



DAUPHIN ISLAND SEA LAB

2019-2024 Strategic Plan





Dauphin Island Sea Lab Strategic Plan 2019-2024

Value of Field Marine Stations¹

- Field stations are national assets formed by the unique merger of natural capital, intellectual capital, social fabric, and infrastructure that leads to the important scientific endeavors required if we are to understand our rapidly changing ocean.
- Field stations are venues for discovery-based learning, and they offer rich opportunities for other types of active learning, which have been shown to promote diversity and persistence in STEM fields.
- Field stations enable scientists to discover and increase knowledge about biological, chemical and physical processes that govern our world and to document, forecast, and design strategies to adapt to and mitigate a wide array of environmental and ecosystem challenges.
- Field stations support a wide range of public outreach and engagement programs—public lectures and workshops, science cafes, field trips, and nature walks, among other informal education opportunities—to enhance public understanding of science.

¹ Excerpted from National Research Council 2014. Enhancing the Value and Sustainability of Field Stations and Marine Laboratories in the 21st Century. Washington, DC: The National Academies Press. <https://doi.org/10.17226/18806>

VISION

Become a center for transformative U.S. oceanic and coastal research and education.

MISSION

Serve the general public, all levels of government, and the academic community, by improving ocean literacy and providing the best available science for coastal policy, including: (1) producing and disseminating knowledge regarding world oceans, coastal zones, and watersheds; (2) training future generations of oceanic and coastal scientists; and (3) enhancing public understanding and stewardship of oceanic and coastal resources.

CORE VALUES

Excellence

We are committed to the pursuit of excellence in all aspects of the academic enterprise, including education, research, innovation and community engagement, that pertain to the world's ocean.

Ethics and Integrity

We are committed to the highest standards of academic integrity, intellectual freedom and the free exchange of ideas.

Diversity

We are committed to the promotion of a community that embraces inclusivity, civil discourse, and consideration of ideas from all segments of society.

Community Engagement

We are committed to promoting the value of marine science, research and education, in its many facets, to citizens of all ages in our state and nation.

Financial Responsibility

We are committed to being wise stewards of taxpayers support via the pursuit of new technologies, innovations and training that facilitate the cost-effective delivery of education and our research to students and community.

GOALS and ACTIONS

GOAL 1: **Increase regional and national awareness of Dauphin Island Sea Lab (DISL) and its Programs**

- Action 1.1 Increase Congressional and Federal awareness of DISL educational, research, and infrastructure needs.
- Action 1.2: Improve economic and programmatic messaging for legislative and program officer/agency representative visits in Washington and Montgomery.
- Action 1.3: Develop, and implement, an engagement strategic plan that will increase public and academic awareness about DISL programs by 10% each year, over five years, using appropriate social media Key Performance Indicators (KPI's) to track progress.
- Action 1.4: Develop and implement adjustments to the DISL and Estuarium brands to increase institutional and public awareness about the Marine Environmental Sciences Consortium (MESC) mission and DISL value.
- Action 1.5: Improve DISL website functionality to improve timely user access to key information about DISL research, education, and public engagement activities.
- Action 1.6: Increase participation by historically underrepresented or underserved population participants (as defined by the National Science Foundation) in all DISL programs.
- Action 1.7: Host National and Regional Science/Science Education Meeting(s) in lower Alabama.
- Action 1.8: Develop Visiting Scientist Program that can support local research by MESC visiting scientists.
- Action 1.9: Revitalize two-year Marine Scholar Program that attracts and hires emerging marine scientists to conduct original, transformational research for a period of two years.
- Action 1.10: Increase DISL engagement with MESC marine scientists and educators.
- Action 1.11 Increase teaching opportunities for MESC faculty in summer school sessions.
- Action 1.12: Foster interactions between DISL faculty and staff, and non-science audiences such as K-12 students and teachers, community clubs and organizations, and other members of the public.
- Action 1.13: Involve DISL Scientists in University Programs (UP) Summer Program recruiting efforts via presentation of 5 seminars, and summer school overviews each year at MESC-member schools.

GOAL 2: **Achieve growth across the full spectrum of educational and research programs**

- Action 2.1 Develop a Facilities Master Plan.
- Action 2.2: Acquire support for improved infrastructure that promotes a thriving DISL research and teaching enterprise.
- Action 2.3: Add faculty that fill key gaps in research and education University Programs and Discovery Hall Programs.
- Action 2.4: Increase scholarly and creative contributions.
- Action 2.5: Increase institutional level research partnerships.
- Action 2.6: Strategically grow undergraduate and Discovery Hall Programs (DHP) enrollment without sacrificing classroom quality or success or increasing resident DISL faculty teaching loads.

- Action 2.7: Create opportunities for directed study research for undergraduates annually during the fall and spring semesters.
- Action 2.8: Improve DISL support staff ability to achieve professional goals via increased training and professional certifications.
- Action 2.9: Extend technical assistance to state and federal environmental and natural resource management agencies.
- Action 2.10: Improve WIFI bandwidth to facilitate improved access to internet resources that can improve research and educational opportunities.
- Action 2.11: Develop policies that recognize, and incentivize excellence in research and advisement for Senior Marine Scientist IIIs (e.g., Eminent Scholar Program).
- Action 2.12 Review and revise Principal Investigator Policies.
- Action 2.13 Develop Post Doctoral Scientist Policy.
- Action 2.14 Re-establish Vessel Advisory Committee.
- Action 2.15 Establish Technical Support Advisory Committee.

GOAL 3: Grow DISL Aquarium attendance and revenue by 40%

- Action 3.1: Develop regional marketing plan to reach target attendance level through print, broadcast, digital and other media.
- Action 3.2: Effectively communicate the results of DISL research to public audiences via the employment of a DHP educator who will assist in transmitting messages from DHP and UP to the public in the “Aquarium”.
- Action 3.3: Develop a plan to better showcase/highlight ocean science education and research activities in the public aquarium.
- Action 3.4: Request that Alabama Legislature declare DISL aquarium the “Aquarium of Alabama” or “Alabama’s Coastal Aquarium” to position it for possible funding opportunities.
- Action 3.5: Increase collaborations and partnerships with other environmental /science organizations in the state that can promote DISL research and education programs.
- Action 3.6: Increase the total number of advanced technology interactive science education stations to 6.

GOAL 4: Enhance and expand research and infrastructure support and services to support the new mission.

- Action 4.1: Deliver a balanced operating budget each year.
- Action 4.2: Improve organizational communication.
- Action 4.3: Reduce losses of employee hours away from the workplace.
- Action 4.4: Reduce impacts of support equipment replacement and service contracts on operating budget.
- Action 4.5: Improve efficiency and effectiveness of campus-wide support processes.
- Action 4.6: Embrace new technologies to gain efficiencies in facilities, vehicles and vessels scheduling and billing.
- Action 4.7: Review employee benefits packages to reduce potential redundancies between DISL benefits and those offered employees via federal and state programs.

- Action 4.8: Adopt practices that reduce paper and plastic usage on the DISL campus.
- Action 4.9: Use ratio analysis to help assess financial health and that resources are allocated appropriately.
- Action 4.10: Long range financial planning.
- Action 4.11: Insure staffing aligns to strategic goals.
- Action 4.12: Long range planning to address asset management.

GOAL 5: Increase private gift support

- Action 5.1: Create, fund, and staff a full service development team.
- Action 5.2: Establish and promote a Development and Foundation Office in Mobile.
- Action 5.3: Create and implement a comprehensive set of Development Policies and Procedures.
- Action 5.4: Develop a three-year rolling set of objectives for dollars to be raised, number of donors to be achieved, and number of gifts to be secured each year.
- Action 5.5: Establish a plan to achieve a \$3 million endowment in the DISL Foundation (DISLF).
- Action 5.6: Develop a master priority list of needs for private give support to include facilities, equipment, program support and endowments.

TACTICS, RESPONSIBILITIES, RESOURCES AND TIMELINES

| GOAL 1: Increase regional and national awareness of DISL and its Programs. | | | | | | | |
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| ACTION | TACTICS | LEADERSHIP* | RESOURCES | PRIORITY | TARGET COMPLETION | MEASURE | METRIC |
| 1.1 Increase Congressional and Federal awareness of DISL educational, research, and infrastructure needs. | Conduct one (1) to two (2) visits to Alabama Representative Offices in Washington, D.C. to discuss issues of coastal and lab concern. | Valentine, Stephens | Valentine, Smee, UP Faculty, Miller-Way | High | Annual | Completed Annual Visits to Alabama Representative offices that will be described in a Memorandum for the Record. | Solicit increased support for federal programs that are aligned with DISL strategic plan. |
| | Conduct five (5) Federal Program Office visits to promote the DISL Strategic Plan objectives and to develop relationships that can lead to future education and research funding. | Valentine, Stephens | Valentine, Smee, UP Faculty, Miller-Way | High | Annual | Number of annual visits to Federal Program Officer office will be described in a Memorandum for the Record. | Increased extramural federal funding to support transformational research and education programs for MESC activities on DISL campus. |
| | Attend Conservancy of Ocean Leadership and National Association of Marine Lab Public Policy Meetings in Washington, D.C. | Valentine | Valentine | | Binannual | Described in a memorandum for the record. | Increased extramural federal funding to support transformational research and education programs for MESC activities on DISL campus. |
| | Attend Capitol Hill Ocean Week, in Washington, D.C., evaluate sponsorship opportunities if funding allows. | Valentine | Valentine Smee, UP Faculty, Miller-Way | | Annual | Recognition in materials and event website. | Increased opportunities for research and educational networking leading to potential increase in federal support for education on DISL campus. |

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| 1.2 Improve economic and programmatic messaging for legislative and program officer visits in Washington and Montgomery. | Develop new performance metrics that can be used to accurately present facilities utilization and economic value of DISL to member schools, and to state and national entities and program managers. | Valentine, England, Smee, Dindo, Miller-Way | Epley, Busta, Hoffman, Stephens, Kolleger, UP Faculty, DISLF, Red Square | High | December 2020 | Increased extramural grant and contract awards. | Annually updated economic and programmatic materials for circulation to state and federal agency offices and elected officials. |
| 1.3 Develop, and implement, an engagement strategic plan that will increase public and academic awareness about DISL programs by 10% each year, over five years, using appropriate social media Key Performance Indicators (KPI's) to track progress. | Complete new DISL Promotion video to promote an updated public vision of all DISL Programs for interested public and educational audiences. | Valentine, Levins, Stephens, Miller-Way, Smee | Red Square, Dindo, Mills, England, DISLF, Hassell, MESC Executive Committee, DHP and UP Faculty | High | December 2019 | Delivery of new video to interested audiences. | Now completed. |
| | Implement Red Square Recommendations to develop a revised public relations/marketing plan that leads to a 10% (using Key Performance Indices) annual increase academic and public awareness of DISL programs. | Valentine, Levins, Stephens, Miller-Way, Smee | Dixon, Mills, England, DISLF, Hassell, MESC Executive Committee, DHP and UP Faculty | High | December 2019 | Incremental annual increases in social media KPI's, Estuarium, MEAL, CwC attendance, and Giving. | 10% each year, over five years, using appropriate social media KPI's to track progress. |
| | Complete Virtual DISL Campus Tour that can be distributed by UP and DHP to facilitate future student recruitment to DISL programs and to provide an additional tool that can be used to develop potential donor interest for the development office. | Levins, Mills | Valentine, England, MESC Program Officers, Kollenger | High | Spring 2019 | Delivery of virtual tour. | Now completed. |

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| | Develop a broader list of Key Performance Indices that can track the effectiveness of the updated website and marketing/PR strategies to promote DISL value to the public. | Stephens, Mills, Levins, Latour, Smee, Miller-Way, Dixon | IT Support, UP and DHP Faculty, Development Office Staff | High | December 2019 | Increased public participation in Estuarium attendance, Cocktails with Critters, Marine Environmental Awards Luncheon ticket sales. | Development and deployment of survey to assess public awareness of DISL programs and activities. |
| 1.4 Develop and implement adjustments to the DISL and Estuarium brands to increase institutional and public awareness about the MESC mission and DISL value. | Review and implement recommendations provided by Red Square that improve the DISL and Estuarium brands such that there are significant increases in KPI's annually. | Valentine, Stephens, Hassell, Miller-Way, Smee, Dixon | Red Square, Levins, Mills, England, DISLF, Hassell, MESC Executive Committee | High | December 2019 | Completion of survey leading to increased in relevant list of relevant Key Performance Indices. | Comparable to or exceeding industry accepted KPIs for social media and website, establishing a benchmark for future years. |
| 1.5 Improve DISL website functionality to improve timely user access to key information about DISL research, education, and public engagement activities. | Collect input from UP, DHP, and Estuarium personnel that will provide IT personnel with specific recommendations leading to improved user access to key DISL programmatic components (specifics to follow). | Stephens, Mills, Levins, Latour, Smee, Miller-Way, Dixon | IT Support, UP and DHP Faculty, Development Office Staff | High | December 2019 | Written recommendations from UP, DHP and Estuarium Department Heads. | |
| 1.6 Increase participation by historically underrepresented or underserved population participants (as defined by the National Science Foundation) in all DISL programs. | Use state and national contacts, along with MESC program officers, to develop new strategies that better inform historically underrepresented members of society about DISL opportunities that are available to them, | Smee, Miller-Way, UP Faculty possibly Carmichael, Dorgan | Valentine, NAML, SAML, OBFS, University Programs Faculty, MESC Program Committee, MESC Executive Committee, DISLF | High | December 2023 | Increased participation from underrepresented segments of society in all UP and DHP programs. | Increased underserved student enrollment by 10% or more. |

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| | UP Faculty develop relationships with Historically Black Universities and Colleges (HBUC) Faculty . | MESC Program Committee Officers, UP Faculty | Smee, Kollenger, Valentine, England | High | Annual Visits beginning in Spring 2020 | Number of HBUC campus visits made by UP faculty documented by a Memorandum for the Record. | Completion of 1-2 campus visits annually. |
| | Executive Director will conduct new visits to HBUC-MESC member school President's Offices. | Valentine | Stephens | High | December 2020 | Number of HBUC campus visits made by Executive Director. | Completion of 1-2 campus visits annually. |
| | Invite/host HBUC-MESC member school Presidents and interested faculty to visit/tour the DISL Campus. | Valentine | Stephens, Angelo | High | December 2021 | Number of accepted invitations issued. | Issue 1-2 invitations annually for visits to DISL campus. |
| 1.7 Host National and Regional Science/Science Education meeting(s) in lower Alabama. | Encourage/incentivize members of the UP and DHP faculty to extend invitations to scientific or environmental education societies to host meetings at lower Alabama. | Smee, Miller-Way, UP and DHP Faculty | Valentine, Latour, England, Angelo, Kolleger, IT, Levins, Harbison | Moderate | December 2022 | Number of relevant science meetings hosted. | One national and three regional meetings scheduled. |
| 1.8 Develop Visiting Scientist Program that can support local research by MESC visiting scientists. | Using existing program information (e.g., from Duke Marine Lab, USC Belle Baruch), to develop a DISL Visiting Scientist policy that facilitates links to member MESC schools. | Smee | University Programs Faculty, England, Latour, Valentine, Tech Support, Kolleger | Moderate | Summer 2020 | Identify needed support, and funding opportunities to sustainably support the developed visiting policies. | One to two hosted visiting scientist annually. |
| 1.9 Revitalize the two-year Marine Scholar Program that attracts and hires emerging marine scientists to conduct original, transformational research for a period of two years. | Review, revise/update existing historical DISL Marine Scholars Program policies and support needs. | Smee, Valentine, England | University Programs Faculty, Miller-Way, Tech Support | Moderate | December 2020 | Number of Marine Scholars hosted on the DISL campus. | One to two hosted marine scholars over the life of the strategic plan. |

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| 1.10 Increase DISL engagement with MESC marine scientists and educators. | Using professional contacts within the state to extend invitations to MESC faculty. | Seminar Committee Chair | Valentine, UP Faculty, Miller-Way, Latour, IT Staff, Kolleger, MESC Program Committee | Moderate | Ongoing | Number of seminars presented by MESC-member school faculty. | Minimum of 3 MESC faculty seminar presentations to DISL resident students and faculty annually. |
| 1.11 Increase teaching opportunities for MESC faculty in summer school sessions. | Solicit summer teaching interests from marine faculty in residence at the 23 MESC-member schools around the state. | Smee, Valentine, Heck | MESC Program Committee, UP Faculty | Moderate | Ongoing | Classes taught by faculty from MESC-member schools. | Minimum of 10 MESC faculty recruited to teach in summer programs. |
| 1.12 Foster interactions between DISL faculty and staff and, non-science audiences such as K-12 students and teachers, community clubs and organizations, and other members of the public. | Increase budgetary support for continued participation in state and regional, community outreach events (e.g., regional and state science fairs) relevant to DISL's mission. Develop programs to also promote DISL image during 4 important environmental celebrations (e.g. World Oceans Day, National Estuary Day) both at the "Aquarium" and surrounding community. | Valentine, Miller-Way, Smee, Levins | UP, DHP faculty, Estuarium, England, DISLF | Moderate | Ongoing | | Participate in 5-10 outreach events in the community. |
| 1.13 Involve DISL Scientists in UP Summer Program recruiting efforts via presentation of seminars, and summer school overviews each year, at MESC-member schools. | Work with MESC Program Officers to schedule DISL Faculty Visits to MESC home campuses to meet students and interested faculty to engage with the MESC Summer Program and potential research initiatives. | Smee, UP Faculty | MESC Program Committee | Moderate | Begin Spring 2020, and each year afterwards. | Number of campus visits to MESC-member school campuses made by UP faculty. | Minimum of 3 to 5 recruiting visits per year. |

GOAL 2: Achieve growth across the full spectrum of educational and research programs.

| ACTION | TACTICS | LEADERSHIP | RESOURCES | PRIORITY | TARGET COMPLETION | MEASURE | METRIC |
|---|--|--|--|----------|--------------------------------|--|---|
| 2.1 Develop a Facilities Master Plan. | Identify, and employ a yet to be identified engineering firm that can develop a current and future facilities master plan | Valentine, McBride, Smee, Miller-Way | England, All Support Departments | High | Summer 2020 | Completion of a facilities master plan (proposal in hand). | Final report. |
| 2.2 Acquire support for improved infrastructure that promotes a thriving DISL research and teaching enterprise. | Develop funding strategies and tactics that will lead to the construction of a 1) new modern office and laboratory facility, 2) new research vessel that can support large trawl activities and provide overnight capabilities, 3) new recirculating wet lab that will allow climate change, ocean acidification, hypoxia and eutrophication experimentation, and 4) a new STEM Center for education. | Valentine, England, Hassell | DISLF, Busta, UP Faculty, McBride, Tech, Support, possibly Harper, Dindo | High | December 2024 | | Four funded infrastructure proposals. |
| | Acquire USCG property adjacent to the DISL campus to sustain future infrastructure growth. | Valentine, Gailliard, Pipes, and England | Shelby and Byrne Offices | High | Ongoing | | Awarded ownership of the USCG Recreational property. |
| | Monitor Federal DRMO program (https://www.gsa.gov/buying-selling/government-property-for-sale-or-disposal/personal-property-for-reuse-sale/for-state-agencies-and-public-orgs/eligible-organizations-and-activities) | Tech Support, McBride, Smee, Valentine | Shelby and Byrnes Offices as needed | High | Ongoing beginning January 2019 | Identification of priority needs. | Acquisition of federal surplus equipment that fill critical DISL needs. |

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| | & http://www.dla.mil/DispositionServices/Offers/Reutilization.aspx) to identify federal surplus materials and equipment that could be used to support achieving Action 2.2. | | | | | | |
| 2.3 Add faculty that fill key gaps in research and education in University Programs and Discovery Hall Programs. | Develop strategies that will lead to increased diversification of DISL faculty composition and skills. | Smee, Miller-Way, UP and DHP Faculty | England, possibly MESC Program Committee | High | December 2023 | Via faculty retreats, identify, and later develop a process that will fill key DISL faculty gaps in areas of significance. | Complete two hires in UP; one new hire in DHP. |
| 2.4 Increase scholarly and creative contributions. | Identify new sources of extramural funding from all major sources (both from private and government sectors) that can lead to new support for transformational teaching and research. | Smee, University Programs, Valentine, Miller-Way | England, Finance Department, Hassell | Moderate | December 2023 | Change in extramural funding. | Increased extramural funding by 20% over the past 5 year running average. |
| 2.5 Increase institutional level research partnerships. | Use professional contacts with colleagues, government program officers and NGO's to develop, and implement, new research opportunities for DISL faculty and students via institutional agreements (e.g., MOU's). | Smee, Valentine | University Programs, MS-AL SGC, NGI, ACE, NPS, NOAA, EPA, possible MESC Program Committee | Moderate | December 20, 2024 | Increased numbers of research partnerships. | Partnerships increased to 2 to 6. |
| 2.6 Strategically grow undergraduate and DHP enrollment without sacrificing classroom quality or success or increasing resident DISL faculty teaching loads. | Develop strategies that will allow increased diversification of students in existing DISL programs and promote national recruitment to new courses. | Smee, Miller-Way | University Programs Faculty, MESC Program Committee, MESC Executive Committee | Moderate | December 2022 | Increased annual undergraduate and DHP enrollment. | A 10% increase in undergraduate credit hours. |

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| 2.7 Create opportunities for directed study research for undergraduates annually during the fall and spring semesters. | Recruit undergraduates nationally, develop new MOUs, use existing course promotions, and newly developed courses to develop this undergraduate initiative. | Smee | Recruit from meetings, online, advertisements, and professional collaboration, develop MOUs with schools outside of AL, expand undergrad offerings into fall and spring | Moderate | December 2021 | Increased number of undergraduate interns on the DISL campus during the academic year. | 5 undergraduate research opportunities for directed studies. |
| 2.8 Improve DISL staff ability to achieve professional goals via increased training and professional certifications. | During departmental annual review process, identify department professional needs for additional training. | All Department Heads, Valentine | Professional Training Consultants, Shaw | Moderate | Annually/ongoing | | Completed list of departmental recommendations. |
| | Repeat campus-wide active shooter training for faculty, staff and students using professional training consultants | Valentine | Stephens, Shaw, USA/DI Police Chiefs | Moderate | Biannually | Availability of training opportunities. | 100% employee course completion. |
| | Repeat faculty, staff and student online Title IX training, drug and alcohol abuse, active shooter using training consultants. | Valentine | Stephens, Mills | Moderate | Biannually | Availability of training opportunities. | 100% employee course completion. |
| 2.9 Extend technical assistance to state and federal environmental and natural resource management agencies. | Increase number of coastal ecosystem public forums organized by DISL. | University Programs Faculty and Staff | Valentine, Latour, Angelo, Yokel, Swann | Moderate | 2023 | Number of public forums hosted. | Host 5 public forums over the next 5 years. |

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| 2.10 Improve Wi-Fi bandwidth to facilitate improved access to internet resources that can improve research and educational opportunities. | Continue to lobby the governor's office to allow new technology/cable to the DI Bridge that will allow improved WIFI capacity (now completed and waiting on infrastructure installation). | Valentine, Smea, Miller-Way, Mills | Mayor Collier. IT Staff, Facilities Department possibly UP Faculty | Moderate | December 2020 | Fiber installed over DI bridge. | Completed April 2019. |
| 2.11 Develop policies that recognize, and incentivize excellence in research and advisement for Senior Marine Scientist III's (e.g. Eminent Scholar Program). | Begin discussions, and identify funding sources, during UP faculty retreat that lead to the development of a financially sustainable program that recognizes excellence in teaching and research for SMS III scientists. | Smea, UP Faculty | Valentine, England, Heck, possibly Dixon, Levins, Mills | Moderate | December 2020 | Completion of written policies/recommendations for the establishment of an Eminent Scholars Program. | Award of 3 faculty incentive awards for advisement and research. |
| 2.12 Review and revise Principal Investigator Policies. | Begin discussions, and identify funding sources, during UP faculty retreat that lead to the development of updated Principal Investigator grant submission and accountability policies. | Smea, representative Faculty, England, Valentine | Chronister, Heck, Powers | Moderate | December 2019 | | Completion of written policies/recommendations for updated grant submissions and accountability policies. |
| 2.13 Develop Post Doctoral Scientist Policy. | Form UP faculty committee to develop DISL updated Postdoctoral Investigator policies. | Smea, representative Faculty, England, Valentine | Chronister, Heck, Powers | Moderate | December 2019 | | Completion of written policies/recommendations for the establishment of postdoctoral investigator policies. |
| 2.14 Re-establish Vessel Advisory Committee. | Re-establish Vessel Advisory Committee to review and make quarterly recommendations related to vessel scheduling, and repair/update recommendations. | Smea, Miller-Way, McBride, representative UP and DHP Faculty, Valentine | England, Tech Support, Vessels | Moderate | December 2019 | Quarterly review of vessel schedule and repair recommendations. | Minimum of four committee meetings per year. |

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| 2.15 Establish Technical Support Advisory Committee. | Establish Technical Support Advisory Committee to review and make quarterly recommendations related to services provided to faculty and students in University Programs. | Smee, UP Faculty | England, McBride, Valentine | Moderate | December 2019 | Appoint committee to represent UP faculty and students and Tech Support staff. | Minimum of four committee meetings per year. |
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GOAL 3: Grow DISL Aquarium attendance and revenue by 40%.

| ACTION | TACTICS | LEADERSHIP | RESOURCES | PRIORITY | TARGET COMPLETION | MEASURE | METRIC |
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| 3.1 Develop regional marketing plan to reach target attendance level. | Engage with local professionals, and advertising agencies to develop a marketing plan than increases aquarium attendance to levels originally projected during the funding development plan (see Action Item 1.2). | Valentine, England, Dixon | Red Square, Mobile Chamber of Commerce, Other regional attractions | High | August 2019 | Estuarium attendance. | 40% growth in attendance over five years. |
| 3.2 Effectively communicate the results of DISL research to public audiences via the employment of a DHP educator who will assist in transmitting messages to the public in “Aquarium”. | Create job description and identify source of funding for position. Training to be provided by Discovery Hall Programs. | Dixon, Miller-Way | Valentine | High | December 2020 | | 1 educator hired. |
| | Develop cell phone self-guided tours of major exhibits in Aquarium. | Miller-Way, M. Graeber, Mills, Dixon | UP Faculty, DHP Faculty | High | December 2020 | | Completion of self-guided tours. |
| 3.3 Develop a plan to better showcase/highlight ocean science education and research activities in the public aquarium. | Re-establish Estuarium Advisory Committee which should be comprised of representatives from the Aquarium, University Programs and Discovery Hall Programs to better facilitate the presentation of DISL education and research, ocean science discoveries and reflection on human impacts. | Valentine, Dixon, Miller-Way, Smee | UP Faculty | High | December 2021 | Improved appearance in original exhibits. | Original exhibitry renovated/modernized within two years. |

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| 3.4 Request that Alabama Legislature declare DISL Aquarium the “Aquarium of Alabama” to position it for possible funding opportunities. | Meetings with Chip Brown, David Sessions to discuss introduction of legislation. | Dindo, Valentine | Harper, Rep. David Sessions | Moderate | December 2021 | Introduction of appropriate legislation to achieve goal. | . |
| 3.5 Increase the total number of advanced technology interactive science education stations to 6. | Identify ocean science topic areas, technological approaches and funding sources to support the acquisition of additional interactive educational exhibits. | Dindo, Dixon, Miller-Way, DHP | Hassell, Valentine, DISLF | Moderate | December 2020 | | |

GOAL 4: Enhance and expand research and infrastructure support and services to support the new mission.

| ACTION | TACTICS | LEADERSHIP | RESOURCES | PRIORITY | TARGET COMPLETION | MEASURE | METRIC |
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| 4.1 Deliver a balanced operating budget each year. | Conduct zero-based budgeting exercise with senior administration to identify expenditure targets annually. | England, Valentine, | Smee, Miller-Way, McBride, Harbison | High | December 2019-2024 | Budget expenditures and revenues. | Reduced annual expenses by 10% over baseline FY 2018 expenses. |
| | Conduct annual review of programmatic charges and fees to ensure operational costs are matched by user fees. | England, Valentine, | Smee, Miller-Way, McBride, Harbison | | | | Programmatic fees cover operational expenses. |
| | Conduct comprehensive energy audit. | Valentine, England, McBride | Staff | Moderate | December 2020 | Completed report. | Reduce non-renewable energy usage by 20%. |
| 4.2 Improve organizational communication. | Provide online communication training for staff and department heads to facilitate campus-wide coordination of mission objectives. | Stephens, Valentine, Miller-Way, Smee, England | Busta, Hoffman | High | Annually/ongoing | | 100% completion by identified staff and department heads. |
| 4.3 Reduce losses of employee hours away from the workplace. | Conduct annual safety review and training as needed. | Linn, Stephens, McBride, England | USA Safety Officers, Shaw | High | Annually/ongoing | | Completion of quarterly safety committee recommendations. |

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| 4.4 Reduce impacts of support equipment replacement and service contracts on operating budget. | Establish new policies that will help to defray impacts of equipment and vessel repairs and replacements along with service contracts on DISL O and M. | England, Smee, Linn | McBride, Valentine | High | January 2019 | | Repair and replacement contingency fund balance. |
| 4.5 Improve efficiency and effectiveness of campus-wide support processes | Survey all support departments by users to identify where improvements are needed, and investigate processes and solutions to address the problems identified | All DISL Department Heads | Staff, Business Consultant | Moderate | December 2022 | Comprehensive review of the DISL organizational structure and operations. | Develop a prioritized list of recommendations to improve campus-wide support processes. |
| 4.6 Embrace new technologies to gain efficiencies in facilities, vehicles, and vessels scheduling and billing. | Identify paperless solutions for a more streamlined scheduling, usage, and billing of DISL assets with the intention of reducing redundancy, automating some labor intensive functions and increasing overall efficiency. | England, LaTour, Smee, McBride, Miller-Way, Valentine | Staff, Business Consultant | Moderate | June 2020 | Reduce paper usage. | 30% Reduction in paper ordered for scheduling and billing. |
| 4.7 Review employee benefit packages to reduce potential redundancies between DISL benefits and those offered employees via federal and state programs. | Benchmark benefit package with member schools to ensure we are comparable and not overspending on non-essential items. | England, Shaw, Smee, McBride, Miller-Way, Valentine | Staff, Business Consultant | Moderate | August 2019 | | Comprehensive employee benefit package review. |
| 4.8 Adopt practices that reduce paper and plastic usage on the DISL campus. | Incorporate recycled and biodegradable products in our day-to-day activities. | Valentine, Miller-Way, Harbison, England | Facilities, Cafeteria Staff | Moderate | December 2020 | | Reduction of paper and plastic product purchases by 30% annually. |

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| 4.9 Use ratio analysis to help assess financial health and that resources are allocated appropriately. | Identify pertinent financial ratios that will allow management to make data driven decisions, use debt wisely and allocate resources to strategic initiatives. | England, Valentine | Benchmarking, National Assoc. of College and University Business Officers (NACUBO), Hoffman | High | Ongoing | | Balanced Budget ratio, Primary Reserve ratio, Net operating reserves ratio, etc. |
| 4.10 Long range financial planning. | Implement multi year financial forecasting plan to facilitate better planning regarding resource allocation. | England, Valentine, Smee, Miller-Way, Dixon | Valentine, England | High | Ongoing-Annual revisions | | Identify where resources will be needed to meet future demand. |
| 4.11 Ensure staffing aligns to strategic goals. | Inventory staff to ensure we are adequately staffed in areas that advance strategic goals; realign underutilized and overstaffed areas to support strategic goals. | England, Smee, Miller-Way, Dindo Valentine | Valentine, England, benchmarking | High | December 2019 | | Identification of Ratio of support positions to mission critical positions. |
| 4.12 Long range planning to address asset management. | Identify and evaluate all physical assets, including equipment, vessels, vehicles, buildings and their components noting condition, repair needs and estimated replacement date to facilitate the ability to budget for necessary repairs and replacement. | England, Valentine, McBride, Smee Miller-way, Dixon | England, McBrid, Smee, Miller-Way | High | December 2019 | | Status update on the condition of assets, utilization of those assets, age of Facility ratio. |

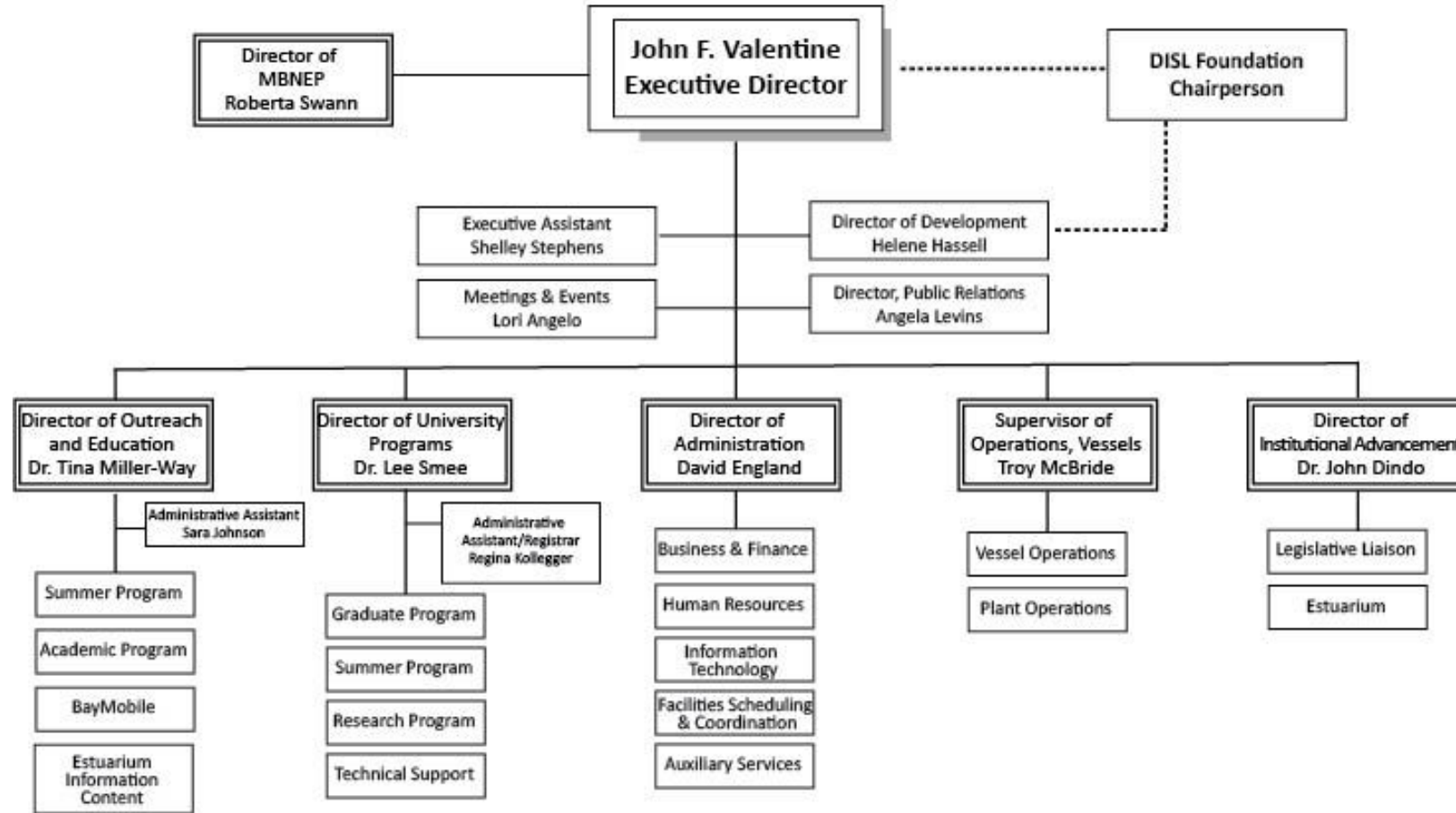
GOAL 5: Increase private gift support.

| ACTION | TACTICS | LEADERSHIP | RESOURCES | PRIORITY | TARGET COMPLETION | MEASURE | METRIC |
|--|--|-----------------------------|--------------|----------|-------------------|---------|---|
| 5.1 Create, fund, and staff a full service development team. | Create job description, advertise, and conduct employee search. | Hassell, England, Valentine | Busta, DISLF | High | January 2019 | | Hire Director, Assistant Director, and Administrative Assistant for Development Office. |
| 5.2 Establish and promote a Development and Foundation Office in Mobile. | Identify suitable office location. | Hassell, England, Valentine | Busta, DISLF | High | January 2019 | | Secure and outfit Development Office. |
| 5.3 Create and implement a comprehensive set of Development Policies and Procedures. | Create document that describes DISL Development Office policies and procedures for giving. | Hassell, England, Valentine | Busta, DISLF | | January 2019 | | Completion of Policy and Procedures. |
| 5.4 Develop a three-year rolling set of objectives for dollars to be raised, number of donors to be achieved, and number of gifts to be secured each year. | Y1 based on 3 year rolling avg increase donors by 20%, Dollars Raised by 10% and Number of gifts by 5% Y2 based on Y1 increase donors by 5%, Dollars Raised by 10% and Number of gifts by 10% Y3 based on Y2 increase donors by 5%, Dollars Raised by 10% and Number of gifts by 10% | Hassell, England, Valentine | Busta | High | January 2019 | | Increase by 10% annually over 2018 baseline. |

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| 5.5 Establish a plan to achieve a \$3 million endowment in the DISL Foundation. | 1. Determine the current Endowment Level. Determine the Difference needed between the goal amount and the current balance 2. Based on the Needs List determine which priorities require an endowment 3. Based on the three-year rolling average goal determine what percentage will be attempted to be raised for endowment. 4. Determine endowment priorities and goals for each year. | Hassell, DISLF | Valentine | High | TBD | | Completion of plan with action items and milestones. |
| 5.6 Develop a master priority list of needs for private give support to include facilities, equipment, program support and endowments. | Solicit and prioritize requests for support from UP, DHP, and facilities. | Hassell, All Department Heads | Valentine, DISLF | High | January 2019 | | Production of list of prioritized requests for potential donors. |

* see Appendix A for DISL Employee Departmental Responsibilities

Dauphin Island Sea Lab



Revised January 2019

| Strategic Planning Heat Map | | | | | | |
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| GOAL 1: Increase regional and national awareness of DISL and its Programs. | | | | | | |
| ACTION | TACTICS | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
| 1.1 Increase Congressional and Federal awareness of DISL educational, research, and infrastructure needs. | Conduct one (1) to two (2) visits to Alabama Representative Offices in Washington, D.C. to discuss issues of coastal and lab concern. | | | | | |
| | Conduct five (5) Federal Program Office visits to promote the DISL Strategic Plan objectives and to develop relationships that can lead to future education and research funding. | | | | | |
| | Attend Conservancy of Ocean Leadership and National Association of Marine Lab Public Policy Meetings in Washington, D.C. | | | | | |
| | Attend Capitol Hill Ocean Week, in Washington, D.C., evaluate sponsorship opportunities if funding allows. | | | | | |
| 1.2 Improve economic and programmatic messaging for legislative and program officer visits in Washington and Montgomery. | Develop new performance metrics that can be used to accurately present facilities utilization and economic value of DISL to member schools, and to state and national entities and program managers. | | | | | |

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| 1.3 Develop, and implement, an engagement strategic plan that will increase public and academic awareness about DISL programs by 10% each year, over five years, using appropriate social media Key Performance Indicators (KPI's) to track progress. | Complete new DISL Promotion video to promote an updated public vision of all DISL Programs for interested public and educational audiences. | | | | | |
| | Implement Red Square Recommendations to develop a revised public relations/marketing plan that leads to a 10% (using Key Performance Indices) annual increase academic and public awareness of DISL programs. | | | | | |
| | Complete Virtual DISL Campus Tour that can be distributed by UP and DHP to facilitate future student recruitment to DISL programs and to provide an additional tool that can be used to develop potential donor interest for the development office. | | | | | |
| | Develop a broader list of KPI's that can track the effectiveness of the updated website and marketing/PR strategies to promote DISL value to the public. | | | | | |
| 1.4 Develop and implement adjustments to the DISL and Estuarium brands to increase institutional and public awareness about the MESC mission and DISL value. | Review and implement recommendations provided by Red Square that improve the DISL and Estuarium brands such that there are significant increases in KPI's annually. | | | | | |
| 1.5 Improve DISL website functionality to improve timely user access to key information about DISL research, education, and public engagement activities. | Collect input from UP and DHP personnel that will provide IT personnel with specific recommendations leading to improved user access to key DISL programmatic components (specifics to follow). | | | | | |

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| 1.6 Increase participation by historically underrepresented or underserved population participants (as defined by the National Science Foundation) in all DISL programs by 10% or more. | Use state and national contacts, along with MESC program officers, to develop new strategies that better inform historically underrepresented members of society about DISL opportunities that are available to them. | | | | | |
| | UP Faculty develop relationships with Historically Black Universities and Colleges (HBUC) Faculty via 2 campus visits each year. | | | | | |
| | Executive Director will conduct new visits to HBUC-MESC member school President's Offices (2 each year). | | | | | |
| | Invite/host HBUC-MESC member school Presidents and interested faculty to visit/tour the DISL Campus. | | | | | |
| 1.7 Host National and Regional Science/Science Education meeting(s) in lower Alabama. | Encourage/incentivize members of the UP and DHP faculty to extend invitations to scientific or environmental education societies to host meetings at lower Alabama. | | | | | |
| 1.8 Develop Visiting Scientist Program that can support local research by MESC visiting scientists | Using existing program information (e.g., from Duke Marine Lab, USC Belle Baruch), to develop a DISL Visiting Scientist policy that facilitates links to member MESC schools. | | | | | |
| 1.9 Revitalize two-year marine scholar program that attracts and hires one-two (1-2) emerging marine scientists to conduct original, transformational, research for a period of two years. | Review, revise/update existing historical DISL Marine Scholars Program policies and support needs. | | | | | |

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| 1.10 Increase DISL engagement with the MESC marine scientists and educators. | Using professional contacts within the state to extend invitations to MESC faculty. | | | | | |
| 1.11 Increase teaching opportunities for MESC faculty in summer school sessions. | Solicit summer teaching interests from marine faculty in residence at the 23 MESC-member schools around the state. | | | | | |
| 1.12 Foster interactions between DISL faculty and staff and, non-science audiences such as K-12 students and teachers, community clubs and organizations, and other members of the public. | Increase budgetary support for continued participation in state and regional, community outreach events (e.g., regional and state science fairs) relevant to DISL’s mission. Develop programs to also promote DISL image during 4 important environmental celebrations (e.g. World Oceans Day, National Estuary Day) both at the “Aquarium” and surrounding community. | | | | | |
| Action 1.13 Involve DISL Scientists in UP Summer Program recruiting efforts via presentation of seminars, and summer school overviews each year, at MESC-member schools. | Work with MESC Program Officers to schedule DISL Faculty Visits to MESC home campuses to meet students and interested faculty to engage with the MESC Summer Program and potential research initiatives. | | | | | |

| Strategic Planning Heat Map | | | | | | |
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| GOAL 2: Achieve growth across the full spectrum of educational and research programs. | | | | | | |
| ACTION | TACTICS | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
| 2.1 Develop a Facilities Master Plan. | Identify, and employ a yet to be identified engineering firm that can develop a current and future facilities master plan. | | | | | |
| 2.2 Acquire support for improved infrastructure that promotes a thriving DISL research and teaching enterprise. | Develop funding strategies and tactics that will lead to the construction of a 1) new modern office and laboratory facility, 2) new research vessel that can support large trawl activities and provide overnight capabilities, 3) new recirculating wet lab that will allow climate change, ocean acidification, hypoxia and eutrophication experimentation, and 4) a new STEM Center for education. | | | | | |
| | Acquire USCG property adjacent to the DISL campus to sustain future infrastructure growth. | | | | | |
| | Monitor Federal DRMO program (https://www.gsa.gov/buying-selling/government-property-for-sale-or-disposal/personal-property-for-reuse-sale/for-state-agencies-and-public-orgs/eligible-organizations-and-activities & http://www.dla.mil/DispositionServices/Offers/Reutilization.aspx) to identify federal surplus | | | | | |

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| | materials and equipment that could be used to support achieving Action 2.2. | | | | | |
| | Review applicability of NSF funding opportunities that could aid in achieving Action 2.2 (e.g., Infrastructure Capacity for Biology (ICB) and Improvements to Biological Field Stations and Marine Laboratories). | | | | | |
| 2.3 Add faculty that fill key gaps in research and education in University Programs and Discovery Hall Programs. | Develop strategies that will lead to increased diversification of DISL faculty composition and skills. | | | | | |
| 2.4 Increase scholarly and creative contributions. | Identify new sources of extramural funding from all major sources (both from private and government sectors) that can lead to new support for transformational teaching and research. | | | | | |
| 2.5 Increase institutional level research partnerships. | Use professional contacts with colleagues, government program officers and NGO's to develop, and implement, new research opportunities for DISL faculty and students via institutional agreements (e.g., MOU's). | | | | | |
| 2.6 Strategically grow undergraduate and DHP enrollment without sacrificing classroom quality or success or increasing resident DISL faculty teaching loads. | Develop strategies that will allow increased diversification of students in existing DISL programs and promote national recruitment to new courses. | | | | | |

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| 2.7 Create opportunities for directed study research for undergraduates annually during the fall and spring semesters. | Recruit undergraduates nationally, develop new MOUs, use existing course promotions, and newly developed courses to develop this undergraduate initiative. | | | | | |
| 2.8 Improve DISL staff ability to achieve professional goals via increased training and professional certifications. | During departmental annual review process, identify department professional needs for additional training. | | | | | |
| | Repeat campus-wide active shooter training for faculty, staff and students using professional training consultants. | | | | | |
| | Repeat faculty, staff and student online Title IX training, drug and alcohol abuse, active shooter using training consultants. | | | | | |
| 2.9 Extend technical assistance to state and federal environmental and natural resource management agencies. | Increase number of coastal ecosystem public forums organized by DISL. | | | | | |
| 2.10 Improve Wi-Fi bandwidth to facilitate improved access to internet resources that can improve research and educational opportunities. | Continue to lobby the governor's office to allow new technology/cable to the DI Bridge that will allow improved WIFI capacity (now completed and waiting on infrastructure installation). | | | | | |

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| 2.11 Develop policies that recognize, and incentivize excellence in research and advisement for Senior Marine Scientist III's (e.g. Eminent Scholar Program). | Begin discussions, and identify funding sources, during UP faculty retreat that lead to the development of a financially sustainable program that recognizes excellence in teaching and research for SMS III scientists. | | | | | |
| 2.12 Review and Revise Principal Investigator Policies. | Begin discussions, and identify funding sources, during UP faculty retreat that lead to the development of updated Principal Investigator grant submission and accountability policies. | | | | | |
| 2.13 Develop Post Doctoral Scientist Policy. | Form UP faculty committee to develop DISL updated Postdoctoral Investigator policies. | | | | | |
| 2.14 Re-establish Vessel Advisory Committee. | Re-establish Vessel Advisory Committee to review and make quarterly recommendations related to vessel scheduling, and repair/update recommendations. | | | | | |
| 2.15 Establish Technical Support Advisory Committee. | Establish Technical Support Advisory Committee to review and make quarterly recommendations related to services provided to faculty and students in University Programs. | | | | | |

| Strategic Planning Heat Map | | | | | | |
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| GOAL 3: Grow DISL Aquarium attendance and revenue by 40%. | | | | | | |
| ACTION | TACTICS | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
| 3.1 Develop regional marketing plan to reach target attendance level. | Engage with local professionals, and advertising agencies to develop a marketing plan than increases aquarium attendance to levels originally projected during the funding development plan (see Action Item 1.2). | | | | | |
| 3.2 Effectively communicate the results of DISL research to public audiences via the employment of a DHP educator who will assist in transmitting messages to the public in “Aquarium”. | Create job description and identify source of funding for position. Training to be provided by Discovery Hall Programs. | | | | | |
| | Develop cell phone self-guided tours of major exhibits in Aquarium. | | | | | |
| 3.3 Develop a plan to better showcase/highlight ocean science education and research activities in public aquarium. | Re-establish Estuarium Advisory Committee which should be comprised of representatives from the Aquarium, University Programs and Discovery Hall Programs to better facilitate the presentation of DISL education and research, ocean science discoveries and reflection on human impacts. | | | | | |

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| 3.4 Request that Alabama Legislature declare DISL Aquarium the “Aquarium of Alabama” to position it for possible funding opportunities. | Meetings with Chip Brown, David Sessions to discuss introduction of legislation. | | | | | |
| Action 3.5 Increase the total number of advanced technology interactive science education stations to 6. | Identify ocean science topic areas, technological approaches and funding sources to support the acquisition of additional interactive educational exhibits. | | | | | |

| Strategic Planning Heat Map | | | | | | |
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| GOAL 4: Enhance and expand research and infrastructure support and services to support the new mission. | | | | | | |
| ACTION | TACTICS | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
| Action 4.1 Deliver a balanced operating budget each year. | Conduct zero-based budgeting exercise with senior administration to identify expenditure targets annually. | | | | | |
| | Conduct annual review of programmatic charges and fees to ensure operational costs are matched by user fees. | | | | | |
| | Conduct comprehensive energy audit. | | | | | |
| 4.2 Improve organizational communication. | Provide online communication training for staff and department heads to facilitate campus-wide coordination of mission objectives. | | | | | |
| 4.3 Reduce losses of employee hours away from the workplace. | Conduct annual safety review and training as needed. | | | | | |
| 4.4 Reduce impacts of support equipment replacement and | Establish new policies that will help to defray impacts of equipment and vessel repairs and replacements along with service contracts on DISL O and M. | | | | | |

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| service contracts on operating budget. | | | | | | |
| 4.5 Improve efficiency and effectiveness of campus-wide support processes. | Survey all support departments by users to identify where improvements are needed, and investigate processes and solutions to address the problems identified. | | | | | |
| 4.6 Embrace new technologies to gain efficiencies in facilities, vehicles, and vessels scheduling and billing. | Identify paperless solutions for a more streamlined scheduling, usage, and billing of DISL assets with the intention of reducing redundancy, automating some labor intensive functions and increasing overall efficiency. | | | | | |
| 4.7 Review employee benefit packages to reduce potential redundancies between DISL benefits and those offered employees via federal and state programs. | Benchmark benefit package with member schools to ensure we are comparable and not overspending on non-essential items. | | | | | |
| 4.8 Adopt practices that reduce paper and plastic usage on the DISL campus. | Incorporate recycled and biodegradable products in our day-to-day activities. | | | | | |
| Action 4.9 Use ratio analysis to help assess financial health and that resources are allocated appropriately. | Identify pertinent financial ratios that will allow management to make data driven decisions, use debt wisely and allocate resources to strategic initiatives. | | | | | |

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| 4.10 Long range financial planning | Implement multi year financial forecasting plan to facilitate better planning regarding resource allocation. | | | | | |
| 4.11 Insure staffing aligns to strategic goals. | Inventory staff to ensure we are adequately staffed in areas that advance strategic goals; realign underutilized and overstaffed areas to support strategic goals. | | | | | |
| 4.12 Long range planning to address asset management. | Identify and evaluate all physical assets, including equipment, vessels, vehicles, buildings and their components noting condition, repair needs and estimated replacement date to facilitate the ability to budget for necessary repairs and replacement. | | | | | |

| Strategic Planning Heat Map | | | | | | |
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| GOAL 5: Increase private gift support. | | | | | | |
| ACTION | TACTICS | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
| 5.1 Create, fund, and staff a full service development team. | Create job description, advertise, and conduct employee search. | | | | | |
| 5.2 Establish and promote a Development and Foundation Office in Mobile. | Identify suitable office location. | | | | | |
| 5.3 Create and implement a comprehensive set of Development Policies and Procedures. | Create document that describes DISL Development Office policies and procedures for giving. | | | | | |
| 5.4 Develop a three-year rolling set of objectives for dollars to be raised, number of donors to be achieved, and number of gifts to be secured each year | Done | | | | | |

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| 5.5 Establish a plan to achieve a \$5 million endowment in the DISL Foundation. | TBD | | | | | |
| 5.6 Develop a master priority list of needs for private give support to include facilities, equipment, program support and endowments. | Solicit and prioritize requests for support from UP, DHP, and facilities. | | | | | |