



# 2025-2030 Strategic Plan

## VISION

To be a global leader in developing knowledge and crafting solutions towards a sustainable water future for thriving communities and healthy ecosystems.

## MISSION

To convene a multi-stakeholder community that conducts interdisciplinary research, education, and outreach to understand and solve complex water challenges.

## CORE VALUES

- Respect for People & Perspectives
- Excellence & Integrity
- Curiosity & Innovation
- Collaboration Across Boundaries

## The Water Institute strives to...

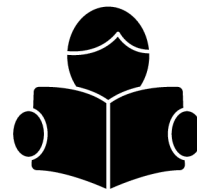
**Serve as hub for collaborative, transformative research**



**Build a connected and purpose-driven community**



**Equip learners to meet water challenges**



**Serve as a convener and connector within and outside UF**



**Be a trusted partner in co-developing solutions**



**Be seen as a knowledge leader**



# Core Mission Areas

## Five-Year Objectives & Potential Strategies

\* denotes potential new strategy

### Catalyze Research

#### Five-Year Objectives

- Increase capacity & efficiency in catalyzing externally funded research
- Expand the research portfolio in scope, scale, & thematic breath to address current & future water needs
- Sustain engagement with external & internal stakeholders to co-develop research

#### Potential Strategies

- Working Groups\* & Workshops
- Scholar-in-Residence\*, Water Scholars & Seed Fund Programs\*
- Proposal Writing & Review\* Support
- Team Science Facilitation
- Project Coordination & Management
- Data Services\*
- Stakeholder Engagement

### Statewide Convenings

#### Five-Year Objectives

- Increase representation of stakeholders across regions, sectors, & perspectives in WI statewide convenings
- Expand frequency, formats, & geographic reach of convenings and thought leadership workshops
- Strengthen partnerships to support the planning, delivery, & impact of statewide convenings

#### Potential Strategies

- Expanded Biennial Symposium
- Communities of Practice (FL WCA)
- Working Groups\* & Workshops
- Seminars & Webinars

### Center Level Advancement

#### Five-Year Objectives

- Secure project funding that supports programmatic & research missions
- Build capacity & create synergies across UF and external partners to achieve strategic goals & expand institutional impact

#### Potential Strategies

- SUS Network
- Engage UF Government Affairs\*
- Participate in Tallahassee/DC Meetings\*
- Expand WI Support Staff\*
- Stakeholder Engagement

### Workforce Training

#### Five-Year Objectives

- Deepen & broaden student engagement in WI programs, awards, & workforce development opportunities
- Develop credentialed, skill-based training & academic programs to meet workforce needs.

#### Potential Strategies

- Certificate Program Partnerships
- Professional Development Workshops\*
- Student Awards & Programming

# Core Mission Areas

## Five-Year Objectives & Potential Strategies

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### Expert Assistance

#### Five-Year Objectives

- Develop & maintain a functional, searchable database of experts including expertise within & beyond UF
- Facilitate timely & effective expert assistance to support research, policy, & stakeholder needs
- Broaden participation in expert assistance initiatives by engaging across disciplines, colleges, & career stage
- Expand the WI project portfolio through reputational connections with affiliate faculty & expert collaborators

#### Potential Strategies

- Searchable Platform of Expertise\*
- On-Demand Expert Support\*
- Review Panels
- Synthesis Efforts
- Needs Assessment & State-of-the-Science Workshops\*

### Community Building

#### Five-Year Objectives

- Build sustained engagement among affiliate faculty & students in WI programs & initiatives
- Incentivize WI affiliate faculty to serve as advocates in external events and initiatives
- Increase affiliate faculty support for WI initiatives through active service roles & indirect cost (IDC) return

#### Potential Strategies

- Updated Affiliate Faculty Membership & Engagement Process\*
- Faculty Advisory Committee
- Affiliate Travel Support Program\*
- Scholar-in-Residence\* & Water Scholars Programs
- Faculty Fellows Program
- Ambassador Program

### Communication & Engagement

#### Five-Year Objectives

- Foster a strong culture of storytelling & shared communication across the WI community
- Strengthen strategic communication with stakeholders, partners, & policymakers
- Establish mechanisms for continuous feedback & alignment with stakeholder priorities
- Enhance public visibility & recognition of WI's work & brand

#### Potential Strategies

- Communication & Marketing Strategy
- Communication Toolkit\*
- Website Redesign\*
- Affiliate Travel Support Program\*
- Outreach Program
- Advisory Board\*



# Strategic Plan Process

WI undertook a comprehensive & inclusive process to develop its 2025-2030 strategic plan. This effort engaged both internal & external stakeholders through surveys, listening sessions, & a collaborative workshop.

## Step 1: Stakeholder Survey

Understanding Needs & Priorities

Assess perceptions of WI's mission & programs; identify Florida's most pressing water challenges & research priorities; & understand stakeholder engagement needs & preferences.

**257** External Participants      **132** Internal Participants

From federal, state, & local government agencies, industry, utilities, water management districts, NGOs, and State University System representatives

From UF faculty, students, administrators, & alumni

## Step 3: In-Person Workshop

Co-Creating a Vision for Success

Define what success looks like across WI's mission areas & audiences; identify strategic priorities for the next five years; & strengthen relationships among participants.

**22** Internal Stakeholder Representatives

From FAC members, Faculty Fellow representatives, key collaborators, & UF administration

## Step 2: Virtual Listening Session

Building Shared Understanding

Foster a shared understanding of WI's purpose & explore how its activities can better align with external stakeholder needs & interests.

**23** External Stakeholder Representatives

From federal, state, & local government agencies, industry, utilities, water management districts, NGOs, & State University System representatives

## Step 4: Strategy Sessions

Synthesizing Insights & Defining Next Steps

Confirm shared goals & definition of success; develop a rubric for strategic decision-making; prioritize near-term strategies; & draft next steps for implementing the strategic plan.

**19** Internal Participants

Participation from Water Institute Team & Faculty Advisory Committee