

Strategic Plan for NC State University's Center for Marine Sciences and Technology

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By Dr. David Eggleston, CMAST Director

Mission:

The principal mission of North Carolina State University's Center for Marine Sciences and Technology (CMAST; www.cmast.ncsu.edu), located in Morehead City, NC is to discover innovative solutions to questions and problems in marine systems and provide effective communication of these discoveries. The strategic plan for CMAST aligns with the (1) Strategic Plan for NC State (2011-12), (2) recommendations for "Building and Operating the Field Stations and Marine Laboratories of the Future: A Strategic Planning Report" (Billick et al. 2012), (3) CMAST's core strengths, and (4) input from faculty based at both CMAST and main campus.

Strategic Plan:

The strategic plan for CMAST involves attaining the following 7 overarching goals:

1. Enhancing scholarship and research by investing in faculty and infrastructure.
2. Enhancing interdisciplinary scholarship to address the grand challenges of society.
3. Enhancing the success of our students through educational innovation, and synergisms between research and education.
4. Fostering local and global engagement through focused strategic partnerships.
5. Increasing the scientific value of CMAST by increasing the flow of information, and understanding value of that information.
6. Ensuring easy access by scientists and students to CMAST.
7. Increasing the operational effectiveness of CMAST.

Implementation:

The overarching strategy for implementing CMAST's Strategic Plan is to make sure that the *Vision is Clear and Achievable*, and that the plan for achieving the vision is communicated throughout the CMAST organization, appropriate NCSU faculty and administrators, and stakeholders.

Goals 1-3 will be attained through (i) addition of faculty that fill key gaps in research programs of national significance via NCSU's Faculty Excellence hiring opportunities and strategic departmental hires, (ii) using new faculty to anchor a Semester-At-The-Coast program for undergraduates, and (iii) providing housing for visiting faculty, students and staff. Additional faculty will be obtained via a NCSU Faculty Excellence Proposal for a *Coastal and Marine One Health & Sustainability Initiative* that (1) targets funding opportunities in Sustainability Sciences in NSF, Ocean Health opportunities in NOAA, EPA, NIH, (2) bridges gaps in our research programs (e.g., need for ecosystem modeler, eco-physiologist to lead MRI Program, etc.), (3) and complement CMAST-based teaching needs and research gaps at other UNC-System marine science programs. CMAST-based housing will be obtained by pursuing two options: (i) fundraising campaign led by the Office of the VC for Research & Innovation and College of Veterinary Medicine, in coordination with PAMS and CALS, and (2) initiating a Semester-At-The-Coast Program as soon as new faculty hires are in place, and using temporary housing facilities in the Morehead City/Beaufort area for students. Option #2 will be used to generate "proof-of-concept" and funding data that will justify a construction bond to build the guest house.

Goals # 4 & 5 will be attained by (i) continuing to follow our current model for successful partnerships via our extension faculty and associated networks (e.g., clinical support for NC Aquarium System, Marine Mammal Stranding Network, seafood industry partnerships, MSEP), as well as a growing portfolio of research and scientific society partnerships, (ii) continuing to invest in a part-time CMAST Communications specialist that helps to communicate discoveries by CMAST scientists and the value of those discoveries to a wide-range of audiences (campus-based faculty and administrators, local community, state and federal agencies, NGOs, elected officials), and (iii) through a CMAST Advisory Board. Goal # 6 will be attained by ensuring an adequate operating budget, having an objective space policy, providing housing for visiting faculty, and providing staff support to facilitate requests for assistance. Goal #7 will be attained by continually working with our partners in the facility (Carteret Community College, NC Cooperative Extension, and NC Sea Grant), as well as the Office of the VC for Research and Innovation, and the Colleges involved in CMAST to refine operating procedures and funding in the most efficient manner possible.