

The COSEE Network Strategic Business Plan

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Mission - Our Collective Purpose

Engaging scientists and educators to transform ocean sciences education for all

- Bringing current scientific research into education
- Actively engaging scientists in the education process
- Bringing the nature of science to educators
- Presenting the ocean in an Earth system perspective
- Engaging informal and formal education and public audiences in the ocean science enterprise

Values - What We Stand For

Excellence

- We are strategic visionaries, leaders and catalysts for change.
- We are passionate and tenacious about delivering quality results that matter to the world.
- We are committed to the generation and dissemination of new knowledge.

Collaboration

- We recognize the value of diversity and the power of our collective work.
- We create a “bridge” between industry, research scientists, educators and the public.
- We build strong partnerships to leverage greater outcomes than we could achieve alone.

Innovation

- We embrace natural curiosity and inspire transformative learning.
- We encourage risk-taking that leads to new ideas and novel solutions.
- We use creative means to broaden participation.

Vision - Our Picture of the Ideal Future

The COSEE Network is a sustainable force ...

- Ocean scientists, ocean engineers, educators and public and private leaders have forged powerful partnerships to deliver relevant, exciting products and services that inspire and inform the public
- A vibrant and effective National COSEE Network has expanded its partnerships and influence throughout the Nation
- The public values the ocean as an integral part of the Earth system
- Diverse people of all ages are learning about the ocean and pursuing careers in science
- Science discoveries are contributing to effective ocean policy decisions as well as science education reform
- We have internationally recognized spokespersons and exciting, ongoing media coverage about the ocean
- The National COSEE Network is well-funded by multiple public and private institutions

...we are transforming ocean education!

Key Goals and Outcomes for the Next 5 Years (2010-2014)

Goal #1: Build capacity of the National COSEE Network

In order to realize its potential to achieve greater national impact, we need to increase investment in the National COSEE Network and build its capacity in several key areas.

We need to use planning, reporting, and evaluation to drive high performance; build strategic partnerships; build NCN leadership and accountability; develop a nationally recognized COSEE brand; and increase the fundraising expertise and resources available to COSEE.

Key outcomes include:

Planning, Reporting and Evaluation Capacity

- Network Annual Operating Plan (AOP) has clearly articulated goals and metrics for (1) Participation, (2) Programs, (3) Products, (4) Impacts
- Network reporting and evaluation demonstrates progress on metrics for (1) Participation, (2) Programs, (3) Products, (4) Impacts

Capacity to Develop Strategic Partnerships

- Network has dedicated resources for strategic partnership-building
- COSEE has the capacity to maintain a balanced portfolio of partners (federal agencies, industry, international, NGO's, professional societies, STEM organizations) to support capacity building, outreach, and program delivery (i.e., to accomplish Goals #2 and #3)

Capacity for Leadership and Accountability

- Clearly documented roles, responsibilities, expectations and operating agreements for CCO, Centers, NAC, NSF, and other partners are reflected in RFPs, the AOP, and successfully drive performance
- Established mechanism that allows for professional development of COSEE's "deep bench" staff and allows for their voice in the Network

Marketing Capacity

- COSEE brand is well-known nationally in industry, academic, and government organizations
- Industry views COSEE as a "go to" place for educating the workforce and translating science into useful information
- The scientific community views COSEE as a trusted resource for achieving broader impacts
- COSEE has a set of champions helping to spread awareness

Fundraising Capacity

- Dedicated resources (non-federal funding) and expertise for network level fundraising
- Doubled investment in COSEE with multiple funders from private and public sources (including NSF and other NOPP agencies)
- Increased funding for the CCO and the portfolio of network level activities, primarily from other-than-NSF partners

Goal #2: Propagate effective practices, innovations, and products

In order for COSEE to achieve its mission of excellence, it must identify and propagate effective practices, innovations, and products that emerge from its research and development (R&D) efforts.

“Excellence” is achieved when Centers:

- Develop effective practices, innovations, and products through R&D
- Incorporate effective practices, innovations, and products from other Centers or from outside the Network
- Retain ideas and practices that have been shown to be more effective, and “let go” of ideas or practices that have been shown to be less effective
- Share and disseminate their work (including programs, tools, publications, or other intellectual property such as “Ocean Literacy” principles).

Key outcomes include:

Identification

- Common agreement on definition of “excellence,” “effective practices,” and criteria for judging/evaluating
- COSEE conducts annual review to identify effective practices, innovations, and products with defined criteria and processes to judge what is “excellent”
- COSEE has a well-documented portfolio of repeatable, proven education and outreach programs (ways to fulfill broader impact) in which scientists as well as educators can engage

Adoption

- Effective practices are rapidly shared and adopted throughout the National COSEE Network
- Programs that have reached a level of maturity are disseminated within the National COSEE Network

Dissemination

- Programs that have reached a level of maturity are disseminated beyond the National COSEE Network

Publication

- Documented evidence that multiple COSEE effective practices, innovations, and products are being used broadly within and across Centers in the National COSEE Network and externally through strategic partnerships
- Portfolio of publications describing COSEE impacts and effective practices, innovations, and products
- COSEE’s “intellectual property” is well represented in professional presentations and peer-reviewed publications that are widely recognized and cited

Goal #3: Create strategic partnerships to extend COSEE's reach

For COSEE to achieve its goal of transforming ocean education, it needs to reach a “tipping point” of recognition and participation – within the scientific community, among under-represented audiences in the ocean sciences, and geographically.

Through strategic partnerships, we need to expand COSEE's reach while maintaining an R&D focus.

Key outcomes include:

Scientific Community

- There is a measurable increase in quality engagements between COSEE and the academic, private, and government scientific community
- COSEE can demonstrate its success in helping scientists achieve broader impacts for their research
- COSEE has a presence in every relevant professional society, all major ocean graduate programs, and relevant ocean science agencies / organizations

Underrepresented Audiences

- COSEE is using innovative and effective approaches to overcome barriers to access and participation for underrepresented and underserved audiences
- The National COSEE Network has diverse representation at all levels (staff, managers, PIs, advisors, and the audiences we serve).
- COSEE has 3-5 quality partnerships at the Network level that focus on underrepresented/underserved groups in the ocean sciences

Geographic

- People in the “heartland” have access to COSEE
- All 50 states have an ocean sciences education initiative
- COSEE has an international presence

Explanation of Acronyms

AOP	Annual Operating Plan
Centers	Individual Centers for Ocean Sciences Education Excellence
CCO	Central Coordinating Office, funded by NSF which houses the National Network Director (NND) and the National Network Secretary (NNS).
ExComm	COSEE Executive Committee (includes the past-Chair, current Chair, and Chair elect of the NCC, with the National Network Director serving as ex-officio).
NAC	COSEE National Advisory Committee, which serves as a source of advice for the National COSEE Network (NCN) and provides recommendations to the NCN and funding agencies on improving the effectiveness of the national COSEE program.
NCC	National COSEE Council, the governing organization for the NCN, which includes representatives and alternates from each individual Center and the CCO
NGO	Non-Governmental Organization
NCN	National COSEE Network, composed of the individual Centers and the CCO
NNE	National Network Evaluator
NOPP	National Oceanographic Partnership Program
NSF	National Science Foundation
OCE	NSF Division of Ocean Sciences
PI	Principal Investigator
RFP	Request for Proposals
STEM	Science, Technology, Engineering and Mathematics