strong leadership role in helping Florida address such critical issues as protecting water quality and coastal habitat, responding to coastal hazards, ensuring seafood safety, and developing coastal economies and communities.
- Provide a strong federal/state/local network that integrates research, education and extension to generate practical solutions to real problems and strengthen Florida's capacity to deal with coastal problems.
- Create an awareness of the need for resources to support the Sea Grant College Program that substantively increase over the next four years to adequately respond to major coastal challenges and opportunities, and to communicate science-based information for resource managers, policy makers and citizens.

## Responding with Research and Education

Through "*Science Serving Florida's Coast*," Florida Sea Grant will respond to the forces of change to help Florida provide economic leadership, sustain the quality of its coastal ecosystems and develop its human resources in order to create a sustainable economy and environment. The pressures, wants, needs, and dollars represented by the huge numbers of people who "use" Florida's coastal resources all combine to make understanding and managing one of the most fragile environments on earth a difficult and often controversial undertaking.

Florida Sea Grant has a vital role to fill in this complex endeavor. Through Sea Grant research efforts, the transfer of information via the Sea Grant Extension Program, and the outreach provided by Sea Grant educational efforts, Floridians and tourists can begin to better understand the state's unique environment. They learn how we use our coastal resources and they gain a better appreciation of their impact on the quality of the environment. This understanding is essential for Floridians to rationally manage continued growth in the coastal zone, as well as to equitably resolve the ever increasing competition for coastal resources. Florida Sea Grant has assumed a leadership role in the creation of a better-informed and more responsible populace—one that recognizes the need for Sea Grant programs and uses Sea Grant findings to make Florida a better place to live.



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