

Objectives	Goals	Actions	#	Indicators	In charge	Term
Strategy A. Vision, common strategy and strategic projects for CEMarin Corporation						
1. Achieve consensus on the purpose of CEMarin and its future (2030)	1.1. By 2020 CEMarin has an appropriate vision and mission, shared by all its members	1.1.1. Review the mission and vision of CEMarin, analyzing current actions in relation to them	a	CEMarin's mission and vision is reviewed and validated by its members	Executive Director Administrative Director Legal professional	Short
		1.1.2. Include the 'Innovation and Entrepreneurship Strategy in Marine Sciences' in the mission and vision of CEMarin	b	The 'Innovation and entrepreneurship Unit ' is structured in CEMarin	Executive Director Administrative Director Legal professional	Short
		1.1.3. Include new members. Update the statutes of CEMarin	c	The members of the General Assembly agree with the new terms in the statutes	Executive Director Administrative Director Legal professional	Short
			d	The new members agree with the updated statutes that include them	Executive Director Administrative Director Legal professional	Short
			e	Number of new members included	Executive Director Administrative Director	Short
2. Align CEMarin's actions and indicators of the development plan (as agent for the promotion of marine sciences and technology in Colombia) with the priorities of research of the associated universities	2.1. By 2021 the research priorities of the associated universities are considered in CEMarin's development plan. Specific actions for each university are established	2.1.1. Incorporate the priorities in marine sciences of the associated universities in the development plan	f	Number of research priorities of associated universities incorporated into the CEMarin development plan (biology, oceanography, chemistry, physics, engineering, social sciences, etc.) and its divulgation	Executive and Deputive Director leading the Scientific Committee and Scientific Project Manager (SPM)	Mid
			g	Number of actions established, according to the research priorities of the associated universities	Executive and Deputive Director leading the Scientific Committee and SPM	Long
			h	Inventory of infrastructure (labs and facilities) and academic production (papers, patents, prototype and spin-off) of associated universities	SPM & Professional in strategic communication	Short

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		2.1.2. Communicate with the vice-rectories or scientific unities of member institutions, to guarantee their support sharing projects with international funding potential	i	Database of researchers and research projects to support the CEMarin Strategic Research Plan (SRP)	SPM & Professional in strategic communication	Short
			j	Number of publications (academic and non academic) from member institutions and researchers recognizing CEMarin affiliations	SPM & Calls Manager	Short
			k	Number of research priorities of member institutions identified that are aligned to the CEMarin research plan	SPM & Professional in strategic communication	Mid
3. Expand CEMarin's development plan topics according to the SRP (Biology, oceanography, chemistry, physics, engineering and Social sciences)	3.1. By 2020, the prioritized topics of SRP are incorporated into CEMarin's Development Plan	3.1.1. Include the prioritized topics of SRP in the Development plan	l	Number of research projects jointly built by the universities.	SPM	Short
			m	Number of projects managed by CEMarin aligned to SRP	Calls Manager	Short
		3.1.2. Align the research projects with the Sustainable Development Goals	n	Number of projects that include one or more Sustainable Development Goals	SPM	Mid
	3.2. By 2021 all the research plan indicators have a baseline and established goals for 2023, 2027 and 2030	3.2.1. Establish the baseline and goals (2023, 2027 and 2030) for all the indicators of the research plan	o	Three baselines developed for the SRP (Theme i, Theme ii, Theme iii, and transversal Thema)	Executive Director, SPM and Strategic research line leader. Technology surveillance officer	Mid
4. Keep track on the progress of the prioritized areas of SRP (Biology, oceanography, chemistry, physics, engineering and Social sciences)	4.1. By 2030, all prioritized research areas are represented in CEMarin funded or managed projects	4.1.1. Promote project development within the CEMarin researchers, aligned with the prioritized research areas	p	Number of projects managed by CEMarin aligned with the transversal theme: infrastructure, technology, models and data	Executive and Deputive Director leading the Scientific Committee and SPM	Mid

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			q	Number of projects managed by CEMarin aligned with marine Environmental Change (Theme I)	Executive and Deputive Director leading the Scientific Committee and SPM	Mid
			r	Number of projects managed by CEMarin aligned with 'Marine Resources' (Theme II)	Executive and Deputive Director leading the Scientific Committee and SPM	Long
			s	Number of projects managed by CEMarin aligned with: 'Ocean and Society' (Theme III)	Executive and Deputive Director leading the Scientific Committee and SPM	Long
		4.1.2.Promote strategies towards the use of Open Data in Marine Sciences	t	Open data policy written and implemented	Executive and Deputive Director leading the Scientific Committee	Mid
			u	Procedure manual for sharing infrastructure, data and models developed	Executive and Deputive Director leading the Scientific Committee	Long
			v	Pilot to share data and information developed	Executive and Deputive Director leading the Scientific Committee	Long
			w	Number of training programs in open data implemented. As a result, there is a bigger quantity of trained researchers in open data	Executive and Deputive Director leading the Scientific Committee	Long
			x	Number of shared databases	Executive and Deputive Director leading the Scientific Committee	Long
			y	Data repository with open data is implemented	Executive and Deputive Director leading the Scientific Committee	Long

Strategy B. Communication and networking for national and international visibility

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5. Increase the visibility of CEMarin through CEMarin success stories	5.1. By 2025 CEMarin will have increased the distribution of its success stories and results. It will have created a publishing structure with high-impact content for the key stakeholders	5.1.1. Celebrate the CEMarin 10-year anniversary award	a	The CEMarin 10-year anniversary award is held	Administrative Director Communications professional	Short
		5.1.2. Produce the CEMarin institutional video	b	The video is produced	Communications professional	Short
		5.1.3. Publish news about researchers, associated researchers, early-stage researchers and alumni: Newsletter strategy.	c	Two newsletters are published per year	Communications and Alumni Officer	Short
		5.1.4. Create and publish content in all media channels (including free press) to show how to use CEMarin services	d	There is an increment on digital content produced by CEMarin, highlighting our research projects and publications.	Communications professional	Short
			e	Structured divulgation of CEMarin services for our stakeholders	Communications professional	Short
		5.1.5. Broaden the perspective of society in general, about marine sciences relevance and impact	f	Number of press, government and business sectors leaders informed by CEMarin of marine issues	Executive and Administrative Directors	Mid
		5.1.6. Create outreach material for a broader spectrum of society (alliances with Maloka, Parque Explora, etc.)	g	Number of workshops addressed to society	Executive and Deputive Director leading the Scientific Committee and SPM	Mid
			h	Number of workshops, conferences and summer schools led by CEMarin (data analysis, proposal witing, science policy, SDG, etc.)	Executive and Deputive Director leading the Scientific Committee and SPM	Mid

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			i	The communication plan is validated and implemented	Communications	Mid
		5.1.7. Implement the adequate use of the CEMarin corporate brand by every associated university	j	Number of places where CEMarin brand is used (shield)	Administration team	Short
6. Position CEMarin as a benchmark in the prioritized research areas of SRP	6.1. By 2023 CEMarin has achieved its benchmarking position for all its prioritized research themes. It is recognized by similar centers and the general public in a positive way	6.1.1. Create a corporate brand manual to support the positioning of the institution	k	A corporate brand manual is designed	Designer	Short
		6.1.2. Position CEMarin portfolio in business, NGO's and government committees	l	Number of CEMarin portfolios sent and presented to the government, NGO's and business leaders	Communications team	Short
			m	Number of public entities advised by CEMarin taking part in committees, influencing the public sector on marine sciences	Communications team	Short
		Position CEMarin organizing and co organizing activities and building documents	n	Number of activities where CEMarin took part with government, NGO's and businesses	Executive and Administrative Directors	Short
			o	Number of documents that serve for public policy construction	Executive Director	Mid
		6.1.3. Develop benchmarking with marine sciences institutions as reference	p	Higher number of benchmarking evaluations carried out by CEMarin with the SRP themes	Administration team	Mid

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		6.1.4. Become a Center of Excellence recognized by Minciencias	q	The Minciencias 'Center of Excellence' status is obtained.	Executive Director & SPM	Short
7. Engage CEMarin stakeholders in marine sciences (not only biology but include oceanography, chemistry, physics, engineering)	7.1. In 2023 CEMarin has mapped all its stakeholders and their commitment/relationship with the Corporation	7.1.1. Develop a 'Stakeholder Engagement Plan' (mapping, classification and tracking)	r	Percentage of progress of the stakeholder mapping	Communications	Short
			s	Percentage of progress of the 'Stakeholder Engagement Plan'	Communications	Short
			t	Number of new national and international institutional members (associated and others)	Executive and Administrative Directors	Short
	7.2. By 2020 CEMarin will have strengthened alliances with alumni interested in writing and developing projects.	7.1.2. Create a membership for CEMarin alumni, where they can learn and contribute to other existing projects	u	Number of projects led by CEMarin alumni	Alumni Coordinator & Calls Manager	Short
7.3. By 2020 CEMarin has traced a 'Strategic Communications Plan' in marine sciences, in alliance with the vice-rectories of the associated universities	7.1.3. Set up meetings with directives, communications office and researchers.	v	Percentage of progress on the mapping of the communication strategies of each university, regarding marine sciences	Communications	Short	
8. Strengthen the CEMarin network management strategy	8.1. The corporation will strengthen its network and its national and international visibility	8.1.1. Participate in national and international events generating a positive impact. Hold the International Conference on Marine Sciences 2020 (ICMS)	w	Four national and international events attended by CEMarin yearly (at least four).	Executive and Administrative Directors Communications	Short
			x	Four international keynote speakers and one public figure attended the ICMS	Executive and Administrative Directors Communications	Short
		8.1.2. Strengthen the network of CEMarin Researchers	y	Design and publication of an abstract book (printed or digital) of the ICMS	Executive and Administrative Directors Communications	Short
		z	Number of actions taken to build community with CEMarin Researchers	Executive and Administrative Directors & Calls manager	Short	

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Strategy C. Financial sustainability of the CEMarin Corporation						
9. Diversify funding through national and international entities	9.1. By 2022 CEMarin will have applied for funding through national or international institutions (three), succeeding in	9.1.1. Present projects to open calls in order to obtain funding	a	Number of projects submitted to national and international entities	SPM	Short
		9.1.2. Foster participation of CEMarin Researchers in CEMarin Seed Grand	b	Number of projects submitted to international entities supported by the Scientific Project Management.	SPM	Short
		9.1.3. Open a call for researchers in all categories (ESR, Alumni y CEMarin Researchers)in Marine Sciences to develop projects as members of CEMarin	c	Number of projects written by researchers in all categories (ESR, Alumni y CEMarin Researchers) students supported by CEMarin	SPM & Calls manager	Short
10. Secure the financial sustainability of the CEMarin in the medium and long term	10.1. By 2030 CEMarin is a financially sustainable corporation	10.1.1. Develop and mantain strong stakeholder relationships, including beneficiaries, alumni, staff and donors	d	Percentage of progress in the development of the financial sustainability strategy	Executive and Administrative Directors	Mid
			e	Two international missions are developed to attract new members of CEMarin	Executive and Administrative Directors	Long
		10.1.2. Incorporate new member categories (institutions and researchers)	f	Financial sustainability strategy created	Executive and Administrative Directors	Mid
			g	New institutional members and researchers are associated (at least 2 or 3 institutions for 2021)	Executive and Administrative Directors	short
		10.1.3. Promote the creation of startups and spin offs	h	Number of supported entrepreneurs	Executive and Administrative Directors	Mid
		10.1.4. Create outreach education programs related to marine sciences	i	Number of programs of continued education related to marine sciences created (at least two for 2022)	Executive and Administrative Directors	Mid
j	Funds raised for this outreach programs		Executive and Administrative Directors	Long		

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11. Evaluate the current operation strategy of CEMarin to determine if it is the most appropriate, according to the objectives of the Corporation. Secure the financial sustainability of the CEMarin in the medium and long term	11.1. By 2020 there will be an evaluation of the current status of the Corporation	11.1.1. Review CEMarin's current operation strategy, to decide if the general model is the most effective in the fulfillment for the organization	k	Number of implemented actions that are aligned to the corporation's objectives	Administration team	Short
		11.1.2. Manage resources effectively	k	Number of implemented actions that are aligned to the corporation's objectives	Administration team	Short
12. Guarantee that all procedures are effective and efficient to fulfill the commitments of the Corporation	12.1. By 2021 CEMarin will have designed an organizational structure with job profiles and budgets in order to fulfill the commitments of the Corporation as scheduled	12.1.1. Design an organizational structure according to the needs and budget of the corporation	l	Percentage of progress in the implementation of the organizational structure	Executive and Administrative Directors	Mid
		12.1.2. Define the organization and the specific functions of each area	m	Number of updated functions of each organizational unit.	Administrative assistant	Short
13. Document the improvement of internal processes	13.1. By 2021 the Corporation will document the improvement of internal processes	13.1.1. Guide and develop the documentation of the corporation's internal processes	n	Number of internal processes documented and measured	Intern	Mid
			o	Number of optimized internal processes	Intern	Mid
14. Create an internal infrastructure information system	14.1. By 2020, CEMarin will have created a system that provides information about our strategic allies and marine sciences	14.1.1. Create a database of the corporation's possible allies	p	Number of institutional databases are updated and organized	Intern & Communications professional	Short

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		14.1.2. Organize all the Corporation's databases	p	Number of institutional databases are updated and organized	Intern & Communications professional	Short
		14.1.3. Evaluate the implementation of Automatization technologies.	q	Number of institutional databases automatized	Intern & Communications professional	Short