

Table II.B.4 – Reasonable Objectives Over Time

Once a FSML has developed a strategic plan that is agreed upon by all appropriate concerns, a list of reasonable objectives can be extracted for time frames of one, three, five, 10 or 20 years. Here are examples of objectives for a FSML wishing to expand its programs and facilities:

A. Reasonable First Year Objectives

1. Hire Director and support staff.
2. Make site visits by staff to other FSMLs with similar programs.
3. Complete Program, Master, Business and Strategic Plans.
4. Establish Building Committee and hire supervisory personnel.
5. Secure funding to complete construction.
6. Maintain current operations.
7. Establish committee structures (Scientific Advisory Board, Professional Advisory Board comprised of community members and professionals that will assist with finances, fundraising, etc.)

B. Reasonable Five-Year Objectives

1. Establish and implement cost recovery mechanisms, overhead charges, indirect cost rates, marketing plan.
2. Seek collaborators in new research areas identified by the Program Plan, so that at least 30% of research use comes from outside investigators.
3. Successfully secure some NSF grants from the FSML, NEON, ARI or other programs.
4. Pursue an active development program for long-term funding viability, as outlined in the Business Plan.
5. Complete the first phase of construction.
6. Actively promote visibility of the FSML within university, state and federal government circles.
7. Make some progress toward an operational endowment that will eventually guarantee the permanence of an administrative presence. Perhaps \$1M is raised.
8. Host at least one international meeting during this five-year period.
9. Provide several community outreach programs each year.

C. Reasonable 10-Year Objectives

1. Research programs are nationally prominent and gaining international respect.
2. All new research areas are being pursued.
3. About \$3 million has been raised toward the endowment.
4. Second phase of construction is complete.
5. More applicants than can be handled apply for research and teaching space each year.
6. Fee structures generate cost recovery for all expenses except the most fundamental administrative presence.

D. Reasonable 20-Year Objectives

1. A \$10M endowment is established to perpetuate programs, administration and capital improvements.
2. All of the planning undertaken in Year One is obsolete and needs to be revisited.
3. The science conducted at the FSML is internationally respected.