



Florida State University  
Coastal & Marine Laboratory

# Strategic Plan 2018-2028



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2018-2028  
COASTAL & MARINE LABORATORY  
STRATEGIC PLAN

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## Executive Summary

The Florida State University Coastal and Marine Laboratory (FSUCML) is part of the Florida State University (FSU) Office of Research. Built in St. Teresa, FL, in 1968, it was known as the *Edward Ball Marine Laboratory* until 2006, when the word “Coastal” was added to recognize the connectivity between land and sea. The lab currently consists of nearly 80 acres – 8.5 of those on the waterfront and the remainder a hardwood forest with a 37-acre stand of long-leaf pine. The Laboratory serves as an active center of marine research, education, and community engagement and outreach.

The **mission** of the FSUCML is to conduct pioneering, interdisciplinary research on coastal and marine ecosystems, to mentor the next generation of problem solvers<sup>1</sup>, and to leverage scientific outcomes and expertise through engagement with stakeholders<sup>2</sup> to optimize marine management and conservation.

The FSUCML brings unique strengths and opportunities to FSU by virtue of its waterfront facilities, resident expertise, and partnerships with other academic institutions, state and federal agencies, and local communities. As Florida State University’s marine laboratory, the FSUCML welcomes scientists and students from FSU and around the world throughout the year.

Our **vision** for the next 10 years is to become a leader in conducting and supporting exceptional research that advances marine ecosystem science and conservation, addressing questions that are local to global in scope, range from the molecular to the ecosystem in scale, and involve the local communities within which FSUCML is imbedded. We will continue to build a comprehensive team of scientists and

staff who appreciate the regional pristine environment and support the collaborative nature of the lab.

Through strategic investments in infrastructure, programs, and people, the FSUCML will expand its influence on the scientists, students, and communities that we serve. Our highest priorities include modernization and expansion of the Laboratory’s infrastructure, especially that supporting research and education. We will also renovate and construct additional facilities to enable us to achieve our strategic research, education, and engagement goals.

We will invest in the people and programs to ensure that the FSUCML builds on Florida State University’s history of excellence for its involvement in marine science. Building pathways that enable our diverse constituents -- students, researchers, community members, and policy makers -- to access the science and education resources available through the FSUCML and FSU will be a particular focus.

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<sup>1</sup> problem solvers: researchers and scientists, educators, professionals, and managers

<sup>2</sup> stakeholders: policy makers, public, scientists, etc.

Engaging undergraduate and graduate students in research is a high priority of our faculty. They are devoted to training the next generation of big thinkers, problem solvers, and entrepreneurs.



## Introduction

Coastal communities are inextricably linked to the ecosystems in which they exist. They depend on these marine and ocean systems to support local economies, shape their culture, and provide goods and services that extend from food and coastal protection to supporting their health and well-being.

The geographic areas of interest for Florida State University Coastal and Marine Laboratory scientists include the Gulf of Mexico, the southeastern U.S. seaboard, the Caribbean, and beyond. Of particular interest is the northeastern Gulf of Mexico ecosystem, which is woefully understudied. Yet, it is among the most biologically diverse and productive systems in the United States, supporting commercial and recreational fisheries valued in the billions of dollars and providing a suite of ecosystem services without which the coastal communities could not survive. Given the potential for human-induced threats to this ecosystem from fishing impacts, oil and gas exploration and development, land use policies and practices, and water diversion projects, the need is acute to identify and classify the area into spatially and temporally specific regions that can be studied in appropriate contexts.

The FSUCML, as the Florida State University's marine laboratory, provides a physical and intellectual place for people to connect with the ocean while learning to understand, appreciate, and support scientific endeavors that protect and sustain natural systems and the services they provide. The FSUCML brings together a diverse array of scientists, students, stakeholders, and community members for research, education, and engagement activities.

The Laboratory's infrastructure is a mixture of 1968-era concrete-block buildings (a research lab, dormitories, shop, and diving center), greenhouses (built in 1990s), and a complex of four modular units (offices, auditorium, and kitchen) moved to the lab in 2005. The cement block buildings and greenhouses are in good condition and the modular units, not meant to be permanent structures, are adequately serving the short-term needs of the lab. Investments in infrastructure are required, however, as the science and training needs have increased beyond the capabilities of our current complex. Thus, significant renewal is called for to maintain and advance the FSUCML's mission.

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With the arrival of at least 12 additional tenure-track marine and environmental faculty to FSU in the last two years, and opportunities to add several more research faculty at the FSUCML, this is an excellent time to leverage the lab's assets to benefit the many scientists, students, and community partners who use the facility.

In 2009, the FSUCML undertook a comprehensive Strategic Planning effort supported with expertise from FSU Facilities and the Tallahassee architectural firm of Lewis and Whitlock. Faculty, staff, and graduate students from FSUCML and departments across the FSU campus, as well as partners and stakeholders throughout the region participated in the Vision Meeting. The purpose of this effort was to determine future space requirements, develop a phasing

plan for future development, and provide a cost projection for the anticipated growth.

In 2015, a targeted update focused on identification of a Phase 1 Research Building totaling 9,400 sq. ft. that would provide state-of-the-art research and meeting space. The impetus for moving forward with this phase was the generous commitment of the Office of Research to fund half of the building costs.

Our intent is to build upon FSU's extraordinary commitment to marine research by expanding the physical and intellectual spaces that will enable scientific excellence and discovery while contributing to the conservation of nature and the sustainable management of living marine resources. In so doing we hope to inspire our community and our partners to understand, appreciate, and support scientific endeavors across the globe.





**The FSUCML MISSION** is to conduct pioneering, interdisciplinary research on coastal and marine ecosystems, to mentor the next generation of problem solvers, and to leverage scientific outcomes and expertise through engagement with stakeholders to optimize marine management and conservation.

## Strengths and Assets

The FSU Coastal & Marine Laboratory is located in St. Teresa, a small unincorporated town in an area known as the “Forgotten Coast.” The campus is an hour southwest of the main FSU campus in Tallahassee. The area in which the FSUCML is imbedded is one of the most biologically diverse and productive systems in the United States, supporting fisheries valued in the billions of dollars and providing a suite of ecosystem services without which the area could not survive. These represent extraordinary assets.

The FSUCML serves as a resource for faculty and students across the FSU campuses, across the State University System of Florida, and across the globe. Indeed, what visitors find here is a thoroughly engaged resident faculty and support staff ensuring that they accomplish their research and education goals during their stay. They also find significant collaborators who work closely with state, federal and international

agencies, non-Governmental organizations, and other institutions engaged in marine affairs.

The extended community includes graduate students, undergraduates, and professionals from state and federal agencies. The strong core of scientists and students contributes to intellectual and community life, and is vital for enabling the diverse array of research, education and engagement programs the FSUCML provides.

Our peer group of institutions includes other small (15 or fewer faculty), full-service marine laboratories in the United States. We are particularly aligned with those institutions with similar research and educational agendas and involvement in the policy arena. Of the nine peer institutions, eight are public institutions, two of which occur on the Gulf of Mexico (Table 1). The FSUCML is distinct from these two because of the research focus that ultimately serves conservation and policy goals.

**Table 1.** Peer institutions of the FSU Coastal & Marine Laboratory and number of resident faculty

Institution	City, State	Private/Public University	Faculty
FSUCML	St. Teresa, FL	Public ( Florida State University)	5
VIMS Eastern Shore Lab	Wachapreague, VA	Public (William & Mary)	2
Baruch Institute	Georgetown, SC	Public (University of South Carolina)	5
Hawaii Institute of Marine Biology	Kaneohe, HI	Public (University of Hawaii)	7
Marine Institute	Sapelo Island, GA	Public (University of Georgia)	10
Skidaway Institute	Savannah, GA	Public (University of Georgia)	11
Oregon Institute of Marine Biology	Charleston, OR	Public (University of Oregon)	12
Hopkins Marine Station	Pacific Grove, CA	Private (Stanford University)	13
Dauphin Island Sea Lab	Dauphin Island, AL	Public (University of Alabama)	14
Marine Science Institute	Port Aransas, TX	Public (University of Texas Austin)	15



## CORE FACILITIES

The **FSUCML** serves as an excellent base for teaching and conducting ecological and oceanographic research in the remarkably diverse array of habitats along the coast and offshore of the lab.

- Teaching space includes wet and dry classrooms, a greenhouse, a conference room (seats 12), and an auditorium (seats up to 100).
- Research space includes laboratories, greenhouses, environmental chambers, a necropsy lab, and a wide variety of holding tanks, aquarium systems, experimental tanks, a closed seawater system, and mesocosm decks. A flow-through seawater system is accessible in every workspace. A new closed seawater system is now available for experimental work.
- Housing is available for short or long-term stays for up to 40 individuals across seven dorms.

Available field and laboratory equipment (some of which requires an FSUCML-sanctioned trained operator) includes:

- A 65-ft research vessel, a fleet of small boats<sup>3</sup>, and supporting field equipment
- A Seamor 300T Remotely Operated Vehicle (ROV) with 300 m depth rating, for surveys of habitats beyond SCUBA depths.
- Oceanographic sampling system including a Seabird SBE19V2 datalogger with conductivity, temperature and depth sensors, a SBE 32 carousel with twelve 5-liter Niskin water sampling bottles and 1000 m conducting cable.
- HT-2000 battery backpack electrofisher
- Metrohm 855 Alkalinity Titrator & autosampler
- Bowie PRX-90 Portable X-ray with plate

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<sup>3</sup> 10 motorized vessels (14' - 28'), 8 Kayaks (12')

reader and digital image scanner.

- YSI 6600 V2 Water Quality Sonde with temp., conductivity, D.O., salinity, pH, and turbidity probes.
- Multiple Water Quality Monitoring Handhelds with temp., D.O, salinity, conductivity and pH sensor capabilities.
- Monitoring stations including a Weatherstem station, daily water temperature, salinity, dissolved oxygen and rainfall measurements
- Nets ranging from beach seines (10-40') to otter trawls
- Microscope suite with 21 stereo microscopes and 10 compound microscopes for lab and field use, including a Zeiss Stereoscope with digital stage and HD teaching display, and a Zeiss AXIO Imager with fluorescence capacity.



I have the privilege of connecting students with scientific discovery underwater and supporting the stream of knowledge and experience as it moves from one generation to the next.”

Chris Peters  
Diving Safety Officer



## The Florida State University Diving Program

established in 1975 <sup>4</sup>

The Florida State University’s Diving Program oversees and supports scientific diver training and underwater research for students, faculty, and staff across the entire FSU campus. Authorized FSU divers and qualified visiting scientists within the program have access to a full service dive locker, including a variety of SCUBA equipment and compressed air and enriched air cylinders.

<sup>4</sup> FSU is an institutional member of the American Academy of Underwater Sciences

## RESEARCH

Humans are critically dependent on the oceans for food, energy, climate stability, transportation, jobs and recreation. If society is to continue to enjoy the benefits provided by our oceans, a number of significant challenges need to be addressed. These include human population growth and food security (fisheries and aquaculture), biodiversity conservation and ecosystem health (environmental baselines, ecosystem health indicators, biodiversity impacts), climate change (sea level rise, ocean warming and acidification, role of the ocean as a carbon sink), and resource allocation (social, economic and environmental integration, and transparent, robust and accountable decision-making tools). The FSUCML is surrounded by diverse and productive coastal and marine ecosystems that support water-based human activities by a variety of shareholders. This setting provides a unique opportunity to address some of the challenges facing our oceans.

Researchers at the FSUCML study coastal and marine ecosystems, with a focus on the Gulf of Mexico, but including many other parts of the world, from Norway to the Caribbean and the Antarctic. Coastal and marine research at the FSUCML encompasses a range of topics, including but not limited to:

- Biogeochemistry of coastal marine and estuarine environments.
- Biology and ecology of sea turtles
- Deep sea biology and ecology
- Ecology of coastal marine fishes
- Ecology, conservation, and management of marine organisms and habitat
- Ecology and physiology of marine algae and seagrass
- Ecotoxicology of marine fishes

- Endangered species recovery research
- Global change ecology
- Natural history and ecology of hardbottom invertebrates
- Reproduction and population ecology of shallow-water invertebrates
- Taxonomy, biology, and ecology of coastal and deep sea marine fishes.
- Taxonomy, community ecology and biodiversity of sediment infauna

With these cross-cutting themes, the FSUCML is positioned to address modern questions in applied marine research in addition to contributing to basic academic research. The recent addition of FSUCML faculty with research foci in ecophysiology, benthic sediment ecology, and global change biology enhances the scope of research at the FSUCML and promotes interdisciplinary research and creativity.

The current research community includes five faculty in residence, ten faculty from the main FSU campus, scientists from 29 other academic institutions, nine scientists from state and federal agencies that use the lab and scores of collaborator and graduate students.

Scientists working at the FSUCML bring knowledge from their studies of different environments and ecosystems to the research community at the FSUCML. They contribute this knowledge through public engagement and education and by providing advice to local and regional decision-making processes, including fisheries management and environmental planning efforts led by state and federal agencies. Their research activities engage both graduate and undergraduate students and form the base of a wider outreach program.

## EDUCATION AND COMMUNITY ENGAGEMENT

The FSUCML provides marine and conservation education opportunities for students at all levels, from K-12 through graduate school. The educational focus for the FSUCML faculty is on mentoring M.Sc. and Ph.D. graduate students in the FSU departments of Biological Science and Earth Ocean and Atmospheric Sciences with a goal of fostering the development of the next generation of marine and conservation biologists. FSUCML faculty co-supervise and serve as committee members for graduate students within FSU and at many other academic institutions. They also supervise many FSU undergraduates in *Directed Individual Studies* and *Honors in the Major*. In addition, FSUCML faculty teach on-site immersion courses during summer ranging from Field Methods in Marine Science to the Biology of Fishes.

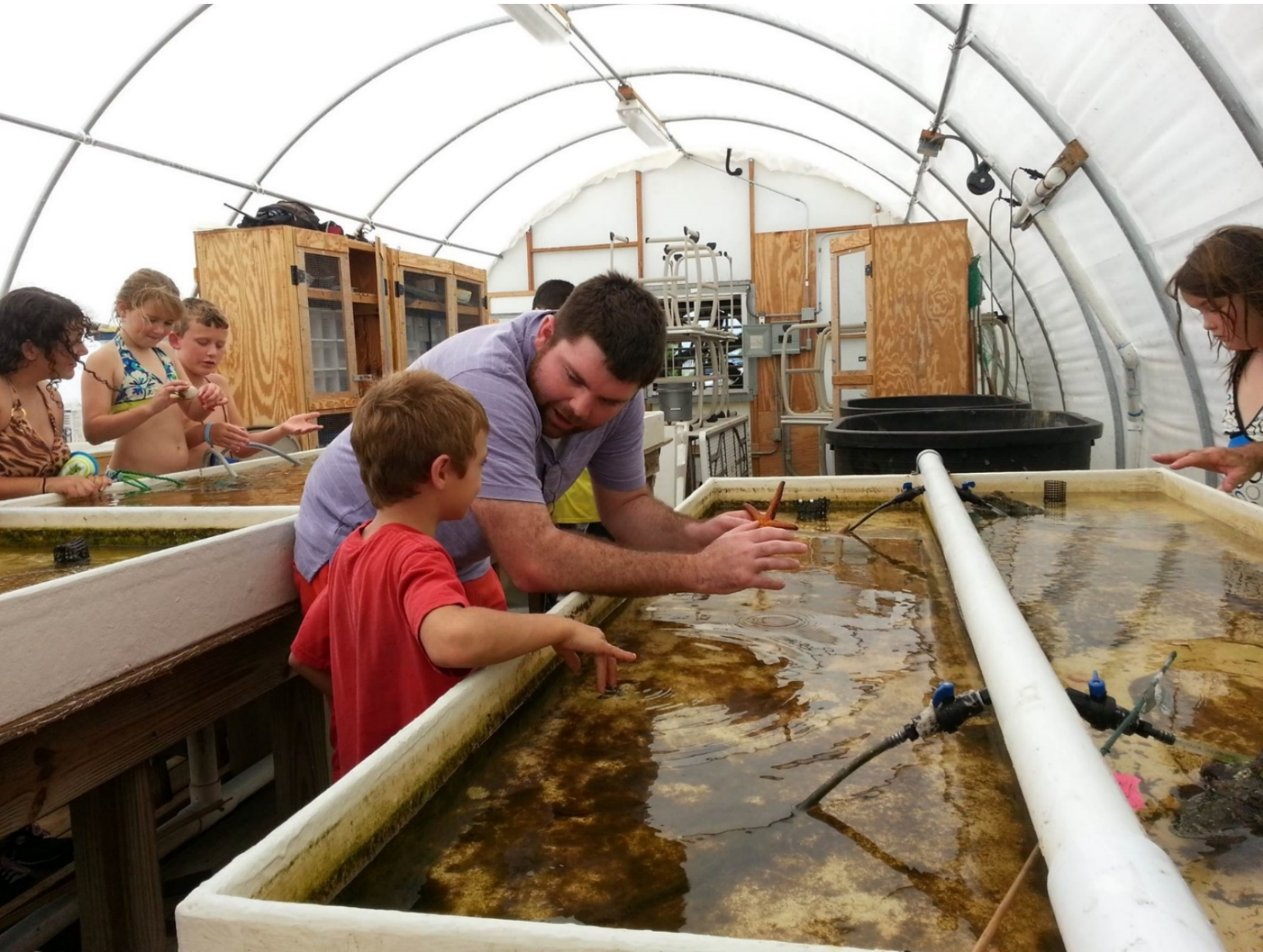
Education activities at the FSUCML are not limited to FSU students. More than 87 other colleges have used the FSUCML as a base of operations in the last five years. Two hundred and forty undergraduate student researchers at the FSUCML in the last five years came from other institutions, thus enriching the research environment and community life at the Laboratory.

The FSUCML faculty and staff connect citizens and visitors on a regular basis with a wide array of FSU researchers and resources, particularly in the marine and environmental sciences. FSUCML faculty and graduate students visit local and regional schools throughout the year to educate students on the marine environment and its conservation challenges. They also engage the public through outreach events at local festivals and presentations to clubs, societies and public forums like science cafes.

The total population at the FSUCML on any given day ranges from 25 to over 100 people, with a total number of visits in 2017 of 5,578. Among these visitors are faculty, graduate students, and undergraduates conducting research, K-12 and undergraduate students participating in classes, and those coming for outreach programs and workshops for students and adults.

The FSUCML community also hosts K-12 and informal education programs for all ages. During 2017, more than 2,904 individuals took part in our Annual Open House, lectures, workshops. An additional 1,238 middle school students participated in Saturday-at-the Sea (SATS), a program that connects students with the ocean through hands-on learning and authentic research projects conducted in collaboration with FSUCML scientists and community groups. In addition, national and international research projects conducted by FSUCML scientists often include engagement with local communities as part of outreach impact programs, advancing our role as a prime marine science outreach center in Florida's Northern Gulf of Mexico area.

To FSUCML faculty, community engagement also extends to working with managers and policy makers. We do this by serving on panels and committees at state, federal, and international levels to ensure that good science is incorporated into management and conservation. Indeed, we have been instrumental over the last 10 years in informing policy for management of reef fishes and the conservation of endangered species, including sawfish and deep-water coral. This has become an integral part of our outreach program.



**Outreach &  
Community  
Engagement at  
Every Level**

The Florida State University Coastal & Marine Laboratory has a long history of community education and engagement that includes everyone from K-12 students to fishers, policy makers and managers.

## Vision for the Future

In the next 10 years, we will continue to build and strengthen our roles in marine research, education, and community engagement. By enabling both discovery-oriented and applied research, the FSUCML will be a recognized resource for new knowledge to help solve environmental challenges and sustain marine resources. **Our vision** is to become a leader in conducting and supporting exceptional research that advances marine ecosystem science and conservation, addressing questions that are local to global in scope, range from the molecular to the ecosystem in scale, and involve the human communities within which the FSUCML is imbedded

Research at the FSU Coastal & Marine Laboratory will continue to encompass the full extent of coastal marine ecosystems, from the coastal watersheds to the dark waters of the deep ocean. We will deepen knowledge of the biological, physical, and human dimensions of these coupled social-ecological systems and share this knowledge in ways that benefit coastal communities and economies of the region.

As we deepen connections with partners in Gulf of Mexico industry, government, and community-based conservation and development organizations, the FSUCML will expand its collaborations with the fishing industry and aquaculture.

Educational opportunities for undergraduate and graduate students at the FSU Coastal & Marine Laboratory will be expanded. Graduate student enrollment in marine-focused research laboratories has grown as FSU has expanded its faculty in Coastal and Marine Science with recent University-wide initiatives. Students will be integral members of the community; some will be at the FSUCML year-round and many more will participate as opportunities arise. Through experiential, field-based courses, industry and community-supported internships, and independent research experiences, we will train the next generation of science, engineering, and industry professionals in the interdisciplinary, collaborative approaches required to meet the challenges of 21st century ocean stewardship and resource management. Our commitment to diversity will guide program development for students from the undergraduate through the postdoctoral and professional levels.



**OUR VISION:** The FSU Coastal & Marine Laboratory will become a leader in conducting and supporting exceptional research that advances marine ecosystem science and conservation, addressing questions that are local to global in scope, range from the molecular to the ecosystem in scale, and involve the human communities within which the Laboratory is imbedded.

## Strategic Priorities & Investment Goals

To make meaningful progress toward achieving our vision for the future of the FSU Coastal & Marine Laboratory requires that we focus on our strategic priorities and our investment goals.

The strategic priorities of the FSUCML are consistent with those of the Florida State University, as identified in the Florida State University Strategic Plan. 2017-2022 (<http://strategicplan.fsu.edu/strategic-goals/>). They are as follows:

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### FSUCML Strategic Priorities 2018-2028

- (1) To engage the FSUCML & advisors in identifying broad thematic areas around which transformative research programs and targeted faculty hiring initiatives can be developed.
- (2) To align faculty hiring with the strategic goals of the Coastal and Marine Laboratory — leveraging existing strengths with emerging disciplines, and identifying synergies between FSUCML-initiated efforts and FSU-wide goals.
- (3) To facilitate pioneering interdisciplinary research on coastal and marine ecosystems through the development and operation of state-of-the-art research infrastructure assets<sup>5</sup>.
- (4) To create incentives and encouragement for faculty members and their students to connect with the broader local communities in their research, mentoring, and service to enhance civic engagement
- (5) To build on FSUCML’s existing strengths in public policy and its proximity to the state capital to become the go-to source for unbiased public policy research on key issues that leverage our deep expertise in marine ecology and marine resource management and conservation.
- (6) To prepare a sustainable long-range financial plan that seeks to increase and diversify the FSUCML’s operating income, improve operational efficiency, and streamline administrative processes and procedures.
- (7) To use organizational performance assessments and surveys of both “users” and “providers” to improve the relevance, efficiency, and effectiveness of processes and services.
- (8) To reduce the FSUCML carbon footprint, increasing education opportunities on sustainability, and enhancing research priorities related to the stewardship of nature.

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Our investments will be made in infrastructure, programs, and people and the priorities for each are described in the following pages. We are already working with our advisors and with constituents of the FSUCML to ensure that our funding portfolio for these projects is diverse and obtainable.

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<sup>5</sup> See “Strategic investment in infrastructure” and *Discovery Hall website* <https://marinelab.fsu.edu/about-us/become-a-friend-of-the-lab/discovery-hall/>



## *Strategic Investment in Infrastructure*

The FSUCML has experienced significant growth over the past decade in the amount and type of research conducted and the number of people using the Laboratory. Our infrastructure, however, has not kept pace. While our laboratory, dormitory, and support spaces provide excellent support for field and “wet laboratory” research, these buildings are more than half a century old and require remodeling and expansion to adequately accommodate the growing team of scientists, the increasing breadth of modern research priorities requiring modern infrastructure, and adequate storage space for research support.

Our most ambitious project is to construct a new laboratory building, *Discovery Hall*, part of a University-wide Capital Campaign, and currently the centerpiece for infrastructure development at the FSUCML. This building will increase the research capacity and broaden the transdisciplinary nature of research that is central

to the Laboratory’s mission. Discovery Hall attributes are described on the website: <https://marinelab.fsu.edu/about-us/become-a-friend-of-the-lab/discovery-hall/> .

We have a number of construction projects either underway or in various stages of development.

- Develop teleconferencing and video conferencing capabilities.
- Construct a solar-powered outdoor classroom for K-12 and community engagement.
- Construct a boat house to store small boats for maintenance and safety.
- Install freshwater and electric services near the boat ramp.
- Create a permanent conditioned storage building for secure and organized biological sample storage.
- Enhance connectivity via video and web for conferencing with colleagues.

We anticipate completion of these by 2019.



Longer-range projects include:

- A greenhouse devoted to molluscan experimentation and habitat restoration (e.g., oysters, scallops).
- A new Education Building to expand our educational and outreach programs, including demonstration classrooms and laboratories, certification courses in ecotourism and developing programs to help medical practitioners incorporate nature into wellness programs.
- Sabbatical housing for faculty seeking long-term stays at the FSUCML with their families.

Together, these projects provide modern offices, laboratories, and meeting space that will support not only our ongoing research, but provide greater opportunities for community engagement. These investments help ensure the FSUCML's role in marine research and community engagement so vital to the area's economy.



*Orange Lophelia from the deep ocean*

## Strategic Investment in Programs

At the core of all programmatic investments at the FSUCML is enhancing research, education, and community engagement activities of resident and visiting scientists. These investments align with FSUCML's mission, vision, and strategic priorities, and will contribute to FSU's vision to become one of the top 25 public universities in the United States.

### *Immediate priorities:*

- Work with the Office of Research to respond to opportunities and challenges in the research arena.
- Enhance academic and research collaborations between FSUCML and other FSU researchers, leveraging the unique setting and capabilities of the FSUCML.
- Work with academic departments (e.g., biological science, earth ocean and atmospheric sciences, geography, economics, public policy) to host undergraduate and graduate-level courses that take advantage of FSUCML's unique location and facilities.

### *Longer-range priorities:*

- Develop internal and expand hosting of workshops for marine industry and environmental professionals in areas of identified need (including habitat protection, aquaculture, fisheries management) in partnership with industry, government and environmental conservation and management professionals.
- Enhance capabilities to host science synthesis workshops (e.g., recent workshop held at FSU on climate change in the Antarctic)
- Provide opportunities for enhanced communication opportunities of FSU researchers and students with industry and government (e.g., related to the Apalachicola River oyster populations) and citizen scientists and K-12 students (e.g., community participation in habitat restoration projects).



## Strategic Investment in People

The FSUCML includes outstanding faculty and staff. Retaining and developing these professionals is critical to achieving our strategic goals.

### *Immediate priorities:*

- Clarify, expand and promote access to the FSUCML by graduate students, junior faculty, and other early career investigators by having clear policies for use of FSUCML facilities and competitive research assistantships
- Host and develop programs that connect researchers and industry partners with students, including those from underrepresented groups.
- Develop a formal community engagement and outreach program with a designated director. In the modern era, this type of program is critical, particularly in regards to acquiring local to federal and international grants, as well as promoting local, national and international collaboration.

- Ensure that staff embrace the strategic plan and can identify personally with the strategic priorities.

### *Long-range priorities:*

- Grow the number of campus-based faculty who develop significant research programs at the Laboratory.
- Increase the FSUCML capacity to host multidisciplinary research activities to attract high quality researchers that can complement the diverse research programs.
- Enhance capacity for community engagement and communications. This effort will be conducted in partnership with the Office of Research and other FSU units to ensure research and educational products of FSU's researchers are accessible to coastal communities and marine industries throughout the region.



Dr. Grubbs, NOAA colleague, and FSUCML graduate student act as midwives to sawfish giving live birth

## Implementation of the Strategic Plan

The FSUCML strategic plan is a living document. It is our intent to be flexible and adaptive as new priorities arise or old ones come into better focus, responding to the emerging needs of society and the communities we serve, and aligned with the Florida State University's vision for the future.

We will develop a *Strategic Planning Implementation Committee* within months of acceptance of this document, as outlined in the FSUCML By-Laws. Committee members shall be drawn from the FSUCML faculty, the faculty of other departments across the FSU campus, and those from other academic institutions that have an interest in the lab. The Committee's charge will be to develop quantitative and qualitative metrics for success and milestones related to each of the overarching strategic priorities and the investment goals indicated for Infrastructure, Programs, and People. It also will identify the steps taken to achieve these goals, and conduct an annual review of progress towards meeting them, unconstrained by the availability of resources to support its ideas.

It is imperative that the Committee (with guidance from a professional consultant):

- Identifies promising ideas/initiatives to support each strategic or investment priority;
- Consults with individuals and/or groups within the FSUCML or elsewhere at FSU doing work that might bear on the committee's charge;
- Takes into account best practices within the FSUCML, FSU, and elsewhere that would be pertinent to the committee's work;

It should also provide a clear, brief description of the proposed activities or initiatives, providing for each a clear rationale for how the activity/initiative will help achieve the relevant priority and why the Committee believes it to be a good fit with or direction for the FSUCML.

To capture synergistic outcomes that emerge from these investments, we will answer a number of key questions, including (but not limited to):

Research: What new scientific discoveries have been made at the FSUCML? How many extramural grants have been funded? How many peer-reviewed papers have been published? How often are FSUCML papers cited? How often does FSUCML research garner media attention? How active are FSUCML in professional scientific societies?

Education: How has the FSUCML contributed to student success? How many graduate students do FSUCML faculty mentor? Where are FSUCML graduates employed? How often are FSUCML faculty requested to serve as committee members for graduate students outside of FSU? How often are FSUCML faculty asked to give lectures for outside universities?

Engagement and Outreach: How frequently are FSUCML faculty requested to serve on state, federal or international advisory panels? How many students are reached by outreach efforts by FSUCML faculty and students? What outreach and community engagement activities were conducted in the past year, and who participated?

We will revisit these priorities on an annual basis to ensure that we are on track with our vision. The Director, with input from the Steering Committee and other advisors, will review progress and communicate regularly with the constituents and partners of the FSUCML. The FSU Office of Research and FSU leadership will receive regular updates on progress and adjustments to the plan. Quantitative measures that track progress of each focal area will be collected annually, along with narratives that provide context.



# Appendix 1: FSU Coastal & Marine Laboratory campus

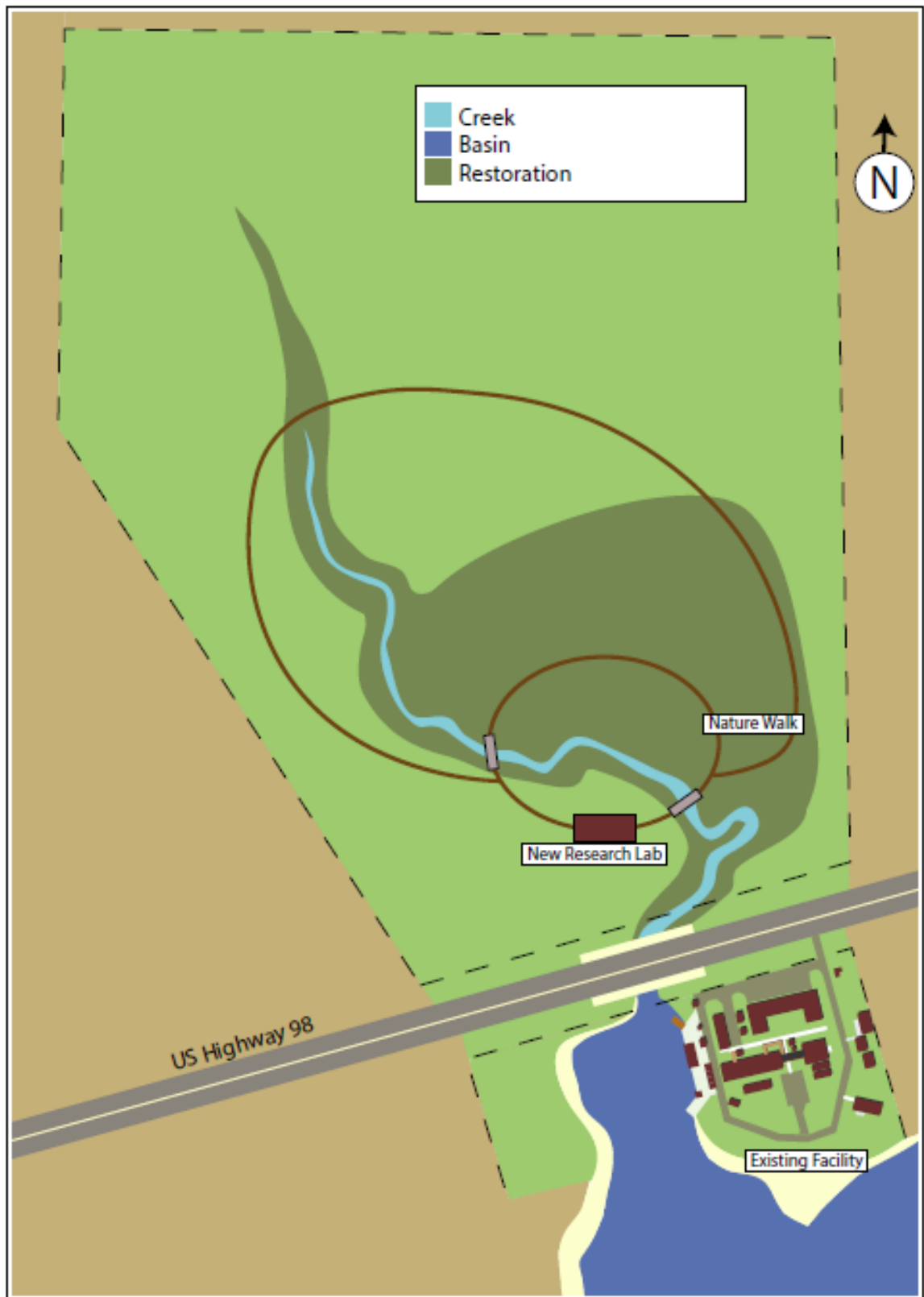
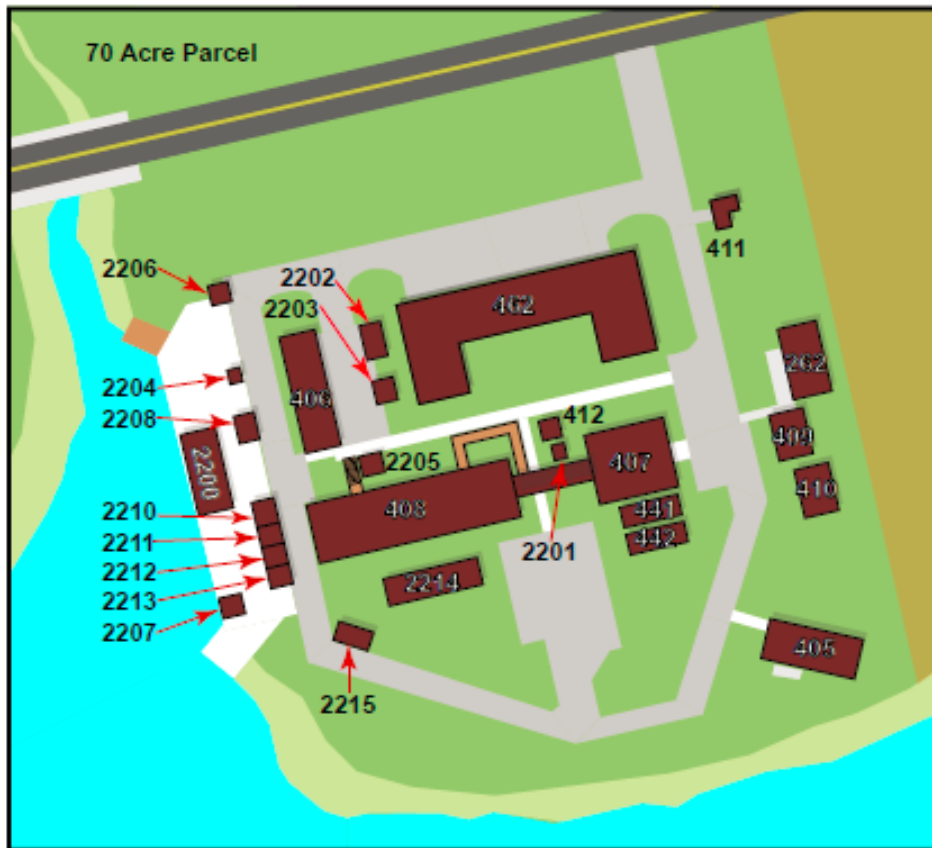


Figure 1 Entire FSUCML campus, including the waterfront section (south of HWY 98) and the pinelands (north of HWY 98).



BUILDING NUMBER	BUILDING NAME	BUILDING NUMBER	BUILDING NAME
262	Grad Students/ Housekeeping	2202	Carpentry Shop
405	Guest House	2203	Storage - Flammable
406	Shop/ADP	2204	Storage - Marine Ops
407	Classroom/Laboratory	2205	Storage - previously Thistle's
408	Main Laboratory	2206	Security
409	North Dorms	2207	Storage - SATS Program
410	South Dorms	2208	Storage - Koenig
411	Well House	2209	Storage - Cotton
412	Generator/Electrical Vault	2210	Storage - Maintenance
441	Greenhouse North	2211	Storage - RV Apalachee
442	Greenhouse South	2212	Storage - Grubbs
462	Administration Building	2213	Storage - Seawater
2200	Fuel Pump Canopy	2214	Hermkind Greenhouse
2201	Storage - SATS	2215	Storage - Faculty

Figure 2. All building structures on east side of boat basin.



## Appendix 2 - Participants in Developing the FSUCML Strategic Planning

### FSUCML FACULTY

Sandra Brooke, Associate Research Faculty

Felicia Coleman, Director & Full Research Faculty

Jeroen Ingels, Assistant Research Faculty

Dean Grubbs, Associate Research Faculty

Sophie McCoy, Assistant Professor, Biological Science

### FSUCML STAFF

Katrina Bayliss, Marine Technician

Durene Gilbert, Administrative Assistant

Travis Mohrman, Facilities Director

### FSUCML BOARD OF TRUSTEES & ADVISORS

Robert Gates (St. Teresa, FL)

Jim Muller (Panama City, FL)

Dr. Cheri Rainey (Tallahassee, FL)

Kim Williams (Tallahassee, FL)

NOTE – MORE NAMES WILL BE ADDED WHEN WE GET INPUT FROM OTHERS (e.g., BOARD MEMBERS)