



UNITED STATES DEPARTMENT OF COMMERCE
National Oceanic and Atmospheric Administration
National Sea Grant College Program
1315 East-West Highway
Silver Spring, Maryland 20910

December 28, 2010

Judy McDowell
Woods Hole Oceanographic Institution Sea Grant Program
193 Oyster Pond Road, MS #2
Woods Hole, MA 02543-1525

Dear Judy:

On behalf of the Woods Hole Sea Grant College Program's Site Review Team (SRT), I am pleased to transmit the SRT's final report. It documents our findings, recommendations, and suggestions concerning program management and organization, stakeholder engagement, and collaborative network activities from the site visit that took place on September 30th and October 1, 2010.

A *recommendation* is a formally prescribed course of action for which the Sea Grant Program is accountable. The Program is expected to respond to each recommendation, explaining how it has implemented, how it plans to implement, or why it chooses not to implement each recommended course of action. The SRT had five recommendations for WHOI Sea Grant. A *suggestion*, on the other hand, is an idea that is presented for consideration. The Program is not accountable for responding to the suggestions, but is encouraged to consider implementing those deemed useful and appropriate by its leadership. In accordance with our site review policy, this report does not assign a grade or score the WHOI Sea Grant Program. Our policy also states that as Program Director, you can prepare a response to this report. Both this report and the response will become part of the Program File in the National Sea Grant Office. I encourage you to keep our office informed of any activities that are undertaken to strengthen your program.

Also, I'd like to once again thank you and the WHOI Sea Grant staff for your hospitality and the considerable effort put forth to make the entire review process both productive and informative. In addition, and on behalf of our SRT, I want to express our sincerest thanks to the WHOI and Cape Cod Cooperative Extension officials, administrators, staff, and your stakeholders who ensured that this review was comprehensive and enjoyable.

Sincerely,

Michael Liffmann
WHOI Program Officer
National Sea Grant Office

Cc: Dr. Leon Cammen, Ms. Sami Grimes, John Byrne, Bob Stickney, Dale Baker, Judy Gray



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INTRODUCTION

A number of recommendations were issued in the National Research Council's report titled, *Evaluation of the Sea Grant Review Process* (2006), including several related to program evaluation. This led to development of the new Planning, Implementation and Evaluation (PIE) system that was adopted in 2008. The development involved the National Sea Grant Office (NSGO) in close collaboration with the Sea Grant Association (SGA), several state Sea Grant directors, and the National Sea Grant Advisory Board, a federal advisory committee.

The PIE system includes Site Review Team (SRT) visits for each of the Sea Grant programs. Every program will be visited once every four years with the primary objective of evaluating aspects related to its management and organization, the extent and quality of stakeholder engagement, and its collaborative network activities. The Woods Hole Sea Grant Institutional Program's (WHOISG) first SRT took place September 30 and October 1, 2010 at Woods Hole's Quissett Campus in Woods Hole, MA. The members of the WHOISG SRT were:

Michael Liffmann	Chair and Program Officer, National Sea Grant Office
John Byrne	Co-Chair, National Sea Grant Advisory Board
Robert Stickney	Director, Texas Sea Grant College Program
Judy Gray	Acting Deputy Assistant Administrator, NOAA Research
Dale Baker	Sea Grant Extension Program Leader (ret.), NY Sea Grant
Dorn Carlson	Research Director, National Sea Grant Office (observer)

In preparing for the visit, WHOISG and the SRT used the Site Review Procedures Manual (Manual) issued by the NSGO in March 2010. WHOISG furnished the core review information including the requisite Briefing Book and the Program's 2010-2014 strategic and implementation plan. The 20-page Briefing Book was well-organized and succinct. It contained sections on program management and organization (including staffing, Advisory Board, and program planning and coordination), stakeholder engagement through the extension, outreach and education programs, and collaborative network/NOAA activities.

The aforementioned information, along with the 2005 PAT review report, the NSGO's January 2010 WHOISG office review, and FY 2009 program metrics and project impacts obtained from WHOISG's annual report were compiled in a binder and mailed to the team's members on August 26, 2010. As required, WHOISG issued a public notice in early September announcing the opportunity for individuals and organizations to comment on any aspects of the Program's performance in the areas of program management, institutional setting, and stakeholder engagement. The announcement was posted on the website. No replies were received.

SRT VISIT

During the two-day visit, the SRT met with WHOISG Director Judith McDowell and the Sea Grant staff housed at Woods Hole Oceanographic Institution (WHOI) and Cape Cod Cooperative Extension (CCCE). In addition, the SRT met with several members of the Program's advisory group, the Marine Outreach Guidance Group (MOGG), private sector partners, high ranking WHOI and CCCE officials, and several stakeholders ranging from aquaculture and other private

interests to nonprofits, media, educators, and federal and state agencies. The SRT agenda and other details concerning the actual visit appear in Appendix A.

ORGANIZING AND MANAGING THE PROGRAM

The WHOISG Program is managed and administered by Director McDowell. She receives financial and administrative support from WHOI through the Biology Department (which she currently chairs) and the Office of Grants and Contracts Services. Similar support is provided by CCCE through Barnstable County-funded positions. By sharing staff for such services with the two larger organizations, personnel support can be focused on research, extension and other outreach projects.

Dr. McDowell reports to Dr. Laurence Madin, WHOI's Executive Vice President and Director of Research; this reporting structure has been effective. In her capacity as Sea Grant Director, Dr. McDowell has easy access and effective interactions across the Institution. She provides direct input to research activities at WHOI including all departmental programs, four interdisciplinary institutes, and NOAA's two cooperative institutes. She formally devotes approximately 40 percent of her time to Sea Grant activities. Her participatory management style promotes collaboration, cooperation and collegiality among the staff. WHOISG also does an outstanding job demonstrating the Program's research and extension impacts to the NSGO and can serve as a model for the entire network.

According to Vice President Madin, Sea Grant has always been well integrated within WHOI. The Sea Grant program has traditionally provided seed money for research scientists who, in turn, have succeeded in leveraging those funds. Most new assistant scientists become involved in Sea Grant-sponsored research during their four-year appointment. Assistant Scientist is the normal professional entry point for recent doctoral graduates desiring to follow a career in ocean sciences research at WHOI.

Dr. McDowell will be retiring in the foreseeable future and discussions have begun to address the succession issue. Several scientists have expressed interest in the position and strategies for the succession are being discussed. One possible strategy involves WHOI providing some salary support for a deputy director for a year or two to make the transition process as seamless as possible. The SRT discussed the notion that WHOI leaders should give consideration to establishing an endowment for the position.

WHOISG's Outreach and Education Program (OEP) and Cape Cod Cooperative Extension's Sea Grant Extension (SGE) project share education and technical assistance responsibilities. Mr. Jeffrey Brodeur leads the OEP and serves as full-time Communications Director (1.0 FTE). He has also been of administrative assistance to Dr. McDowell. Dr. Kate Madin, WHOISG's Educator (0.50 FTE) and Ms. Maya Zaido, Volunteer Coordinator, are also OEP staff members. Ms. Diane Murphy (1.0 FTE) heads up the SGE project housed at the Barnstable County (Cape Cod) offices of the Cooperative Extension. SGE also serves four other southeastern Massachusetts counties. In addition to being the Program's fisheries and aquaculture specialist, Ms. Murphy oversees the work of coastal processes specialist Mr. Greg Berman (1.0 FTE) and Mr. Joshua Reitsma, the marine program specialist (1.0 FTE).

WHOISG benefits from an excellent Land Grant-Sea Grant relationship. Dr. William Clark, CCCE's Director, noted that there has been an excellent arrangement between the two institutions since 1997. The SGE staff is funded half by WHOISG and half from CCCE. The majority of CCCE's budget (\$1.8M) is obtained from the County. Less than \$60,000 comes from the University of Massachusetts-Amherst Cooperative Extension. The SRT was impressed with WHOISG's leadership and the way the Program functions effectively with common purpose and outstanding expertise.

WHOISG is advised by the 19-member Marine Outreach Guidance Group or MOGG that meets twice a year. Each member serves a three-year term and the terms are staggered to assure continuity. The MOGG provides input and oversight on research programming, extension activities, legislative interactions and media activities. The diverse membership is drawn from stakeholder groups representing the focus areas addressed in WHOISG's current strategic plan. The MOGG also includes researchers from other Commonwealth universities, state legislators and NOAA partners. The 2005 PAT commented on the lack of a research-based component within the MOGG and recommended expanding the representation to include individuals from academia, industry, the public media, and public agencies in order to improve programmatic oversight. This recommendation has been addressed.

WHOISG's strategic plan, "Woods Hole Sea Grant in the 21st Century," is for the period 2006-2010 and was aligned with the National Strategic Plan in 2009. The SRT suggests that rather than developing a new four-year plan (2011-2015) that is not synchronized with the rest of the network and the National Plan (2009-2013), it would be advisable that WHOISG update its 2006-10 Plan for use in the next three-year (2011-2013) period. This presents an opportunity to involve the MOGG and new staff in the planning process.

At the SRT's formal meeting with MOGG, two members noted that it would be desirable to receive more feedback as to why certain research proposals are selected for funding. They failed to see the connection between the basic research and how the information developed would eventually be applied.

Members of the scientific community initiate the development of the research program and for the 2010-2012 omnibus cycle, project priorities were identified under three themes: (1) Estuarine and Coastal Processes; (2) Fisheries and Aquaculture; and (3) Marine Policy. The themes are consistent with those identified in the Program's 2006-2010 Strategic Plan. WHOISG's proposal solicitation process is coordinated with the other Northeast Sea Grant programs and Dr. McDowell participates in an advisory capacity in the technical review of MITSG research proposals.

The solicitation involves a general announcement and call for pre-proposals to all colleges and universities, non-profit marine research institutions, and other non-profit groups in the Commonwealth of Massachusetts. On average, WHOISG receives between 50 and 60 pre-proposals for each RFP. A panel comprised of technical and extension specialists review and rank all pre-proposals and recommend those that should be invited to submit full proposals. Typically, between 20 and 25 are invited to submit full proposals. In addition to judging

appropriateness of individual pre-proposals for Sea Grant support, the review panel attempts to identify potential opportunities for matching funds, opportunities for students, outreach aspects of individual projects, and potential linkages between projects and principal investigators.

Twenty-two full proposals were submitted for the most recent (2010-2012) funding cycle and each was sent to five external reviewers for evaluation. A technical review panel met in September 2009 to recommend the projects to be included in the Omnibus Proposal. The final list included one continuing project, a new regional project, and eleven new projects. Eight of the principal investigators had not previously received WHOISG funding.

The SRT is of the opinion that WHOISG and the research community would benefit from involving extension and outreach staff in the projects from the outset. Such an arrangement would allow the Program to communicate the need for the basic research being undertaken in support of real-world problems. Although the staff is small and inexperienced, perhaps one or two can be formally linked to WHOI Sea Grant-funded research projects. The nature of the link may vary, but could involve participation in the actual research, facilitating the conduct of the research with stakeholders, or assisting with the project's outreach.

Related to the relationship between research and outreach, Maine, Texas and Virginia Sea Grant, for instance, conducts a bi-annual symposium that brings together funded (and potential) researchers and its extension and education staff. The primary objective is to foster improved collaboration and integration of the Sea Grant elements.

NOAA Sea Grant appropriated funds for WHOISG, and the associated match, are approximately \$1.5M per year. The Program effectively leverages the federal dollars to support its research, extension and outreach programs. For FY 2010, for instance, the federal and non-federal match plus the leveraged non-research funds exceeded \$2.1M. WHOISG also estimates that its research-funded projects help seed larger initiatives that result in a three to five-fold increase in dollars from other federal agencies. In terms of how federal Sea Grant dollars are allocated, the management portion receives five percent, Sea Grant Extension 16 percent, the Outreach and Education Program 19 percent, and the balance, 60 percent, is invested in research.

STAKEHOLDER ENGAGEMENT

SGE's efforts are primarily directed toward applied coastal and marine research, technology demonstration and transfer, and general public outreach. The main audiences are in southeastern Massachusetts, including Plymouth, Barnstable, Bristol, Dukes and Nantucket Counties. The staff is relatively new, talented and enthusiastic and has benefited from the excellent partnerships built by their predecessors over the years. The SRT is of the opinion that the staff would benefit from sending one or more staff members to the biennial Sea Grant Academy. More on the Academy can be found at http://www.flseagrant.org/new_items/National%20Academy/index.htm.

SGE's three CCCE staff members are based in Barnstable and their work is guided and monitored by MOGG and several other advisory groups. Ms. Murphy has been the Project Leader for less than a year. She replaced William Walton who now works with the Mississippi-

Alabama Sea Grant Program. In addition to her Project Leader responsibilities, Ms. Murphy also focuses on the approximately 300 shellfish growers in the region by working with and through the Southeast Massachusetts Aquaculture Center (SEMAC). SEMAC is an economic development initiative, the mission of which is to “foster the sustainable development of private/public aquaculture endeavors within the southeastern region and throughout the Commonwealth of Massachusetts. It does this by way of a coordinated effort including education, research, technical and economic assistance, best management practices and demonstration projects.”

Mr. Berman is also a recent addition to the staff. He replaced coastal processes expert Mr. Jim O’Connell who now works with Hawaii Sea Grant. The focus of Mr. Berman’s work has been on coastal landforms, sustainability, hazard resilience and adaptation and most recently has emphasized climate change and possible impacts of climate change on Cape Cod. The SRT is of the opinion that, much like his predecessors, Mr. Berman has many opportunities to advance knowledge and serve his coastal constituents. But considering the level of effort that would be required to meet these needs, he would benefit from an advisory group charged with helping identify the most important areas to concentrate upon to achieve the most worthwhile contributions and to take advantage of his strengths.

Mr. Reitsma serves WHOISG as the marine programs specialist and, in this capacity, maintains all monitoring stations and integrates site-specific water quality data in the sampling programs. He also assists in all of the field work that both Ms. Murphy and Mr. Berman direct including eel grass planting, shellfish habitat assessment, shellfish restoration programs, and remote oyster set programs. He is also developing his own programs studying coastal fisheries such as herring runs.

The OEP staff is housed on the WHOI campus and works closely with SGE’s outreach and demonstration projects in fisheries, aquaculture, and coastal processes. They also rely on MOGG for input and advice on communication and education activities and several MOGG members helped develop and implement educational programs. OEP produces excellent publications, the primary audiences for which are educators, students, coastal decision makers, Woods Hole’s scientific community and coastal citizens. Mr. Brodeur has been with the Program for less than three years. He replaced Ms. Tracy Crago and reaches WHOISG’s audiences through publications, radio, and science stories in regional and local newspapers. In addition, WHOISG and MITSG co-publish the newsletter “Two if by Sea” that highlights recent research, outreach, and education activities. He is WHOISG’s point of contact in this effort.

Dr. Kate Madin’s work connects teachers in the region and ocean science. She hosts annual workshops that provide educators with access to ocean science research and information as a means of conveying scientific concepts and principles. Many excellent publications have been published and more web-based sources are becoming available.

In summary, WHOISG’s stakeholder engagement efforts are very good and the Program is a source of reliable and trustworthy information at all levels. This was clearly conveyed during the SRT’s formal and informal interaction with stakeholders at WHOI’s Carriage House and at the evening reception at the Exhibit Center.

The stakeholder engagement work could be deemed excellent if it were coordinated with MITSG. An important issue raised by the SRT during its back-to-back reviews of the two programs was the lack of coordination/cooperation between them with respect to Commonwealth stakeholder issues. The directors of the two programs collaborate on research projects and participate in each other's technical review panels, but there is no interaction between MITSGs Marine Advisory Service and Woods Hole SGE and OEP projects, with the exception of the semi-annual publication of "Two if By Sea" that began in the late 1990s.

The two outreach staffs should meet to discuss mutual interests and possible opportunities for joint programming to benefit the state. Both programs have similar strategic goals. The Cape Cod Cooperative Extension marine programs have as their goal to "...establish, develop and carry out education programs in marine resource development, to assist with problems concerning coastal industries and the management of coastal resources, and to transfer technological innovations, educational and informational materials to public officials, educators, and marine users groups."

MITSGs MAS strategic goals are not much different:

- To improve the management and use of Massachusetts' coastal and marine resources by supporting an informed, science-based decision-making process,
- To assist the Commonwealth to prevent, reduce and control (a) pollution, (b) the spread of invasive species, and (c) negative impacts on habitat,
- To promote the sustainability of coastal communities by engaging coastal stakeholders, including citizens, marine industries, non-governmental organizations, and government agencies in collaborative research, education, and policy-making, and
- To enhance ocean literacy through engaging students in informal, hands-on experiences and providing stimulating programs and activities for stakeholders of all ages.

COLLABORATIVE NETWORK/NOAA ACTIVITIES

WHOISG participates in a broad array of committees, boards, commissions, and other working groups that are relevant and meaningful. The Program is active in the region and works closely on research issues with other Gulf of Maine and New York Bight Sea Grant programs. Contrarily, the Program has not recently been actively involved in the national network activities of the Sea Grant Association, Association of Sea Grant Extension Program Leaders, National Marine Educators Association, or the Communications Network. The new staff members can gain by participating in network discussions and programs such as those of Sea Grant's sustainable coastal communities, fisheries extension, coastal processes, and climate adaptation communities of practice.

WHOISG works closely with other NOAA line offices and laboratories, as well as the North Atlantic Regional Team. The NSGO's Coastal Community Development funds, for instance, have been directed for participation in Waquoit Bay National Estuarine Research Reserve's Massachusetts Coastal Training Program partnership. NOAA's Estuarine Reserves Division and Massachusetts Coastal Zone Management Office (CZM) are the main project partners.

The Program's coastal processes extension project partners with U.S. Geological Survey, CZM, the Cape Cod Commission, the Federal Emergency Management Agency (FEMA), and coastal communities throughout Massachusetts. In addition, NMFS, USGS and USFWS are represented on the MOGG.

FINDINGS, RECOMMENDATIONS and SUGGESTIONS

Organizing and Managing the Program

- WHOISG is well integrated within WHOI and Cape Cod Cooperative Extension. The Program receives financial and administrative support through the Biology Department, the Office of Grant and Contracts Services, and CCCEs Barnstable County office. This enables the Program to focus its limited funds on research, extension and other outreach projects. Less than five percent of the federal Sea Grant dollars are used for management of the program.
- Director McDowell's management style promotes collaboration, cooperation and collegiality among the staff and within WHOI. She has easy access and effective interactions across the Institution.
- The Director's retirement and succession issue has been recognized and planning is underway.
- WHOISG's 2006-2010 Strategic Plan and the process used to develop it were excellent. The Plan aligns to the NSGO strategic plan. A new plan is needed but consideration should be given to seeking additional input and extending the existing one through 2013.
- The SRT found WHOISG's process for selecting research priorities, RFP development and distribution, review of pre-and full proposals to be in compliance with NSGO guidelines.
- The MOGG provides considerable input and can play an important role in helping prepare WHOISG's next strategic plan. The membership is diverse and drawn from stakeholder groups representing the Program's five focus areas. The MOGG would benefit from a Sea Grant 101 presentation and biennial reports on funded research proposals and ongoing projects' updates.

Stakeholder Engagement

- WHOISG's extension and outreach staff is talented, enthusiastic, and appears to work well together, but its members are relatively new and have little Sea Grant experience. Their stakeholder engagement efforts are excellent and they are a source of reliable and trustworthy information.
- The main extension audiences are in southeastern Massachusetts and the primary focus of stakeholder activities is with fisheries, aquaculture, coastal processes, and K-12 (primarily teachers) audiences.
- There is a lack of coordination/cooperation on Commonwealth stakeholder issues between WHOISG and MITSG. Whereas the directors of the two programs collaborate on research projects and participate in each other's technical review panels, there is very little interaction between MITSG's Marine Advisory Service and Woods Hole SGE and OEP projects.

Collaborative Network/NOAA Activities

- WHOISG participates in a broad array of committees and working groups that are relevant and meaningful. However, recently the Program has not been actively involved in the national network activities. This is likely a result of a new staff.

Recommendations (items WHOI Sea Grant must consider):

- **A new WHOISG Strategic Plan is needed for the period 2011-2014.** WHOISG should update its current plan by involving the MOGG, other stakeholders, and the new staff.
- **A succession plan for Director McDowell is needed.** WHOI should provide some salary support for a deputy director for a year or two to make the transition process as seamless as possible. Consideration should also be given to setting an endowment for the position.
- **A coordinated Sea Grant Extension effort needs to occur in Massachusetts.** WHOISGs SGE and OEP should meet with MITSG MAS on a regular basis. As a first step for such an effort, the SRT recommends the two programs meet to develop an annual Plan of Work designed to better serve the Commonwealth's coastal constituents. Both programs have similar outreach goals and the SRT concluded that there are many opportunities for collaboration to better serve the Commonwealth's coastal constituents.
- **One or more of the new staff members** should attend the 2011 Sea Grant Academy. This would help build their capacity and increase WHOISGs involvement with national networks.
- **The Program should become more actively involved in national network activities.** There is a lot to be shared and learned from such participation. Attending the aforementioned Sea Grant Academy and becoming active in Sea Grant's networks and communities of practice would be a solid start.

Suggestions (items WHOI Sea Grant may want to consider)

- **The extension and outreach staff should become more involved in selected research projects from the outset.** This helps integrate the Program, inform external audiences, and provides a bridge between basic research and applications. Maine, Texas and Virginia Sea Grant might serve as models. It conducts a biennial symposium that brings together funded (and potential) researchers and extension and education staff.
- **The coastal processes project would benefit from establishing an advisory group** charged with helping identify the most important areas to concentrate upon to achieve the most worthwhile contributions and to take advantage of his strengths.

BEST MANAGEMENT PRACTICES

(Best management practices are "An exemplary product, practice, or procedure developed or used by a Sea Grant program and not in common use by other programs, which may be utilized or modified by other programs to make these programs stronger.")

- WHOISG does an outstanding job demonstrating the Program's impacts to the NSGO and can serve as a model for the entire network.

Appendix A. Site Visit Preparations and Meetings

Prior to the site visit, the SRT corresponded extensively and held two conference calls. The team drove from Cambridge and met on September 29 in Falmouth to discuss last minute details. The actual visit (see agenda on the following pages) began on the 30th and concluded late in the afternoon of October 1. On the 29th, after proper introductions, the SRT's chair and co-chair gave a brief overview about the purpose of the visit, the highlights of the PIE system and the process to be followed over the next two days.

Director Judy McDowell coordinated WHOISGs morning presentations which focused on program management and organization and extension/outreach programming. The second part of the session involved meeting with WHOI Executive Vice President Laurence Madin and Cape Cod Cooperative Extension Director, William Clark who discussed matters pertaining to continuation of a viable and productive WHOISG program. Over lunch and during panel discussions, the SRT met with five members of the Marine Outreach Guidance Group and covered matters pertaining to their involvement with the WHOISG Program. The remainder of the afternoon focused on stakeholder engagement. SGE organized two thematic panels—fisheries and aquaculture and coastal processes—and invited selected stakeholders to describe their interactions with members of the staff. The stakeholders and SGE participants discussed how user needs are communicated and how scientific information, including the Program's research results, are used by them.

The day concluded with a reception and poster session at WHOI's Exhibit Center that involved the staff, MOGG members, researchers and students. The event proved to be an educational experience for the SRT and an opportunity to obtain additional in an informal setting.

On the final day, the team met with an outreach and education panel early in the morning and the rest of the visit was dedicated to arriving at findings, discussing possible suggestions and recommendations and debriefing WHOISG and WHOI officials.

WHOI Sea Grant Site Review Team Agenda

Wednesday, September 29

- 1700 Sea Grant Team departs MIT Sea Grant via
Green Shuttle
- 1900 Arrive at Inn on the Square, Falmouth, MA

Thursday, September 30

- 0830 Pick-up at Inn on the Square for transport to
WHOI, Carriage House
- 0900 Introduction to Woods Hole Sea Grant Program
Judith McDowell, *Director*
- Ms. Diane Murphy, *Marine Extension Leader and Fisheries*
 & *Aquaculture Specialist*
- Mr. Greg Berman, *Coastal Processes Specialist*
- Mr. Jeffrey Brodeur, *Communicator*
- 1030-1130 Team meets with Dr. Laurence Madin, *WHOI Executive Vice President*
and Director of Research and William Clark, *Director Cape Cod*
Cooperative Extension
- 1130-1300 Lunch and informal discussion with staff and poster presentations
- 1300-1430 Fisheries and Aquaculture Panel, led by Ms. Diane Murphy
- 1430-1445 Break
- 1445-1615 Coastal Processes Panel, led by Mr. Greg Berman
- 1615-1700 Team Executive Session
- 1730-1900 Woods Hole Sea Grant Reception, WHOI Exhibit Center
(Team, Staff, MOGG, Researchers, Students)
- 1900 Return to Inn on the Square

Friday, October 1

0830	Pick-up at Inn on the Square for transport to WHOI, Carriage House
0900-1030	Panel on Outreach and Education, led by Mr. Jeffrey Brodeur
1030-1300	Team Executive Session with lunch
1300	Return to Inn on the Square or Airport

Appendix B. MOGG

- William Burt, Cape Cod Cooperative Extension
- Jack Clarke, Massachusetts Audubon Society
- Andrew Cummings, Wash-A-Shore Oyster Ranch*
- Shelley Dawicki, NOAA/NMFS/NEFSC*
- Rich Delaney, Provincetown Center for Coastal Studies
- John Farrington, Graduate Dean, UMASS-Dartmouth, SMAST
- Mike Fogarty, National Marine Fisheries Service, Research Scientist
- Bob Kennedy, Maria Mitchell Association
- Ted Keon, Chatham Coastal Resources Department*
- Jim Mahala, Massachusetts Department of Environmental Protection
- Steve McKenna, Massachusetts Coastal Zone Management
- Cheryl Miliken, Falmouth High School Teacher*
- Monica Mullen, Office of Senator Therese Murray, MA State Senate
- Judith Pederson, Massachusetts Institute of Technology Sea Grant Program
- Heinz Proft, Harwich Department of Natural Resources
- Rob Thieler, U.S. Geological Survey, Research Scientist
- Mindy Todd, Cape & Islands NPR, WCAI-WNAN*
- Megan Tyrrell, Cape Cod National Seashore
- Chris Weidman, Waquoit Bay National Estuarine Research Reserve,
Research Scientist

*Met with SRT during visit on September 29

