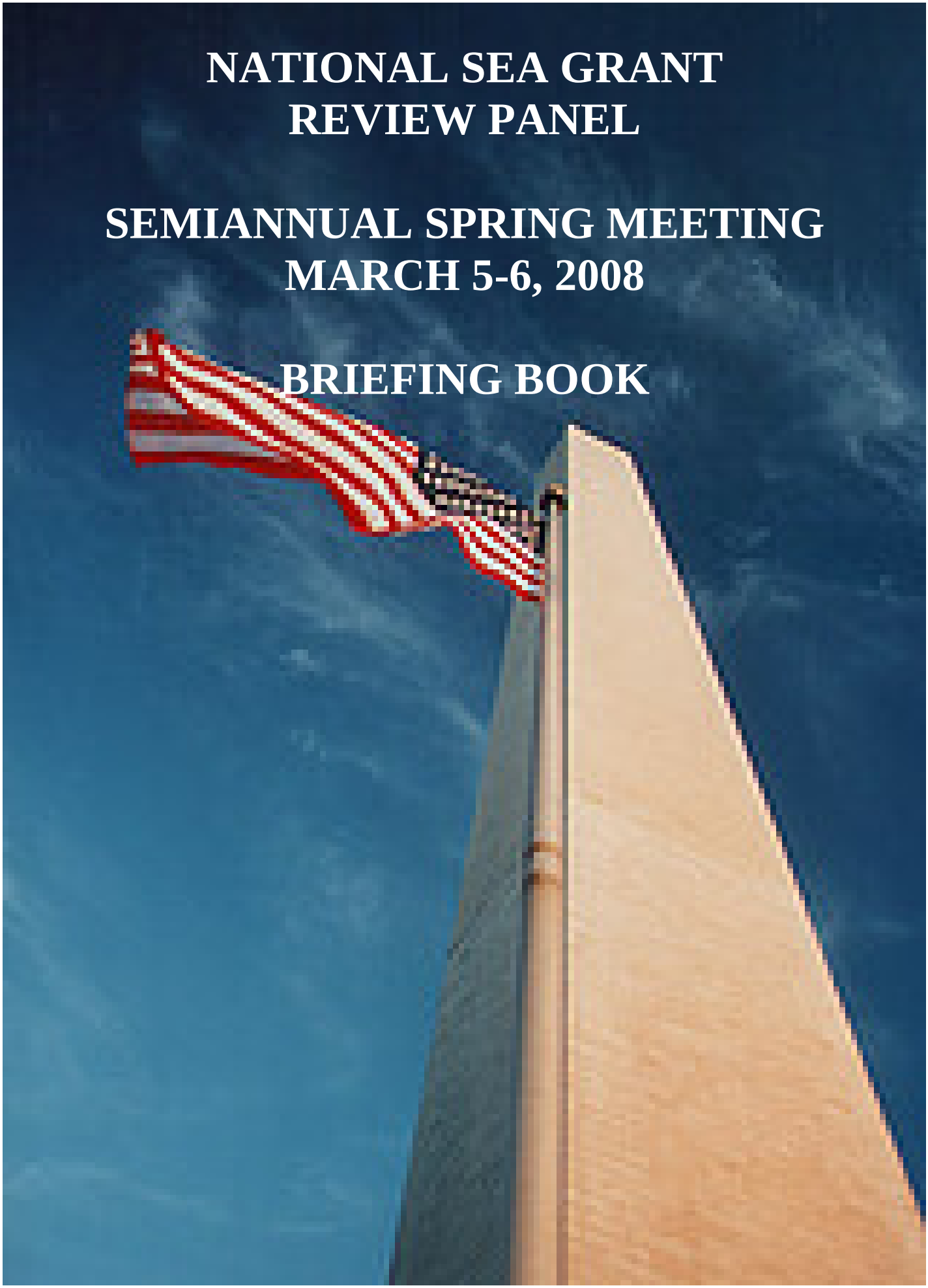
NATIONAL SEA GRANT REVIEW PANEL

SEMIANNUAL SPRING MEETING MARCH 5-6, 2008

BRIEFING BOOK



National Sea Grant Review Panel Semiannual Spring Meeting
March 5-6, 2008
Briefing Book

Section

1) Agenda

2) Previous meeting minutes
   - San Diego September 28-29, 2007
   - November 14, 2008 Conference Call

3) NOAA National Sea Grant College Program Strategic Plan 2009-2013: Meeting the Challenge

4) Integrated Planning, Implementation, and Evaluation for Sea Grant
   a. PIE System presentation to SGA

5) Procedures manual revisions
   a. The "Fritz" 2002 Procedures Manual
   b. The updated 2008 Procedures Manual (By Peter Bell and Jeff Stephen)
   c. A summary of the changes made in the update version
   d. An outline of the "Panel Involvement in the SG Review Process" extracted from the two PIE documents recently distributed by Dr. Cammen (for the purpose of reshaping the procedures)

6) Revised Charter

7) Charge Letter - Fisheries Extension Enhancement Review

8) Charge Letter - Pennsylvania Sea Grant Institutional Program

9) Charge Letter – Administrative Review

10) Engaging NOAA's Constituents: A Report to the NOAA Science Advisory Board

11) Focus team memo from Dr. Cammen

12) Draft Panel Letterhead

13) Panel information
   a. Review Panel Member/Directory
   b. Review Panel Bios
   c. Review Panel Composition Chart
   d. Review Panel Assignment Chart

14) Network and NSGO information
   a. Directory Information
   b. NSGO Directory
   c. SG Directors Directory
   d. NSGO Monthly Newsletters (October 2007 – January 2008)

National Sea Grant Review Panel Semiannual Spring Meeting

Wednesday, March 5 and Thursday, March 6, 2008

Consortium for Ocean Leadership
1201 New York Ave., NW, Washington, DC

DAY #1 Business Meeting
Conference Room
March 5

1:00 to 5:30 p.m.

11:30 Lunch (Panel Only)

12:45 Arrive in Conference Room

1:00 to 1:15 Call to Order (Richard West, Vice Chairman of the Panel)

- Opening of Meeting
- Roll Call
- Review of Day's Activities/Approval of Agenda
- Introduction of New Member Terry Gardiner
- Vice Chairman's Introductory Remarks

1:20 to 2:30 NSGO Director's Update with emphasis on the implications for the Panel from the New Planning, Implementation and Evaluation System – L. Cammen

2:30 to 3:00 Panel's Annual Work Plan – R. Duce, R. Heath and B. Stubblefield

3:00 to 3:15 Break

3:15 to 4:20 Discussion of Work Plan – R. Duce, R. Heath and B. Stubblefield

4:20 to 4:40 NOAA legislative outlook – E. Webster

4:40 to 5:00 Outlook for Sea Grant Re-authorization – J. Hathaway, House Resources Staff

5:30 to 7:00 Reception, Kola Garber's community center, 1210 Massachusetts Ave. NW (walking distance of two blocks from the COL)

DAY #2 Business Meeting

(Consortium for Ocean Leadership Conference Room)
Thursday, March 6
8:30 to 5:00 p.m.

8:15 to 8:30	Arrive in conference room
8:30 to 8:45	Status/Discussion of Pennsylvania Sea Grant Institutional Prog. Review - R. West
8:45 to 9:00	Status/Discussion of Fisheries Extension Enhancement Review – J. Woeste
9:00 to 10:00	Status/Discussion of NSGO Administrative Review – R. Heath
10:00 to 10:20	The new National Sea Grant Strategic Plan – J. Byrne
10:20 to 10:40	Break
10:40 to 11:00	Implemen. the National Sea Grant Strat. Plan, The Role of Focus Teams – J. Murray
11:00 to 11:40	NOAA Coastal Integration effort – S. Levenbach (OMB) and D. Kennedy (NOS)
11:40 to 12:10	Sea Grant Association update – P. Anderson
12:10 to 1:00	Lunch
1:00 to 1:25	Transition Planning and NOAA's regional efforts – P. Doremus
1:25 to 1:45	NOAA Engagement Report – J. Stephan and J. Byrne
1:45 to 2:15	Committee reports -Executive Committee -Nominations -Re-authorization
2:15 to 2:30	Public Comments
	Other Business
2:30 to 2:45	Break
2:45 to 5:00	Administrative Session (Closed to Public) – to discuss administrative and operational issues for how the Panel will conduct its business consistent with FACA procedures -Update on Panel Procedures Manual Committee – J. Stephan and P. Bell -Update on revised charter – J. Murray
5:00 to 5:15	Summary Wrap-up
	Adjournment (Next Panel Meeting: November 12-14, 2008)

Sea Grant Review Panel Meeting
September 29, 2007

MOTION to add two new items to the agenda:
- **Message from director for SGA, NSGO, panel to talk – Panel needs to consider/respond (Robinson)**
- **Discussion of Knauss Fellowship (Bell)**

New agenda APPROVED unanimously.

- **Thank you to NSGO/Leon and Amy Painter for their help in panel's report to Dr. Spinrad (Robinson)**

- **<u>Highlights of panel's involvement/Exec. Committee (Robinson)</u>**
  - The Executive Committee has discussed how to increase the panel's involvement.
  - Panel advised the NSGO on New Jersey which would have been delegated to the executive committee in the past.
  - Reauthorization discussion: discussed the panel's role and suggested a talk with Dr. Spinrad and the Admiral. Craig McLean and Dr. Spinrad advised panel to follow mandate.
  - How to deal with guidance from NRC? Panel suggested that it should respond to all recommendations but also develop a model to move away from rhetoric toward action.
  - The Exec. Committee discussed decided it needs data on panel's decision re: increasing admin. cap from 5-7%. This information is not yet available. Some panel members want to update that data for hill visits.

<u>Leon's Report on Sea Grant</u>

- One Sea Grant: Unity will help program break out of many constraints. The national strategic plan aims to reflect prioritization and focus toward unity.
- Sea Grant's visibility is increasing within NOAA (39% of VADM stories in newsletter)—partly due to NSGO data mining on SG activities. This presents a window of opportunity (in the short time that the VA will be in the office—same with Bill Hogarth who is another supporter).
- With limited resources, partnerships are key (NOAA, EPA, FEMA, etc)
- FEMA: Regional prototype, Region VI Texas. Will discuss how it went, if successful, we would propose a national program.
  - Report in NOAA that explained what was done post-Katrina—The panel should push for the release of this report (West)
  - Suggestion that SG propose to NOAA a partnership with FEMA (Bell)
  - SG should be cautious that all know the good NOAA did during Katrina before partnering with FEMA (Weis).
  - This will be a slow process. For this to sell, the regional program has to succeed for others to see the value (Cammen)
- NOAA integration (SG, CZM, CSC, NCCOS). Not a merger but looking at overlap and moving toward increased collaboration/coordination. A permanent chance in the way we do business. NOS integration is first and then we'll look at parts of NMFS
  - Request to have a copy of Emily's request and NOAA's response (West, Kudrna)

- There have been numerous collaborations (including the FEE program which is ending soon). Requests that panel step in, look at material, and make a recommendation on what to do with the program (by summer of 2008).
- MSFCMA reauthorization of 2006 and NMFS/SG Bilateral 2007- planning a meeting in November to discuss extending the program regionally. This workshop will set national agenda but then devolve into regional discussions. Expect each region to approach it differently (some already work together). They'll outline what cooperation will look like.
- NMFS/SG fellowships: 35 awarded, 14 current fellows
    - Concern over fellow's knowledge of Sea Grant. Suggestion that fellows have more than one day symposium—perhaps a month (Kudrna, Bell)
- Regional SG: Ocean Research Priority Plan released in 2007 – no problem fitting in with themes. Regional planning began last year. Two west coast regions have joined together and developing plans. By end of 2008/09 all regional plans should be complete. These are not SG regional plans but SG facilitated regional plans well beyond the scope of what SG can/should do. SG and NMFS regions coincide almost perfectly.
- SG has been working to get our regional areas to work with NOAA regions. Memos have gone out to encourage teams to work with SG teams early on.
- SG proposed reauthorization language (in review now) includes authorization for competitive regional funding for FY09 – not sure if it will survive but SG is proposing that in FY09 competitive program has: ecosystems approach, focus ORPP to a regional level, bridge gap between ORPP and local priorities, and enhance SG regional presence. Nothing has been submitted to Congress yet, though it has made it through OAR. Resources committees have been consulted and no one objected.
    - Any discussion as to including international dimensions into regional reauthorization? (Byrne) No, however, we are trying to reintroduce SG's authority to work internationally (Cammen).
    - Suggestion that SG serve as a coordinator for all NOAA regions. Panel could then help NOAA regionally and shape role of SG (West).
    - This process started as an outreach vehicle. SG is using this as a way to reinforce/enhance partnerships and push ourselves into the process.
    - Request that Mary Glackin address panel meeting 17-18 October to discuss response to RIT, Mary or Paul Doremus or both could come and talk toward end (Robinson, West).
    - To sell regionalization on the hill, we need to approach them as a whole and provide the big picture (Heath).
    - Suggestion that the panel facilitate a discussion of coastal players (Schuble)

- Reauthorization status: Negotiated draft bill with SGA and review panel, went into clearance process July 30th, looked similar to last bill, moved quickly, line office comments minimal and helpful, target is Jan. '08. We then have to find a sponsor for the bill.
    - Elevates status of panel, funds regional implementation, increases NSGO cap, international program, removes rankings, increased funds that can be awarded without match (1%-5%).
        - In draft negotiations, what was originally proposed, what had the review panel negotiated, and what was finally proposed? (Bell)
        - 3 changes proposed: Panel language should be up to date to describe what panel does. Tried to give panel more interaction with programs. Rather than providing strategic thinking and admin

requests, panel no longer has to review proposals, or review state performance and execution. There was concern over this last part so language was put back that panel had a role in program assessment. 3 year terms were objected to and 4 year terms where maintained. Language was added that panel can establish subcommittees. Cammen will pass this out tomorrow (Cammen).
    - Concern that the panel did not agree to everything (Kudrna).
    - Concern over the administrative cap—too limiting for National Office (West). We need to demonstrate value added (Heath).
- Budget: FY07 appropriations $54.7 million down $7.2 million from FY05 because of an additional $700,000 from NOAA. Required cuts to programs (not starting new programs). FY08 President Request $54.9m. Senate mark at $60m and house $58.4. Continuing resolution until mid-November.
- National program development is the most important part and that is what's getting squeezed out. National Office doesn't have much of a national presence within NOAA—this hurts SG's image as a national program. Other offices can commit people to OMB integration and it's only ad hoc with us.
    - SG needs long term cultivation to get long-term funding into SG—this needs to be communicated to SGA (Alden).
- Staff changes: Oliver and Krauk resigned. Agy out on maternity. Pearson out in December for maternity. Brown on detail. Incoming: Lugo, Knauss Program manager, IPAs Liffmann (Extension) and Hurley (Research). Other IPAs: Walker (Education 25% of time) Rayburn, Andy Lazur.
- NIMS: Went live last week, 12 programs already entered project data, integrates project reporting with impacts and performance reporting, generate annual reports, and provide key support to the integrated planning and assessment system.
- NSI Update: Aquatic Invasive Species: Cancelled, priorities came from regional panels, 52 preproposals, 10 full proposals (didn't add anything new). Oyster Disease Research: Cut in half. Anticipated about $1 million reduced to $500,000. 33 preproposals, 19 full proposals. Gulf of Mexico Oyster Industry: same reduction as oyster disease (no oyster competitions next year)
- NRC Response Process: Oct. 15: Comments due on RIT and panel concepts. Anyone with responses should comment on both of them together and let Cammen know. Oct. 31: RIT report complete. Nov. 14: Panel report discussed and adopted. Dec. 1: Final decision on planning/assessment system. Dec. 31: Final report ready for transmittal to congress. This is not a competition. Both systems have strengths and weaknesses. Costs seem to be similar. Major difference is site visit rating vs. panel rating. There is consensus on key process: strong strategic planning with defined national outcomes tied to program assessment.
    - The current program assessment model focuses the panel's attention first on local assessments and then national assessments. The proposed RIT model changes much of this so that there is a lot less panel effort in assessing locally and more on national assessments. We would like the panel to spend the majority of its time focusing on national assessment (state of the SG report)—there are many others that can do local assessments.
        - To do this, we'll need local knowledge more than just paper knowledge (Bell).
- Where is the panel needed? In order of priority:
    - How can SG best work with NOAA's other coastal programs? Panel should step into this. What should the primary role be? Are there lessons to be learned from states where the coastal programs work well together (best

management than can be transferred to other areas)? Should NOAA restructure its coastal programs? (Panel might as well get involved in this now as it's the future).
        - Lautenbacher has to make the request of the panel to look at all of NOAA. Cammen should ask him to ask the panel (West).
    - Fisheries Extension: Has the program been effective? Should it be continued? If so, are there changes to be made?
    - Pennsylvania is applying for institutional status. Cammen will look to panel to review application.
    - Declining emphasis on Research: Is this an across the board decrease? How can we reverse the decline? Are guidelines useful?
- Potential panel agenda:
    - Growing SG extension through partnerships: How to maintain SG model with new partnerships, can extension partnerships enhance research? Is there a need for a NOAA Extension Service?
    - Regional SG: How can we best fit in with emerging regional frameworks?
    - International SG: What should SG's role be?
    - SG and the Social Sciences: How can we provide the most value? Research? Extension? Decision-support tools? This will also be a small part of planning process.
        - Two panel roles were left out: 1). Analysis as to why the SG dollars remain constant 2). Analysis as to why SG hasn't become more integrated into NOAA over the years (Duce).
        - SGI approach as been opportunistic and reactive, we need to be more strategic (Cammen). SGI: There could be a cooperative SG program in Canada but it died (West). Panel could take up this as one of its issues right away (Bell). No one in the NSGO is responsible for international. There is no mandate, no people assigned, and no money and maybe there should be (Murray) .What are the possibilities for contracting out to universities to take advantage of these opportunities? (Byrne) National Office needs guidance as to what to do (Cammen). SG should be flexible to adjust (rapid response) or appropriate new funds for such opportunities (Stephan). There is no discretionary money. But we can petition to get rapid response funds (Cammen).
    - Request that Cammen send panel a formal letter of what he wants them to do so they can address them publicly and do so in time for federal planning (West).

<u>Byrne's Report on Strategic Planning:</u>

- Goal for Dec. 1st. Cammen requested them to develop few focus areas and identify any cross-cutting themes.
- Based on stakeholder input, top down or bottom up
- June 19th, first meeting. July 31st - stakeholder meeting. Conference calls every week/week and half.
- Krauk and Grimes put together a top down bottom up synthesis document. Bitsy took those documents and summarized into a single document (12-15 pages) that you can have a copy of if you want.
- These cover focus areas, not strategies, which is what this gathering is for.
- Nov. 20th meeting in DC to look at what we have.

- What are the trends, driving forces, gaps, and particular niche for SG considering all of the agencies that address coastal issues?
- Driving trends:
    - Rapid coastal development
    - Climate change
    - Globalization
    - Energy supply and demand
    - Seafood and seafood safety
    - Increased competition for coastal resources
    - Increasing pressure on coastal decision-makers
- Needs and Priorities:
    - Understanding climate change
    - Ocean education, etc.
- Gaps:
    - Social sciences
    - Communication techniques
    - Urgent response capability
    - Lack of funding/time
- Partnerships were discussed: international, federal, non-profit.
- Focus areas:
    - Sustainable, Safe Seafood Supply: This is an area where SG and NMFS could work together on.
    - Sustainable Coastal Development: Complex competition for space/resources.
    - Healthy Coastal Ecosystems: may be too broad an issue, but involves ecosystem management, land use planning, etc.
    - Coastal Hazard Resiliency:
- Stakeholder meeting: State dept., CRS, Dept Agriculture, private sector, etc.
    - Globalization received a lot of attention, affects all focus areas
    - Climate change
    - Educating population
    - Management/resiliency needs and challenges are different
- SG week goals:
    - Finding out if these are the right focus areas
    - What strategies?
    - With this input, we will put together a draft strategic plan.
- We have a tendency to think short term and for our strategic plan, we need to push for more long-term thinking in the plan.
- Additional comments:
    - Technology is a cross-cutting theme, but we didn't want to get too broad with theme areas, and its small compared to other areas.
        - SG has provided new technology to fishers which have led to over fishing—we need to emphasize sustainability (Weis).
    - We will probably measure 10-100 outcomes. Uncertain as yet.
    - We're looking for strategies, not specific actions so it will be somewhat general, but this will let programs monitor their own activities.
        - From 11 themes to 4 focus areas—are there any themes that wouldn't fit under focus areas? (Weis)
        - Biotech, ocean technology. Though they might contribute. The major things we do map into these focus areas (Cammen).
        - Aquaculture should get attention in Sustainable Seafood Supply **(Jerry).**

- We want to try and keep the plan focused and not as comprehensive as the last one.
- For SG, flexibility, timely response requires long-term thinking.
- Raising visibility of issues (changing requirements for certain degrees) is an area where the panel could play a role (Stubblefield).
- The leadership of the three groups should get together and talk after this meeting to discuss findings. This is an opportunity for the network to come together and present a strong, united message from three groups. Perhaps a letter with everyone's signature (West).
    - Whatever of detail we have, if it has consensus and was done in a transparent way, it's a huge success. This changes the culture of the program (Cammen).
    - Transparency is good, but it's not enough—we needed to talk more about RIT process and performance measures (Kudrna).
- Example strategy: coastal hazards: what needs to be in place before an event, identifying how we'll respond to such situations, etc.
- Thanks to Byrne for serving on the planning committee (Robinson, Murray).

Strategic Discussion: Decadal Thinking about Sea Grant – Looking Back/Forward - Ross Heath

- Panel spends too much time in crisis mode. We should look to the future more.
- We need to think not only about what the panel should do but other agencies roles as well.
- Past: Upward funding levels but not real dollars, about half the budget as late 1970s. In terms of purchasing power are about 1/3 of what they were in 1980. Something has to be done to reverse the trend.
    - You're talking about federal funds, but programs often get more money from other sources. (Bell).
    - We need to know what the ppp of opportunistic state funds are. That could also be a problem as programs become more dependent on interests of donors (Heath).
- Future:
    - Strengths: Long history of success, strong and diverse constituent base, strong tradition of federal relations, effective/improving internal communications (SGA), strong state and local support.
    - Weaknesses: Perceptions that SG is a "creature of Congress" without constant support from administration, support from NOAA/DOC/OMB spotty, not fully integrated with NOAA mission, viewed as outsider within NOAA. We need to address these to get more support. In addition, bureaucratic location within NOAA (OAR), NOAA not a good fit in DOC, and DOC not a strong cabinet department. Lucid case for national relevance of SG is still lacking (we shouldn't say we're doing it better, but rather show how the agencies work together well so SG doesn't look superfluous. Programmatic coordination across state boundaries is still inconsistent (programs view their resources as their own).
        - Communications could also be a weakness in articulating our role as well as a strength (Stephan).
        - NOAA has not embraced SG as an entity within NOAA, we need to provide a stronger message and encourage Lautenbacher to step up (West).

- Opportunities: Sea Grant maps well on to Ocean Commission priorities, SG was ahead of the ball on regional planning, environmental issues will continue to grown in importance, demand for effective outreach is growing in federal programs.
- Threats: Budgets aimed at deficit reduction will likely mean cuts for federal programs (particularly in the next 10-20 years—increases in national debt will aggravate this) and SG is not viewed as essential. In addition, the 2-year window for implementation of Ocean Commission recommendations has closed so SG won't benefit as much. Lastly, there isn't a strong proponent for regional programs on the hill. We need to build champions for regional planning.
    - Major strength of SG is the match—we need emphasize this. (Kudrna).
    - Yes and no. The presence of matching dollars could hurt our cause (Heath). You have to be careful that you don't prove that state funding is all that's needed (West).
- Concerns about local program autonomy and split loyalty could weaken NOAA commitment to SG—we need to be care about how we make the argument.
- SG could be the loser in the assignment of responsibilities and funding for coastal issues.
    - There isn't motivation for putting money into SG (Stephan).
    - NOAA is technical, less likely for NOAA staff to have interaction with SG. (A culture of appreciation). Should we be putting our chips in with our congressional champions? (Murray)
    - SG is seen as coastal program, which is not a major part of NOAA's mission (weather and fish). We struggle to compete (Cammen).
    - Aligning with other agencies will likely be key (Heath). We also need to find gaps in decision-making to make ourselves important. Perhaps focus on is synthesis and integration? (Jerry). SG does very little in the areas of maritime or petroleum industry. We need to look for where the money is being generated and get their support (Byrne). Coastal communities aren't demanding for more support from NOAA. They need to mobilize and become more vocal (Cammen).

- We need to get a reasonable sampling of our priorities (Duce/Heath).
  First, we need to have organizational responses such as building alliances so we don't look competitive or duplicative. The second is to identify the new initiatives that are important enough to get major chunks of money.
    - We need to develop our role within NOAA. The opportunity for growth is in extension and education (Kudrna).
    - Is it possible to formulate some of the non focus areas as a new initiative to get new money? i.e. biotechnology (Weis).

  MOTION that Chair appoint a committee to look into some new program areas for SG to be added to the discussion tomorrow (similar to NSF process) (Bell).
  Second: Kudrna
  MOTION amended: Move that chair appoint a committee to look into some new program areas to SG to be added to the discussion tomorrow prior to reauthorization discussion.
  APPROVED (one nay, Bell)

- SGA should hear Heath's presentation as it lays the groundwork for the next few days (West, Alden).

- One strength of SG is that is connects NOAA to the academic community. If things get tougher, extension is absorbed into NOAA, there may be very little of SG left. We need to think of the various scenarios that could play out as things get more difficult (Byrne).

Paul Anderson Presentation:

- SGA would like to host reception prior to boat reception Sunday night and invite panel and NSGO.
- Panel would something a little more tangible to come out of the meeting, as far as the direction of SG and advancing SG monetarily (Robinson).
- SGA could select delegates to listen to Heath's presentation (West).
- Accepts on behalf of panel (Robinson)

Admiral West's Presentation:

- Shared report with Robinson and Cammen, met with Baird and received comments. Other than panel's reaction, unsure what else to do with the report.
- Highlights of report:
  - SG is very vulnerable right now. Funding slope is decreasing abruptly. Neither SG nor NOAA have large commercial support and this adds to vulnerability.
  - Current problems:
    - From the hill side, some people are warm to SG but they often view it as a block grant—we need to express why SG is important to the nation.
  - NSGO, panel, SGA, and role of leadership of NOAA (need to embrace SG) are the four parts that report looks into.
  - Emily's replacement was a Knauss fellow but this won't solve the structural problem within NOAA.
  - Cammen needs to have a good relationship with OMB.
  - Lautenbacher could speak to NOAA?
    - Could Robinson talk to them (Woeste). Yes, as could Mary (West).
    - We need to be on the hill, educating the committees on our work plan on a regular basis. Leon is often restricted as to what he can say but a committee isn't. Joel suggested that we go on to the hill together re: reauthorization (Kudrna).
  - There are some issues where the panel could go with the SGA. It depends on the subject we're talking about. Regarding reauthorization, the panel and the SGA should let NSGO take care of it (West). The panel has already commented on it.
  - The bill is currently halfway through the NOAA chain (Cammen).
  - The panel should see the whole bill as proposed as the agency (West, Bell).
  - Unsure as to whether NSGO can share the bill with the panel (Cammen).
- The panel should be able to form a fact finding committee at anytime but it wasn't in the charter (Reference: Panel's charter tab number 6 in book).
  - The question to the panel is of these observations (page 3) do we ask West to carry this further to address these observations? (Robinson)
  - If we do more than what the charter says, are we disobeying FACA laws? (Byrne)
  - No one goes to jail for breaking FACA rules. We're here to help and advise—and we haven't been used that way. Fact-finding is fine, but if you get together as a panel to decide on something that affects SG is must be public (unless it's something about internal panel structure). It's not public until panel is discussing on what to do with that information (West).
  - The anger isn't violating FACA rules but not taking advantage of power granted to FACA committees (Stubblefield).

- Suggestion to amend charter by taking the charter signed Sept. 14th by commerce for hydro services as a model. Add a conflict of interest or an ethics clause, and the section on subcommittees (West).
    - Recommendation to submit without subcommittee language (Murray).
- A copy of the amended charter will be available to the panel before the end of Sea Grant Week (West).
- Discussion on closed vs. open meetings: FACA is closed if it's sequestered (i.e. budget) info or for litigation. The panel can do administration anyway it wants to So long as everyone is comfortable with it, we don't need to put it in the charter (West).
    - Close meetings judiciously (Murray).

MOTION that the panel establish a subcommittee to review the procedures manual post haste (assuming charter is voted in) for approval during conference call Nov. 14th.
SECOND: Byrne
ACCEPTED unanimously

Public Comments:

- SGA should hear Heath's presentation and the panel should hear their views (West, Alden).
- Knauss fellows—Group of fellows Woeste met with: 1) knew very little of SG and 2) weren't happy with SG. We're missing an opportunity for follow up with fellows. One suggestion that might be useful is that they spend a month of assignment on detail with NSGO doing special assignments (Woeste).
    - Heard from two fellows that they had no support from home state programs (checks weren't coming) while others said they were getting constant contact. Maybe we should talk to fellows manager (Stephan).
    - A significant portion of their orientation should be devoted to learning about SG (Weis).
    - Suggest essay that asks applicants to give an example of a SG approach/activity and show its value to motivate them to learn about SG (Alden).
    - Suggest that the fellows must stay a month with home institution and perhaps the NSGO (Bell).
    - Not sure the panel should be involved in the management of the fellowship—but I like the idea of a partial internship in the NSGO (Byrne).
    - This is the right level of advice; we can take a look at it. We do need to fix the problem, fellows need to know more about SG (Cammen).
    - We have a great new Knauss manager and we'll pass it along and ask to see it in his plan of work. And we need to review what we're doing (Murray).
    - We might also look into asking them to do something after the fellowship (Weis). Perhaps send fellows back to home institution for a week or so to build relationship (Kudrna).

Ralph Rayburn (Texas Sea Grant) Presentation:

- Knauss fellows are how we engage with national scene. This is how you can help make SG relevant to NOAA (The impetus for much of the partnership with FEMA was through a FEMA Knauss fellow).
- Propose retreat for fellows and a mentoring program—they'll be in powerful positions in government in a few years, we should make sure to help them while their fellows.

Sub-item request from Leon's talk:

- Status of NOAA post-Katrina report
- Copy of Emily's coastal management report; and the status of SG's response to her report?
- Panel briefing on the NOAA regionalization plan.

    - Oct. 17-18: Six people will meet with Paul Doremus and get back to panel.
    - If the panel has particular questions, let the NSGO know in advance (i.e. what should SG's role be) (Cammen).

Sea Grant Review Panel Meeting
September 30, 2007

Two items to add to the agenda:

- **Charter consideration**
- **Statement by Manny Hernandez-Avila**

Agenda amendments accepted unanimously

- Suggest the panel discuss subcommittee to review procedures manual (West).

Board commends Dr. Schubel for his service to the panel and the network.

Hernandez-Avila resigns due to illness. Will send resignation letter to panel and NSGO. Panel thanks Dr. Hernandez-Avila for his service to the panel and the network.

Welcome to Korean delegation (Robinson).

Overview of SG Week (Jim Murray)

- SG week almost cancelled due to budget cuts. It's more internal than past meetings: future direction, budget issues, and strategic planning. We're linking the state plans to the national plan and programs will be assessed more on their strategic plan than before. We haven't focused as much on the program assessment portion, though this is being addressed through discussions throughout the week on the RIT and COPE.

Panel's 2-year Calendar

MOTION to appoint March 6-7, 2009 for the dates for the spring meeting. And include Nov. 16-18, 2009 for a tentative date depending on SG week (Duce)
Second: Stubblefield

- All dates should be considered tentative (Weis). **Agreed by panel.**

NRC response committee Update (Kudrna)

- Panel adopted a response to NRC report in February. When the draft was released, the transmittal was reviewed as were the recommendations to complete panel's response. Comparison of COPE proposal and RIT: Not looking to adopt COPE, but to get a response from SG community. Asking SG network to send comments to the panel as well. In October panel will prepare final recommendation for Cammen/RIT committee. RIT will submit final report end of Oct. Nov. 2 panel will review and decide whether to adopt the draft on the Nov 17-18 conference call.

Paul Anderson's Presentation:

- SGA appropriations FY09 timeline with tactical opportunities for network/panel to influence particular activities. If we build a better knowledge of these opportunities, we might be more sustainable.
- Rick Devoe is the chair of the external relations committee, which supports the activities of the SGA in D.C. Reauthorization was discussed with the panel on Friday night. The NSGO has also been involved in the discussion. There is much agreement on what the language should be. Highlights from Friday's meeting:
    - One possible tactic is to meet together on the hill in Nov. with the reauthorization committees--hopefully before the bill comes out.
    - Possibility for using a stakeholder approach (engaging them in meaningful ways).
- SGA expects appropriation to be between $55-60 million. Surprised to not get more from the House, but a strong supporter left the committee before the bill went through.
- SGA sent letter to appropriators and NOAA administrator that had 150 signatures from SG beneficiaries. Now, a letter is ready to send to conferees of more than 300 signatures.
- Plans for 2009:
    - Dear colleague letters.
    - Focus on Joint Ocean Plans and SG's contribution.
    - Highlight SG's national networking.
    - Rebuild relationship with person replacing Emily.
    - Final response to RIT—we want to be able to highlight language to congress in the future.

- SGA discussing how to make administration transition as smooth as possible.
- Looking to panel for advice on how to influence new administration and any changes in NOAA leadership (Perhaps through a subcommittee with panel and ERC—we're open to any ideas on how to build collaboration).
- Discussed possible formation of a Network Advisory Council, made up of leadership from networks who would engage networks on key issues (on timeline handout) to handle the challenge of making network components feel like a part of the decision-making process.
- Panel could also help SGA become more visible throughout the year (not just in D.C. but in the states as well), and establish some best-practices regarding external relations and share them with network.
- Assessment processes: complex and intentionally vague in some areas because we want endorsement before it is finalized. There is also some discontent with ranking systems.
- SGA is taking comments on RIT thru Oct. 14th and have final recommendation by Nov. 1 to NSGO.
- Winter meeting: we want to get in early to get more attention from staffers/members. Plan to move meetings to Feb 12-13, 2008. Hopes the panel can come at the same time. Knauss reception will probably happen occur on the 12th.

- Discussion on joint hill visits:
    - The panel can't go just to support the SGA. The panel has to agree ahead of time what they'll support (West).
    - SGA and panel could talk about only those things they have in common (Anderson).
- Discussion on RIT process:
    - There might be a blend between paper exercise for panel and focused site visits. Rankings are still frustrating though ranking wasn't addressed in report (ratings instead) (Anderson).
    - Our goal is to agree on a program and proceed. The panel would like to see the comments on the process sent directly to Kudrna and for distribution to the panel (Kudrna).
    - Cammen will want to see comments as well (Murray).

<u>Return to Kudrna's NRC response committee presentation:</u>

- Document with 24 recommendations from NRC (blue cover)*:* This is the same format panel adopted in February, we're just making it a final response. Of the recommendations, there aren't significant changes:
  Official changes will come from Stephan.

- Discussion on NRC recommendations:
    - Field visits are important (Alden).
    - Perhaps each site could give funds for field visits? (West)
    - Stephan and Kudrna will be writing notes regarding the Draft Report of the National Sea Grant Review Panel's NRC Review Committee and will provide a hard copy of the panel's comments.

- Return to COPE Discussion:
    - Items A-B: Is it the intention that this document go to congress? Should we keep our response clean and if we want to address other issues, send them to the Director? (Woeste)
    - This is just going to NOAA. Items will fall off the table if we don't bring them up (Kudrna). Attachments are relevant and should remain (Stephan).
    - SG should get this and perhaps NOAA but it shouldn't be part of the NRC response. Send it over separately (Byrne).

  MOTION to keep attachments separate.
  Agreed.

  MOTION: Response to NRC Recommendations Adopted as Amended (Kudrna)
  SECOND: Byrne
  MOTION PASSED unanimously

***Commend NRC response committee for work well done.**

***Special commendation for Kudrna for exemplary service.**

<u>Draft to DOC transmittal letter</u>

MOTION: Accept with amendments (Kudrna)
SECOND: Byrne
MOTION PASSES unanimously

MOTION that 3 amendments will be separated from NRC report and transmitted by the Chairman (Kudrna)
SECOND: Byrne
MOTION PASSES unanimously

- RIT proposal said primary goal was program improvement but panel said that it's really continued program improvement. Second difference: Paper review in D.C. vs. onsite review. In panel proposal, onsite visits are critical. Reducing field trips is advisable given budget constraints. Model visits should run about 3 days but can be reviewed on a case by case basis.
- RIT and COPE comparison:
    - The COPE would include Director participation and senior NSGO presence on visits to provide continuity. It also allows for annual appeals (by Oct. 1) submitted to reviewers and then sent to NSGO for final review. With concurrence, there would be an adjustment. One problem with the RIT is that the demanding evaluation schedule doesn't allow programs much time.
    - Cost comparison between existing PAT and RIT found that they're about the same, but RIT would cost a little more.
        - If timing is a point of comparison, it should be included in your report (Cammen).
        - Visits are important and a good opportunity to broaden SG's exposure/support. NSGO staff, panel member(s) and one or two influential people who are important to Sea Grant.
        - Outside funding for visits: Perhaps stipend provided by program would cover costs (West).
        - Panel needs to distinguish between site visits and field trips (Alden).
        - There needs to be continuity. We lose a little bit with continuity with the RIT but we gain other things (Stubblefield). Some format to establish consistency in PATs would also help (Alden). There has been no regular training at the beginning of each PAT. To increase consistency amongst PATs, there needs to be some kind of training component included (Robinson).
        - There are pros and cons with each report. The main difference is the comparability issue. That's what we're trying to get at with the written review—it's more fair/comparable for rankings. I'm concerned about making one person go to every visit: that person

becomes the de facto calibrator for ratings—not sure you want to do this (Murray).

- Paper reviews concede strengths of SG. Try to keep site visits but we need to find another way to handle the ranking situation (Alden).
- PATs works well until we have to grade programs. The issue isn't paper vs. site but finding a system where we have relative/comparable rankings systems (Cammen).
- For the Water Resources Research Institutes, consistency comes from the fact it has one group looking at all 50 states (Murray).
- The panel shouldn't focus only on finding a numerical evaluation—this will take away ability to look at a whole project for its innovation, etc. (Heath)

MOTION to release green draft sheet to SG community for review and response (Kudrna)
SECOND: Bell
APPROVED unanimously

<u>Reauthorization Discussion:</u>

- "Duce report revisited" – Ad Hoc NSGO Resource Study Committee Report Committee. Nothing in this report that the panel voted on (Woeste)
- Report will be brought back for review during spring meeting (Robinson).
- New title: NSGO administrative resources review committee? (Duce)

MOTION to approve draft of the Ad Hoc NSGO Resource Study Committee Report Committee report/ NSGO Administrative Resources Review Committee as amended (Woeste)
SECOND: Weis
ACCEPTED unanimously.

- Recommendation 2 from reauthorization committee: Identify nature of investments from increased fiscal resources and the impact on the SG program. What kinds of things need to be done that isn't being done that could strengthen the program?
- Panel should ask for more information on investments (what the funds are being used for) be given to the resources review committee (Alden).
- Panel should also request information on what the removal of the administrative cap would achieve and how it would be accomplished (Byrne, West).

MOTION to adopt corrected language for two of the committee recommendations: We request information on how the removal of the admin cap should be accomplished and what would be achieved if removed (Byrne).
ACCEPTED unanimously.

- Discussion on meetings with the SGA:
    - Recommendation of joint Hill visit with the SGA this fall (Woeste).
    - Panel should only go to the Hill in support of SG, not in support of individual pieces The panel shouldn't go as FACA without Leon (West).
    - The chairman of the committee heard the SGA request and we're only bringing it to the panel for consideration (Woeste).
    - FACA rule: to go we'd have to notify NOAA. The protocol is to be invited by someone from Congress (West).
    - Suggestion to formalize relationship between the panel and the SGA—perhaps a joint committee to produce an agenda of topics we want to discuss (to provide limitations as to what we can discuss) (Byrne).

MOTION to formalize the relationship through the formation of a joint committee to decide on an agenda and report back (Byrne).
SECOND: Kudrna
ACCEPTED unanimously

- The joint committee will discuss whether or not joint visits should be on the agenda (Robinson).

AGREED: Woeste and Alden to serve as representatives on joint committee
AGREED: West agrees to approach Lautenbacher regarding panel member terms.

- Competition/recertification discussion with Paul:
    - Joint committee to undertake early work on competition and program certification.

Panel on record as asking NSGO to take action and suggest that SGA and Panel work together on this matter (Robinson)

Reauthorization committee report is accepted

Agreed to carry over the "Where Do We Go From Here" discussion to next meeting

<u>Charter Discussion (West)</u>

- Updated charter to include potential for subcommittees. Some wording was changed. 'Panel members will serve at the discretion of the Under Secretary' was added. As was "panel members will be subject to ethical standards applicable to special government employees" and language that states that panel members have to remove themselves from a vote if there's a conflict of interest. Language on subcommittees was taken word for word from the recently approved hydraulics committee charter.

MOTION to adopt charter in concept to be amended by West (Byrne)

SECOND: Woeste
ACCEPTED unanimously

AGREED: Bell and Stephan to form a committee to review the panel's procedures manual.

AGREED: To adopt Nov. 14th, 2-4pm EST as the date for the conference call to finalize recommendation regarding program review process.

Report on the Nominations Committee:

MOTION to propose a second term for Robinson as panel Chair, West for Vice Chair, and Stubblefield for Member at large (Bell)
SECOND: Jeff
ACCEPTED unanimously.

- Request that someone at OAR address per diem problem (Stephan).
- Request copy of Cammen's presentation (Alden).
- Commends Chairman for a job well done (Byrne).

MOTION to Adjourn (Stubblefield)
SECOND: Byrne

National Sea Grant Review Panel's Special Meeting

Wednesday, November 14, 2007
2:00-4:00 p.m. EDST

Teleconference Call

Call-in Information: 1 866 746 2456
Pass Code: 3234152, #

Call to Order
(Nat Robinson, Chairman of the Board)

- Roll Call

Paul Anderson	*Judith Weis*
Robin Alden	*Frank Kudrna*
Peter Bell	*Nathaniel Robinson*
John Byrne	*Jeffrey Stephan*
Robert Duce	*William Stubblefield*
Richard West	*John Woeste*

Motion to approve agenda (Robinson).
Second: Byrne
Approved.

Consideration: Report of Panel's NRC Report Review Committee:
(4 items out of 8 will be discussed).

Kudrna: Move to adopt Committee's report. Cover page, 4 page document, transmittal letter.
Second: Stephan

Discussion on 4 -Page Document:

- Document is relatively unchanged with the following exceptions (Kudrna):
  - 3rd page describes the NSGO program visit with a slight modification—originally we thought the visit tied to the review by the director was a positive feature. This was included but we allowed the option to separate the research portion through the use of a separate paper evaluation (as input/supplement).
  - Last attachment: Option regional evaluation. We found merit in eventual regional evaluations that would enable us to look collectively at regional efforts. This concept was proposed at the RIT retreat. Program officers should be assigned on a regional basis to satisfy NRC recommendation on increased PO involvement—we included this as an option.
- Concern over the use of the word ceremonial (regarding Director's visit--4 page document and the cover letter) (Duce). Agreement reached that a substitute phrase should be found by Kudrna.

Discussion on Transmittal Letter:

- Few typos—will be corrected by Kudrna.
- Concern over statement that the SG committee does not support a paper review (4B near bottom of page) as not everyone responded (Duce).
    - Letter will note that not everyone responded to the survey (Kudrna).

Kudrna: Motion to accept as modified with editorial corrections.
Seconded: Stephan
Unanimously approved as amended.

Consideration: Draft Revised Panel Charter (Dick West)

- Charter is more or less unchanged from the San Diego meeting (West)

Move to approve (West)
Second: Duce

- One amendment by Woeste—Move to strike paragraph on the second to last page (number 1) under Administrative Provisions that states that the Panel should report to the Secretary of Commerce (item #1) (West).
- Proposal to include Panel's ability to advise the Sec. in objectives and duties section (Stephan).

Move to strike #1 under administrative provisions on 3 page of document (Alden)
Second: Byrne
Accepted unanimously

- Discussion over modifying language in stricken section regarding the Panel's ability to advise the Secretary of Commerce in the charter:
    - Proposal to add Panel's ability to advise the Secretary after "to the director" as if it's copying the Secretary (West).
    - Proposal to preserve the option to advise the secretary when necessity Demands ("shall advise either the Secretary or the Under Secretary, etc." (Stephan, Byrne).
    - Proposal to leave language as it— the FACA has a right to speak with the head of the agency (West).

Move to make #1 on line 1 "shall advise the Secretary…" and continuing with the language as is (Stephan)
Second: Byrne
Byrne withdraws second.

- Proposal to add "and meet with the Secretary where appropriate"(Kudrna).
- The Panel has never had trouble meeting with the Secretary (Cammen).
- Vote requested (Stephan)

Previous Motion (Stephan and Byrne)
Roll Call Vote: Passed 6-3
Yea: Alden, Bell, Kudrna, Robinson, Stephan, Stubblefield
Nay: Byrne, Duce, West

- Discussion on what new language means for the Panel:
  - Concern that everything Panel does must now go through the Secretary of Commerce (West).
  - Proposal to keep documents going to Secretary and add language—"and meet with the Secretary where appropriate" (Kudrna).

Motion to reconsider previous motion (Stubblefield)
Second: Alden
Accepted *(Previous motion back on the table)*

Motion to accept as friendly amendment: Instead of beginning with Secretary (leave as it is in the draft) adding the language to copy Secretary on documents and "meet with Secretary of Commerce as appropriate (Stubblefield).
Second: Byrne
Accepted

- Concern over Page 2: #1; Legislation specifies that representative must be chair—this should be specified as well in the charter. In addition, an at large member is also included (see #5). Do we want to do anything with these? (Robinson)

Motion: Delete "solely" from top of page two (Stephan)
Second: Alden
Accepted

- Charter needs to ensure that the SGA is represented so if the President can't attend, a representative can attend (see #1, last sentence)

Vote: Proposed charter as amended
Accepted unanimously
Jim Murray and Dick West will make any edits to the charter and send it off.

Report: NOAA's Science Advisory Board's Extension Outreach Education (EOE) Working Committee (Frank Kudrna)

- Concerning report to the SAB: There are strong recommendations for NOAA as to engaging constituents and changing how business is conducted. Report was well received. Mary Glackin met with Kudrna afterwards in regards to SG demonstration project by Gulf programs that would coordinate all extension outreach education in the gulf by embedding SG people in offices. Mary said she'd talk with Leon and Louisa Koch in regards to funding for this. Dr. Spinrad was positive about report as well (Kudrna).
- Suggestion that the Science Advisory Board and Panel go on record saying that the recommendations were positive. Comments will be available to the public for 30 days in December— Panel should find a way to go on record during this period. Possible Exec. Committee responsibility? (Kudrna)
- At the end of the demonstration, SG should be a model for other regions. This could improve relationship with other NOAA line offices (Kudrna)
- Panel should also look at the impact recommendations could have on SG (Byrne).
- One of the recommendations is that NOAA should provide 10% of resources on outreach. Right now it's 2.2%. This would provide new resources. Even with the demonstration project, new funding wouldn't come out of SG but from these new resources. The question is, during the notice period from early Dec to early Jan, do we want to provide a response on behalf of the FACA? Do we want to give this to Exec. Committee? (Kudrna)
- Perhaps the Exec Committee could prepare a draft letter and ask for Panel's comments? (Robinson)
- The implications for SG are high-stake. The danger is that SG becomes a PR office for NOAA. A lot could be lost in the implementation. The Panel should review this carefully (Alden).
- This is a great step forward—a major opportunity. It's up to us to make sure it's implemented properly. We need to make sure we retain SG's character in the process (Cammen).

Motion: Look at the version we have and submit comments to Kudrna and Robinson by 12/10/07 and ask Chairman to send letter on behalf of the Panel (Kudrna).

Second: Byrne
Accepted.

- Panel needs to make sure in the letter that funding should be available (Weis).
- We need to make sure outreach and education doesn't become PR (Anderson).
- Complements Kudrna for his presentation to the SAB (Bell).

Wrap-up/Adjournment

- Next Regular Panel Meeting: March 5-6, 2008, DC

FINAL DRAFT 2-22-08

NOAA NATIONAL SEA GRANT COLLEGE PROGRAM STRATEGIC PLAN 2009–2013: MEETING THE CHALLENGE

INTRODUCTION

America's coasts are invaluable economic, cultural and environmental resources that are at risk in this first decade of the 21st century. Increased rates of climate-related environmental changes have made coastal communities vulnerable in ways never before imagined. Overfishing and habitat degradation have contributed to declines in many U.S. fisheries. Heightened concerns about human health and safety are bringing greater attention to port security, coastal infrastructure deterioration, and seafood safety. As hundreds of thousands more Americans move to the coast every year, it is increasingly important that we find adequate ways to balance human social and economic activities. America must use its coastal land, water, energy, and other natural resources in ways that preserve the health and productivity of coastal ecosystems and optimize benefits to U.S. citizens.

According to the U. S. Commission on Ocean Policy report, the U. S. coastal zone contributed $4.5 trillion to the U. S. economy in 2005. The challenges we face on our coasts have significant implications for the nation as a whole, as well as for the people who live and work in coastal communities. Leaders at all levels - national, state, and local - must work with citizens, private sector businesses, and other organizations to utilize our intelligence, ingenuity, and financial resources to turn a time of potential crisis into a time of opportunity. As individuals and as a nation we must take immediate steps to educate ourselves about the magnitude of the threats we face and respond to these in bold and creative ways.

The world around us is changing. Globalization of technology, people, finance, products, and decision-making means factors beyond our national borders are affecting the vitality of U.S. coastal communities and economies. Businesses are functioning in an increasingly competitive global economy and many policy decisions are taking place at an international level. The need for collaborative problem solving at the state, regional, national, and international levels has never been greater.

Severe challenges present the greatest opportunities for change and Sea Grant is prepared to respond. One of the demonstrated strengths of individual Sea Grant programs is their ability to move rapidly to mobilize their university and other partnerships to address challenges across the country and around the world. Sea Grant has the ability to take the National Oceanographic and Atmospheric Administration's (NOAA) national goals and priorities, and use its coordinated regional structures and state programs to pursue these goals at the regional state and local levels.

At this time of great risk and opportunity, the Sea Grant network and its individual programs will address the goals set forth in this plan with innovation and creativity, reflecting the particular needs of their own states and communities, as well as the nation as a whole.

SEA GRANT VISION AND MISSION

The National Sea Grant College Program envisions a future where people live along our coasts in harmony with the natural resources that attracted and sustain them. This is a vision of coastal America where we use our natural resources in ways that capture the economic and recreational benefits they offer, while preserving their quality and abundance for future generations.

This vision reinforces the vision articulated in NOAA's 2006-2011 Strategic Plan: ". . . an informed society that uses a comprehensive understanding of the role of the oceans, coasts, and atmosphere in the global ecosystem to make the best social and economic decisions."

Sea Grant's mission is to provide integrated research, extension and education activities that increase citizens' understanding and responsible use of the nation's ocean, coastal and Great Lakes resources and support the informed personal, policy and management decisions that are integral to realizing this vision.

Sea Grant advances NOAA's mission ". . . to understand and predict changes in Earth's environment and conserve and manage coastal and marine resources to meet our Nation's economic, social, and environmental needs."

ESSENCE OF SEA GRANT

Sea Grant was created almost 42 years ago to unite the academic power of the nation's universities with a wide range of public and private sector partners. Through these partnerships, Sea Grant provides integrated research, outreach, and education programs aimed at creating tangible benefits for ocean, coastal and Great Lakes environments and communities. Located within NOAA, Sea Grant brings together government, universities, and citizens living and working in America's coastal and Great Lakes states to use their resources to respond to problems and opportunities in these complex and dynamic environments.

Sea Grant is a national network comprised of the National Sea Grant Office, 32 university-based state programs, the National Review Panel, a National Law Center, a National Sea Grant Library, and hundreds of participating institutions. This network enables NOAA and the nation to harness the best science, technology, and human expertise to balance human and environmental needs in coastal communities and in the oceans and Great Lakes. Sea Grant's alliance with major research universities provides access to more than 3,000 scientists, outreach specialists, educators, and students. Sea Grant's university based programs are important to the development of the future scientists and managers needed to conduct research and to guide the responsible use and conservation of coastal, ocean and Great Lakes resources. With its strong research capabilities, local knowledge, and on-the-ground workforce, Sea Grant offers NOAA and

the nation an unmatched ability to identify and capitalize on opportunities and generate practical solutions to real problems in real places at every level.

Sea Grant is required to match every $2 of federal funding with $1 of non-federal funds; many state programs far exceed this match. By leveraging additional money, Sea Grant expands the reach and effectiveness of NOAA and other partners in planning for and managing the future of America's ocean, coastal, and Great Lakes communities, resources, and economies.

SEA GRANT CORE VALUES

A strong set of core values has been the foundation of Sea Grant's work from its beginning. Sea Grant was founded on a belief in the critical importance of strong partnerships. Its partnerships with leading research universities, with other programs within NOAA, and with a wide range of other public and private partners at the federal, state, and local levels have proven to be a highly effective way to solve problems and create opportunities related to the conservation and use of coastal, ocean and Great Lakes resources. Sea Grant's integration of activities in research, extension, and education is at the heart of its program. As a pioneer in what is referred to as "translational research: from discovery to application," Sea Grant ensures that unbiased, science-based information is accessible to all and that this country receives the maximum benefit from each dollar invested in Sea Grant.

The diverse portfolio of Sea Grant's state programs enables the organization to be creative and responsive in generating policy-relevant research and disseminating scientific and technological discoveries to a wide array of audiences. Because it is science-based, non-regulatory, and has an established presence in local communities, Sea Grant is a trusted broker and a major contributor to increasing coastal, ocean and Great Lakes literacy among decision-makers and the public as a whole. Sea Grant's commitment to these core values is vital to achieving the goals set forth in this plan.

SEA GRANT IN NOAA

The goals and strategies outlined in this plan incorporate many of NOAA's priorities: promoting the health of coastal ecosystems; increasing the accessibility and application of quality research to support wise decision-making; increasing the number of fish stocks managed at sustainable levels; and expanding literacy about coastal ecosystems.

The urgent need for practical solutions to coastal problems requires coordination, cooperation, partnerships, and effective investment. Sea Grant provides NOAA with access to Sea Grant's university-based capabilities in order to achieve shared goals. The National Marine Fisheries Service-Sea Grant Joint Graduate Fellowship**,** with its programs in population dynamics and marine resource economics and fisheries extension enhancement, is just one example of the importance and effectiveness of this partnership.

Sea Grant also works closely with National Ocean Service coastal programs to set national priorities for coastal management and to ensure closer coordination of coastal activities. Numerous partnerships exist between Sea Grant and the National Weather Service on subjects such as climate change, ocean and coastal observing, and rip currents.

NOAA's Coastal Services Center, the Office of Ocean and Coastal Resource Management, the National Centers for Coastal Ocean Science, and Sea Grant, are working to integrate their efforts more effectively. The purpose of this collaborative planning is to ensure that the individual NOAA coastal programs are focused on national priorities and that their work is coordinated, outcome oriented, and built around each program's strengths in ways that avoid duplication. The short-term goal is to collaborate on strategic planning, budgeting, and implementation. The long-range goal is to develop a joint coastal strategic plan that articulates agreed upon priorities, functional responsibilities, outcomes, and metrics. Additional NOAA programs may be brought into this effort to create a more inclusive coastal enterprise. Two of the focus areas of this plan, sustainable coastal development and hazard resilience in coastal communities, are designed to advance these integration efforts.

PLANNING PROCESS AND STRATEGIC APPROACH

This Five-Year Strategic Plan establishes direction for the Sea Grant network to address critical national needs in coastal, ocean and Great Lakes environments. The plan builds on the unique capacities and strengths of Sea Grant, allows for flexibility and creativity on the part of state Sea Grant programs, and supports many of the priorities in NOAA's strategic plan.

The entire Sea Grant network brought its wealth of experience to the task of creating this plan. The planning process began with a review of the U.S. Commission on Ocean Policy Report and the U.S. Ocean Action Plan, the NOAA Strategic Plan, the Ocean Research Priorities Plan and Implementation Strategy, the NOAA 5-Year Research Plan, Sea Grant state strategic plans, and other recent coastal/ocean plans and reports that set national, state and regional priorities. To elicit input and guidance, a national stakeholder's workshop was convened in Washington, DC in July 2007, with representatives from NOAA programs, other federal agencies, and non-profit organizations that focus on coastal, ocean and Great Lakes issues. In addition, to obtain the benefit of a wide range of stakeholder viewpoints**,** individual state Sea Grant Programs were asked to share the outcomes of recent stakeholder meetings, surveys, and regional research agendas and initiatives and to poll their advisory committees for their ideas. The entire Sea Grant network convened for Sea Grant Week in San Diego, CA in October 2007 to identify priority goals and strategies for this strategic plan.

Three cross-cutting goals and four specific focus areas emerged from the strategic planning process. These goals and focus areas reflect America's most urgent needs in the coastal, ocean and Great Lakes arenas, NOAA priorities, and the strengths and core values of Sea Grant. This strategic plan provides a national guide for the work of the

individual state Sea Grant programs, each of which will develop its own strategic plan that contributes to the realization of national goals, while reflecting the specific needs and priorities of their own states and regions. In addition, all parts of the Sea Grant network will work together to create an implementation plan to accompany this document, establishing measurable objectives that can be used to evaluate progress in achieving the strategic goals set at the national level.

CROSS-CUTTING GOALS

Managing coastal, ocean and Great Lakes resources in ways that balance human needs with environmental health requires progress in three fundamental areas:

- We need better information about how coastal, ocean and Great Lakes ecosystems function and how human activities affect coastal, ocean and Great Lakes habitats and living resources;
- We need citizens who understand the complexities of coastal environments and the interactions between human use and the health of coastal ecosystems;
- We need management and decision-making processes that are based on sound information, involve everyone who benefits from the beauty and bounty of America's coastal resources, and include mechanisms to evaluate trade-offs between human and environmental needs.

To facilitate progress in these areas and to help the nation understand, manage, and use its coastal, ocean and Great Lakes resources wisely, Sea Grant has identified three cross-cutting goals to pursue in all of the work undertaken. The three goals reflect the importance and benefits of Sea Grant's integrated approach to research, extension, and education. They are at the foundation of all of Sea Grant's work and are integral to success of this five-year plan.

Goal: Sound scientific information to advance understanding of the nature and value of our coastal, ocean, and Great Lakes resources; to identify new ways to conserve and use these resources; and to support evaluation of the environmental impacts and socio-economic trade-offs involved in coastal decision-making.

Short-term economics often influence coastal decision-makers to make their decisions without understanding the long-term social, environmental, and economic consequences of their decisions. Ecosystem functioning and values, emerging economic opportunities, and the social and economic costs and benefits of various human activities need to be translated into factors understood by the general public in order for sustainable uses of coastal environments to become a reality. Sea Grant has a long history of generating cutting edge research and supporting technological innovations related to informed conservation and use of coastal, ocean and Great Lakes resources.

Strategies

- Support research to generate the scientific, technical, and legal information needed to increase understanding of coastal, ocean, and Great Lakes processes; support the development of new businesses, products, tools, and technologies; and answer the most pressing questions related to coastal, ocean and Great Lakes resource conservation, use, and management at the state and regional levels.

- Play a leadership role inside and outside the Sea Grant network in increasing the amount of socio-economic research available to help decision-makers evaluate socio-economic trade-offs and assess risks to the future health and productivity of coastal, ocean and Great Lakes resources.

- Integrate, translate, and disseminate research findings and technological discoveries to the citizens, industries, and leaders who need them to capitalize on opportunities and make wise management decisions.

Goal: An informed public that understands the value and vulnerability of coastal, ocean, and Great Lakes resources and demands informed science-based decisions about the conservation, use, and management of these resources, and a well-trained workforce that will make this a reality.

The 2004 U.S. Commission on Ocean Policy Report emphasized that restoring and sustaining our coastal, ocean and Great Lakes environments requires an informed citizenry that understands the value and vulnerability of these resources. We also need scientists, planners, developers, engineers, and people involved in all coastal, ocean and Great Lakes related enterprises who understand the interactions between human activities and ecosystem health. NOAA has made coastal, ocean and Great Lakes literacy a strategic priority. Sea Grant has been a leader in K-12, undergraduate, graduate, professional, and technical education in coastal, ocean and Great Lakes related areas for decades. Sea Grant is committed to playing a leadership role in partnership with the NOAA Office of Education and others to advance coastal, ocean and Great Lakes literacy. This can be done by capitalizing on the organization's strong university partnerships and using its education and extension capacities to develop educational programs for schools, professional education, and workforce training.

Strategies

- Advance coastal, ocean and Great Lakes literacy through formal and informal learning opportunities in our schools, museums, aquariums, and other educational forums, such as the on-line, digital collections of the Aquatic Commons and the National Sea Grant Library.

- Use Sea Grant's strong university partnerships to create new research and education opportunities in marine and aquatic science for undergraduate and graduate students and to develop information products and training opportunities that will help build the workforce capacity for coastal-related jobs and professions.

- Collaborate within NOAA and with other partners to build public awareness about critical ocean, coastal, and Great Lakes issues, using the integrated research, extension, education, and communication capacities of the entire Sea Grant network.

Goal: Decision-making processes that involve the full-range of coastal interests, that integrate efforts of public and private partners at the federal, regional, state, and local levels and provide mechanisms for establishing common understandings and generating outcomes that balance multiple interests.

The continued migration of people and activity to our coastal areas increases the complexity of coastal decision-making and creates greater potential conflict among users at a time when coastal decision-making remains fragmented and narrowly focused. Sea Grant's long-standing relationships with a wide variety of stakeholders in coastal communities and its reputation as a source of unbiased information enable the organization to play a leadership role in promoting effective information sharing, consensus building, and integration of efforts in the coastal arena. Sea Grant can enhance its effectiveness by working closely with other NOAA coastal programs through regional research alliances and by employing international, national, and regional ocean observation systems.

Strategies

- Use Sea Grant's research, extension, and education capabilities to encourage and support the creation of public decision-making processes that minimize overlap, maximize effectiveness, and provide an integrated response to coastal problems and opportunities.

- Build consensus on complex issues such as coastal land use, energy development, public access, invasive species control, and climate change impacts by supporting cutting edge research, building broader understanding among various constituency groups, and convening diverse groups of stakeholders to work together to find common solutions.

- Strengthen partnerships to promote national, regional, and issue-related collaboration among federal and state programs and other partners in order to support more effective and integrated coastal decision-making.

These three cross-cutting goals have been a foundation of Sea Grant's work since it was established and they are fundamental to success in the focus areas outlined in this plan. The more specific goals and strategies outlined in the focus areas build on these cross-cutting goals, generating the knowledge and creative solutions needed to address challenges and opportunities related to healthy coastal ecosystems, sustainable coastal development, a safe and sustainable seafood supply, and hazard resilience in coastal communities.

FOCUS AREAS

Over the next five years, Sea Grant will concentrate effort in four areas: healthy coastal ecosystems; sustainable coastal development; a safe and sustainable seafood supply; and hazard resilience in coastal communities. These four interrelated focus areas emerged from the strategic planning process as areas of critical importance to the health and vitality of the nation's coastal resources and communities. They respond to issues of major importance to NOAA, are consistent with the work of the NOAA coastal program integration effort, and are topical areas in which Sea Grant has made substantial contributions in the past and is positioned to make significant contributions in the future.

In each of the four focus areas, Sea Grant has identified goals it will pursue and strategies designed to take advantage of its strengths in integrated research, outreach, and education and its established presence in coastal communities. Understanding relationships and synergies across focus areas is vital to achieving the focus area goals. Sea Grant is only one of many partners working to address these complex and interrelated issues. Looking for how activities in one area of endeavor can support and complement other activities and using partnerships to accomplish shared goals are inherent in how Sea Grant programs function and will be central in achieving the goals outlined in this plan.

HEALTHY COASTAL ECOSYSTEMS

Healthy costal ecosystems are the foundation for life along the coast, but increasingly rapid coastal development, global overfishing, and other human activities are leading to water quality degradation, decline of fisheries, wetlands loss, proliferation of invasive species, and a host of other challenges that need to be understood in order to restore and maintain these ecosystems. Ecosystem functioning does not respect traditional political boundaries and responsible management of ecosystems requires new kinds of thinking and actions. Sea Grant is a leader in regional approaches to understanding and maintaining healthy ecosystems, with planning efforts underway across the country to identify information gaps, set research priorities, and coordinate information and technology transfer to those who need it. It has fostered efforts to address widespread problems such as invasive species and harmful algal blooms that are found in geographically dispersed areas and has hired staff, shared among several state programs, to tackle these problems. Sea Grant's regional consortia, nationwide networks, and international contacts are particularly well suited to helping the nation address ecosystem health at the appropriate local, state, regional, national and global levels.

Goal: Sound scientific information to support ecosystem-based approaches to managing the coastal environment.

To realize the full potential of ecosystem-based management approaches we need research that will lead to better understanding of present day conditions, basic ecosystem processes, the impacts of coastal and upland land uses on the health of coastal, ocean and

Great Lakes environments, and the importance of healthy ecosystems to healthy fisheries. We also need to know more about how to transform our new knowledge and understandings into sound management principles and practices. Sea Grant will continue to build the scientific foundation needed by supporting research that provides accurate information related to ecosystem health and by accelerating the transfer of this information to coastal residents, resource managers, businesses and industries.

Strategies

- Conduct research on ecosystem processes, the relationships between coastal stressors--water quality degradation, contaminants, harmful algal blooms, invasive species, and wetlands loss--and long-term human and ecosystem health, and communicate this information to public and private planners, decision-makers and managers.

- Contribute to the development of baseline data, standards, and indicators to support ecosystem-based approaches to land use, water, fisheries, and other resource management, working with programs such as NOAA's National Centers for Coastal Ocean Science, ocean observing programs, and others.

- Develop methodologies that can be used to evaluate ecosystem-based management approaches to assess their effectiveness once they are in place, and to guide future management efforts, working with the National Marine Fisheries Service and other federal, state and local partners.

Goal: Widespread use of ecosystem-based approaches to managing land, water and living resources in coastal areas.

Achieving widespread use of ecosystem-based management approaches will require extensive efforts to communicate the effects of ecosystem degradation on natural resources, local economies, and human health to a wide range of audiences in ways that motivate them to respond. Sea Grant's strong research and extension capabilities provide scientific information and technical assistance on ecosystem-based management approaches. At the same time, the organization's outreach and education capabilities engage citizens in stewardship activities that promote healthy ecosystems. All these programs can result in regional and other collaborative approaches to address problems that extend beyond traditional geographic or governmental boundaries.

Strategies

- Work with partners inside and outside NOAA to develop data, models, and training activities that support ecosystem-based planning and management approaches, and share these with a wide variety of constituencies.

- Support the development of regional coastal observation systems and other collaborative efforts that advance our capability to predict the effects of human activities and environmental changes on coastal resources in order to take steps to mitigate their effects.

- Provide life-long learning programs for people of all ages that enhance understanding of coastal, ocean and Great Lakes environments and promote stewardship of healthy ecosystems.

Goal: Restored function and productivity of degraded ecosystems.

Past activities and events have led to deterioration of nursery areas for wild fish populations, loss of wetlands, closure of beaches and shellfish beds, and proliferation of invasive species. Sea Grant will help reverse these trends by identifying and assessing impaired ecosystems and supporting the development of new policies, technologies, and processes that promote restoration of ocean, coastal, and Great Lakes ecosystems in ways that balance the needs of the natural systems with the needs of the humans that inhabit them. Sea Grant will use its nationwide network of extension, education and communication specialists to provide the technical assistance needed and to share new information and technologies with local, state, regional, national, and international partners.

Strategies

- Support research to improve the effectiveness of ecosystem restoration and identify promising new restoration approaches and technologies.

- Invest in the development and dissemination of new information, policies, technologies and methods to address water quality degradation, prevent the introduction and spread of aquatic non-native species, and minimize the negative impacts of these on coastal, ocean and Great Lakes food webs.

- Provide technical support for citizens and businesses that need help with specific mitigation/restoration problems, giving them access to the latest information and techniques.

SUSTAINABLE COASTAL DEVELOPMENT

Coastal communities in America provide vital economic, social, and recreational opportunities for millions of Americans, but decades of population migration have transformed our coastal landscapes and intensified demand on finite coastal resources. The increase in population has resulted in new housing developments and recreation facilities, a new generation of energy development activities, port expansions, and other business activities. These changes are placing tremendous pressure on coastal lands,

water supplies, and traditional ways of life. To accommodate more people and activity and to balance growing demands on coastal resources, we must develop new policies, institutional capacities, and management approaches to guide the preservation and use of coastal, ocean and Great Lakes resources. Sea Grant will engage a diverse and growing coastal population in applying the best available scientific knowledge and use its extension and education capabilities to support the development of healthy coastal communities that are economically and socially inclusive, are supported by diverse and vibrant economies, and function within the carrying capacity of their ecosystems.

Goal: Healthy coastal economies that include working waterfronts, an abundance of recreation and tourism opportunities, and coastal access for all citizens.

Marine resources and coastal amenities sustain local and national economies through fisheries and aquaculture, seafood processing, trade, energy production, tourism, and recreation enterprises. Urban ports and waterways continue to accommodate expanding international trade, staging areas for off-shore industries, growth in tourism and recreational boating, and changes in fishing fleets. At the same time, changing development patterns along the coast are threatening to displace traditional water-dependent industries and cut off water and beach access for coastal residents. Vacant industrial buildings and obsolete infrastructure facilities can be recaptured for new marine enterprises, public access, and planned mixed-use developments that bring enjoyment to residents and visitors alike. Sea Grant's long-standing relationships with coastal communities and industries make it ideally suited to provide information, tools, and techniques to support working waterfronts, responsible energy development, the development of accessible recreation and tourism activities, and adoption of sustainable development practices

Strategies

- Support research and outreach activities that provide local communities with information and techniques to help them enhance their waterfront-related economic activities such as commercial and recreational fishing, aquaculture, tourism, and energy and port development, without diminishing the long-term health of the natural coastal environment.

- Support local, regional, and national efforts to preserve and increase public access to the nation's beaches and waterfronts through assessment of access needs, analysis of legal issues, and technical assistance.

- Use Sea Grant extension and education capabilities to engage coastal communities in planning processes that support the efforts of community leaders to identify and pursue sustainable economic development policies and programs.

Goal: Coastal communities that make efficient use of land, energy and water resources and protect the resources needed to sustain coastal ecosystems and quality of life.

The biggest challenge facing many coastal cities and towns today is how to manage growth in ways that do not diminish the health of the ecosystems these communities depend on. One way this is reflected nationally and internationally is in the high-level of concern about climate change and its associated effects. To respond to the challenges of growth at a local and regional level, communities are looking for ways to use land and water, generate energy, and dispose of waste that will preserve environmental health and economic vitality. Determining the amount of the land, water, and other natural resources needed to sustain healthy communities is an essential first step in establishing sustainable policies and growth practices. Only when the dimensions of this environmental footprint are identified can coastal communities understand what their carrying capacity is and what will be needed for generations to come. Sea Grant and its university partners are in a unique position to conduct research and develop models and forecasts that will help communities with this process.

Strategies

- Strengthen Sea Grant's research activities and extension capacity to help coastal communities determine the sustainable carrying capacity of their land, water, and other resources through resource assessments, scenario building, modeling, and other techniques.

- Support innovative research on land-use practices and building designs that promote energy and water conservation, coastal-ocean related renewable energy technologies, and the creation of other tools to help communities grow in sustainable ways.

- Work with NOAA's Climate Program Office, coastal programs, and other partners to help communities evaluate their ecological footprints and grow in environmentally sustainable ways.

Goal: Coastal citizens, community leaders, and industries that recognize the complex inter-relationships between social, economic and environmental values in coastal areas and work together to balance multiple uses and optimize environmental sustainability.

According to NOAA's Population Trends Along the Coastal United States: 1980-2008, coastal counties constitute only 17 percent of the land area of the U.S. (not including Alaska) but account for 53% of the population and are among the most rapidly growing areas in the country. The pressures on our oceans, coasts, and Great Lakes resources continue to grow. Citizens and decision-makers have an urgent need for tools that will help them evaluate the implications of land use changes, coastal development pressures,

and increased resource use in approaching the policy and management decisions they face. Regional cooperation and coordinated land use and watershed planning are essential. Sea Grant's well-established role as a trusted broker among a wide range of interests makes it a key player in providing sound information for decision-makers, convening stakeholders to seek common ground, and facilitating the development and implementation of new coastal policies, plans, management approaches, and consensus building strategies.

Strategies

- Work with NOAA's Office of Ocean and Coastal Resource Management and Coastal Services Center, EPA's Offices of Smart Growth, and other federal, state and local partners to disseminate assessment tools, model plans and ordinances, best management practices, alternative development approaches, and other techniques that will enable the citizens of our coastal zones to develop their coastal economies in environmentally sound ways.

- Build local capacity to evaluate cost-benefit trade-offs in the coastal zone through a greater emphasis on socio-economic research, impact studies, and other other methods of evaluating alternative future scenarios for coastal communities.

- Foster regional cooperation and partnerships among local government officials, community stakeholders, and regional planning organizations to promote sustainable growth plans and strategies that protect local and regional natural resources that will ensure that an abundance of these resources is available to serve future generations.

SAFE AND SUSTAINABLE SEAFOOD SUPPLY

The U.S. has witnessed the decline of many of its major fisheries while seafood consumption is on the rise, resulting in a seafood trade deficit of $8 billion per year, according to U.S. Department of Agriculture Foreign Agricultural Service statistics. At the same time, Sea Grant, through its research, extension, and education activities and work with partners, has resulted in important discoveries that have aided the stabilization and recovery of many endangered fisheries. According to the NOAA Aquaculture Program, aquaculture is in its infancy in the U.S., amounting to just over $1 billion of a $70 billion worldwide industry. Aquaculture creates important new opportunities to meet the increased demand for seafood but a number of questions need to be addressed for its full potential to be realized. Seafood safety is a growing concern as international trade increases and fish diseases and contamination become bigger problems. Sea Grant has key roles to play in advancing public understanding of the nature of these problems and opportunities. Through the use of its research, extension, and education capacities, Sea Grant will support the kind of informed public and private decision-making that will lead to a sustainable supply of safe seafood long into the future.

Goal: A sustainable supply of safe seafood to meet public demand.

Ensuring a sustainable supply of safe seafood requires an understanding of the effects of overfishing, past management decisions, and climate change on U.S. wild fish populations as well as the role ecosystem-based fisheries management can play. It also requires better understanding of the range of complex issues related to developing the domestic aquaculture industry. Sea Grant will make major contributions by supporting research that provides the knowledge needed to understand the factors stressing fisheries and the complexities of aquaculture development. Sea Grant will also translate and transfer useful research findings through extension and education activities to ensure responsible and productive use of these resources in the future.

Strategies

- Use Sea Grant's research, extension, education, and communication capabilities to develop and disseminate essential knowledge about natural and human threats to the long-term viability of wild fish populations, to identify ways to minimize these threats, and to use ecosystem based fisheries management and other innovative approaches to accomplish this.

- Conduct integrated research, education, and outreach activities to support a viable domestic aquaculture industry with acceptable environmental impacts, in ways that are consistent with national objectives, building on the leadership role Sea Grant plays in this area.

- Work with NOAA's National Marine Fisheries Program, other federal and state partners, and the seafood industry to enhance the management and productivity of wild fisheries.

Goal: A healthy domestic seafood industry that harvests, produces, processes, and markets seafood responsibly and efficiently.

A healthy seafood industry requires harvesting techniques that minimize by-catch and damage to marine habitats. It requires development of value-added products, enhanced quality assurance, and education about how to market under-utilized species. Sea Grant will involve harvesters, recreational fishermen, producers and managers in being responsible stewards as well as successful entrepreneurs. It will support development of new technologies and participate in collaborative efforts to increase the range of seafood products produced, enhancing American competitiveness in global markets.

Strategies

- Engage harvesters, recreational fisherman, producers and managers in the development of research and management innovations related to the condition, use, and conservation of the natural resources they depend on.

- Support research, development, and transfer of new technologies to keep the domestic seafood industry financially competitive and environmentally responsible.

- Work with the seafood industry to develop new products and innovative marketing approaches to increase seafood availability and profitability.

Goal: Informed consumers who understand the importance of ecosystem health and sustainable harvesting practices to the future of our domestic fisheries, who appreciate the health benefits of seafood consumption, and who understand how to evaluate the safety of the seafood products they buy.

Increased attention to the safety of domestic and international seafood has created an urgent need for rapid assessment techniques, certification programs, and standards for domestic and international seafood products, so consumers will have reliable information to inform their buying decisions. Sea Grant will involve industry representatives in the application of seafood safety standards, train inspectors and wholesalers in how to assess seafood quality, and develop educational materials related to seafood safety, quality, and security and make these materials readily available to consumers.

Strategies

- Enhance training and technical assistance programs related to the application of standards for safe domestic and imported seafood.

- Develop educational programs and materials that enhance the American public's understanding of what is required to maintain sustainable domestic fisheries and to build the public's awareness of differences in the quality, safety, and nutritional benefits of different seafood products so they will be informed advocates and consumers.

- Work in close coordination with the National Marine Fisheries Service and other federal partners to develop information portals that give access to factual information on seafood safety.

HAZARD RESILIENCE IN COASTAL COMMUNITIES

Sea level rise, the increased number and intensity of coastal storms, the ongoing threat of oil spills, and other natural and human hazards are putting more people and property at risk along the nation's coasts, with major implications for human safety and the economic and environmental health of coastal areas. It is essential that residents of coastal communities understand these risks and learn what they can do to reduce their vulnerability and respond quickly and effectively when events occur. Sea Grant will use

its integrated research, training, and technical assistance capabilities and its presence in coastal communities to play a major role in helping local citizens, decision-makers, and industries plan for hazardous events and optimize the ability of their communities to respond and rebuild.

Goal: Widespread understanding of the risks associated with living, working, and doing business along the nation's coasts.

Communities and businesses are increasingly vulnerable to hazardous events brought on by climate-related changes, land use changes, and increased economic activity in coastal and Great Lakes waters. There is a great need for information and tools to help communities assess the risks they face and identify the options available to them to minimize those risks. Sea Grant will support the work of NOAA's Climate Program Office and its climate impact and adaptation related activities. It will work with other federal, state, and local partners, the banking and insurance industries and others to develop forecasting and risk assessment tools, economic and environmental impact models, and other mechanisms that will help families, businesses, communities, and regions understand their risks and take them into account in making personal, business, and community-related decisions.

Strategies

- Conduct research to assess hazard-related risks and increase the availability and usefulness of hazard-related information and forecasting for citizens, industries, and decision-makers in coastal communities.

- Work with marine commercial enterprises to assess the risks associated with doing business in coastal areas in the context of hurricanes and other coastal storms, climate-related changes, and dramatic changes in port and international trade activities.

- Work with the NOAA Climate Change Program and other public and private sector partners to develop comprehensive education/literacy programs on the immediate and long-term effects of climate-related changes, and other hazardous events, on human safety and property along the coast, and how to prepare for and survive them.

Goal: Community capacity to prepare for and respond to hazardous events.

It is not enough for communities and businesses to understand their vulnerabilities, they must act on this knowledge and become more resilient or the human and economic losses will continue to mount. Individuals, businesses, and communities need to develop comprehensive emergency preparedness and response plans that increase their resiliency and enable them to respond effectively. Sea Grant will contribute to this by building a sound knowledge base to improve forecasting capabilities, by identifying development

and best management practices that reduce the vulnerability of people, buildings and businesses to coastal hazards, and by advancing ways communities can manage and recover from these events when they occur.

Strategies

- Help public and private decision-makers create and adopt policies, plans, and ordinances to reduce risks, manage catastrophic events and speed recovery.

- Create and disseminate, in partnership with NOAA's National Weather Service and other entities, integrated demographic and coastal hazard information databases that help measure human vulnerability in specific coastal regions, support hazard-related planning activities, and facilitate disaster relief efforts.

- Conduct research and communicate information on how the use of natural features and new technologies can help communities prepare for and mitigate the impacts of hazardous events.

Goal: Effective response to coastal catastrophes.

Coastal, ocean, and Great Lakes catastrophes require the nation to mobilize a full-range of public and private partners and resources to mount an effective response. Sea Grant is supporting the development of linked regional, national, and international coastal observation networks, thereby improving the availability of information needed to respond to crises as they unfold. Sea Grant's knowledge of local contexts and communities can optimize response effectiveness by facilitating immediate links to local partners and capabilities. Sea Grant has a national network of scientists and outreach workers with broad knowledge and experience and it will provide multi-disciplinary technical assistance to first responders, helping to minimize damage and promote recovery.

Strategies

- Work with NOAA's National Weather Service and the National Ocean Service, regional ocean observation systems, and other partners to make hazard-related data and data-derived products available and relevant to support decision-making during crisis events.

- Contribute to the nation's rapid response capability by developing ways to mobilize Sea Grant's national network of scientific and technical expertise to inform response strategies and activities.

- Make Sea Grant's local knowledge and contacts available to work with federal, state, regional, and local agencies, non-governmental organizations, and international partners that have hazardous event responsibilities, to facilitate the speed and quality of response to these crises.

MAKING IT HAPPEN

This strategic plan is designed to harness Sea Grant's unique combination of research, extension, and education capabilities with its strong federal-university-private sector partnerships to respond to the challenges inherent in the conservation and use of our nation's complex coastal, ocean and Great Lakes environments. The plan outlines ways to discover and grasp opportunities that will enhance the lives of Americans and people throughout the world. The National Sea Grant Office will initiate full network participation in the development of an implementation plan to accompany this Strategic Plan. The implementation plan will identify measurable outcomes by which to assess progress.

All state Sea Grant Programs will align their own strategic plans with the national strategic and implementation plans so the energy, diversity, and creativity of individual Sea Grant programs and university partnerships can be mobilized to achieve these national goals. State plans will align with the strategic directions set forth in this plan and identify how state programs will contribute to the realization of the national goals in measurable ways. At the same time, these plans will respond to unique challenges and needs in the particular states and regions they serve.

The National Sea Grant Office will take the lead in aggregating state-level accomplishments to highlight Sea Grant's contributions to achieving national goals. It will also track and disseminate success stories so they can be replicated throughout the Sea Grant network and beyond. The National Sea Grant Review Panel will continue in its advisory role to help state programs and the National Office advance the Sea Grant goals.

Effective implementation of this plan will require additional resources for state Sea Grant programs to provide the integrated research, extension, and education activities needed now. Also, effective plan implementation will require an enhanced National Office that can provide strong national leadership and support the state programs in achieving their objectives.

Sea Grant will revisit this plan and its priorities often to ensure that the organization is maintaining focus, staying alert to new trends and opportunities, and accomplishing its five-year goals. The coordinated planning and implementation processes set in motion by this plan position Sea Grant to play a leadership role in responding to the urgent challenges facing this country and its ocean**,** coastal, and Great Lakes states and communities. Sea Grant is dedicated to working with a wide array of NOAA programs and other partners to transform a time of crisis in this country into a new era of opportunity in coastal resource protection, management, and use that will serve the nation well into this new century and beyond.

The National Sea Grant College Program Planning, Implementation and Evaluation System

Background

In 1994, the National Research Council (NRC), which functions under the auspices of the National Academy of Sciences, reviewed the National Sea Grant College Program. In its *Review of the NOAA National Sea Grant College Program* report, the NRC recommended several actions, including carrying out systematic, periodic reviews of the individual programs. In response, Sea Grant developed an evaluation process that relied heavily on detailed site reviews carried out by an external Program Assessment Team every four years, beginning in 1998. The National Sea Grant College Program Act Amendments of 2002 (P.L. 107–299) directed the National Oceanic and Atmospheric Administration (NOAA) to contract with the NRC to carry out a review of the evaluation process and make appropriate recommendations to improve its overall effectiveness.

The subsequent NRC report, *Evaluation of the Sea Grant Review Process* (2006), assessed the impact of the new procedures and evaluation process on Sea Grant as a whole. Among the areas considered were: the quality of work produced by the program; its responsiveness to national, regional and local needs; and, the quality of its leadership, management and reputation. The NRC committee was also asked to make recommendations for improving the overall effectiveness of the evaluation process to ensure fairness, consistency and enhancement of performance.

In order to address the NRC recommendations, the National Sea Grant College Program (NSGCP) Director sought advice from two sources: a Response Integration Team (RIT) made up of representatives from the state Sea Grant programs and the National Sea Grant Office (NSGO); and, the National Sea Grant Review Panel (Review Panel). Drawing from the reports of both the RIT (*An Enhanced and Integrated Strategic Planning and Program Assessment Strategy for the National Sea Grant College Program*) and the Review Panel (*A COmprehensive Program Evaluation [COPE] Model for the National Sea Grant College Program*), and from input provided by members of the Sea Grant community at an October 2007 meeting in San Diego, an Integrated Planning, Implementation and Evaluation (PIE) System for Sea Grant was developed and is outlined below.

The PIE system captures the spirit of the National Research Council's recommendations, while also meeting criteria and needs articulated by the Congress, by the Office of Management and Budget, and by NOAA. As the implementation process begins, there will be a transition period which is discussed in the appendix of this document.

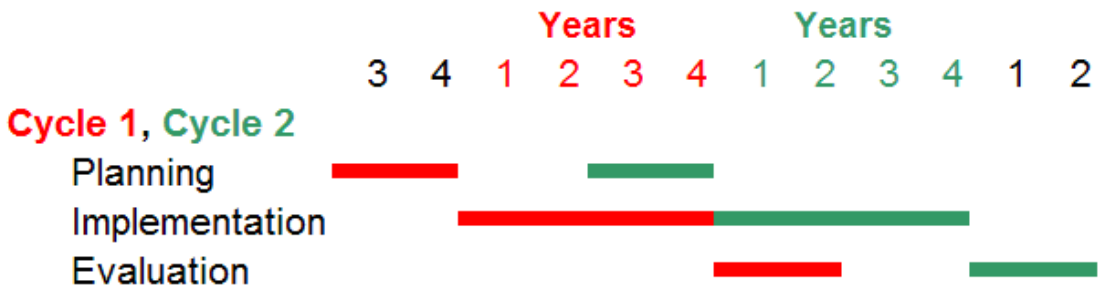
An Integrated Planning, Implementation, and Evaluation (PIE) System

The National Sea Grant College Program has long placed a premium on careful planning and rigorous evaluation at the state program level in order to ensure that Sea Grant would have the greatest impact at the local level. By developing a system that will capitalize on these capabilities at the national level, Sea Grant will be able to enhance its impact as a national

program. Better integration of planning, implementation and evaluation activities will maximize Sea Grant's efficiency at all levels and make the best use of limited resources.

Accordingly, Sea Grant has developed an integrated PIE system that begins with rigorous strategic planning at both the national and state levels; implements those plans with coordinated and collaborative research, outreach and education activities at the state level; and evaluates the success of those efforts in meeting the objectives set forth in the strategic/implementation plans (Fig. 1).

Fig. 1. Two full Planning, Implementation, & Evaluation Cycles



I. Planning

National Strategic/Implementation Plans (every four years): Every four years, the Sea Grant network will develop a new national strategic plan over a nine-month period. Sea Grant's national plan will be done in concert with the development of strategic plans for the state programs. Stakeholder input collected for state Sea Grant planning efforts will be synthesized and used, along with other relevant local and regional plans, to inform the national planning process. In addition, NOAA's strategic plan, the Ocean Research Priorities Plan (and its successors), NOAA's 5-year Research Plan, and other national plans will provide national stakeholder input and help set a national context for the plan. Sea Grant's national plan will identify a limited set of national priorities that will serve as the foci for Sea Grant's next four-year implementation cycle. Once the national plan is complete, network focus teams will provide more detail to each priority area as they develop national four-year implementation plans.

Individual Sea Grant Program Strategic/Implementation Plans (every four years): The national strategic and implementation plans will serve as the basis for the states to complete the development of their strategic plans. The state plans will include metrics and performance measures that can be rolled up to support national measures and metrics. Since each state has its own unique set of local and regional stakeholders, partners and priorities, the individual program plans will not necessarily address all of the national priority areas;

and, the plans may include additional emphases as appropriate. State plans will be developed with the federal program officer and reviewed and approved by the National Sea Grant Office (NSGO), in consultation with the National Sea Grant Review Panel. Sea Grant programs will use their plans to guide and inform requests for proposals. In addition, the plans will provide the basis for program evaluations. Understanding that plans are living documents, programs may make changes to their plan(s). If a program wishes to make a significant change to its plan, the change must be approved by the federal program officer so the change is documented for eventual evaluation purposes.

II. Implementation

While the NSGO and the Review Panel have legitimate roles in the planning and evaluation of Sea Grant program activities, implementing those activities to advance Sea Grant goals and objectives is the purview of the Sea Grant programs. This will not change.

In the PIE system, planning and evaluation are tools to help Sea Grant be as effective as possible in addressing national issues without impairing the organization's effectiveness in addressing local and regional issues. These changes may offer efficiencies that should improve each program's ability to address local, regional and national issues.

Sea Grant programs will continue to consider national goals as they plan and execute their research, outreach and education activities. Sea Grant programs will have their planning documents approved, and each program will retain the authority to implement its program as it sees fit in order to achieve the optimal results.

The PIE system and subsequent changes to program implementation will make it easier for programs to plan and act on a regional and national scale. For instance, project competitions, omnibus grant applications and awards will be synchronized to facilitate collaborative efforts among programs. There will be a common format for annual reports so that the accomplishments of individual projects and state programs can more easily be synthesized into national impacts.

III. Evaluation

Goal: Sea Grant's program evaluation process will show how its research, outreach and education capabilities have local, regional and national impacts. Program evaluation also provides the opportunity to discover ways in which the programs, and in turn the National Program, can improve. Evaluation is a continual process, both internal and external, and involves all facets of the Sea Grant network. Programs are evaluated in three general areas: 1) on their approach to management; 2) on the scope and success of their engagement with stakeholders; and, 3) on the impact their program has on society from both an environmental and a socio-economic perspective. Evaluation is based on the aligned state plans, but the process is intended to recognize that unplanned or rapid-response activities can also have significant impact.

The Office of Management and Budget, the Review Panel and other entities have recommended that the Sea Grant programs be recertified on a reasonable and regular schedule. The PIE system will serve as the recertification process for the programs (described in more detail, below).

Evaluation Criteria: The new evaluation criteria will draw on those used in the current Program Assessment Team review system, but will be more focused on achieving strategic results. An evaluation criteria working group, with members from the Sea Grant Review Panel, the Sea Grant Directors, the NSGO, and including outside experts, will review/refine the PAT criteria in concert with developing new criteria for the PIE system. This working group will begin its work in the spring of 2008.

Annual Reports/Self-Evaluation: Annual reports will be used by programs to evaluate progress against their strategic plans, national measures, and metrics over a one-year period. These reports will be used by the NSGO and programs to track and report progress. The programs' progress in meeting goals set forth in their plans and in producing accomplishments relative to those goals represents progress toward meeting national goals set forth in the national strategic and implementation plan.

Site Visits (every four years, beginning in 2009): Once every four years, a review team will visit each Sea Grant program for one-and-a-half days. The review teams will be chaired by the NSGO program officer and co-chaired by a member of the Review Panel with a Sea Grant Director as a review team member. Additional members of the teams may be drawn from the Review Panel and/or outside experts as needed. The review team will meet with the program management team, advisory committees and university administration to review and discuss broad issues related to two components: (1) program management and organization; and, (2) stakeholder engagement. The team will be provided with a limited and focused set of briefing materials. The team will prepare a site visit report with findings and recommendations relative to a defined set of criteria for self-improvement use by the state Sea Grant program. The teams will not score or grade the Sea Grant programs, but the reports will be given to both the programs and the NSGO.

Topical Assistance Team (TAT) Reviews (optional): The new system includes the option of TAT reviews for each individual Sea Grant program during the assessment cycle. The purpose of the TAT reviews is for program improvement and will be based upon needs identified by previous reviews and/or the need for the program to identify and respond to new opportunities.

Performance Review Panel (every four years, beginning in 2011): Every four years, once all site visits have been completed, a Performance Review Panel (PRP) will carry out a retrospective evaluation of the impact of each of the programs relative to their aligned plans. Annual reports, combined with a brief four-year summary document prepared by the programs, will provide the basis for the review. The PRP will be composed of 15 members with approximately half of the members drawn from the Review Panel and the remainder drawn from senior-level academia, government and industry. The PRP will rate each

program relative to a defined set of criteria, to be developed by the evaluation criteria working group, and will provide a report to the NSGO and the program.

State Program Response Memorandum (once every four years): Based on the site visit and PRP reports, the programs will have the opportunity to submit a memorandum to the NSGO responding to both reports. This information will be used as part of the NSGO fall review.

NSGO Fall Review (annually, beginning in September 2008): The NSGO will meet every year in the fall to discuss each program's progress relative to the state's plan, and to identify potential areas for improvement, which will be shared with the program. There will be no rating of the programs in all even numbered years, but programs will be rated or have the opportunity to be re-rated in all odd numbered years. Starting in 2011 following completion of the initial site visits and PRP evaluation, the NSGO will use the fall review every four years to give the programs a rating based upon the PRP Report, the site visit report, and the state program response memorandum. Programs will have the opportunity to appeal their rating two years later during the fall review by submitting a report to the NSGO of actions taken to improve the program since the previous four-year review.

Recertification: The four-year reviews will constitute the recertification process. A successful review will provide recertification of a state program for six years. If a program receives an unsuccessful rating, the program will be placed on a four-year probationary period. At the fall review of the second probationary year, the NSGO will assess the program's progress in addressing the issues that led to the unsuccessful rating. If the program has made satisfactory progress, it will be allowed to continue on probation for the remaining two years; if the program then receives a successful rating during the next four-year review, the program is considered to be recertified. However, if progress is deemed to be unsatisfactory after two years, or if a program receives a second consecutive unsuccessful rating during the four-year review, then that program will be referred to the Review Panel for possible decertification.

National "State of Sea Grant Program" Review (once every four years, beginning in 2012): Once every four years, the National Sea Grant Review Panel will provide a review of the "State of the Sea Grant Program." This review will assess the progress of the Sea Grant network in addressing the priority areas highlighted in the national strategic/implementation plan, analogous to the manner state programs will be evaluated in addressing their respective plans. This review will rely extensively on information collected from state program reports and reviews, and will give an analysis that will help inform the subsequent national strategic planning process. This national program review is central to the PIE system and will provide an assessment of the overall performance of the entire Sea Grant College Program.

Appendix: Transition

In order to function as a national program, the major aspects of planning, implementation and evaluation need to be coordinated across all state Sea Grant programs. However, currently, state programs are not all on the same four-year planning and award cycle. In addition, while most research projects are supported for two years, some programs hold competitions to select new projects in even years while others host competitions in odd years. As Sea Grant begins to implement its new integrated PIE system, there will be a transition period over the next two years in order to synchronize planning and implementation cycles throughout the network. (See Fig. 2 – detailed timeline)

Strategic/Implementation Planning: Following the release of Sea Grant's national strategic and implementation plans, programs will have four months to align their state plans with the national plan. The intent is not to redo the state plans, but to indicate how the state plans support national priorities, and to ensure state performance measures and metrics will be able to roll up into national measures and metrics. Each program will submit an alignment memo describing the process used to review their current plan and indicating how the plan supports the national priorities. The alignment memo, coupled with current state plans, should include enough detail, in terms of specific performance measures and metrics, to provide a sufficient basis for annual self-reporting and for external evaluation of success by the PRP in 2011. These plans will guide Sea Grant through 2013. The alignment memos will be developed with the federal program officer and reviewed and approved by the NSGO, in consultation with the Review Panel. Details about the alignment memo criteria will follow.

Grant Award Alignment: All programs will be expected to submit a proposal for a new four-year award to start February 1, 2010. Of the 30 state Sea Grant programs, 20 are already scheduled to begin a new four-year award on that date. In order to move the other 10 programs to the same award cycle, new funding will be made available under a new award number starting in 2010. Old awards will be kept open to continue the work already approved in the previous award.

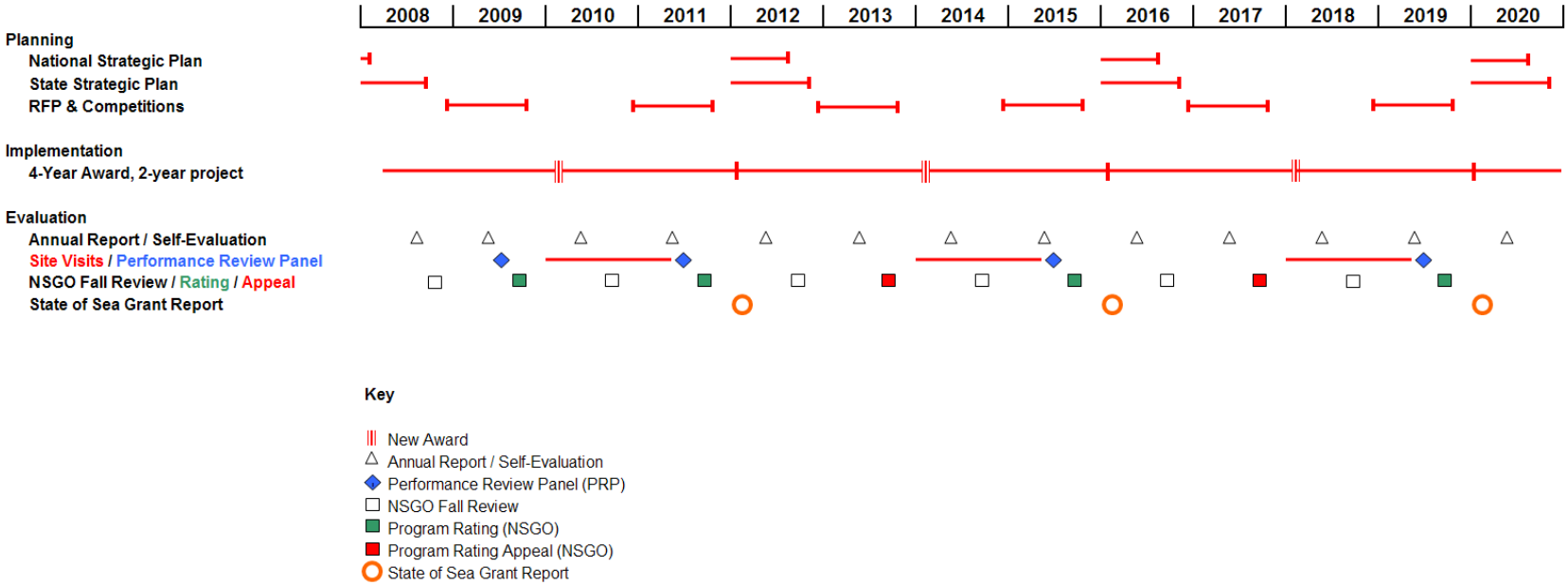
In order to align the start of new research projects and encourage collaborative activities, all programs will be expected to host competitions in the same year. There is already *de facto* alignment across the network with 22 state programs running research competitions in odd years, while only six programs run their competitions in even years; two programs hold competitions every year, and one program holds competitions once every three years. In order to move the six "even-year" programs to an odd-year cycle, it will be necessary for these programs to run a special one year competition in 2008 to ensure that funds are available for a 2009 competition for projects that would start with their new award in 2010; or, alternately, to run a special one year competition in 2010 and join the rest of the network in the 2011 competition cycle.

Transitional Rating Process: During the previous program assessment, one-quarter of the programs were evaluated each year between 2003 and 2006. The first full site visit and PRP evaluation are not scheduled until 2011. Thus some programs would not have been

evaluated for eight years. As an interim measure, and to provide a common starting point for the new PIE system, there will be a one time PRP evaluation and NSGO review in 2009 based on the 2002-2006 Program Assessment Review criteria.

- **Transition PRP (2009):** An initial PRP will evaluate programs according to the 2002-2006 Program Assessment Review "Producing Significant Results" criteria. This is a retrospective review of the programs from 2005-2008. The PRP will be composed of 15 members with approximately half of the members drawn from the Review Panel and the remainder drawn from senior-level academia, government and industry. The PRP will provide a report to the NSGO and the program.
- **Transition NSGO Program Rating Review (2009):** All state Sea Grant programs will be given the opportunity to provide information regarding improvements made in "Organizing and Managing the Program" and "Connecting with Users" since the last PAT review. The NSGO will review the PRP evaluations and these responses to assign interim ratings that will be in effect until 2011.

Fig. 2 Transition and first full Planning, Implementation, & Evaluation Cycle



Report from the National Sea Grant Office

Leon Cammen

Sea Grant Association Meeting

February 12, 2008

Overview

- Short Updates – 15 minutes
  - Reauthorization
  - NOAA Coastal Integration / Regional Teams
  - NIMS
  - National Office Staffing
  - Budget
- Planning, Implementation, & Evaluation System – 45 minutes
- Discussion – 1 hour

National Information Management System (NIMS)

- Searchable central database with Sea Grant projects, accomplishments and impacts
  - 75% complete
  - responsive to requests for changes
    - (user feedback through “Suggestions” mechanism)
- Annual & Grants Online Progress Reports
- Additional Needs/Uses
  - Accountability to NOAA, Hill, OMB, DOC
- Future Directions
  - Central to evaluation system (enhancements by spring 2009)
  - Training, **April 2008** (online instruction module under dev.)
  - NSGO website/public use

NOAA Coastal Integration / Regional Teams

- Implementation plans
  - Hazard resilient coastal communities
  - Land use/coastal development
- "Coastal Enterprise Strategy"
  - Focus on priority coastal issues
  - Develop business case
  - Fully engage NOAA offices and coastal programs
- Coordinated planning among coastal programs for FY11 process

- ***Regional teams – how's it going?***

Reauthorization

- Moving through NOAA
- Next steps – DOC, then OMB
- No major issues (so far)
- Timeline – early spring

National Office Staffing

- ***IPAs have been a resounding success!***

- New Hires – Spring 2008
  - Program Officer/Extension Leader
  - Program Officer/Social Scientist
    - Coastal Community Development lead

NSGCP Budget

- FY2008 – $57.1M
  - Core funding restored to FY2005 levels
  - Rest of Sea Grant down 31% since FY2005
  - Restoration not sufficient to keep up with inflation
  - New – Focus teams, SG Academy, Extension Demo
  - Release of funds starts this week

- FY2009 – $54.9M
  - Request essentially level with FY08 request
  - Satellites & facilities up $250M, everything else down $50M

Planning, Implementation & Evaluation (PIE) System

Integrated Planning, Implementation & Evaluation (PIE): **Background**

- 1994 & 2006 NRC Report
- Network-wide input developing new system:
  - San Diego Meeting
  - RIT Report
  - COPE Report

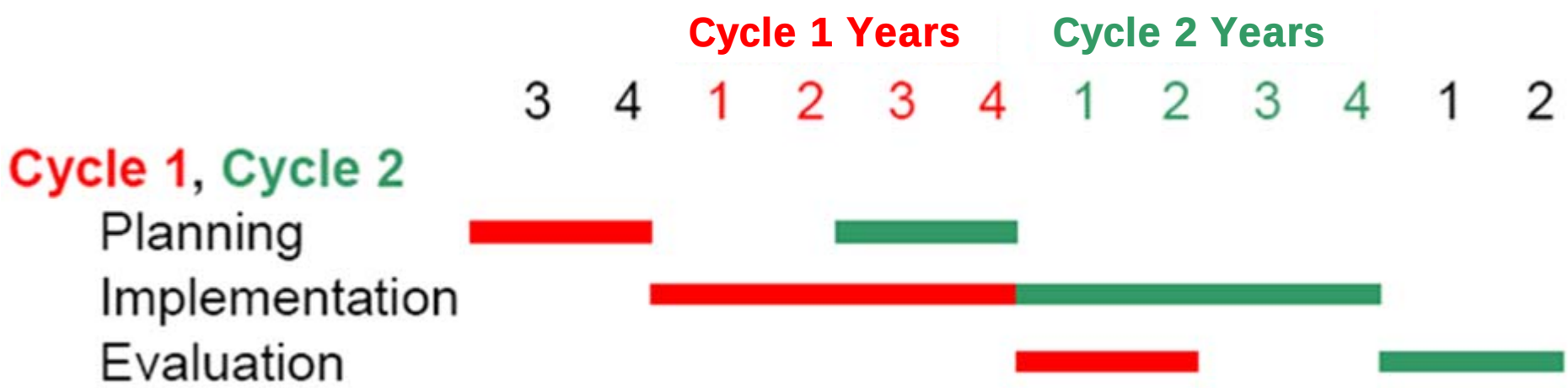
Integrated Planning, Implementation & Evaluation: Vision

- “One Sea Grant”
- Seamless integration
- Moving the “campaign” forward

Integrated Planning, Implementation & Evaluation: Principles

- Focus on program improvement or ratings, but not both
- Reward performance
- Increase efficiency
- Encourage collaboration
- Be accountable
- Be transparent
- Retain program flexibility to address local issues

Integrated Planning, Implementation & Evaluation: Overview



Integrated **Planning,** Implementation & Evaluation

- **National Strategic/Implementation Plans**
  - Every 4 years
  - Step 1 – Strategic Plan for FY 2009-2013
    - Limited set of national priorities
  - Step 2 – Implementation Plan
    - Network Focus Teams provide detail, measures, metrics, initiatives
    - Focus Teams will monitor and report on progress

Integrated **Planning,** Implementation & Evaluation

- **Individual Sea Grant Program Strategic/Implementation Plans**
  - Every 4 years
  - Based on National Strategic Plan
  - Individual program plans will not necessarily address all of the national priority areas
  - Program plans may include additional emphases as appropriate

- **Alignment – what does it mean??**

Integrated Planning, **Implementation** & Evaluation

- Collective activities of the Sea Grant network constitute implementation of national plans
- All programs will be on the same award cycle
  - Increase efficiency
  - Promote collaboration
  - Makes it easier to take on major new tasks as a network
- Four-year cycle of implementation

Integrated Planning, Implementation & **Evaluation**

- Programs evaluated in three general areas:
  - Approach to management
  - Scope & success of engagement with stakeholders
  - Impact on society
- Evolution of PAT criteria
  - Evaluation Criteria Options Working Group

Integrated Planning, Implementation & **Evaluation**

Components

- Annual Reports/Self-Evaluation
- Site Visits
- Performance Review Panel (PRP)
- National Office Program Evaluation
- State of the Sea Grant Program Review

Integrated Planning, Implementation & **Evaluation**

- **Site Visits**
  - Once every four years, beginning in 2009
  - Review two components:
    - Program management and organization
    - Stakeholder engagement
  - *Main goal is program improvement – report, but no rating*
  - *Limited focus and duration (1 ½ days)*
  - *Limited and focused briefing material*
  - *Chaired by Program Officer, with Review Panel, SG Director, external expertise*

Integrated Planning, Implementation & **Evaluation**

- **Performance Review Panel (PRP)**
  - Once every four years, beginning in 2011
  - Evaluating & rating the impact of each of the programs relative to their aligned plans (*and including unplanned impacts*)
  - Based primarily on annual reports, supplemented by *limited* briefing material
  - 15 members – half from Review Panel, rest are senior-level outside experts
  - *Main goal is comparative evaluation of performance – report and rating*

Integrated Planning, Implementation & **Evaluation**

- **National Office Program Evaluation**
  - Annual
  - Program Officer gains understanding of each program
  - Rating once every four years
  - Programs may appeal rating after two years

Integrated Planning, Implementation & **Evaluation**

- **Recertification**
  - Successful review provides recertification of a state program for six years
  - Unsuccessful review means four-year probation
- **National "State of Sea Grant" Program Review**
  - Led by Sea Grant Review Panel
  - Every four years, beginning in 2012
  - Information collected from state program reports and reviews
  - Informs subsequent national strategic planning

Integrated Planning, Implementation & Evaluation: Transition

- Alignment of implementation cycles
  - Project (omnibus) start dates
  - Four-year grant awards
- Planning Alignment Memo
- Transitional rating
  - Start off on an even footing
  - Covers 2005-2008
  - Based on current PAT criteria
  - Inputs are PRP and program's updated response to previous PAT review
  - National Office Program Evaluation
  - Rating will hold for two years

Integrated Planning, Implementation & Evaluation: Roles & Responsibilities

State Programs

	Jan-Apr	May-August	Sept-Dec
2008			• Alignment Memo • Annual Report ('07-'08)
2009	• RFP	• Annual Report ('08-'09) • Initial PRP (based on PAT criteria)	• Project Selection/Omnibus Proposal • Site Review (once during 18-month period)
2010	• *Begin New Grant Cycle…*	• Annual Report ('09-'10)	
2011	• RFP	• Annual Report ('10-'11) • PRP • Program Response Memo to PRP/Site Visit (optional)	• Project Selection/Omnibus Proposal
2012	• *Begin National/State Strategic Planning Process...*	• Annual Report ('11-'12)	• State Strategic Plan
2013	• RFP	• Annual Report ('12-'13) • Site Review (once during 18-month period)	• NSGO Review/Rating Appeal (optional) • Project Selection/Omnibus Proposal

Integrated Planning, Implementation & Evaluation: Roles & Responsibilities

National Office

	Jan-Apr	May-August	Sept-Dec
2008		• National Strategic Plan	• Approve Alignment Memos • NSGO Program Review (no rating)
2009		• Transition PRP	• NSGO Full Review/Initial Program Rating • Site Reviews
2010	• Site Reviews (continued)	• Site Reviews (continued)	• NSGO Program Review (no rating) • Site Review (continued)
2011	• Site Review (continued)	• PRP	• NSGO Program Review/Rating
2012	• *Begin National/State Strategic Planning Process...*	• National Strategic Plan	• Approve State Strategic Plans • NSGO Program Review (no rating)
2013		• Site Review	• NSGO Program Review/Rating Appeal

Integrated Planning, Implementation & Evaluation: Roles & Responsibilities

SG Panel

	Jan-Apr	May-August	Sept-Dec
2008			• Review Alignment Memos
2009		• Initial PRP (based on PAT criteria)	• Site Reviews
2010	• Site Reviews (continued)	• Site Reviews (continued)	• Site Reviews (continued)
2011	• Site Reviews (continued)	• PRP	
2012	• *Begin National Strategic Planning Process…* • State of the Sea Grant Program Report		• Review State Strategic Plans
2013			

Integrated Planning, Implementation & Evaluation: **Next Steps**

- Focus Teams
- Implementation Planning
- Planning alignment
- Evaluation Criteria Options Working Group

SEA GRANT REVIEW PANEL

Procedures Manual

1. Preamble

The National Sea Grant Review Panel shall consist of fifteen voting members who shall be appointed by the Secretary of Commerce. The Director of the National Sea Grant College Program and a director of a Sea Grant program who is elected by the various directors of Sea Grant Programs shall serve as nonvoting members of the Panel. The Panel meets semi-annually as a full Panel and members with various assignments and responsibilities participate in activities through the year.

The Panel's general responsibilities include advising the Secretary of Commerce, the National Oceanic and Atmospheric Administration (NOAA) Administrator, and the Director of the National Sea Grant College Program with respect to various aspects of the Program, in addition to conducting reviews and evaluations.

The Panel has taken an active in the Sea Grant Community with the National Sea Grant Office (NSGO), the Sea Grant Association (SGA), and the individual Sea Grant programs, participating in Sea Grant Week, Leadership Retreats, Theme Teams, the Assembly of Sea Grant Extension Program Leaders, the National Sea Grant Communications Network and other activities.

2. Panel Internal Procedures

A. Officers

The Panel elects two officers, a Chairperson and a Vice-Chairperson (or Chairperson Elect). The Chairperson and Vice-Chairperson serve for a period of two years. The Chairperson chairs the Executive Committee and represents the Panel in making recommendations to the Executive Committee for actions by the Panel when the full Panel is not engaged. The Chairperson and Vice-Chairperson are elected by the body as a whole from a list submitted by a Nominating Committee appointed by the current chairperson.

B. Standing Panel Committees

1. Executive Committee - The Executive Committee will consist of the Chairperson, Vice-Chairperson or Chairperson Elect, and the two previous Chairpersons, as well as a fifth Member-at-Large from the Panel. The Member-at-Large will also be elected by the full membership for two years. In the event of a vacancy in the Executive Committee,

including the At-Large Member, the Chairperson will appoint a replacement. The Executive Committee will represent the Panel in participation with the Sea Grant Association at periodic SGA meetings, as well as Leadership Retreats with the National Office and SGA. The Executive Committee will schedule annual meetings with the Secretary of Commerce and NOAA Administrator and provide an Annual Report of the Panel's activities to the Secretary and NOAA Administrator.

2. <u>Nominating Committee</u> - The Nominating Committee will make nominations for filling positions of Chairperson, Vice-Chairperson, and At-Large Executive Committee Members. The Nominating Committee will consist of no less than three Panel Members appointed by the Chairperson. In advance of an annual meeting they will present a recommended slate to the membership as a whole.

3. <u>Panel Membership Committee</u> - Periodically, as requested by the National Sea Grant Director, a Panel Membership Committee will be formed consisting of no less than three Panel Members appointed by the Chairperson. The Panel Membership Committee will solicit nominations and review those nominations to determine if the qualifications of the nominees generally satisfy the legislative requirements for Panel membership. Names of all qualified nominees from the Panel Membership Committee will be submitted by the Executive Committee to the Director of the National Office for consideration.

4. <u>Program Evaluation Committee</u> - The Program Evaluation Committee will periodically review topics at the request of the Chairperson. These will include suggested modifications to the PAT (Program Assessment Team) process and to the overall evaluation process (e.g.., the annual NSGO final review).

5. <u>Minority Serving Institution Committee</u> - The Minority Serving Institution Committee will review and make recommendations to the Panel concerning increasing the participation of Minority Serving Institutions within the Sea Grant program and within NOAA as a whole.

C. **<u>Joint Committees</u>**

1. <u>Science and Technology Task Force</u> - The Science and Technology Task Force will be chaired by a member of the Sea Grant Review Panel with other representation by the Panel, as well as representation from the Sea Grant institutions, NOAA line and program offices, and other marine science professionals. Members will be appointed by the Panel Chairperson in conjunction with the NSGO Director. The Science and Technology Committee will review potential new areas for National Strategic Investment (NSIs), evaluate the effectiveness of NSIs, and providing advice on other matters of science and technology.

2. <u>Technology Transfer Committee</u> - The Technology Committee provides advice in identifying technology areas and strategic direction for the integration of Sea Grant's activities in engineering and technology transfer. The Technology Committee consists of Panel members, industry, government, and academic representatives. Members will be appointed by the Panel Chairperson in conjunction with the Director of the NSGO.

D. <u>Other Panel Committees</u> - Other Panel committees may be designated by the Executive Committee and members appointed by the Panel Chairperson as needed.

E. <u>Other Panel Activities</u> - In addition to the Panel Committees indicated above, the Panel may designate representatives, appointed by the Panel Chairperson, to be liaison to various Sea Grant and NOAA committees or to participate in various Sea Grant and NOAA activities. These may include, among others, the NSGO Final Evaluations, the OAR Senior Research Council, the NOAA Science Advisory Board, Sea Grant Week, Sea Grant Leadership Retreats, Theme Teams, the Assembly of Sea Grant Extension Program Leaders, the National Sea Grant Communications Network, and other activities **as designated by the Executive Committee**

3. Program Assessment Teams (PATs)

The Panel, on a four year cycle, will conduct a Program Assessment Team reviews of the individual Sea Grant Programs. A listing of PATs to be conducted in the year will be provided to the Panel in advance of the Panel's Fall meeting and Panel Members will be solicited for their availability and desire to participate on various PATs. The Chairperson of the Panel, in consultation with the Executive Committee and the Director of the NSGO, will assign Panel members to PATs annually at the Fall Panel meeting. Each PAT will normally contain two Panel members plus appropriate outside individuals designated by the Director of the NSGO.

4. Other Reviews Conducted by the Sea Grant Review Panel

1. <u>Topical Advisory Teams (TATs)</u>. A visit by a Topical Advisory Team can be requested by any party (the Sea Grant Program, the NSGO, the PAT, etc.), but because TAT visits are not mandatory, both the director of the host Sea Grant program and the Director of the NSGO must mutually agree to conduct a TAT visit.

2. <u>Other Reviews</u>. The Panel can elect to review other elements of the Sea Grant program (e.g., extension, administration, communications, etc.).

5. Position Papers

The Panel may request members to develop white papers or other positions as needed. Panel decisions will attempt to be made by consensus and where votes are necessary, the majority will govern. Roberts Rules of Order will be utilized.

Adopted by the Sea Grant Review Panel,
November 8, 2001

SEA GRANT REVIEW PANEL

Procedures Manual

Preamble

The Panel consists of 15 members, as appointed by the Secretary of Commerce. Names are submitted for consideration after advisory proposals by the Panel's Membership Committee and other sources, selection by the Director, NSGO and submission for appropriate vetting through the Agency.

The Director of the National Sea Grant College Program and a director of a Sea Grant program who is elected by the various directors of Sea Grant Programs shall serve as nonvoting members of the Panel. The Panel meets semi-annually as a Full Panel and members with various assignments and responsibilities participate in activities through the year.

The Panel's general responsibilities include advising the Secretary of Commerce, the National Oceanic and Atmospheric Administration (NOAA) Administrator, and the Director of the National Sea Grant College Program with respect to various aspects of the Program, in addition to conducting reviews and evaluations.

The Panel has taken an active role in the Sea Grant Community with the National Sea Grant Office (NSGO), the Sea Grant Association (SGA), and the individual Sea Grant programs, participating in Sea Grant Week, Leadership Retreats, Theme Teams, the Assembly of Sea Grant Extension Program Leaders, the National Sea Grant Communications Network and other activities.

As specified by Congressional authorization, Panel members are to serve for a 4-year term, renewable for an additional 4 years. This term is in addition to time served on the Executive Committee. Beyond the first or second term, a Panel member may be requested to continue service until a replacement is confirmed.

Panel Internal Procedures

A. Officers

The Panel elects two officers, a Chair and a Vice-Chair (or Chair Elect). The Chair and Vice-Chair serve for a period of two years. The Chair also chairs the Executive Committee and represents the Panel in making recommendations to the Executive Committee for actions by the Panel when the Full Panel is not engaged. The Chair and Vice-Chair are elected by the body as a whole from a list submitted by the Nominating Committee.

B. Standing Panel Committees

Executive Committee - The Executive Committee is to consist of 4 members, the Panel Chair, Vice Chair (Chair Elect), and the two most recent Past Chairs. The terms of office on the Executive Committee membership shall be for two years in each position. The Panel Chair may add advisory members from the Panel to the Executive Committee for one year appointments as circumstances require.
The Chair shall designate a member of the Executive Committee to report monthly by email to the Panel on all Executive Committee activities during that month.
Under no circumstances shall the Executive Committee vote on any issue, this power being the exclusive responsibility of the Full Panel. The Panel may vote to Authorize the Executive Committee to conduct assignments to represent the Full Panel (but not voting itself) as required.
It is recognized that conference calls severely restrict discussion of important matters and issues by large groups. Nonetheless, it is also noted that matters and issues sometimes must be voted on a critical time scale that would not allow a full Panel meeting in person. The following rules and guidelines are to be followed if such circumstances occur.

1. When such a topic must be decided by vote of the Full Panel on a conference call, an outline of the matter or issue(s) must be provided sufficiently in advance to the Panel members by email, mail, or individually.

2. After appropriate procedures (FACA) are followed to make a conference call become an official Panel meeting, the call will be conducted as though it were a normal Panel meeting. The Chair shall conduct the meeting in a formal sense according to Roberts Rules to the extent possible. Any discussion by Panel members shall be by request to and designation by the Chair. All Panel members on the conference call will be asked individually by the Chair for comments or discussion, and all discussion shall be recorded or noted by a person acting as Secretary.

Nominating Committee: - Nominations are to be proposed to the full Panel by a Nominating Committee consisting of the Panel Chair and two members of the Panel chosen as result of a Panel voted motion.
No member of the Nominating Committee may be considered for nomination unless any such member (including the current Chair) shall be recused from the Committee.
The Nominating Committee shall compose a proposed slate at some time other than during a Full Panel or Executive Committee meeting, and shall circulate the proposed slate in advance of the election of officers. The slate will normally include the current Chair Elect as incoming Chair.
Election of the Panel Chair and Vice Chair (Chair Elect) shall usually be conducted every two years at the Panel's Fall meeting, the new officers to begin official duties on Jan 1st. of the following year. The Vice Chair will assume the responsibilities of the Chair in the event of premature resignation or unavailability of the Chair.

Panel Membership Committee - Periodically, as requested by the National Sea Grant Director, a Panel Membership Committee will be formed consisting of no less than three Panel Members appointed by the Chair. The Panel Membership Committee will solicit nominations and review those nominations to determine if the qualifications of the nominees generally satisfy the legislative requirements for Panel membership. Names of all qualified nominees from the Panel Membership Committee will be submitted by the Executive Committee to the Director of the National Office for consideration.

Minority Serving Institution Committee - The Minority Serving Institution Committee will review and make recommendations to the Panel concerning increasing the participation of Minority Serving Institutions within the Sea Grant program and within NOAA as a whole.

Panel Review Committee:

[NOTE: THIS SECTION HAS NOT BEEN COMPLETED AWAITING PANEL DECISIONS AND APPROVALS ON THE RIT FINAL DOCUMENT, ESPECIALLY WITH REGARD TO PROPOSED PANEL REVIEW ACTIVITIES WITH THE "PIE" AND "PRP."]

Topical Advisory Teams (TATs). A visit by a Topical Advisory Team can be requested by any party (the Sea Grant Program, the NSGO, the PAT, etc.), but because TAT visits are not mandatory, both the director of the host Sea Grant program and the Director of the NSGO must mutually agree to conduct a TAT visit.

Other Reviews. The Panel can elect to review other elements of the Sea Grant program (e.g., extension, administration, communications, etc.).

Position Papers : The Panel may request members to develop white papers or other positions as needed. Panel decisions will attempt to be made by consensus and where votes are necessary, the majority will govern. Roberts Rules of Order will be utilized.

2008 Changes to the 2002 NSGRP Procedures Manual

Aside from editing and rewording the following changes were made;

- Preamble: specific definition of the terms of Panel membership
- Executive Committee:
    - Clarifications of the operations of the Executive Committee to include:
        - Term limits – members and additional panel members
        - Clarification of the "no voting" rule
        - Reporting monthly to the Full Panel
        - Discussion of conference call rules
            - Outline to be circulated to Full Panel in advance
            - Protocol for conduction of a conference call
    - Elimination of the "Member at Large" position because
        - The Executive Committee has become too large, and will benefit from "streamlining" (especially in light of future activities as defined by the RIT).
        - The Executive Committee as now defined consists of two officers and to recent past officers, all of which are elected by the Full Panel.
        - The person elected to Vice Chair (Chair Elect) has two years to become familiar with the Committee's functions and operations.
        - A committee member will now be assigned to communicate the Committee's activities monthly.

PANEL INVOLVEMENT IN THE SG REVIEW PROCESS

1. Spring 2008 – Evaluation Working Group
    - Some Panel members
    - To review PAT Criteria
    - To develop new criteria
2. PIE
    1. All (30) Programs once every 4 years (all in one year?)
    2. 1 or 2 Panel members each program
    3. 1.5 days
    4. Starting in 2011
        - To evaluate only:
            - Program Mgt.
            - Stakeholder Engagement
    5. Produce Report:
        - Recommendations are to be made only relative to a program's "self-improvement" criteria

Other Panel Involvement

PRP – "State of the Sea Grant Program" Review

- Review group of 15 – ½ are from the Panel
- Once every 4 years – several days (?)
- Starting in 2012

Transition

- Fall 2008
- Review alignment memos
- 2009
- Limited PRP (1/2 Panel members of 15 total)
- Based on 2002-2006 "Producing Significant Results" criteria

CONDENSED VERSION – Panel Involvement

A. SPRING 2008 – Evaluation Working Group
    a. Some Panel members – few days – D.C
B. 2009 – Limited PRP
    a. ½ Panel – few days – D.C.
C. 2011; PIE – once every 4 years site review
    a. 1 or 2 Panel members each Program
D. 2012 ; PRP – once every 4 years review group
    a. ½ Panel members – several days – D.C.

U.S. DEPARTMENT OF COMMERCE

CHARTER OF

SEA GRANT REVIEW PANEL

Establishment:

The Sea Grant Review Panel (the "Panel" hereinafter) was established by the Secretary of Commerce as directed by Section 209 of the National Sea Grant Program Act of 1976, as amended, 33 U.S.C. 1121 et seq. (the "Act" hereinafter). Initially chartered in 1976 under the Federal Advisory Committee Act, the committee is hereby rechartered under the same Act.

Explanation of Terms:

The terms used in this charter shall have the same meaning as prescribed in the Act, as amended.

Objectives and Duties:

1. The Panel, in accordance with the provisions of the Act, shall advise the Under Secretary of Commerce for Oceans and Atmosphere (the Under Secretary) and the Director of the National Sea Grant College Program (the Director) and meet with the Secretary of Commerce as appropriate on matters related to the responsibilities and authorities set forth in the National Sea Grant Program Act. Sea Grant topics that the Panel should address are listed below. This list is not inclusive and the Panel should address issues appropriate for a Federal Advisory Committee serving the National Sea Grant Program.

    a. Applications or proposals for, and performance under, grants and contracts awarded under Section 1124 of the Act;

    b. The Sea Grant fellowship program, established under Section 1127 of the Act;

    c. The designation and operation of Sea Grant Colleges and Sea Grant institutes (which are provided for in Section 1126 of the Act), and the operation of Sea Grant programs;

    d. The formulation and application of the planning guidelines and priorities established by the Secretary under Section 1123(a) of the Act and applied by the Director in accordance with Section 1123(c)(1); and

    e. Such other matters as the Secretary, Under Secretary, or Director refer to the Panel for review and advice.

2. The Panel may exercise such powers as are reasonably necessary in order to carry out its duties.

3. The Panel shall function as an advisory body in accordance with the Federal Advisory Committee Act.

Members and Chairperson:

1. The Panel shall consist of fifteen voting members, appointed by the Under Secretary in accordance with the provisions and prohibitions of Section 1128(c) of the Act. Members will be selected on a clear, standardized basis, in accordance with applicable Department of Commerce guidance. The Director and a Director of a Sea Grant Program, who is elected by the various Directors of Sea Grant Programs, shall serve as nonvoting members of the Panel.

2. Not less than eight of the voting members of the Panel shall be individuals who, by reason of knowledge, experience, or training, are especially qualified in one or more of the disciplines and fields included in marine science.

3. The other voting members shall be individuals who, by reason of knowledge, experience, or training are especially qualified in, or representative of, education, marine affairs and resource management, extension services, State government, industry, economics, planning, or any other activity which is appropriate to, and important for, any effort to enhance the understanding, assessment, development, utilization, or conservation of ocean, coastal and Great Lakes resources.

4. A full term of office of a voting member of the Panel shall be four years. A voting member may be reappointed to no more than one additional full term. Any individual appointed to fill a vacancy occurring before the expiration of the term for which his or her predecessor was appointed shall be appointed initially only for the remainder of the predecessor's term. No individual may be appointed as a voting member after serving two full terms as such a member. A voting member may serve after the date of the expiration of the term of office for which appointed until his or her successor has taken office. Panel members will serve at the discretion of the Under Secretary.

5. The panel shall select one voting member to serve as the Chairperson and another voting member to serve as the Vice-Chairperson. The Vice-Chairperson shall act as Chairperson in the absence or incapacity of the Chairperson.

6. Panel members will be subject to ethical standards applicable to special government employees.

7. Any Panel member who is an applicant for, or beneficiary of [as determined by the Under Secretary], any assistance under the Act, shall disclose to the Panel that relationship and may not vote on any matter pertaining to that assistance.

Administrative Provisions:

1. The Panel shall report to the Under Secretary through the Director with appropriate documentation provided to the Secretary of Commerce.

2. The Panel shall meet on a biannual basis and, at any other time, at the call of the Chairperson or upon the request of a majority of the voting members or of the Director. Notice of public meetings will be published in the *Federal Register*, in accordance with the Department of Commerce rules implementing the Federal Advisory Committee Act.

3. At least once each year, the Secretary shall publish a notice in the *Federal Register* soliciting nominations for membership on the Panel.

4. Voting members of the Panel shall receive compensation at the daily rate for Executive Level IV when actually engaged in the performance of duties for the Panel and shall be reimbursed for actual and reasonable expenses incurred in the performance of such duties.

5. The National Sea Grant Office, National Oceanic and Atmospheric Administration (NOAA), shall make available to the Panel such information, personnel, and administrative services and secretarial assistance as may be required to accomplish duties and provide a Designated Federal Official [DFO] for the Panel.

6. The annual cost of operating the Panel is estimated to be $307,000, 1.0 FTE staff support per annum.

7. NOAA may establish such subcommittees, task forces and work groups consisting of Panel members and/or outside experts as may be necessary. Chairs of subcommittees, task forces or work groups shall be selected by and serve at the discretion of the Panel. All subcommittee work must be forwarded to the full Panel for actual deliberation. Only the Panel may advise NOAA.

Duration:

Pursuant to the Federal Advisory Act, this Charter shall function for two years from the date of filing with the Secretary of Commerce and appropriate Congressional committees.

_____ _____

Chief Financial Officer and
Assistant Secretary for Administration

Date

Pursuant to subsection 9© of the Federal Advisory Committee Act, 5 U.S.C. App. 2, this charter was filed with the Chief Financial Officer and Assistant Secretary for Administration on (insert date here). On the same date, a copy was filed with the following committees of Congress, and a copy furnished to the Library of Congress.

- Senate Committee on Commerce, Science and Transportation
- Senate Committee on Finance
- House Committee on Resources
- House Committee on Science

_____ _____

Date

Linda K. Anadale
Committee Management Officer
U.S. Department of Commerce

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

January 10, 2008

Mr. Nathaniel E. Robinson
Chair, National Sea Grant Review Panel
4426 Hillcrest Drive
Madison, Wisconsin 53705-5060

Dear Nat:

As you are aware, the National Sea Grant Office's five-year commitment to fund the Fisheries Extension Enhancement (FEE) Initiative ends April 30, 2009 and a decision will have to be made soon as to the future of that programmatic effort. Following on our discussions at the Sea Grant Gathering in San Diego, this is a formal request that the National Sea Grant Review Panel (Panel) convene a Task Group to conduct a review of the Fisheries Extension Enhancement Initiative and offer recommendations on a future course of action.

FACA regulations require that at least one Panel member be appointed to the Task Group. In this instance, I suggest Ms. Robin Alden, current Panel representative to the Sea Grant Fisheries Extension Committee, former Maine Commissioner of Marine Resources and Director of the Penobscot East Resource Center, an organization supporting community-based fishery management in the eastern Gulf of Maine. Another excellent Panel representative would be Dr. John Woeste, the Panel's liaison to the Assembly of Sea Grant Extension Program Leaders (Assembly). As former Dean of the Cooperative Extension Service at the University of Florida, Dr. Woeste has considerable experience in evaluating extension programs. You might also want to consider Dr. Rollie Schmitten, who should soon be appointed to the Panel, and who served as NOAA Assistant Administrator for Fisheries and is familiar with the need for fisheries extension.

Ultimately, I envision a small group of three individuals: two from the Panel and an external reviewer. Potential external members include Dr. Bud Griswold, the former Sea Grant Extension Leader, now retired and living in Shenandoah County, Virginia; Dr. Clarence Pautzke, Executive Director of the Pacific Research Board; and Dr. John Boreman, head of NMFS' Office of Science and Technology. Dr. Pautzke was a member of the original review panel that made recommendations for initial FEE funding.

The Sea Grant Assembly's FEE Committee (Committee) is currently conducting a self-evaluation of the state and regional efforts to date and compiling the Assembly's suggestions as to the Initiative's future. The Committee anticipates completing and submitting a report to the Panel's Task Group by April 1, 2008.

I also seek your guidance as to the future of the Initiative. Continuing the program beyond 2009 would necessitate a new granting process, while bringing the program to an end would necessitate that funded state programs make alternative plans including potential employee

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transitions. Thus, under any likely future scenario it will be important to carry out a number of substantive actions which need to be completed in time for the beginning of the 2009 extension grant year (April 2009). Because of the need for timely action on this issue I would ask that you provide me with your report and recommendations within one month of completing your review and no later than May 31, 2008.

In terms of a review process you might want to consider a protocol similar to the one used for the Coastal Community Development (CCD) Initiative; that is, a short, two-day review session with opportunity for input from stakeholders and an additional day devoted to writing. Again, given the short timeline for response it would be valuable for the Task Group to complete much of their draft report during the initial review.

As you know, the FEE initiative has been an unfunded mandate from Congress, with an initial FY2002 commitment of $3M to fund a number of regional and competitive projects, followed by a five-year commitment (FY2003-FY2008) to fund an entirely competitive enhancement program at $1.6M per year (18 competitive awards and 5 regional coordination awards).

Thus, there are two principal issues that I would like you to address:

1. How has the program performed?
   - Has the program been effective at increasing extension capacity on a collective and national basis?
   - Has the focus of the program – fisheries and fisheries management - been effective in enhancing Sea Grant fisheries' partnerships?
   - Are the fiscal and human resources dedicated to the initiative sufficient to make a significant impact on extension delivery?

2. Should the initiative be continued beyond FY2008, and, if so, how?
   - The initiative was put in place in two phases. Phase I (FY2002) made regional awards, enhanced each states' extension program and included a relative small number of larger competitive awards. Phase II (FY2003-FY2008) included small regional awards for coordination and a large number of competitive, but smaller in amount, awards. What are the advantages and disadvantages of these different approaches?
   - If you recommend continuation of the program, what are your recommendations with respect to approaches other than the two described above, such as fully competitive award systems, equal apportionments to the state programs (much like the CCD initiative) or a hybrid which has a competitive part and an enhancement part?
   - Relative to a future program, what are your recommendations for improving the impact and leverage of the initiative? In particular, what is your advice with respect to improved communication, coordination and potential funding from our fisheries partner NOAA Fisheries?

- What other recommendations do you have with respect to impact, visibility and enhancement of Sea Grant's mission with respect to a re-constituted Initiative? Are there ways to enhance the connection with the Sea Grant and NMFS research portfolios?

Mike Liffmann, Acting Extension Leader, with the assistance of Terry Smith, NMFS liaison, will act as the NSGO liaison to the Committee. Once a Chair has been chosen, Mike will be available to discuss constituting the rest of the Task Force, the structure of the review and the needs for staff support to the Panel.

With best regards,

Leon

Leon M. Cammen
Director

cc: J. Murray

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

NOV 05 2007

Mr. Nathaniel E. Robinson
Chair, National Sea Grant Review Panel
4426 Hillcrest Drive
Madison, Wisconsin 53705-5060

Dear Nat:

Pennsylvania Sea Grant has applied for designation as an Institutional Program. They are eligible to do so according to the Program Policy for the Allocation of Funds, FY2003 and Beyond, having had Coherent Area Program status since March 2004. A review of the application and the program is required to form a recommendation to the National Sea Grant Director.

This is a formal request to the National Panel to convene a Task Group to conduct a review of the Pennsylvania Sea Grant Program. Under current FACA regulations, it is incumbent that at least one panel member be a member of the Task Group. In this instance, I might recommend Dr. Ross Heath, who chaired the University of New Hampshire Sea Grant College Status Site Review in 2003 and Dr. Robert Duce, chair of the University of Maine Sea Grant College Status Site Review in 2003, but there are several other Panel members who would also be good candidates, including Dr. Peter Bell, Dr. John Woeste (both who served as members of the New Hampshire College Status Site Review) and yourself (as a former member of the Great Lakes Commission).

I would envision a small group of three individuals: two from the panel, and one external individual. Possible external members include Dr. Robert Heath, Department of Biological Sciences, Kent State University, Dr. Marc Gaden, Communications Officer and Legislative Liaison Great Lakes Fishery Commission, and Mr. Michael Quigley, NOAA's Great Lakes Environmental Laboratory.

The charge is to complete a review of the Pennsylvania Sea Grant Coherent Area Program winter 2007/2008, with a final report submitted by March 1, 2008. The principal criteria for the review to address include the following:

(1) Leadership. Is the candidate an intellectual and practical leader in marine science, engineering, education, and advisory service in its state and region?
(2) Organization. Has the candidate created the necessary management organization to carry on a viable and productive Sea Grant Program, and does the candidate have backing of its

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administration at a sufficiently high level to fulfill its multidisciplinary and multifaceted mandate?

(3) Relevance. Is the candidate's program relevant to local, State, regional, or National opportunities and problems in the marine environment? Important factors in evaluating relevance are the presence of an emphasis on marine resources, and the extent to which capabilities have been developed to be responsive to that need.

(4) Programmed team approach. Does the candidate have a programmed team approach to solving marine problems, which includes relevant, high quality, multidisciplinary research with associated educational and advisory services capable of producing identifiable results?

(5) Education and training. Is education and training clearly relevant to National, regional, State and local needs in fields related to ocean, Great Lakes, and coastal resources? (Education may include pre-college, college, post-graduate, public and adult levels.)

(6) Advisory services. Does the candidate have a strong program through which information, techniques and research results from any reliable source, domestic or international, are communicated to, and utilized by, user communities? In addition to the educational and information dissemination role, does the advisory service program aid in the identification and communication of user communities' research and educational needs?

(7) Relationships. Does the candidate have close ties with Federal agencies, State agencies and administrations, local authorities, business and industry, and other educational institutions? Do these ties: (i) ensure the relevance of its programs, (ii) give assistance to the broadest possible audience, (iii) involve a broad pool of talent in providing assistance and (iv) assist others in developing research and management competence? (The extent and quality of an institution's relationships are critical factors in evaluating the institutional program)

(8) Productivity. Does the candidate have substantial strength in the three basic Sea Grant activities: research, education and training, and advisory services?

(9) Support. Does the candidate have the ability to obtain matching funds from non-Federal sources, such as state legislatures, university management, state agencies, business, and industry? A diversity of matching fund sources is encouraged as a sign of program vitality and the ability to meet the Sea Grant requirement that funds for the general programs be matched with at least one non-Federal dollar for every two Federal dollars.

(10) Continuity of high performance. Does the candidate demonstrate the ability to continue the pursuit of excellence and sustain the following? (i)high performance in marine research, education, training, and advisory services; (ii)leadership in marine activities including coordinated planning and cooperative work with local, state, regional, and Federal agencies, other Sea Grant programs, and non-Sea Grant universities; (iii)effective management framework and application of institutional resources to the achievement of Sea Grant objectives; (iv)long-term plans for research, education, training, and advisory services consistent with Sea Grant goals and objectives; (v)furtherance of the Sea Grant concept and the full development of its potential within the institution and the state; (vi)adequate and stable matching financial support for the program from non-Federal sources; and (vii)effective system to control the quality of its Sea Grant programs.

Sami Grimes, Pennsylvania Sea Grant's Program Officer, will act as the NSGO liaison to the Committee. When a Chair has been chosen, please ask him/her to call Sami to discuss next steps and determine needs for staff support to the Panel.

With best regards,

Leon

Leon M. Cammen
Director

cc: J. Murray
S. Grimes

National Sea Grant Review Panel

Nathaniel E. Robinson
Chairman of the Board

Ensuring Environmental and Economic Prosperity for America's Coastal Communities

December 19, 2007

TO: Dr. Ross Heath, Chair
Dr. William Stubblefield
Admiral Richard (Dick) West
Dr. Robert Stickney

FROM: Nathaniel E. Robinson, Chairman
National Sea Grant Review Panel

SUBJECT: Appointment: The NSGRP/NSGO Administrative Review Committee

On behalf of the National Sea Grant Review Panel (Panel), a special thanks to each of you for agreeing to serve on the above titled Committee. The following includes background, a Charge Statement, and related information. The NSGRP approved this initiative on September 30, 2007.

Objective/What we will do:
In the 2002 National Sea Grant Review Panel Report entitled "Building Sea Grant: The Role of the National Sea Grant Office" (also referred to as the Duce Report), one of the primary chapters dealt with the issue of National Sea Grant Office (NSGO) administrative costs. Issues addressed in that chapter included the congressionally mandated administrative cap on funding for the National Office and the impacts of this cap on the effective operation of the National Office. Other issues addressed included taxes imposed on the National Office by NOAA and OAR and changes in the National Office staffing level resulting from the combined impacts of these budgetary restrictions. The NSGO funding problems highlighted by the 2002 report have worsened in the more than five years since the report was issued.

In the National Research Council (NRC) report, "Evaluation of the Sea Grant Program Review Process, June 2006," the following regarding the NSGO resources and staff capabilities was recommended:

Recommendation 1: The Director of the National Sea Grant College Program, under supervision of the Secretary of Commerce and in consultation with the National Sea Grant Review Panel and the individual Sea Grant programs, should strengthen the ability of the National Sea Grant Office to carry out meaningful, ongoing internal assessment in order to complement periodic, external assessment currently taking place.

Recommendation 16: The Secretary of Commerce, in consultation with the National Sea Grant Review Panel, should take steps to ensure that sufficient human and fiscal resources are available to allow robust, ongoing, and meaningful interaction among the Director of the National Sea

Executive Committee Members

Admiral Dick West	**Dr. Bill Stubblefield**	**Dr. Peter Bell**	**Dr. Judith S. Weis**	**Dr. Frank Kudrna**
Washington, DC	West Virginia	Maryland	New Jersey	Illinois

Working for Nobody but You!

Grant College Program, the staff of the National Sea Grant Office, the directors of individual Sea Grant programs, and the administrators of the home institutions of individual Sea Grant programs.

Recommendation 23: In order to effectively administer the Sea Grant program, the Director of the National Sea Grant College Program should take steps to ensure that sufficient qualified staff is available to interact with the individual Sea Grant programs, to ensure effective two-way communication, and to monitor and assess program performance on an ongoing basis.

Discussion:
The Panel believes that these concerns are primarily a budget issue that needs to be addressed by the Secretary of Commerce and NOAA Administrator, and by the Congress. The National Sea Grant Office, at its current level of funding, with the 5% administrative cap, does not have sufficient resources to achieve robust staff interaction with individual Sea Grant Programs, to ensure effective two-way communication, and to monitor and assess program performance on an ongoing bases as recommended by the NRC.

The Panel has addressed the core requirements, resource capacity and staffing levels within the NSGO on several occasions. In each case, concern was expressed that the diversity of expertise and capacity to guide, coordinate and support the college programs was seriously short of the optimum level. With the NRC recommending greater interaction between NSGO and the institutional programs and increased responsibility for more frequent systematic reviews of the programs, requirements for resources are substantially increased.

If changes in the current processes for the support and review of programs and for continuing program improvement and program accountability are made consistent with the NRC Report, the NSGO's administrative cap must be increased. The Panel has formally recommended in increase in the cap from 5 to 7% in its recent Reauthorization advice submitted to NOAA Administrators. Additionally, careful attention to operational efficiencies and creative staff utilization are needed. This is why a review of required NSGO activities, staffing and administrative operations and functions (update of the 2002 Duce Report) is needed.

Charge Action:
In order to revisit and update information that has the most direct baring on the NSGO resources and staffing capacities, a small committee is formed to determine the financial and human resource base necessary to allow the NSGO to efficiently and effectively fulfill its current and anticipated future core responsibilities, including those activities delineated in the NRC Report. In addressing this matter, the committee should:

1. As soon as possible after the effective date of issuance of this charge, determine the requirements and needs of the committee to carry out its responsibilities and share them with Panel Chair and the NSGO Director;
2. Schedule an engagement meeting with the NSGO Director and work with him and Deputy Director (and staff) to perform and fulfill this charge;
3. Determine NSGO's core requirements to support programs and the NSGRP, taking into consideration the NRC, RIT and COPE recommendations;
4. If it can be done within the constraints of limited staff availability and the preferred due date of this report (March 2008), determine how NSGO funding and staffing and core requirements compare with other similar federal science programs, both within and outside NOAA;

5. If it can be done within the constraints of limited staff availability and the preferred due date of this report (March 2008), identify trends in NSGO staffing over the past 10-15 years (including number and experience level of the NSGO staff) and the impact of staff changes on services provided by the NSGO;
6. Evaluate the Congressionally mandated administrative cap and its appropriateness; what is being accomplished with the 5% and if approved, what core needs are not being met with the 5% cap and what would be done with a 7% administrative cap.
7. Evaluate NOAA/OAR mandated "taxes" and fees and their effects on the Sea Grant Program; and,
8. Present a final report or preliminary findings and associated recommendations to the NSGRP for consideration during its March 6-7, 2008, Semiannual Spring Meeting.

Summary:
Although the aforementioned provisions are *suggested* for updating, given the constraints (staff and financial resources, and the preferred March 2008, due date for this report), the National Sea Grant Review Panel's NSGO Administrative Review Committee should use its judgment in focusing efforts on examining and updating those major factors that have the most significant impact on the central question of what Sea Grant's administrative cap should be in order for Sea Grant's program administration and technical support and assistance to be effective.

Engaging NOAA's Constituents: A Report to the NOAA Science Advisory Board

Putting the pieces together to create impacts

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I. EXECUTIVE SUMMARY

In November 2006, the National Oceanic Atmospheric Administration (NOAA) Science Advisory Board established an Extension Outreach and Education Working Group to address the NOAA Administrator's concern with NOAA's need to more effectively engage its constituents and respond to their needs. The Working Group consists of ten individuals with diverse backgrounds and expertise in the areas of extension, outreach, and education.

The Working Group's main conclusion is that NOAA must dramatically change its way of doing business if it expects to engage and serve its consumers and clients. The Working Group believes that NOAA's return on investment to society is reduced because NOAA does not present an understandable vision to its clientele and does not systematically listen to and communicate with its partners and the public. In short, the public does not know NOAA.

NOAA is the nation's leading ocean and atmospheric science and service agency, and through the America COMPETES (Creating Opportunities to Meaningfully Promote Excellence in Technology, Education, and Science) Act of 2007, has the responsibility to lead this country's extension, outreach, and education programs in this arena. The Working Group embraced the concept "engagement" (with consumers and clients of NOAA products and services) to represent the desired outcome. Extension, outreach, and education are the "tools" that NOAA would use to become a fully engaged agency that is more connected to its consumers and clients, fostering enhanced partnerships and leveraging programs. This will allow NOAA's contribution to overall competitiveness to be more efficient and effective, increasing the overall value of NOAA to society.

In this report, the Working Group provides eight findings and associated recommendations that provide the mechanisms for amplifying NOAA's effectiveness to accomplish its mission and maximize its impact on society. The Working Group also believes that cost-sharing through partnerships, leveraging of programs, and subsequent return on investment will allow the whole of "one NOAA" to achieve a greater impact than the sum of its current parts.

While some of the recommendations are long-term, the Working Group believes that several could be implemented immediately at relatively low cost. Such changes would affect the way NOAA employees, consumers, and clients perceive NOAA. The Working Group recommends that NOAA:

1. Perform the engagement test both by NOAA and its consumers and clients as described in Section III.
2. Restructure the Education Council to become an Engagement Council and expand its authority to include budgetary issues.
3. Interpret the new statutory authority in education to include outreach and extension.
4. Charge the proposed Engagement Council with revising the Mission and Vision Statements of NOAA to include engagement with consumers and clients.

5. Implement regional demonstration projects coordinated by Sea Grant to engage all parts of NOAA
6. Amend NOAA management and scientist annual performance evaluation measures to include engagement.

Immediate implementation of these short-term steps will encourage NOAA employees, consumers, and clients to recognize NOAA as the Nation's Ocean and Atmosphere Agency, which offers a comprehensive and coherent portfolio of services, products, and science, that are critically important to the nation and the daily lives of all U.S. residents. Establishing NOAA as a fully engaged agency is a "win-win" proposition for NOAA, society, and the federal government. Development of new extension, outreach, and education efforts (including K-12 and higher education) should not be viewed as costs or taxes on NOAA programs, but as investments that will return increased benefits to society and to all of NOAA.

II. INTRODUCTION

NOAA was created in 1970 by executive order within the Department of Commerce by combining Bureau of Commercial Fisheries, Weather Bureau, Coast and Geodetic Survey, Environmental Data Service, National Oceanographic Data Center, National Satellite Center, Research Libraries, and other components. In 1971 NOAA was funded at nearly $300 million. Although NOAA has grown substantially since that time into a $4.1 billion agency, it has yet to achieve a "one NOAA" identity and culture. Due to a lack of public identity, many U.S. citizens whom NOAA is intended to serve are not cognizant of the unique and vast array of information, products, and services available to them through NOAA. Given the nation's substantial and ongoing investment in NOAA, it is crucial that the agency better communicate its mission and services to all potential customers. Extension, outreach, and education are the vehicle for clarifying NOAA's public image and identity as the nation's ocean and atmosphere agency. NOAA provides a comprehensive and coherent portfolio of services, products, and science, which are critically important to the nation and to the daily lives of all U.S. residents.

During the March 2006 Science Advisory Board (SAB) meeting, Vice-Admiral (VADM) Conrad C. Lautenbacher Jr., U.S. Navy (Ret.), NOAA Administrator, expressed concern with NOAA's ability to effectively engage its constituents. At the previous SAB meeting in November 2005, the Director of NOAA's National Sea Grant College Program gave a presentation on the report, *A Mandate to Engage Coastal Users: A Review of the National Sea Grant Extension Program and a Call for Greater National Commitment to Engagement* (November 2005) produced by a committee led by John Byrne, President Emeritus of Oregon State University, and former NOAA Administrator. At the March 2006 meeting the NOAA Director of Education described efforts under way to develop an effective, coherent, and authorized education program for NOAA. As a result of the discussion following both presentations, the SAB recommended that "NOAA establish a short-term Extension, Outreach, and Education Working Group of the SAB. The purpose of the Working Group will be to support the SAB in providing advice to NOAA to

strengthen, coordinate, organize and improve its extension, outreach, and education activities to fully engage its constituents."

The SAB identified issues for this Working Group to address, and charged the group (Appendix I) to explore ways to enhance the impact of NOAA's extension, outreach, and education activities with its constituents. Specific work areas identified by the SAB include the following:

- Define NOAA's purpose and unique role in extension, outreach, and education.
- Identify opportunities at different levels of geographic granularity (e.g., local, state, regional, national, international).
- Identify opportunities for NOAA's research enterprise to better connect with constituencies through extension, outreach, and education.
- Review the legislative authorities of NOAA in extension, outreach, and education and the opportunities to expand these authorities.
- Explore the communication paths between NOAA and its constituents with the goal to improve channels and enhance processes.
- Cite best management practices and examples that could be broadly utilized within NOAA.
- Review training opportunities and funding support for NOAA programs and staff involved in extension, outreach, and education.

The Working Group fully addressed the charges within the recommendations (Appendix II). From January to October 2007, the Working Group held a series of meetings with NOAA personnel, other federal agencies, and Congressional staff (Appendix III). During this time, the group requested summary information on NOAA's extension, outreach, and education programs, as well as information on specific issues of interest to the Working Group.

The group's first meeting in January 2007 with the NOAA Administrator focused on how the group's advice could be most useful. In this meeting, he encouraged the group to provide fresh perspectives and "out of the box" thinking; advice on regional collaboration and how NOAA could get broad-based input to programs; a model or way to show NOAA program leadership that it is better off working as part of a whole; and information on the percentage of funding to be used for engagement, based on other agencies' experiences or other criteria. In addition, VADM Lautenbacher asked for advice on how to organize extension, outreach, and education given the limitations in changing the NOAA management structure and how to use the Sea Grant extension model throughout NOAA.

Since the discussions with the NOAA Administrator, in August 2007 Congress passed and the President signed the America COMPETES (Creating Opportunities to Meaningfully Promote Excellence in Technology, Education, and Science) Act, containing broad education authority for NOAA (see Appendix VIII for additional information). This law states that "The Administrator of NOAA shall conduct, develop, support, promote, and coordinate formal and informal education activities at all levels to enhance public awareness and understanding of ocean, coastal, Great Lakes, and

atmospheric science and stewardship by the general public and other coastal consumers and clients, including underrepresented groups in ocean and atmospheric science and policy careers." Additionally, this legislation requires NOAA to develop a 20-year education plan and update it every five years. Although the passage of this legislation represents a very important turning point for NOAA and should be used to launch NOAA's transition to being an engaged organization, no additional resources were authorized.

III. ENGAGEMENT AS AN ORGANIZING CONCEPT

In studying extension, outreach, and education activities[1] (see the text box for short definitions of these terms and Appendix IV for more complete definitions.) it became clear to the Working Group that the term "engagement" best described the group's view of what NOAA should strive for in interacting with consumers and clients, and is the term used throughout this report. If NOAA is to serve the people of the United States as effectively as possible, it must interact with those people, establish a dialogue, a "give and take" that clearly identifies the needs of society and then determines how best to attend to those needs.

Fundamental to the concept of engagement is an open and ongoing dialogue with the public, a dialogue that leads to a partnership between NOAA and the public to address jointly the problems and opportunities facing society. NOAA must "engage" with society to be most effective as a service agency.

Definitions of Extension, Outreach, and Education

Environmental Literacy: *Lifelong learning about the environment's influence on you, and your influence on the environment.*

Formal Education: *Learning within a structured educational system in which children or adults are required to demonstrate proficiency.*

Informal Education: *Learning outside the established formal system that meets clearly defined objectives through organized educational activities.*

Outreach: *Opportunities designed to build awareness, develop relationships, and inspire audiences to pursue further learning opportunities.*

Extension: *The goal of extension education is to change the behavior of individuals, groups or institutions. Extension agents and specialists use science-based information and help people apply it in decision making and resolution of issues.*

Engagement implies a commitment of service to society through a partnership based on reciprocity and sharing of goals, objectives, and resources between NOAA and society. Implicit to engagement is a respect for each partner that involves listening, dialogue, understanding, and mutual support.

In 1999, the Kellogg Commission, which consisted of the Presidents and Chancellors of 25 leading public universities in America, reported on the Future of State and Land Grant Universities. In particular, the commission recognized the need to be more responsive to the societies they serve by being more closely engaged with those societies. To meet the demands of a rapidly changing world and to fulfill their purpose as public universities

[1] The Working Group considers training an important part of the NOAA engagement effort and it should be assumed in the extension, outreach, and education umbrella label.

they identified the need to accomplish at least three things: 1) be organized to respond to the needs of today's students and tomorrow's, not yesterday's, 2) provide practical learning opportunities for students to prepare for the world they will enter, and 3) be more closely engaged with society by putting their critical resources of knowledge and expertise to work on problems faced by the communities they serve. A result of this recognition was the publication of the report, "Returning to Our Roots: The Engaged Institution" (National Association of State Universities and Land Grant Colleges. 1999).

This report called for universities to serve society by being engaged with society according to the definition given above. The report offered a seven-part test that included the characteristics by which universities could measure their engagement. While the concept of engagement presented here was originally intended for use by higher education, it is equally valid for any agency, such as NOAA, whose mission includes service to society. As such, this test applies to NOAA as follows:

- ***Responsiveness.*** Does NOAA listen to the users it serves, locally, regionally, and nationally? Is it asking the right questions? Does it offer the proper services in the right way, at the right time, and in the right place? In short, does it respond to user needs?
- ***Respect for partners.*** Does NOAA understand that it can improve its services and learn from the users it accepts as partners? Does it respect the skills and capacities of its partners in collaborative projects and do they feel that they have good partnerships with NOAA?
- ***Intellectual/scientific neutrality.*** Is NOAA's scientific research presenting data, research, and analysis that informs important, and sometimes controversial, issues in a factual and timely manner?
- ***Accessibility.*** Has NOAA created ways to help potential partners negotiate the complex structure of NOAA in order to find the appropriate partners or solutions to problems within NOAA? Has NOAA properly communicated its activities and strengths to society? Is its expertise accessible to those who can best use it?
- ***Integration.*** In addressing opportunities with its partners, has NOAA developed ways of integrating its diverse expertise in order to address the real multidisciplinary problems of society?
- ***Coordination.*** As a corollary to integration, is NOAA organized so the staff within its many excellent elements are cognizant of the expertise and services provided by its other parts? Is internal communication appropriate to the complexities of an agency that provides so many different services? Do all the employees of NOAA understand and appreciate the expertise and diversity of the many products and services provided by NOAA?
- ***Resource partnerships.*** Does NOAA make a serious effort to partner with other organizations, governmental and nongovernmental, national, regional, and local to address the problems of society and to fulfill its mission and achieve its vision?

NOAA has an opportunity to be *the* federal ocean and atmosphere agency that leads in its relationship with the American public through genuine engagement.

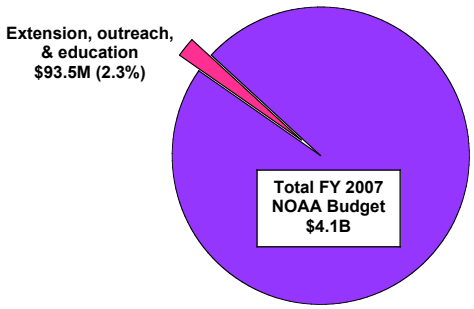
IV. FINDINGS AND RECOMMENDATIONS

Overall Observations

During discussions with NOAA staff and reviews of materials provided, the Working Group found excellent activities in all the domains of engagement throughout NOAA. However, the presence of excellent engagement activities among the program offices was uneven in the various parts of NOAA.

In FY 2007, funding of NOAA's extension, outreach, and education efforts totaled $93.5M, representing only 2.3% of the total NOAA budget (Figure 1). Furthermore, this funding was invested primarily in six programs and/or offices: Office of Education, Sea Grant, National Marine Sanctuaries Program, National Estuarine Research Reserves Program, Ocean Exploration, and Office of Communications spent a combined amount of $65.6M or 70% of the NOAA appropriation of $93.5M for extension, outreach, and education. This fact points out that most NOAA programs have little funding (and thus little activity) dedicated to extension, outreach, and education.

Figure 1. Total FY 2007 NOAA funds appropriated for extension, outreach, and education.



New efforts by NOAA are promising. The Office of Education is making significant efforts to improve the visibility and coherence of NOAA's education programs and activities. The Education Council's efforts to coordinate activities in education for NOAA-wide benefit, including the development of an Education Plan and a strategy for evaluation, are commendable. Additionally, the effort of NOAA's recently created Office of Communications, to identify corporate NOAA messages and transmit these messages to targeted groups and the general public, is praiseworthy.

Many examples of excellent activities that are under way at the NOAA program level were presented to the Working Group (see Appendix V for details). For example, the National Marine Sanctuaries Program stood out among NOAA programs by routinely using marketing and the results of research studies in operating their program. The Sanctuaries program has established user advisory groups to provide regular feedback, as well as an advanced system for evaluating its outreach and education programs. Sea Grant's extension agents provide outreach and technology transfer in coastal communities across the country by taking complex information and showing people how to use it to solve real problems. This assures that Sea Grant's research, education, and outreach components remain focused on real world problems and opportunities. The Warning Coordination Meteorologists at the National Weather Service (NWS) forecast offices provide weather, emergency preparedness, and other information to audiences at the local level. The National Estuarine Research Reserves System (NERRS) provides an

excellent example of site-based coastal training, education, and outreach to address local issues. The Chesapeake Bay Watershed Education and Training (B-WET) program demonstrates the value of partnering within a federal, state, and locally coordinated context. NOAA's work with "Science on a Sphere" is another example of a powerful partnership with a number of informal learning organizations nationwide, especially museums, and is a prime example of how NOAA's resources can be highly leveraged to reach larger audiences.

While NOAA currently has significant efforts in K-12 education and teacher professional development, there is a need, as well as many opportunities, for NOAA to further expand its leadership in formal education. Programs in these areas have a huge multiplier effect and thus are a wise investment for NOAA. This effort is stronger when pursued through partnerships. Strengthening Science, Technology, Engineering, and Mathematics (STEM) education has a powerful impact on the nation's workforce development and global competitiveness.

Unfortunately, NOAA's engagement activities are so diffuse that they are almost invisible to the general public, and thus adversely affect NOAA's ability to serve its consumers and clients. During its deliberations, the Working Group had an opportunity to contribute questions to summer surveys at three separate aquariums (Aquarium of the Pacific, Shedd Aquarium, and Point Defiance Zoo and Aquarium). While the results of these surveys are discussed in more detail under Finding #4, and in Appendix VI, results showed that only 49% of the respondents recognized NOAA's areas of responsibility as belonging to NOAA. The majority of respondents attributed those responsibilities to the National Aeronautics and Space Administration (NASA), the Department of Interior, Environmental Protection Agency (EPA), or the Department of Agriculture. The respondents to these questions were all aquarium visitors and therefore could be expected to have more knowledge about NOAA than the general public. Based on these results, the Working Group finds that the public is not as aware of NOAA and its engagement services as it should be desired. As a representative from the Friends of NOAA organization and former appropriations staffer indicated during discussions with Working Group members, this lack of public awareness not only impacts NOAA appropriations, but also its ability to more fully serve consumers and clients.

NOAA programs employ more than 600 extension, outreach, and education professionals, including 420 Sea Grant educators, communicators, and extension agents; 122 NWS Warning Coordination Meteorologists; 45 educators, outreach, media, and public relations people in the Sanctuaries program; and 50 educators, trainers, and communicators in the National Estuarine Research Reserves. NOAA leverages funding for at least 140 of these staff from non-federal sources. Training of these 600 professionals to familiarize them with NOAA-related information is critical for developing and disseminating NOAA materials and messages, and enhancing the return on investment.

There is little evidence of collaboration among NOAA programs that could amplify NOAA's impact. The Working Group saw this lack of coordination through the results of

a request made to NOAA program staff to identify their customers. The response from the NOAA line and staff offices showed that many of the customer groups were the same (see Appendix VII). Appendix VII shows that staff of all NOAA elements believes that they are communicating with almost all audiences. The Working Group learned that the communication efforts are not coordinated, and are not effective in transmitting a "one NOAA" message. There are few examples of NOAA-wide materials and messaging being provided by line offices or programs to reach these audiences.

Regional efforts provide a coordination mechanism to localize the power of "one NOAA." NOAA has begun a promising effort in regional collaborations. However, within NOAA there are multiple regional structures (e.g., NWS, National Marine Fisheries Service [NMFS], Sea Grant, etc.) which are not the same and cause confusion both inside and outside NOAA. This obstacle must be addressed. Despite the multiple regions, there are many benefits of a regional collaboration as outlined in Finding #6.

<u>Finding #1: A strategy for public engagement is missing.</u>

NOAA has some of the best known and highly regarded extension, outreach, and education programs of any federal agency. Sea Grant is one such program; the National Marine Sanctuaries Program is another. The National Weather Service has an important and highly visible outreach effort. While these and other NOAA programs can be identified, there appears to be no agency-wide coordinated strategy of engagement (extension, outreach, and education) with the public. Additionally, the public does not appear to recognize that many of these efforts are under the NOAA umbrella. The NOAA Education Plan (An Education Plan for NOAA, 2004) makes a valuable contribution by providing a clear vision and set of goals, strategies, definitions, and standards, but fails to articulate clear priorities for moving forward, and does not incorporate extension and outreach to create an overall engagement strategy.

There is a recognized national need for improving science education. In an era of increased concern about global warming, and as the nation's premier ocean, climate, and atmosphere agency, NOAA should take the lead in designing, developing, and delivering a comprehensive set of engagement strategies to encompass the domain of NOAA services that are consistent with the new education authorization for the agency.

Recommendation for Finding #1:

1.1 NOAA should review and revise its strategic plan, mission, and vision statements to include the importance of an informed and engaged public consistent with the new authorization language. There

If NOAA were an "engaged organization" its vision and mission could be as follows:

VISION: *A society that understands the oceans, coasts, and atmosphere as elements of a global ecosystem and uses that understanding to make wise social and economic decisions.*

MISSION*: To help the United States meet its environmental, social, and economic needs by engaging with users and sharing with them an understanding and predictions of atmospheric and oceanic changes important to the conservation and management of the nation's atmospheric, oceanic, terrestrial, and intervening coastal resources.*

needs to be a shift in focus to a more engaged organization providing products and services, as well as science, to the American people. NOAA must work to change the organizational culture as well as its process and procedures to encourage, promote, and reward engagement.

1.2 NOAA should develop a strategy for public engagement that provides a roadmap for coordination of all extension, outreach, and education programs in the agency.

1.3 NOAA should develop a coherent set of informational products and tools, including appropriate evaluation strategies, for use by all NOAA employees when engaging their stakeholder communities. NOAA also should acknowledge the importance of the involvement of NOAA employees in engagement, and this should be communicated and rewarded at all levels of NOAA management starting in the highest administrative offices.

1.4 Sea Grant should include a climate science component for non-coastal programs to deal with atmospheric and climate change issues.

<u>Finding #2: There is no coordinating body to implement public engagement strategy.</u>

Internally, NOAA has a number of strong extension, outreach, and education programs, and while there are examples of collaboration among them, there is no agency-wide coordination and collaboration to maximize effectiveness, provide opportunities for synergy, or evaluate the impact of NOAA activities. NOAA's strength in some of its existing programs should be built on and expanded across the agency.

The Office of Communications works effectively to identify corporate NOAA messages and transmit these messages to targeted groups and the general public. The Education Office and Council works to effectively coordinate a NOAA-wide education program, but there is no authority to coordinate programs and funding for all of NOAA's efforts in extension, outreach, and education. While both the Communications and Education Office perform valuable and complementary roles, NOAA needs to develop a new model to maximize its effectiveness and realize the NOAA vision of "Engaging an informed society that uses a comprehensive understanding of the role of the oceans, coasts, and atmosphere in the global ecosystem to make the best social and economic decisions." A strong centralized effort is needed to direct and provide guidance for NOAA education, outreach, extension, and training programs.

Recommendations for Finding #2

2.1 NOAA should expand the mission and membership of the current Education Council to become an Engagement Council, chaired by the NOAA Education Director, to administer a NOAA-wide program of extension, and outreach. The expanded Council must be given appropriate administrative and budgetary authority, and leaders of NOAA programs in extension, outreach, and education, as well as the Office of Communications, should be represented on the Council.

For example, the National Sea Grant Extension Leader should be a member. The Council should have as its mission to seek ways to combine strengths, leverage as appropriate partnerships established by any NOAA activity for the benefit of all, and refine and modify NOAA engagement programs as needed to address national and/or regional needs.

2.2 The Engagement Council should be charged with development of the NOAA engagement strategy.

2.3 The Engagement Council should maintain an inventory of all extension, outreach, and education activities across NOAA. The Council should review NOAA's engagement with consumers and clients with the aid of the engagement test prepared with support from the Kellogg Commission. The Council should also establish guidelines for best management practices in all NOAA extension, outreach, and education programs. The Council should also define metrics for success and ensure that the required data are collected.

2.4 The Engagement Council should report annually to the NOAA Administrator and, when appropriate, to the SAB to provide an update on progress of programs of engagement, an assessment of their effectiveness, challenges, and plans for the future.

Finding #3: There are insufficient resources for engagement.

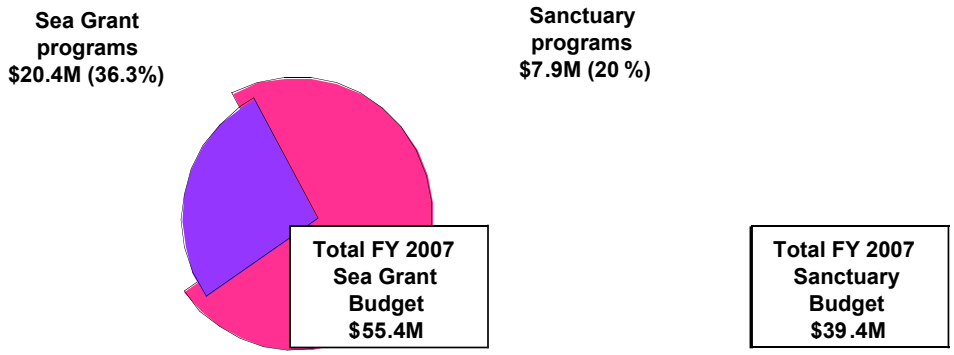
NOAA allocates inadequate resources to extension, outreach, and education, and could make better use of resources to engage the public in using its services, products, and programs. In FY 2007, this funding of $93.5M represented only 2.3% of total NOAA budget (see Figure 1). Furthermore, this funding was invested primarily in six programs/offices: Office of Education, Sea Grant, National Marine Sanctuaries Program, National Estuarine Research Reserves Program, Ocean Exploration, and Office of Communications, which spent a combined amount of $65.6M or 70% of the NOAA appropriation of $93.5M for extension, outreach, and education, pointing out that most NOAA programs have little funding (and thus little activity) dedicated to extension, outreach, and education. Without Sea Grant and the Sanctuaries program funding included, this number would be less than 1% of the total NOAA budget and the cadre of staff would decrease by over 50%.

Recommendations for Finding #3

3.1 The Working Group recommends that at least 10% of the NOAA budget be committed to engagement. This funding recommendation was based on percentage of funding spent on extension, outreach, and education in NOAA programs that the Working Group determined to have strong engagement programs (including Sea Grant and National Marine Sanctuaries Program, which spend 36.3% and 20% respectively), (Figure 2). The proposed Engagement Council should periodically evaluate the adequacy of the 10% funding

recommendation. Efforts to enhance NOAA's extension, outreach, and education programs are too critical to wait for new money.

Figure 2. Total FY 2007 funds appropriated to the National Sea Grant College Program and National Marine Sanctuaries Program.



3.2 NOAA's program managers, researchers, and other employees, where appropriate, should have a commitment of 5% of their time to engagement in their position descriptions, performance plans, and programs. The NOAA Engagement Council should assist NOAA employees in engaging the public. NOAA employees should be given basic information about NOAA science and services and points of contact within the organization to allow them to get additional information on topics of interest. This will allow NOAA employees to acquire and present a broader and more integrated view of NOAA. The Engagement Council should highlight activities that allow NOAA employees to discuss their research or programs with the general public, policy makers, community groups, school groups. The Council also should highlight events where NOAA programs are focused on such as beach clean-ups, lectures, and storm watcher training. Identifying the best practices in this area will help improve and expand these efforts. The Engagement Council should reach out to employees across NOAA to sponsor the development of communications materials that provide insightful visual material (videos, search engines, or data displays) or compelling written descriptions of NOAA issues.

Finding #4: Organizational culture in NOAA is not conducive to engagement.

There is a need for NOAA to redefine its management and operational goals in a manner that more broadly incorporates engagement into its vision, and into the performance of its mission. A major change in NOAA's organizational and operational model that incorporates engagement in a consistent manner across all NOAA programs is essential if NOAA is to meet its promise, have greater impact, and receive recognition for its significant investments and contributions.

It does not appear that NOAA has consistently incorporated engagement performance benchmarks, indicators of performance, or other similar means of establishing the expectation across all NOAA programs and personnel. Doing so would signal that the implementation and incorporation of extension, outreach, and education is important to NOAA management, and to executing and achieving NOAA's mission and vision.

NOAA may better advance science, serve the nation, and enhance the awareness and recognition of its investments and contributions, that is, the "whole" NOAA, and the NOAA "brand," by more broadly and consistently integrating extension, outreach, and education as a vital and fundamental element of NOAA's operational and management conventions and behaviors across all NOAA programs.

Recommendations for Finding #4

Under the direction of the Engagement Council, all NOAA programs:

4.1 Should review their operational plans to ensure that they include the "one NOAA" vision and expectation that extension, outreach, and education are essential components of, and expectation for, success and performance.

4.2 Should identify resources to allow them to consistently implement NOAA strategies identified in the engagement plan to integrate extension, outreach, and education in the delivery of their products and services, and in their interaction with consumers and clients.

4.3 Should establish an agency-wide engagement training program for all current and future employees. More extensive training programs in translational science should be developed for the 600 extension, outreach, and education professionals to equip them to be the interface between NOAA's scientists and its consumers and clients.

4.4 Should consistently incorporate performance benchmarks, indicators of performance, or other similar means of establishing the expectation across all programs and personnel that the successful implementation and incorporation of engagement is important to NOAA management, and to achieving NOAA's mission and vision.

<u>Finding #5: The public is not fully aware of NOAA and its services.</u>

NOAA provides the people, organizations, and businesses of the United States with a host of unique, essential, and creative services, products, and programs that impact every aspect of life, from food to weather to education. However, it is clear that a large percentage of the public is not aware of NOAA. Few people recognize its name or logo or know where it is placed in the federal government. Because NOAA is not clearly

identified by logo or acknowledged during presentations, the scope, diversity, and essential usefulness of its programs are often not apparent either locally or nationally.

> ***NOAA Perception Survey***
>
> *Evidence for a lack of public awareness for the efforts of NOAA was identified through a perception survey conducted during June, July, and August at three aquariums: Aquarium of the Pacific in Long Beach, California; Point Defiance Zoo and Aquarium in Tacoma, Washington; and Shedd Aquarium in Chicago, Illinois. (See Appendix V for survey questions and details.) Despite the presumption that the audience at aquariums would be more familiar with NOAA than the general public, only half of the individuals viewing a list of NOAA's major responsibilities chose NOAA from a short list as the federal agency with those responsibilities.*

While a number of NOAA's extension, outreach, and education programs (e.g., Sea Grant, NERRS, NWS) have great capabilities, their efforts are not currently coordinated to promote the role that NOAA has in serving the public. Their engagement activities are almost invisible as a service of NOAA. Several NOAA-funded programs fail to connect themselves directly with NOAA. As a result the public is not always aware of the actual work of NOAA. The lack of NOAA-wide engagement exercises limits the delivery of a "one NOAA" image. Such a visible image could provide NOAA with the critical support needed to secure increased funding for its work.

NOAA's benefit to society would be greatly enhanced if the agency were to become more fully engaged with consumers and clients. This engagement can be accomplished by enhancing NOAA's extension, outreach, and education efforts. Engagement with consumers and clients will also benefit NOAA through the development of advocates for its products and programs.

While the new NOAA website, www.noaa.gov, tries to provide better integrated access to NOAA products and services, these efforts are not enough. For example, in the website called "NOAA in Your State" (for examples of current "NOAA in Your State documents, see http://www.legislative.noaa.gov/NIYS0107/noaainyourstate.html), there is a description of various NOAA facilities for each state on a map of the United States. While this is an excellent idea, it is poorly executed and does not show the total value of NOAA services to individual states.

Recommendations for Finding #5:

5.1 Extension, outreach, and education efforts need to be coordinated across organizations to assure that the results will be greater than the sum of their parts. The public should easily be able to identify services, products, and programs funded by or associated with NOAA; all services, products, and programs should display the NOAA logo.

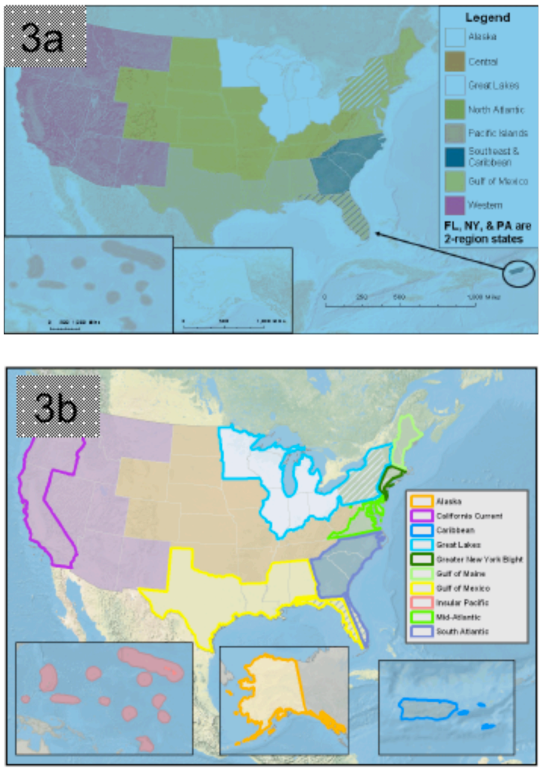
5.2 NOAA should establish a mechanism to regularly monitor public awareness, knowledge, and use of its services, products, and programs.

<u>Finding #6: NOAA is developing a new regional structure, although its place within existing NOAA regional structure is not clear.</u>

NOAA's new regional structure presents a great opportunity for the agency to be nationally focused, regionally directed, and locally engaged.

NOAA's regional structures are multiple and haphazard. For example, NWS has six regions, NMFS has six regions, and Sea Grant has ten regions (The 31 Sea Grant programs are in 11 regions; see http://www.seagrant.noaa.gov/colleges/index.html). While NOAA has recently established eight regions (Figure 3a) and strategies to collaborate and cooperate within each of these regions, there is no attempt to realign current regional structures. In fact, NOAA Sea Grant has recently funded eight regional research and information networks and hopes to fully fund all ten regions in 2008 (Figure 3b). One common identified regional structure by NOAA has the potential to localize the "one NOAA" strategy.

Figure 3. Map of NOAA (a) and Sea Grant (b) regional locations.



NOAA devotes insufficient resources to extension, outreach, and education related to atmospheric and climate change issues and does little to leverage partnerships (e.g., universities, K-12 education, and professional associations) to enhance its capabilities in these areas.

Recommendations for Finding #6:

6.1 NOAA should recognize that while it currently has many very valuable national audiences, consumers, and clients that it must continue to foster, its greatest growth potential is in further development of, and engagement with, local audiences, consumers, and clients.

6.2 NOAA should utilize its newly formed regional collaboration structures to create opportunities to become fully engaged with local consumers and clients on national issues. While the majority of extension, outreach, and education specialists in NOAA reside in Sea Grant, in many regions it is not clear how fully these capabilities are being leveraged by NOAA teams. The Gulf of Mexico Region may be a leader in including Sea Grant and other partners in regional activities and thereby leveraging the power of those organizations. The proposed pilot project with Sea Grant in the Gulf of Mexico could be a good test case for expanding this synergy.

6.3 NOAA should coordinate its existing extension, outreach, and education networks at the national, regional, and local levels to better engage consumers and clients at all levels. At the national level this coordination should be through the proposed NOAA Engagement Council (See Finding #2).

6.4 NOAA should assure that its newly created regional structures, and those of NOAA Sea Grant, are well integrated and coordinated. Local engagement should be accomplished by nationally and regionally coordinated programs inside and outside of NOAA, including Sea Grant, NERRS, NWS, Coastal Zone Management, Coastal Services Center, National Centers for Coastal Ocean Science, museums, aquariums, etc. This would also address recent requests for better coordination of coastal programs from the Office of Management and Budget (OMB).

6.5 NOAA should use its regional structures to explore expansion of its climate science extension, outreach, and education programs in both coastal and non-coastal states through partnerships (e.g., universities, K-12 education, and professional associations).

<u>Finding #7: NOAA should better utilize partnerships in engagement.</u>

Some NOAA programs have strong partner relations with universities (e.g., through Sea Grant and Cooperative Institutes), informal learning institutions (e.g., through Science on a Sphere and private entities), local agencies (e.g., through Chesapeake B-WET), and networks (e.g., through Coastal Ecosystem Learning Centers [CELCs], Center for Ocean Sciences Education Excellence [COSEE]), and professional societies (e.g., National Science Teachers Association, National Marine Educators Association, American Meteorological Society). In the areas of weather and climate, NOAA is a major component of a public, commercial, and academic enterprise that provides a full suite of weather products and services to the nation. In turn, these partners have strong and ongoing relationships with constituent populations that NOAA wishes to engage further, such as K-16 students and faculty, families, local governments, businesses and industries, and the general public. Partners may have strong local credibility and familiarity, which can complement NOAA's national credibility and familiarity.

Many of these partnerships are working exceptionally well but are not formalized in a way that would, for example, ensure that partners and their audiences recognize that there is an ongoing partnership with NOAA. There are a few NOAA-wide programs that select, adapt, and/or create products that extend the effectiveness of materials by tailoring them to the special wants, needs, and opportunities of partners. For example, with informal science partners the Science on a Sphere program and the Dome both have been successful, although the number of institutions that have been able to benefit is limited. The new partnership of NOAA with the Smithsonian Institution's Ocean Hall and the Coastal America Coastal Ecosystem Learning Center network will start by developing and funding kiosks for four aquariums in different parts of the country and eventually

will lead to kiosks in all of the Coastal Ecosystem Learning Centers, which attract more than 25 million visitors each year.

In many cases, using these channels is a "win-win" proposition for all the partners, and there is huge unrealized potential. Informal learning institutions like museums, television, and aquariums, for example, serve a majority of the general public, but they need a continuous flow of new science and technology topics and images, and assistance in adapting these for their own program offerings. By helping these institutions gain access to exciting NOAA findings, databases, services, and scientists, and by showing them how they can be used in different settings with different audiences, NOAA is meeting its own needs more fully by communicating with many consumers and clients that NOAA would like to reach but lacks the internal infrastructure, resources, know-how, or commitment to do so. Even if NOAA subsidizes these programs, the cost should be far less than the cost of producing, distributing, and publicizing NOAA's own exhibitions, films, or school visit programs.

NOAA has the opportunity to leverage its existing partnerships and seek new, mutually beneficial partnerships to expand its reach and effectiveness in conducting extension, outreach, and education activities. These partnerships should complement and extend NOAA's direct efforts, rather than replace them.

NOAA also has an opportunity to work through partners to address the issue of insufficient focus on emerging environmental issues in the current national science education standards. NOAA staff have made a start in this area through participation in the recent revision of science curriculum standards in California. However more needs to be done to include atmospheric, ocean and climate change topics in science curricula.

Recommendations for Finding #7:

NOAA should commit to utilize its existing partnerships, including the university community, other federal agencies, the informal science education community, industry partners, vendors, professional societies, and mass media to extend the engagement NOAA has with the public. NOAA should support these partnerships by:

7.1 Funding regional pilot projects (see Finding 6) with selected partners to learn how broad engagement activities, representing all of NOAA and clearly identified as NOAA, could take place.

7.2 Funding similar regional pilot projects with universities, informal science education institutions, the weather and climate enterprise partners, and others that are not currently NOAA partners, to learn how new partners can be enlisted in the most cost-effective manner.

7.3 Continuing and expanding diagnostic assessment activities to learn which of these partnerships produces the largest return on investment. Those findings in turn can be used by NOAA to decide where future pilot and implementation projects

should be undertaken. The evaluation of "Science on a Sphere" is a good example of such assessment practices.

7.4 Documenting the value of partnerships (for NOAA, OMB, and the Department of Commerce) by recognizing cost-share coming from partners, both cash and in-kind, including volunteered hours by paid NOAA staff.

7.5 Deepening existing partnerships by listening to partners, soliciting regular feedback from them on the partnership, and demonstrating that their ideas and concerns are heard, appreciated, and acted upon whenever possible.

7.6 Taking leadership to include environmental issues in the next generation of science education standards through working with formal education partnerships.

<u>Finding #8: NOAA needs to institutionalize a public accountability system.</u>

NOAA's mission puts it on the forefront of research in many areas of science, technology, math, and engineering (STEM). NOAA is the nation's leading resource on oceanic and atmospheric science. Helping consumers and clients understand NOAA's services and make use of them requires a degree of public education in NOAA's work and in the STEM disciplines underlying that work. As a result, NOAA makes many modest but important investments in extension, outreach, and education. These programs include some evaluation measures and much promising anecdotal evidence. But the Working Group found no evidence that there were NOAA-wide uniform performance indicators or a program of rigorous evaluations of sample program impacts. Ongoing systematic impact evaluation would be invaluable for program review and public engagement, which would provide increased accountability for NOAA's investments in extension, outreach, and education.

The NOAA Education Council has already made an excellent start on developing impact evaluation, as described in the August 28, 2007 presentation by Kimberly Benson, *A Consistent Logic Model for NOAA Education/Promoting a Thoughtful Approach to Program Design & Evaluation*.

Recommendations for Finding #8:

8.1 NOAA should establish a program to determine (1) baseline public understanding and recognition of NOAA, its mission, products, and services; (2) baseline public understanding of core STEM principles upon which NOAA's work is based; (3) NOAA-wide outputs, that is, numbers of people being reached in various segments of the population, and descriptions of the duration, topics, and depth of that outreach; and finally, (4) impact evaluations on the baseline measures of samples of NOAA-operated or NOAA-supported activities in extension, outreach, and education.

8.2 These measures should reflect national focus, regional direction, and local relevance. NOAA should also consider a performance evaluation system that rewards senior NOAA managers and field workers for effective impacts, yet reward systems must be very carefully developed to avoid skewing the portfolio toward impacts that are most easily quantified and measured.

8.3 Impact evaluation should be developed with the full participation of NOAA staff or NOAA-supported staff.

8.4 Baseline data and output information should be collected across NOAA's programmatic efforts.

8.5 NOAA should use logic models and backward-design strategy to develop an overall approach to extension, outreach, and education, and in planning each specific program, because individual programs will have their own target audiences and desired impacts.

8.6 NOAA should use the most rigorous practical methodology to provide the best data on project and overall program effectiveness.

V. CONCLUDING REMARKS

In summary, this report provides eight findings and associated recommendations the Working Group believes will provide the mechanisms for amplifying NOAA's effectiveness to accomplish its mission and maximize NOAA's impact on society in light of new statutory authority. The Working Group believes that cost-sharing through partnerships, leveraging of programs, and subsequent return on investment will allow the whole of "one NOAA" to achieve greater impact than the sum of its parts.

ACKNOWLEDGEMENTS

The Extension Outreach and Education Working Group thanks the many individuals, specifically the NOAA staff who provided input for the report and who answered many of the group's questions. The Working Group is particularly grateful to staff members from NOAA's Science Advisory Board (Dr. Cynthia Decker, Ms. Mary Anne Whitcomb) and Office of Education (Ms. Louisa Koch, Dr. David Ginsburg) for their support to the Working Group. Thanks also go to Ms. Lisa Leof of the Aquarium of the Pacific for work on the development and analysis of the perception survey questions used in the report. The Working Group is also grateful to the Texas Sea Grant program and the Mississippi-Alabama Sea Grant consortium for their graphic for the report cover and to Sue Keller of the Alaska Sea Grant program for her help in editing the draft report. The Working Group also thanks Dr. LaDon Swan of the Mississippi-Alabama Sea Grant consortium for his leadership in developing the "Sea Grant Regional Pilot Proposal."

Summary of Findings and Recommendations

Finding #1: A strategy for public engagement is missing.

Recommendations:

1.1 NOAA should review and revise its strategic plan, mission, and vision statements to include the importance of an informed and engaged public consistent with the new authorization language. There needs to be a shift in focus to a more engaged organization providing products and services, as well as science, to the American people. NOAA must work to change the organizational culture as well as its process and procedures to encourage, promote, and reward engagement.

1.2 NOAA should develop a strategy for public engagement that provides a roadmap for coordination of all extension, outreach, and education programs in the agency.

1.3 NOAA should develop a coherent set of informational products and tools, including appropriate evaluation strategies, for use by all NOAA employees when engaging their stakeholder communities. NOAA also should acknowledge the importance of the involvement of NOAA employees in engagement, and this should be communicated and rewarded at all levels of NOAA management starting in the highest administrative offices.

1.4 Sea Grant should include a climate science component for non-coastal programs to deal with atmospheric and climate change issues.

Finding #2: There is no coordinating body to implement public engagement strategy.

Recommendations:

2.1 NOAA should expand the mission and membership of the current Education Council to become an Engagement Council, chaired by the NOAA Education Director, to administer a NOAA-wide program of extension, and outreach. The expanded Council must be given appropriate administrative and budgetary authority, and leaders of NOAA programs in extension, outreach, and education, as well as the Office of Communications, should be represented on the Council. For example, the National Sea Grant Extension Leader should be a member. The Council should have as its mission to seek ways to combine strengths, leverage as appropriate partnerships established by any NOAA activity for the benefit of all, and refine and modify NOAA engagement programs as needed to address national and/or regional needs.

2.2 The Engagement Council should be charged with development of the NOAA engagement strategy.

2.3 The Engagement Council should maintain an inventory of all extension, outreach, and education activities across NOAA. The Council should review NOAA's engagement with consumers and clients with the aid of the engagement test

prepared with support from the Kellogg Commission. The Council should also establish guidelines for best management practices in all NOAA extension, outreach, and education programs. The Council should also define metrics for success and ensure that the required data are collected.

2.4 The Engagement Council should report annually to the NOAA Administrator and, when appropriate, to the SAB to provide an update on progress of programs of engagement, an assessment of their effectiveness, challenges, and plans for the future.

Finding #3: There are insufficient resources for engagement.

Recommendations:

3.1 The Working Group recommends that at least 10% of the NOAA budget be committed to engagement. This funding recommendation was based on percentage of funding spent on extension, outreach, and education in NOAA programs that the Working Group determined to have strong engagement programs (including Sea Grant and National Marine Sanctuaries Program, which spend 36.3% and 20% respectively), (Figure 2). The proposed Engagement Council should periodically evaluate the adequacy of the 10% funding recommendation. Efforts to enhance NOAA's extension, outreach, and education programs are too critical to wait for new money.

3.2 NOAA's program managers, researchers, and other employees where appropriate, should have a commitment of 5% of their time to engagement in their position descriptions, performance plans and programs. The NOAA Engagement Council should assist NOAA employees in engaging the public. NOAA employees should be given basic information about NOAA science and services and points of contact within the organization to allow them to get additional information on topics of interest. This will allow NOAA employees to acquire and present a broader and more integrated view of NOAA. The Engagement Council should highlight activities that allow NOAA employees to discuss their research or programs with the general public, policy makers, community groups, school groups. The Council also should highlight events where NOAA programs are focused on such as beach clean-ups, lectures, and storm watcher training. Identifying the best practices in this area will help improve and expand these efforts. The Engagement Council should reach out to employees across NOAA to sponsor the development of communications materials that provide insightful visual material (videos, search engines, or data displays) or compelling written descriptions of NOAA issues.

<u>Finding #4: Organizational culture in NOAA is not conducive to engagement</u>.

Recommendations:

Under the direction of the Engagement Council, all NOAA programs:

4.1 Should review their operational plans to ensure that they include the "one NOAA" vision and expectation that extension, outreach, and education are essential components of, and expectation for, success and performance.

4.2 Should identify resources to allow them to consistently implement NOAA strategies identified in the engagement plan to integrate extension, outreach, and education in the delivery of their products and services, and in their interaction with consumers and clients.

4.3 Should establish an agency-wide engagement training program for all current and future employees. More extensive training programs in translational science should be developed for the 600 extension, outreach, and education professionals to equip them to be the interface between NOAA's scientists and its consumers and clients.

4.5 Should consistently incorporate performance benchmarks, indicators of performance or other similar means of establishing the expectation across all programs and personnel that the successful implementation and incorporation of engagement is important to NOAA management, and to achieving NOAA's mission and vision.

<u>Finding #5: The public is not fully aware of NOAA and its services.</u>

Recommendations:

5.1 Extension, outreach and education efforts need to be coordinated across organizations to assure that the results will be greater than the sum of their parts. The public should easily be able to identify services, products, and programs funded by or associated with NOAA; all services, products, and programs should display the NOAA logo.

5.2 NOAA should establish a mechanism to regularly monitor public awareness, knowledge, and use of its services, products, and programs.

<u>Finding #6: NOAA is developing a new regional structure, although its place within existing NOAA regional structure is not clear.</u>

Recommendations:

6.1 NOAA should recognize that while it currently has many very valuable national audiences, consumers and clients that it must continue to foster, its greatest growth potential is in further development of, and engagement with, local audiences, consumers and clients.

6.2 NOAA should utilize its newly formed regional collaboration structures to create opportunities to become fully engaged with local consumers and clients on national issues. While the majority of extension, outreach and education specialists in NOAA reside in Sea Grant, in many regions it is not clear how fully

these capabilities are being leveraged by NOAA teams. The Gulf of Mexico Region may be a leader in including Sea Grant and other partners in regional activities and thereby leveraging the power of those organizations. The proposed pilot project with Sea Grant in the Gulf of Mexico could be a good test case for expanding this synergy.

6.3 NOAA should coordinate its existing extension, outreach, and education networks at the national, regional, and local levels to better engage consumers and clients at all levels. At the national level this coordination should be through the proposed NOAA Engagement Council (See Finding #2).

6.4 NOAA should assure that its newly created regional structures, and those of NOAA Sea Grant, are well integrated and coordinated. Local engagement should be accomplished by nationally and regionally coordinated programs inside and outside of NOAA, including Sea Grant, NERRS, NWS, Coastal Zone Management, Coastal Services Center, National Centers for Coastal Ocean Science, museums, aquariums, etc. This would also address recent requests for better coordination of coastal programs from the Office of Management and Budget (OMB).

6.5 NOAA should use its regional structures to explore expansion of its climate science extension, outreach, and education programs in both coastal and non-coastal states through partnerships (e.g., universities, K-12 education, and professional associations).

<u>Finding #7: NOAA should better utilize partnerships in engagement.</u>

Recommendations:
NOAA should commit to utilize its existing partnerships, including the university community, other federal agencies, the informal science education community, industry partners, vendors, professional societies and mass media to extend the engagement NOAA has with the public. NOAA should support these partnerships by:

7.1 Funding regional pilot projects (see Finding #6) with selected partners to learn how broad engagement activities, representing all of NOAA and clearly identified as NOAA, could take place.

7.2 Funding similar regional pilot projects with universities, informal science education institutions, the weather and climate enterprise partners, and others that are not currently NOAA partners, to learn how new partners can be enlisted in the most cost-effective manner.

7.3 Continuing and expanding diagnostic assessment activities to learn which of these partnerships produces the largest return on investment. Those findings in turn can be used by NOAA to decide where future pilot and implementation projects should be undertaken. The evaluation of "Science on a Sphere" is a good example of such assessment practices.

7.4 Documenting the value of partnerships (for NOAA, OMB, and the Department of Commerce) by recognizing cost-share coming from partners, both cash and in-kind, including volunteered hours by paid NOAA staff.

7.5 Deepening existing partnerships by listening to partners, soliciting regular feedback from them on the partnership, and demonstrating that their ideas and concerns are heard, appreciated, and acted upon whenever possible.

7.6 Taking leadership to include environmental issues in the next generation of science education standards through working with formal education partnerships.

Finding #8: NOAA needs to institutionalize a public accountability system.

Recommendations:

8.1 NOAA should establish a program to determine (1) baseline public understanding and recognition of NOAA, its mission, products, and services; (2) baseline public understanding of core STEM principles upon which NOAA's work is based; (3) NOAA-wide outputs, that is, numbers of people being reached in various segments of the population, and descriptions of the duration, topics, and depth of that outreach; and finally, (4) impact evaluations on the baseline measures of samples of NOAA-operated or NOAA-supported activities in extension, outreach, and education.

8.2 These measures should reflect national focus, regional direction and local relevance. NOAA should also consider a performance evaluation system that rewards senior NOAA managers and field workers for effective impacts, yet reward systems must be very carefully developed to avoid skewing the portfolio toward impacts that are most easily quantified and measured.

8.3 Impact evaluation should be developed with the full participation of NOAA staff or NOAA-supported staff.

8.4 Baseline data and output information should be collected across NOAA's programmatic efforts.

8.5 NOAA should use logic models and backward-design strategy to develop an overall approach to extension, outreach, and education, and in planning each specific program, because individual programs will have their own target audiences and desired impacts.

8.6 NOAA should use the most rigorous practical methodology to provide the best data on project and overall program effectiveness.

Appendix I
Terms of Reference
NOAA Science Advisory Board
Working Group to Evaluate NOAA's Extension, Outreach, and Education

Background

During the March 2006 Science Advisory Board (SAB) meeting, NOAA Administrator Conrad Lautenbacher expressed concern with NOAA's ability to effectively engage its constituents. At the previous SAB meeting in November 2005, the Director of NOAA's National Sea Grant College Program gave a presentation on the Byrne Report on engagement and extension within NOAA. At the March 2006 meeting, the NOAA Director of Education described efforts under way within NOAA to develop an effective, coherent, and authorized education program for NOAA. As a result of the discussion following both presentations, the SAB recommended that "NOAA establish a short-term Extension, Outreach, and Education Working Group of the SAB." The purpose of the Working Group will be to support the SAB in providing advice to NOAA to strengthen, coordinate, organize and improve its extension, outreach, and education activities to fully engage its constituents."

Charge to the Working Group

The Working Group will explore opportunities to enhance the impact of NOAA's extension, outreach, and education activities with its constituents, including, but not limited to, the following:

- Define NOAA's purpose and unique role in extension, outreach, and education.
- Identify opportunities at different levels of geographic granularity (e.g., local, state, regional, national, and international).
- Identify opportunities for NOAA's research enterprise to better connect with constituencies through extension, outreach, and education.
- Review the legislative authorities of NOAA in extension, outreach, and education and the opportunities to expand these authorities.
- Explore the communication paths between NOAA and its constituents with the goal to improve channels and enhance processes.
- Cite best management practices and examples that could be broadly utilized within NOAA.
- Review training opportunities and funding support for NOAA programs and staff involved in extension, outreach, and education.

Term and Composition

The Working Group will consist of up to eleven members selected by the SAB from a pool of candidates generated by both the SAB and NOAA. The Working Group will be established by November 2006 and will submit a draft report to the SAB by November 2007. The revised draft, including SAB comments, will be submitted for public comment and a final report will be presented to the SAB at the March 2008 meeting. The panel will be disestablished following the transmittal of its final report by the SAB to the Under Secretary.

Support

NOAA's Science Advisory Board office will cover travel and other costs related to four meetings of the Working Group in that time period. Mary Anne Whitcomb will provide staff support to the panel.

Listing of Working Group Members

Frank Kudrna (Chair), President, Kudrna and Associates, and member of the SAB.
Gerry Wheeler (Vice-Chair), Executive Director, National Science Teachers Association and member of the SAB.
John V. Byrne, President Emeritus, Oregon State University, and former Administrator, NOAA.
James A. Christenson, Director, University of Arizona Cooperative Extension.
Alan J. Friedman, Consultant in Museum Development and Science Communication.
Ramon E. Lopez, Professor of Physics, University of Texas at Arlington.
Jean May-Brett, Math Science Partnership Program Coordinator, Louisiana Department of Education.
Jeffrey M. Reutter, Director, Ohio Sea Grant College Program and Stone Laboratory, Ohio State University.
Jerry R. Schubel, President and CEO, Aquarium of the Pacific.
Jeffrey R. Stephan, United Fishermen's Marketing Association, Inc.

Appendix II
Responding to the Charge: Crosswalk to Specific Recommendations

Finding	Charge and Recommendations						
	1	2	3	4	5	6	7
	NOAA's purpose & role	Geographic opportunities	Research connections	NOAA's legislative authorities	Paths of communication	Best management practices	Trainin opportuni
1.1	X			X	X		
1.2					X		
1.3			X		X		X
1.4	X	X	X				
2.1	X	X	X			X	
2.2	X				X		X
2.3					X	X	
2.4						X	
3.1	X					X	
3.2			X		X		X
4.1	X					X	
4.2					X	X	
4.3						X	X
4.4						X	
5.1	X				X	X	
5.2					X	X	
6.1	X	X					
6.2		X			X		X
6.3		X			X	X	
6.4	X	X				X	
6.5	X	X	X				
7.1	X	X	X				
7.2	X	X					
7.3	X					X	
7.4						X	
7.5					X	X	
7.6	X		X				
8.1	X					X	
8.2	X	X				X	X
8.3						X	
8.4			X			X	
8.5			X		X	X	
8.6			X			X	

Appendix III
List of Contacts and Meetings: January 8, 2007 to October 15, 2007

January 8-9, 2007 – Silver Spring, Maryland

Presentations by and discussions with:

- Mary Glackin – Deputy Assistant Administrator for Program Planning and Integration, NOAA.
- Peter Hill – Senior Policy Analyst, Consortium for Oceanographic Research and Education (CORE) and Joint Ocean Commission Initiative.
- Louisa Koch – Director, NOAA Office of Education.
- Conrad C. Lautenbacher Jr., Vice Admiral, U.S. Navy (Ret.); Under Secretary for Oceans and Atmosphere, NOAA.
- Michiko Martin – Education Coordinator, NOAA National Marine Sanctuaries Program.
- Luke Nachbar – Congressional Affairs Specialist, NOAA Legislative Affairs.
- Jim Murray – Deputy Director, NOAA National Sea Grant College Program.
- Ralph Otto – USDA Cooperative State Research Education and Extension Service.
- Katherine Gronberg, Principal, Morhard and Associates; former Clerk, Senate Commerce Justice and State Appropriations Subcommittee.
- Peter Hill, Senior Policy Analyst, CORE; staff, Joint Ocean Commission Initiative.
- Jim Stofan – Acting Deputy Assistant Administrator for Education Programs, NASA.
- Kevin Wheeler – Director of External Affairs, Consortium for Oceanographic Research and Education (CORE); Friends of NOAA.

April 24, 2007 – Phone Meeting

Discussion on communicating climate as an emerging issue with:

- Chet Koblinsky – Director, NOAA Climate Office

May 2-3, 2007 – Annapolis, Maryland

Presentations by:

- Kate Barba – Program Manager, NOAA Estuarine Reserves Division.
- David Bryant – Communications Coordinator, Georgia Sea Grant.
- Margaret Davidson – Director, NOAA Coastal Services Center.
- Anson Franklin – Director, NOAA Office of Communications.
- Chris Maier – National Coordinator, Warning Coordination Meteorologists, NOAA National Weather Service.
- Peyton Robertson – Acting Director, NOAA Chesapeake Bay Office.
- Shannon Sprague – Education Program Manager, NOAA Chesapeake Bay Office.
- Stephen Stewart – Education Co-Leader, Michigan Sea Grant.
- Jack Thigpen – Extension Director, North Carolina Sea Grant.
- Doug Wilson – Observations Program Manager, NOAA Chesapeake Bay Office.
- Greg Withee – Special Assistant to VADM Conrad C. Lautenbacher.

July 24-25, 2007 – Seattle, Washington

Presentations by:

- Thomas Ackerman – Director, Joint Institute for the Study of the Atmosphere and Ocean.
- Eddie Bernard – Director, NOAA Pacific Marine Environmental Lab.
- Suzanne van Drunick – Assistant Director, Cooperative Institute for Research in Environmental Sciences.
- Usha Varanasi – Director, NOAA Northwest Fisheries Science Center.

August 8, 2007 – Phone Meeting

- Discussion on program evaluation approach adopted by the Education Council with Kimberly Benson, Program Manager, NOAA Office of Education.

August 23, 2007 – Mystic, Connecticut

- Briefing of preliminary results with VADM Conrad C. Lautenbacher, NOAA Administrator; Jack Kelly, Deputy Under Secretary; Mary Glackin, Acting Assistant Administrator for the NWS; and Paul Doremus, Acting Assistant Administrator for Programs, Plans and Integration.

September 26, 2007 – Washington, D.C.

- Briefings on preliminary results and requests for input with Shimere Williams and Tara Rothschild, House Science and Technology Subcommittee on Energy and Environment; and Amy Fraenkel, Todd Bertoson, and Kris Lynch, Senate Commerce Subcommittee on Oceans, Atmosphere, Fisheries, and Coast Guard.

October 15, 2007 – Arlington, Virginia

- Discussion with Terry Garcia, Executive Vice President for mission programs for the National Geographic Society and Liaison with the NOAA SAB Ocean Exploration Advisory Working Group.

Appendix IV
Definitions of Extension, Formal and Informal Education, and Outreach

Environmental Literacy: A process of lifelong learning about the environment's influence on you, and your influence on the environment. (Adopted by the NOAA Education Council in 2006; used in the FY09 Planning, Programming, Budgeting, and Execution System (PPBES) process.)

Formal Education: Learning that takes place within a structured educational system in which children or adults are required to demonstrate proficiency, i.e., tested and graded, in the process of reaching a certain level of achievement, degree, certification, continuing education credits, etc. (Adopted by the NOAA Education Council in 2006; used in the FY09 PPBES process.)

Informal Education: Learning outside the established formal system that meets clearly defined objectives through organized educational activities. This mode of education may be voluntary, self-directed (e.g., a museum or aquarium exhibit), or systematic and guided (e.g., a field trip). (Adopted by the NOAA Education Council in 2006; used in the FY09 PPBES process.)

Outreach: Opportunities generally designed to build awareness, develop relationships, and inspire audiences to pursue further learning opportunities. Often designed to reach a wider audience, but can be personal and interactive, designed to identify and appeal to an individual's personal interest or motivation for information. (Adopted by the NOAA Education Council in 2006; used in the FY09 PPBES process.)

Extension: The goal of extension education is to change the behavior of individuals, groups, or institutions. Extension agents and specialists use science-based information and help people apply that information in their decision-making. Specific extension programs are developed based on the needs of stakeholders, and the programs always focus on outcome-based objectives. Extension specialists use a variety of educational processes and techniques, often over a sustained period of time, to achieve their objectives. Extension specialists are neutral, non-advocacy based educators who build long-term relationships with the user communities they serve. (Developed by NOAA Sea Grant for the Education Council.)

External Training: Training is the process of employing a standardized program for professional audiences designed to be repeatable using instructional methods and techniques through lesson plans, trainers, mentors, and/or instructional devices, for the purpose of developing the competencies that enrich and enhance the performance level of coastal, ocean, and atmospheric professionals. (Developed by NOAA Coastal Services Center.)

Appendix V
Descriptions of NOAA Programs with Significant Extension, Outreach, and Education Components

National Sea Grant College Program

Program Overview
The Sea Grant network addresses the nation's most pressing environmental, economic, and education issues and needs that provide a solid foundation for further investment in university-based research, education, and outreach efforts. Sea Grant's priority, or theme areas, promote sustainable fisheries; develop responsible aquaculture; preserve, enhance, and restore coastal habitat; create quality coastal community development; mitigate the effect of coastal hazards; create value through marine biotechnology; and expand public literacy.

Extension, Outreach, and Education Overview
The National Sea Grant College Program sponsors a variety of marine research, outreach, and education projects, primarily through the 30 state Sea Grant programs. A network of extension professionals takes Sea Grant scientific information out of the laboratory and into the field, working to enhance a coastal business, a fishery, or residents' safety and quality of life. A dedicated corps of communications specialists builds public understanding of these issues for informed decision-making. Sea Grant educators bring the discoveries into the nation's schools, using them to pioneer better ways of teaching and helping to foster a new generation of scientifically literate Americans. See http://www.seagrant.noaa.gov/ for details.

Budget and Staff
In FY 2007, the National Sea Grant Program allocated $20.4 M for extension, outreach and education and supported 420 communicators, educators and extension agents across its network.

National Estuarine Research Reserve System

Program Overview
The National Estuarine Research Reserve System (NERRS) consists of 27 areas representing different biogeographic regions of the United States that are protected for long-term research, water-quality monitoring, education, and coastal stewardship. Established by the Coastal Zone Management Act of 1972, NERRS receives funding, national guidance, and technical assistance from NOAA. Each reserve is managed by either a lead state agency, university, or with input from local partners.

Extension, Outreach, and Education Overview
NERRS staff work with local communities and regional groups to address natural resource management issues, such as nonpoint source pollution, habitat restoration, and invasive species. Through integrated research and education, the reserves help communities develop strategies to deal successfully with these coastal resource issues.

Reserves provide adult audiences with training on estuarine issues of concern in their local communities. They offer field classes for K-12 students and support teachers through professional development programs in marine education. Reserves also provide long-term water quality monitoring as well as opportunities for scientists and graduate students to conduct research in a "living laboratory." See http://www.nerrs.noaa.gov/ for details.

Budget and Staff

In FY 2007, the National Estuarine Research Reserve allocated $1.3M for extension, outreach and education and supported 50 educators, trainers, and communicators across its network.

National Marine Sanctuaries Program

Program Overview

The National Marine Sanctuaries Program maintains 14 marine protected areas that encompass more than 150,000 square miles of marine and Great Lakes waters from Washington State to the Florida Keys, and from Lake Huron to American Samoa. The system includes 13 national marine sanctuaries and the Northwestern Hawaiian Islands Marine National Monument. Since 1972, the Office of National Marine Sanctuaries has worked cooperatively with the public and federal, state, and local officials to promote conservation while allowing compatible commercial and recreational activities.

Extension, Outreach, and Education Overview

The National Marine Sanctuaries Program hosts a variety of educational and research programs. For example, a series of marine education lesson plans were recently launched that highlight cutting-edge research, maritime heritage, cultural resources, and environmental issues in our national marine sanctuaries. Designed for K-12 teachers and marine educators, the "Oceans for Life" series of lessons and videos gives students an opportunity to explore the history, biology, and ecology of the National Marine Sanctuaries system. Additionally, research projects within the Sanctuaries system allow scientists to address other information needs that are not recognized through site characterization and monitoring. Process studies, modeling, and prediction are research activities conducted at sanctuary locations. Such studies allow scientists and managers to better understand the resources within a sanctuary and how their condition is affected and changed. See http://sanctuaries.noaa.gov/ for details.

Appropriations and Staff

In FY 2007, the National Marine Sanctuaries Program allocated $7.9M for extension, outreach and education and supported 45 education, outreach, media, and public relation specialists across its network.

Office of Ocean Exploration

Program Overview

The Office of Ocean Exploration strives to engage broad audiences to enhance America's environmental literacy through the excitement of ocean discovery. Increasing this literacy

requires high-quality, effective collaborations between ocean explorers and America's teachers. This office supports expeditions, exploration projects, and a number of related field campaigns for the purpose of discovery and documentation of ocean voyages. Education and outreach rank high as office priorities, and are geared primarily toward developing the next generation of ocean explorers, scientists, and educators.

Extension, Outreach, and Education Overview

The Office of Ocean Exploration has developed over 200 hands-on, inquiry-based lessons correlated to the National Science Education Standards. Scientists and educators explain the science behind each NOAA expedition for classrooms. Such lessons are designed to introduce educators to ocean scientists, and provide tools and resources that will interest students in NOAA-related science and exploration efforts. For example, through the NOAA Ocean Explorer website, students can interact virtually with the likes of Bob Ballard and Shirley Pomponi through video-based interviews as they learn why these premier ocean explorers chose careers in ocean science. See http://oceanexplorer.noaa.gov/ for details.

Budget and Staff

In FY 2007, the Office of Exploration allocated $1.5M for extension, outreach and education and supported 2 educators.

B-WET Program

Program Overview

The Bay-Watershed, Education, Training (B-WET) Program provides hands-on watershed education to students and teachers to foster stewardship. NOAA recognizes that environmentally literate citizens who have the skills and knowledge to make well-informed environmental choices are important to sustaining the nation's ocean and coastal environments. To meet this challenge, the Chesapeake Bay B-WET Program was established in 2002. Soon thereafter, two additional B-WET Programs were created in Monterey Bay (2003) and the Hawaiian Islands (2004).

Extension, Outreach, and Education Overview

Using the environment to help advance student learning and problem solving abilities has been shown to increase academic performance, enthusiasm for learning, and environmental stewardship. NOAA B-WET supports the commitment of partnerships for watershed restoration, by providing students in the watershed with meaningful bay or stream outdoor experience. For more information on these programs, see http://chesapeakebay.noaa.gov/formaleducation.aspx, Chesapeake Bay Program; http://sanctuaries.noaa.gov/news/bwet/welcome.html, Monterey Bay; and http://www.csc.noaa.gov/psc/bwet.html, for the Hawaiian Islands.

Budget and Staff

In FY 2007, NOAA's B-WET programs were staffed by an individual program manager, and appropriated the following budgets: $2.1M, Chesapeake Bay; $1.2M, California; $0.8M, Hawaii.

Warning Coordination Meteorologists

Program Overview

A Warning Coordination Meteorologist works within a National Weather Service Weather Forecast Office. The Warning Coordination Meteorologist is responsible for planning, coordinating, and carrying out area-specific public awareness programs related to hydrometeorological events. The Warning Coordination Meteorologist also provides direction, guidance, instructions, and assistance to forecast office staff in the conduct of weather service operations.

Extension, Outreach, and Education Overview

For a given forecast office, the major duties of a Warning Coordination Meteorologist include addressing conventions, conferences, and meetings of emergency management agencies and community groups. Additional duties include appearing on local radio or television as the spokesperson for the National Weather Service on severe weather-related actions and local natural disaster hazards. See http://www.meted.ucar.edu/resource/wcm/ for details.

Budget and Staff

In FY 2007, Warning Coordination Meteorologists were appropriated $8.5M. Across the country, each Weather Forecast Office was provided with one Warning Coordination Meteorologist (total 122).

Appendix VI
Summary of NOAA Perception Survey Results

Objective

Gauge public awareness and perception of NOAA along with their mission among visitors from selected aquariums across the country.

Background

In order to gather a national sample of data, the NOAA questions were integrated into summer surveys in 2007 at the Aquarium of the Pacific (AOP) in Long Beach, California, the Shedd Aquarium in Chicago, Illinois, and the Point Defiance Zoo & Aquarium in Tacoma, Washington..

AOP – 298 exit interviews were conducted on randomly selected visitors at the Aquarium of the Pacific between June 2 and August 18, 2007.

> AOP visitors are typically families with children ages 7-11 from Los Angeles County (9% from Long Beach). The majority of respondents are Caucasian with a median household income of $60,725, and have either completed some college/technical school or have graduated from college.

Shedd Aquarium – 395 exit interviews were conducted on randomly selected visitors at Shedd from June 30 to August 26, 2007.

> Shedd visitors are predominantly in their 40s from the Midwest (11% from Chicago). The majority of respondents are Caucasian with a household income range between $50 and $75K and have graduated from college.

Point Defiance Zoo & Aquarium – 474 surveys were collected through self-administration on a computerized Touch Poll stand. The dates were June 9 through July 26, 2007.

> PDZA visitors are typically ages 25-34 and mostly from the Puget Sound area (70%). About 25% of survey respondents have a college degree (26%), roughly half are married (56%), and 22% have a combined household income of $50,000-$74,999.

Findings

Based on the percentages, it appears that aquarium visitors (as a national sample with all three aquariums combined) feel that it is most important for the federal government to "**create nautical charts and clean up oil spills along the nation's coast**." This cause received the highest percentage with **79%** of respondents giving it a rating of 8 or above, followed by "**regulate fishing for marine species**" and "**conduct research on climate change**" both with a **74%** rating it at 8+), and **66%** of respondents rated "**forecasting the weather**" as important with an 8+.

One important observation to note is that visitors may have been confused while taking the surveys at Point Defiance Zoo & Aquarium since the "1" ratings were fairly high

proportionally. Respondents may have thought by rating with a "1" (instead of a "10"), they were marking an answer as "extremely important." Thus, we speculate that a fair amount of "1" ratings given for these questions by Point Defiance respondents were intended to be "10" ratings.

About **half of the national sample surveyed (49%) identified NOAA** as the federal agency responsible for the areas mentioned in questions 1-4. **NOAA received the highest percentage of responses** across all three aquariums. The second highest percentage of responses went toward the **EPA (Environmental Protection Agency) with <u>25%</u>.**

Aquarium of the Pacific (**with 66%**) and Shedd Aquarium (**with 57%**) appear to have a **higher awareness of NOAA regionally** since well over half of the respondents from both facilities identified NOAA correctly. Furthermore, **AOP actually has NOAA exhibits and signage inside the institution,** which would definitely contribute to a heightened awareness of NOAA.

When respondents were asked which organizations they believed were a part of NOAA, the **Oceanic & Atmospheric Research Office (OAR)** was most often identified (**75%** of the "national" sample chose OAR). This was followed by the **National Ocean Service** (**70%**) and the **National Marine Fisheries Service** (**62%**). The NOAA organization that was **least recognized as part of NOAA** across the national sample was the **National Environmental Data, Satellite and Information Service** with an average response of **46%.** And the **National Science Foundation** received the **lowest average response (with 39%)**, which suggests that survey participants may have identified it correctly as an organization that is *not* a part of NOAA.

Roughly _ of respondents (**74%**) feel **it is extremely important (giving a rating of 8+) that NOAA increase its outreach activities so the public has a greater understanding of its research and services**. The rating point that received the **highest percentage of responses (at 50%)** across all three aquariums rated the **importance of this cause with a "10."**

SUMMARY TABLE OF NOAA DATA

AOP = Aquarium of the Pacific in Long Bch.; **SH** = Shedd Aquarium in Chicago; **PD** = Point Defiance Zoo & Aquarium in Tacoma

= **1st** highest % of responses; = **2nd** highest % of responses; = **3rd** highest % of responses

Q1: How crucial would you say it is for the federal government to **forecast the weather**? (Use a 10 point scale where "10" is extremely important and "1" is not important at all.)

	1	2	3	4	5	6	7	8	9	10	Responses
AOP	.3%	-	.3%	.7%	3%	3%	7%	18%	11%	55%	298
SH	6%	2%	2%	2%	8%	8%	7%	15%	12%	38%	387
PD	13%	3%	5%	4%	8%	7%	7%	13%	11%	30%	474

Q2: How crucial would you say it is for the federal government to **regulate fishing for marine species in federal waters**? (Use a 10 point scale where "10" is extremely important and "1" is not important at all.)

	1	2	3	4	5	6	7	8	9	10	Responses
AOP	-	-	.3%	.3%	2%	2%	3%	16%	14%	63%	298
SH	1%	.2%	.2%	1%	3%	2%	6%	16%	16%	54%	384
PD	14%	2%	6%	3%	8%	7%	7%	11%	8%	35%	474

Q3: How crucial would you say it is for the federal government to **create nautical charts and clean up oil spills along the nation's coasts**? (Use a 10 point scale where "10" is extremely important and "1" is not important at all.)

	1	2	3	4	5	6	7	8	9	10	Responses
AOP	.3%	-	-	-	-	1%	1%	4%	7%	88%	298
SH	3/1%	2/1%	-	.2%	3%	2%	3%	11%	11%	69%	383
PD	16%	1%	5%	3%	7%	5%	5%	6%	7%	45%	474

Q4: How crucial would you say it is for the federal government to **conduct research on climate change**? (Use a 10 point scale where "10" is extremely important and "1" is not important at all.)

	1	2	3	4	5	6	7	8	9	10	Responses
AOP	1%	-	-	-	1%	1%	2%	9%	9%	77%	298
SH	2%	1%	1%	.3%	3%	1%	4%	14%	13%	61%	383
PD	16%	2%	3%	7%	7%	7%	8%	8%	9%	33%	474

****Please note: There appears to be a discrepancy with some of the results from the Point Defiance Zoo & Aquarium due to the dichotomy between ratings of "1" and "10". We believe this may have occurred due to respondent confusion since the visitors took the surveys themselves using a Touch Poll computer kiosk.**

AOP = Aquarium of the Pacific in Long Bch.; **SH** = Shedd Aquarium in Chicago; **PD** = Point Defiance Zoo & Aquarium in Tacoma

= **1st** highest % of responses; = **2nd** highest % of responses; = **3rd** highest % of responses

Q5: Which single federal agency is responsible for the areas mentioned in the previous questions (forecasting weather, regulating fishing, creating nautical charts and researching climate change)?

	AOP	SH	PD
U.S. Dept. Of Interior	1%	8%	19%
NASA	1%	2%	14%
NOAA	66%	57%	31%
EPA	29%	30%	19%
U.S. Dept. of Agriculture	3%	3%	18%
Total Chosen Responses	**328**	**342**	**474**

Q6: The agency responsible for these activities is the National Oceanic and Atmospheric Administration (or NOAA). Which of the following organizations do you believe are part of NOAA?

	AOP	SH	PD
National Ocean Service	89%	78%	42%
National Weather Service	69%	72%	30%
National. Science Foundation	48%	44%	24%
National Marine Fisheries Service	80%	72%	35%
NESDIS (National Environmental Satellite, Data &	51%	58%	29%

Information Service)			
OAR (Oceanic and Atmospheric Research Office)	95%	85%	41%

Q7: How essential is it to you that NOAA increase its outreach activities so the public has a greater understanding of its research and services? Use a 10 point scale, where "10" is extremely important and "1" is not important at all.

	1	2	3	4	5	6	7	8	9	10	Responses
AOP	1%	-	.3%	-	2%	-	4%	8%	10%	75%	297
SH	1%	.3%	1%	.3%	2%	2%	7%	15%	20%	52%	379
PD	14%	3%	6%	4%	9%	6%	9%	9%	7%	34%	474

Appendix VII
Table on NOAA Customers

The NOAA Education Council provided a self-report on their perception list by program of who NOAA perceives are their current customers for extension, outreach, and education.

NOAA Customers	NOAA-wide	National Environ. Satellite & Infor. Service	Office of Marine & Avaiation Operations	National Weather Service	National Marine Fisheries Service	National Ocean Service-wide	National Estuarine Research Reserves	National Marine Sanctuaries	Office of Atmospheric Research-wide	Office of Ocean Exploration	National Sea Grant College	Office of Education	Office of Communications
General public	x	x	x	x	x	x	x	x	x	x	x	x	x
Recreational water users (e.g., boaters, fishers, divers)	x	x		x	x	x		x	x		x		
Media (e.g., TV, print, radio)	x	x	x	x	x	x	x	x	x	x	x		x
Resource & emergency managers (e.g., habitat, fisheries, weather)	x	x		x	x	x	x	x	x		x		
Academia (e.g., Research community)	x	x	x	x	x	x	x	x	x	x	x	x	
Formal education (e.g., K-12, college)	x	x	x	x	x	x	x	x	x	x	x	x	
Informal education (e.g., museums, aquaria, science centers)	x	x	x	x	x	x	x	x	x	x	x	x	x
Governmental organizations (e.g., federal, state, local, congress)	x	x	x	x	x	x	x	x	x	x	x	x	x
Non-governmental organizations (e.g., environmental and research corsortiums)	x			x	x	x	x	x	x	x	x	x	x
Professional organizations (e.g., AMS, AGU, NSTA)	x	x	x	x	x	x	x	x	x	x	x	x	x
Private industry (e.g., fisheries, aerospace, shipping)	x	x		x	x	x	x	x	x	x	x	x	x

Appendix VIII
NOAA Education Section of the America COMPETES (Creating Opportunities to Meaningfully Promote Excellence in Technology, Education, and Science) Act

Section 4002 Ocean and Atmospheric Science Education Programs.

(a) In General. – The Administrator of the National Oceanic and Atmospheric Administration shall conduct, develop, support, promote, and coordinate formal and informal education activities at all levels to enhance public awareness and understanding of ocean, coastal, Great Lakes, and atmospheric science and stewardship by the general public and other coastal stakeholders, including underrepresented groups in ocean and atmospheric science and policy careers. In conducting those activities, the Administrator shall build upon the educational programs and activities of the agency.

(b) NOAA Science Education Plan. – The Administrator, appropriate National Oceanic and Atmospheric Administration programs, ocean and atmospheric science and education experts, and interested members of the public shall develop a science plan setting forth the education goals and strategies for the Administration, as well as programmatic actions to carry out such goals and priorities over the next 20 years, and evaluate and update such a plan every 5 years.

Appendix IX Sea Grant Regional Pilot Proposal

A Three-year Pilot for NOAA Sea Grant to Coordinate NOAA-wide Extension, Outreach, and Education Programs

This is document summarizes the detailed proposal submitted to the NOAA Science Advisory Board's Extension, Outreach, and Education Working Group. The three-year pilot will provide sufficient time for NOAA Sea Grant to develop, implement, and evaluate a national extension, outreach, and education framework for a bottom-up and top-down approach to respond to the needs of NOAA and its Gulf of Mexico (GoMEX) constituents. An annual budget of $1.5 million is required to build the regional extension, outreach, and education infrastructure necessary to successfully complete the pilot. The annual cost to replicate this model nationwide is estimated at $15-20 million.

Two recommendations from the U.S. Commission on Ocean Policy and the President's U.S. Ocean Action Plan were to support a regional partnership in the Gulf of Mexico and expand NOAA's authority to include education and outreach. Building on these recommendations, the NOAA 2006-2011 Strategic Plan identified the need to engage, advise, and inform individuals, partners, communities, and industries to facilitate information flow, assure coordination and cooperation, and provide assistance in the use, evaluation, and application of information.

NOAA's National Sea Grant College Program is a logical choice to coordinate a NOAA-wide extension, outreach, and education program. The Sea Grant network already delivers the majority of NOAA's extension, outreach, and education programs through an estimated 420 non-federal full time equivalents (FTE) funded by the 30 Sea Grant College programs.

The goal of this pilot is to improve NOAA's ability to respond to constituent needs by coordinating NOAA extension, outreach, and education efforts among existing NOAA programs within the GoMEX.
The project objectives are to:

- Improve NOAA's ability coordinate extension, outreach, and education programs within NOAA and with other regional programs (Gulf of Mexico Alliance [GOMA], Gulf of Mexico Coastal Ocean Observing System [GCOOS], GoMEX Ocean Research Priorities Plan [ORPP], COSEE, CELC, etc.).
- Develop and implement needs-based extension, outreach, and education programs by using all assets among NOAA's Line Offices.
- Evaluate the effectiveness of the GoMEX pilot and provide recommendations for NOAA-wide implementation.

To fulfill project objectives, eight FTE's are requested:

- One Sea Grant extension specialist (five total) will be detailed to an appropriate regional line office (NWS, National Environmental Satellite Data Information Service [NESDIS], Oceanic and Atmospheric Research [OAR], NMFS, National Ocean Service [NOS]). The specialist will be responsible for coordinating

extension, outreach, and education programs within and across line offices. At least one specialist will be located in each GoMEX state.

- One regional Sea Grant Communicator to coordinate the dissemination of NOAA-generated impacts and to monitor the project's success in achieving outcomes and meeting performance objectives.
- One regional education coordinator to coordinate NOAA's education programs and to assist other GoMEX education efforts (GOMA, COSEE, CELC, etc.)
- One regional extension, outreach, and education coordinator will serve as an interface between regional and national (Program Planning Integration [PPI], Program Coordination Office [PCO], Office of Education [OEd]) programs.

Annual work plans will be designed and implemented to achieve the expected outcomes, performance objectives, and strategies previously outlined. An Extension, Outreach, and Education Advisory Council will be established and have a prominent role in guiding the development of work plans and to provide guidance and direction throughout the pilot period. Formative and summative evaluations will be conducted throughout the three-year pilot. At the end of the three-year pilot an external confirmative evaluation is requested.

Contact: LaDon Swann, Mississippi-Alabama Sea Grant Consortium

Memo to: Sea Grant Directors and Sea Grant Review Panel

Re: Focus Teams

Rationale and Need

In the "Evaluation of the Sea Grant Program Review Process" Report, the National Research Council (NRC) recommended that Sea Grant, "*Strengthen strategic planning at both the national and individual program level. The Strategic plans of the individual programs and the national program should represent a coordinated and collective effort to serve local, regional, and national needs*." In response to this recommendation, the National Sea Grant College Program developed a new national strategic action plan, "NOAA National Sea Grant College Program, Strategic Action Agenda 2008-2012: Meeting the Challenge," and all state program plans will align to this national plan by summer 2008. A next step for Sea Grant is to develop a method that implements the national, regional and state plans in an effective, coordinated and collective manner.

Since the new strategic plan will be organized around focus areas, I am proposing that a new organizational structure, "focus teams," be established to help us accomplish the goals and strategies outlined in the national plan. Focus teams derive from and will function similarly to Sea Grant's theme teams, which they will replace. Focus teams will help lead and coordinate Sea Grant's activities in the focus areas described in the national plan, which in the current draft includes Safe and Sustainable Seafood, Sustainable Use of Coastal Resources, Healthy Coastal Ecosystems and Coastal Hazard Resiliency. Focus teams will be charged with organizing and mobilizing the Sea Grant network to address the goals and objectives defined for each focus area in the national plan. Similar to theme teams, focus area teams will:

- Facilitate planning, implementation, synthesizing and reporting of Sea Grant activities and accomplishments in the identified focus areas.
- Identify new opportunities and directions for national and regional initiatives.
- Catalyze cooperative efforts among Sea Grant College Programs, the NSGO, NOAA, other agencies and NGOs.
- Provide a mechanism to further solidify Sea Grant's local, regional and national identity.

These focus teams will be in place for the lifetime of the national strategic plan. The members of the teams will include representatives from the National Sea Grant Office, the National Sea Grant Review Panel, Sea Grant Directors and other network and outside expertise (research, extension, education and communications) as needed. Ideally, a focus team would consist of 7-10 members and focus team members would agree to commit a portion of their time to focus team activities for the duration of the four-year strategic planning cycle. The focus teams would draw upon additional expertise within or outside of the network as needed. The NSGO representative will serve as the Co-chair and coordinator for each of these focus teams, and a Sea Grant Director will serve as the other Co-chair.

To initiate the process, I propose to appoint an NSGO staff member as a co-chair of each focus team. I suggest the President of the SGA appoint a Sea Grant Director Co-chair who will work with the NSGO co-chair to organize and initiate the focus team duties and procedures. Other focus team members will be appointed in consultation with the NSGCP Director, SGA President and the Chair of the Sea Grant Review Panel.

As we develop an implementation plan for the national strategic plan, we have immediate need for national performance measures and objectives, expected outcomes and performance milestones for each focus area. Focus area performance measures will be used to determine how well each individual Sea Grant program contributes to the goals and objectives of NSGCP plan, which in turn will help articulate Sea Grant's overall contribution to the Nation's ocean and coastal agenda. To successfully develop these measures, specialized expertise is required which can be provided by the focus teams. A Sea Grant national implementation plan needs to be completed this spring. To support the activities of the focus teams, I have held back $100K ($25K per team) in the FY 08 budget to support their activities.

It is important that decisions be made as soon as possible. Comments on this proposal are welcome. I have asked Jim Murray to lead this effort. Please send comments to Jim Murray (jim.d.murray@noaa.gov) by Thursday, January 31. I will then plan to discuss the focus team concept at the February 12 & 13 SGA meeting and the March 6 & 7 Panel meeting.

Thank you.

Memo to: Sea Grant Directors and Sea Grant Review Panel

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Thank you.

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Robin P. Alden
Stonington, Maine

Ms. Robin Alden is Director of Penobscot East Resource Center, a community organization supporting community-based fishery management, collaborative marine science, and sustainable economic development in the Eastern Gulf of Maine. Ms. Alden is a former Maine Commissioner of Marine Resources (1995-1997), the agency responsible for the state's fisheries and aquaculture policy, research, management, and enforcement. Prior to holding that position, she served as publisher and CEO of several fisheries publications including the *Commercial Fisheries News* and *Fish Farming News*. At one time, Ms. Alden was a commercial fisheries specialist with the Maine Sea Grant Extension Service and started the Maine Fisherman's Forum. She also has served on the New England Fisheries Management Council. Ms. Alden holds a B.S. in economics from the University of Maine.

Peter M. Bell (Past Chair)
Galesville, Maryland

Dr. Peter M. Bell is a consultant in the fields of geophysics and material science and is adjunct senior research scientist at the Carnegie Institution of Washington's Geophysical Laboratory. In addition, he serves on the Advisory Board of the Materials Processing Center of the Massachusetts Institute of Technology. Before his retirement, Dr. Bell was the vice president and chief scientist of St. Gobain Corporation and Norton Company. He has served on the Board of Directors of Cerbec Corporation and KuriNorton Company. Dr. Bell has taught at Harvard, Johns Hopkins, the California Institute of Technology and the State University of New York.
Dr. Bell was awarded the Medal for Exceptional Scientific Achievement by the National Aeronautics and Space Administration in 1976, the Guggenheim Foundation Fellowship in 1981, and the Guiness Foundation Award in 1981. He was named the Fairchild Distinguished Scholar by the California Institute of Technology in 1983. Dr. Bell received his Ph.D. in geophysics at Harvard University.

John V. Byrne
Corvallis, Oregon

Dr. John V. Byrne is President Emeritus of Oregon State University (OSU), where he served as president for eleven years (1984 - 1995). During his 35 year tenure at OSU, Byrne served for sixteen years in OSU's Oceanography program as faculty member, department chair, and dean. Subsequently he was OSU's Dean of Research, Graduate Dean, and Vice President for Research and Graduate Studies. He has also served the United States government in Washington, D.C. as a program director for oceanography at the National Science Foundation, Administrator of the National Oceanic and Atmospheric Administration (NOAA) in the Department of Commerce, and as the United States commissioner to the International Whaling Commission. Since retiring from OSU's presidency, Dr. Byrne has served as Executive Director of the Kellogg Commission on the Future of State and Land-Grant Universities, as a consultant on various aspects of higher education to more than a dozen major public universities, and has assisted university governing boards with board-president relations, presidential assessments, and presidential searches. He currently serves as an advisor to K-12 education in the state of Oregon, and has served on several corporate and non-profit boards as well. Dr. Byrne received his Ph.D. in Geology at the University of Southern California.

Robert Duce
College Station, Texas

Dr. Robert Duce is currently Distinguished Professor of Oceanography and Distinguished Professor of Atmospheric Sciences at Texas A&M University (TAMU) and a former Dean of the College of Geosciences and Maritime Studies at TAMU. From 1987-1991, Dr. Duce served as Dean of the Graduate School of Oceanography and Vice Provost for Marine Affairs at the University of Rhode Island where he was a member of the oceanography faculty since 1970. His many professional achievements include past President of the Oceanography Society and the International Association of Meteorology and Atmospheric Sciences, and recipient of the Rosenstiel Award in marine and atmospheric chemistry. He is a fellow of the American Geophysical Union, The Oceanography Society, the American Association for the Advancement of Science, and the American Meteorological Society. He recently completed his term as the President of Scientific Committee on Oceanic Research (SCOR) and is currently a Member of the National Research Council's Ocean Studies Board. Dr. Duce has over 270 scientific publications in journals, books, and proceedings. He received his Ph.D. in inorganic and nuclear chemistry from the Massachusetts Institute of Technology.

Terry Gardiner
Seattle, Washington

Founder, Owner and President Silver Lining Seafoods 1981-1992. President, Chairman, Shareholder and NorQuest Seafoods 1992-2004 --- Silver Lining Seafoods merged with Lafayette Fisheries in 1992 and formed NorQuest Seafoods. I was President and Chairman of the Board of NorQuest until June 2004 when the Company was acquired by Trident Seafoods and became part of the largest seafood company in North America. Speaker of the House of Representatives, Alaska – 1979-1980. Elected to the Alaska House of Representatives 1972-1982 for five terms: Chairman Judiciary Committee 1975-1978, Chairman Resources Committee 1981, Chairman Alaska Permanent Fund Committee 1977-1978. Chairman Alaska Criminal Code Commission – 1975-1978
Board of Directors Alaska Seafood Marketing Institute 1982-1985. Member US National Seafood Promotional Council 1987-1990. Advisor to the International North Pacific Salmon Commission. Western Regional Advisory Committee (industry advisor). Alaska Sea Grant Advisory Committee. Growing up in coastal Alaska led to commercial fishing as a teenager. He acquired is own vessel at age eighteen and owned several different vessels over the years. During those years, I was also involved in organizing a fishermen co-op, creating industry trade groups, private non-profit fishermen owned salmon hatcheries and political groups.

G. Ross Heath
Seattle, Washington

Dr. G. Ross Heath is Dean Emeritus of the College of the Ocean and Fishery Sciences and Professor of Oceanography at the University of Washington. His research in marine geology has focused on deep-sea manganese nodules, the disposal of high-level radioactive waste, and paleoceanography, resulting in more than a hundred publications. He has served on numerous panels and committees of the National Academy of Sciences, NASULGC, JOI, and CORE. He is a Fellow of the American Geophysical Union and the American Association for the Advancement of Science. In 1993 he served as an environmental analyst for KIRO TV (the CBS affiliate in Seattle). He is a member of the National Sea Grant Review Panel. He grew up in Adelaide, Australia where he earned his bachelors degree and worked as a geologist for several years before moving to the U.S. In 1993 he came to the Scripps Institution of Oceanography to study for a Ph.D. in Oceanography, which he obtained in 1968. His subsequent career has included faculty appointments at Oregon State University (including Dean of Oceanography from 1978 to 1984), the University of Rhode Island, and the University of Washington (including dean from 1984 to 1996) as well as two years as president and CEO of MBARI, prior to his present position.

Geraldine Knatz (Past Chair)
Long Beach, California

Dr. Geraldine Knatz is the first female in history to serve as Executive Director for the Port of Los Angeles in California, where she overseas the daily operations and internal management of the nation's number one containerport. Her previous positions included serving as Managing Director for the Port of Long Beach, Director of Planning and Environmental Affairs for the Port of Long Beach and as an environmental scientist with the Port of Los Angeles. In addition to her work with ports, Dr. Knatz is an instructor at the University of Southern California in the civil engineering department. Dr. Knatz's association with Sea Grant goes back to 1975 when she was awarded a year-long Sea Grant Internship award. Since 1986, she has served on the University of Southern California Sea Grant Advisory Committee; she has also served on the Coastal Society's National Board of Directors. Dr. Knatz serves on the Alameda Corridor Transportation Authority (ACTA) Board of Directors, and chairs the Marine Board of the National Academy of Sciences. Dr. Knatz is a member of the Executive Committee of the International Association of Ports and Harbors (IAPH), and chairs the organization's Environmental Committee, representing the IAPH at the International Maritime Organization (IMO), part of the United Nations, on international maritime treaties. She is active in the American Association of Port Authorities and is a past chair of its Harbors and Navigation Committee. She also is a member of the Women's Transportation Seminar Los Angeles Chapter (WTS-LA), and in 1996 was named Women of the Year by this chapter. She received a Ph.D. in biological sciences from the University of Southern California.

Frank Kudrna, Jr. (Past Chair)
Clarendon Hills, Illinois

Dr. Frank Kudrna is the chief executive office of Kudrna & Associates, Ltd., a Chicago civil engineering consulting firm. Formerly he was president of Epstein Civil Engineering Company, and prior to that, he was director of the Illinois Division of Water Resources and supervising engineer of flood control and planning with the Metropolitan Water Reclamation District of Greater Chicago. Dr. Kudrna has served for over 25 years on the Great Lakes Commission. He is former vice-chairman of the Upper Mississippi River Basin Commission and the Ohio River Basin Commission. Dr. Kudrna holds a Ph.D. from the Illinois Institute of Technology and an MBA from the University of Chicago. During 2000, Dr. Kudrna served on the eight-member team that conducted an intensive review of the National Sea Grant College Program's extension efforts that resulted in the report A Mandate to Engage Coastal Users.

NANCY RABALAIS
Chauvin, Louisiana

Nancy Rabalais is a Professor at the Louisiana Universities Marine Consortium. Dr. Rabalais' research interests include the dynamics of hypoxic environments, interactions of large rivers with the coastal ocean, estuarine and coastal eutrophication, benthic ecology, and environmental effects of habitat alterations and contaminants. Dr. Rabalais is an AAAS Fellow, an Aldo Leopold Leadership Program Fellow, a Past President of the Estuarine Research Federation, a National Associate of the National Academies of Science, a member of the Scientific Steering Committee of LOICZ/IGBP, and currently is Chair of the Ocean Studies Board of the National Research Council, National Academy of Science. She received the 2002 Bostwick H. Ketchum Award for coastal research from the Woods Hole Oceanographic Institution and was the Ian Morris Scholar in Residence at the University of Maryland Center for Environmental Studies in 2004. Her work on the causes and consequences of Gulf hypoxa have garnered several citations—the Blasker award shared with R.E. Turner, and a NOAA Environmental Hero, Clean Water Act Hero, and Gulf Guardian award. She earned a Ph.D. in Zoology from the University of Texas at Austin in 1983, and her B.S and M.S. in Biology from Texas A&I University, Kingsville.

Nathaniel E. Robinson (Chair)
Madison, Wisconsin

Mr. Nathaniel Robinson is a gubernatorially-appointed senior executive in Wisconsin's state government, currently serving as special assistant to the Secretary of the Wisconsin Department of Administration. From 1992-1999, Mr. Robinson managed the department's Division of Energy and Intergovernmental Relations and served as the governor's representative on coastal and related environmental issues. For nearly two decades, he served the state in the administration of public safety through the Wisconsin Office of Justice Assistance.
Mr. Robinson has represented the Wisconsin governor on many boards and commissions, including the Great Lakes Commission, which he currently Chairs, the Coastal States Organization, the Wisconsin Coastal Management Council, and the Acid Deposition Research Council.

ROLLAND A. (ROLLIE) SCHMITTEN
Leavenworth, Washington

Rolland A. (Rollie) Schmitten has been a natural resources manager for the past 38 years; focusing on marine fish and mammals for the last 25 years. He has served as the Washington State Director of Fisheries. The federal (National Marine Fisheries Service) West Coast Regional Director of 6 states; the National Director of Marine Fisheries; the US Department of Commerce Deputy Assistant Secretary for International Affairs (NOAA), and the National Director of Marine Habitat Conservation.

During his career he served 4 presidents with Presidential appointments as the: US Tuna Commissioner, US Atlantic Salmon Commissioner, and served 10 years as the US International Whaling Commissioner. Among his many awards and recognitions include: Presidential Merit Award, Trout Unlimited Washington Sportsman of the Year, Presidential award for outstanding achievement of a Vietnam veteran, and the Department of Transportation (USCG) Commandant's Award for Meritorious Public Service.

In 2005, Mr. Schmitten retired and moved back to Sockeye Point Lodge in Washington State where he continues to work on marine and fresh water resource issues.

Jeffrey R. Stephan
Kodiak, Alaska

Mr. Jeffrey Stephan is manager of the United Fishermen's Marketing Association, Inc., (UFMA) in Kodiak, Alaska. UFMA is a multi-species, multi-gear-type commercial fishermen's organization whose members conduct fishing operations throughout the Gulf of Alaska and the Bering Sea/Aleutian Islands. A former member of the Kodiak City Council, Mr. Stephan has served on the Department of Commerce North Pacific Fishery Management Council and its Marine Fisheries Advisory Committee. In addition, he has served as vice-chairman of the Board of Directors of the Alaska Seafood Marketing Institute (ASMI). Presently, Mr. Stephan is a member of the Board of Education of the Kodiak Island Borough School District, the Board of Directors of the Kodiak Regional Aquaculture Association, and the Policy Committee of the Fishery Industrial Technology Center of the University of Alaska/Fairbanks. A founding member of the Oil/Fisheries Group of Alaska, Mr. Stephan graduated with a B.A. in economics from the State University of New York at Plattsburg. After graduation, he worked for Eastman Kodiak Company in sales and marketing and, prior to taking his current position, worked as a commercial fisherman.

William L. Stubblefield
Martinsburg, West Virginia

In 1999 Rear Admiral Stubblefield retired from his position as the Director of the Office of NOAA Corps Operations. Prior positions include Executive Director of NOAA's Office of Oceanic and Atmospheric Research; Special Assistant, Office of the Chief Scientist, where he received the Department of Commerce Silver Medal; Commanding Officer of the NOAA Ship SURVEYOR; Chief Scientist for NOAA's Undersea Research Program; Program Monitor within the Office of Sea Grant; Deputy Director for Marine Geology and Geophysics Laboratory of the Atlantic Oceanographic and Meteorological Laboratory (AOML); research oceanographer in coastal processes at AOML; and 5 years of active service in the U.S. Navy. Rear Admiral Stubblefield has served as an advisor to the Department of Geology, University of Iowa, and is/was a member of the Society of Economic Paleontologists

and Mineralogists, the American Association of Petroleum Geologists, the American Association for Advancement of Science, and the Geological Society of Washington. Rear Admiral Stubblefield is currently a member of the Board of Directors of Military Officers Association of America; Chairman of the Board of Directors for the Public Service Commission Water District, Berkeley County, West Virginia; co-chair for Berkeley County's Source Water Protection Study; member of Virginia-West Virginia Regional Water Policy Committee; Chairman of the Berkeley County Comprehensive Plan, and founder and President of Berkeley Community Pride (a county beautification non-profit organization). He is a candidate for the Berkeley County Commission. Rear Admiral Stubblefield received his Ph.D. from Texas A&M University in geology.

Judith Weis (Member-At-Large)
Newark, New Jersey

Dr. Judith Weis is a Professor of Biological Sciences at Rutgers University where her research focuses on estuarine ecology and ecotoxicology and where she has served as Associate Dean for Academic Affairs. During 2001, Dr. Weis served as the President of the American Institute of Biological Sciences. She has been elected a fellow of the American Association for the Advancement of Science (AAAS), served as chair of its biology section, and held an AAAS/American Society of Zoologists Congressional Science Fellowship with the Senate Environment and Public Works Committee. Dr. Weis has been a program director at the National Science Foundation, a visiting scientist at the U.S. Environmental Protection Agency, and a research scientist at Operation Wallacea in Indonesia. She has served as a member of the Marine Board of the National Research Council, on the board of directors of the Society of Environmental Toxicology and Chemistry, and the Board of Directors of the Association of Women in Science (AWIS). The author of about 170 refereed papers, Dr. Weis received her B.A. from Cornell University and Ph.D. from New York University.

Richard D. West
Washington, DC

Rear Admiral West comes to CORE from the Department of the Navy where he served as Oceanographer and Navigator of the Navy where he managed a $400 million program providing oceanographic, meteorological, geospatial information and navigation support to the US Navy. Prior to serving as Oceanographer, he was the Deputy Director for the Ballistic Missile Defense Organization. Other shore assignments include Director, Surface Combat Systems Division on the CNO's Staff, Deputy Chief of Staff for Operations CINCSOUTH Naples Italy and on the staff of the Commander, Operational Test and Evaluation Force. From 1992-1993, as Commanding Officer of the Surface Warfare Officers School, he directed an advanced studies academic institution, which provides a continuum of professional education and training to prepare naval officers to serve at sea. Admiral West served in Vietnam with the riverine forces and commanded ships during hostilities in the

Arabian Gulf. He has commanded three ships, USS OPPORTUNE (ARS-41), USS MCINERNEY (FFG-8), and USS LEAHY (CG-16). A native of the Finger Lakes region of New York State, West has been awarded the Defense Distinguished Service Medal, the Defense Superior Service Medal (two awards), Legion of Merit (three awards), Meritorious Service Medal, NOAA Administrator's Award Medal, Navy Commendation Medal and various service and campaign medals. West graduated from the University of Rochester, receiving his commission through the ROTC program. He holds Master's degrees in management and national security.

John T. Woeste
Gainesville, Florida

Dr. John T. Woeste is professor emeritus and retired Dean of the University of Florida's Institute of Food and Agriculture Sciences. From 1976 to 1995 he served as Director of Extension and the Florida Sea Grant Marine Extension Program. He was frequently recognized for his leadership of both agriculture and marine resource extension programs. In 1987 he received the USDA "Unit Award for Distinguished Service". In 1992, Dr. Woeste won the Mary Nell Greenwood Award from the American Evaluation Association for his sustained commitment to public accountability. In 1997, he was inducted into the International Adult and Continuing Education Hall of Fame and in 2002 was elected to the Florida 4-H Hall of Fame. He was recognized by the National FFA with an "Honorary American FFA Degree" and the Alpha Gamma Rho fraternity with a "Brother of Distinction" award. Woeste has served on boards for the Southern region aquaculture center and the Sustainable agriculture program. He chaired the national Extension Committee on Policy (ECOP), and Co-chaired the Legislative committee for the Agriculture division of the Land Grant University Association while a member of the board of Directors. His international experience includes advisory visits and consulting trips to Ecuador, Cameroon and Israel addressing agriculture education and technology transfer. Currently, he is president of the Florida Rural Rehabilitation Corp, Inc., Director of the National NARRC, President of the Alpha Gamma AGR educational foundation, and a member of the SHARE-UF Foundation board executive committee. He is a retiring director and past president of the International Adult and Continuing Education Hall of Fame. In 2002 he was appointed to the National Sea Grant Review panel.

February 25, 2008

National Sea Grant Review Panel: Composition

		Current Members									Next to Depart				New Members		
		Alden	Bell	Byrne	Duce	Heath	Robinson	Stubblefield	Weis	Woeste	Knatz	Kudrna	Stephan	West	Gardiner	Rabalais	Schmitten
Appointment Date																	
Expertise Area: (Statutory Language)	Marine Science (≥8X)		X[a]	X[a]	X[b]	X[c]		X[c]	X[d]		X[d]					X	X
	Education		X	X	X	X			X	X			X				
	Marine Affairs & Resource Management	X		X		X		X			X	X	X		X		X
	Extension Services	X								X							
	State Government	X		X			X					X			X		
	Industry	X	X								X		X		X		
	Economics	X											X				
	Planning									X	X	X					
	Other Appropriate Areas*	X[3,4]									X[1]	X[2,3]	X[3,4,5]		X4		
Geographic	North East / Mid Atlantic	X	X					X	X					X			
	Great Lakes						X					X					
	S.E. / Caribbean									X							
	Pacific Southwest										X						
	Pacific Northwest			X		X							X		X		X
	South Central / Gulf States				X											X	
Gender	Male		X	X	X	X	X	X		X		X	X	X	X		X
	Female	X							X		X					X	
Ethnicity	Native American																
	Asian / Pacific Islander																
	African American						X										
	Hispanic																
	Caucasian	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X

Other Areas:

1 Ports and Harbors
2 Civil Engineering / Water Resources
3 Business
4 Fisheries / Aquaculture
5 Local Government

Marine Science Expertise:

a Geophysics
b Atmospheric Sciences
c Oceanography
d Biological Sciences

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National Sea Grant Review Panel: Assignments		Current Members									Next to Depart			
		Alden	Bell	Byrne	Duce	Heath	Robinson	Stubblefield	Weis	Woeste	Knatz	Kudrna	Stephan	West (Pending)
Panel Committees	Executive		X			X	Ch		X			X		X
	Nominating													
	Panel Membership							X	Ch	X				
	Science & Technology				X(?)	Ch		S	X					
	Program Evaluation				X							Ch		
	Minority Serving Institutions													
	Technology Transfer													
	Reauthorization	X		X		X		X	X	Ch			X	
	International													
	Diversity									Ch				
Representation	National Office													
	Annual PAT Review					X								
	Extension Assembly									X				
	Communicators Assembly													
	Senior Research Council		X											
	NOAA SAB		X									X		
Theme Team	Aquaculture								X					
	Aquatic Invasive Species								X					
	Biotechnology				X									
	Coastal Communities & Economies						X							
	Coastal Natural Hazards		X					X						
	Digital Ocean		X											
	Ecosystems & Habitats								X					
	Fisheries	X												
	Marine Aquatic Science Literacy						X							
	Seafood Science & Technology												X	
	Urban Coasts						X					X		

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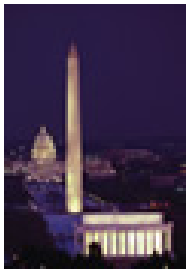
DIRECTORY INFORMATION:

Links to the available Sea Grant Directory's are available at the Sea Grant Website. You can get to these by clicking "Sea Grant Directory" on the left navigation bar of the Sea Grant Website, or you can go directly to the following location:
http://www.seagrant.noaa.gov/other/sgdirectory.html

The following Directories are available:

- Sea Grant Program Directory – online, searchable address book that will allow you to search the entire Sea Grant Network.
- National Sea Grant Office Staff Directory (contact information)
- Directory of Sea Grant Directors and State Programs
- National Sea Grant Review Panel Directory

National Office Staff Directory



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NOAA NATIONAL SEA GRANT NEWS

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Outreach
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Conferences

OCTOBER 2007

Breaking News—

Network E-Mail Lists
This e-mail list, oar.sg.network@noaa.gov was established by the NSGO, and can be used by members of the network. The list includes the following sub-groups:
Sea Grant CCD Extension
Sea Grant Communicators (leaders)
OAR Sea Grant Directors
OAR Sea Grant Educators
OAR Sea Grant Extension (leaders)
OAR Sea Grant Fiscal Officers
OAR Sea Grant Research Coordinators
OAR Sea Grant Review Panel
NSGO Staff
To Join: If you do not currently receive e-mails directed to oar.sg.network@noaa.gov, and would like to be added, please specify which sub-group, and e-mail Amy.Painter@noaa.gov
To Change or Delete an E-mail Address: Please e-mail Amy.Painter@noaa.gov Specify which sub-group you are a part of, so we are able to locate and then delete or change your e-mail address.
To Send Messages to this List: Members of the network may use the oar.sg.network@noaa.gov list to distribute e-mails to the network.

National Address Book/Sea Grant Directory
This is the web-based, searchable address book/staff directory that is accessed from the NSGO website and updated by each program as needed.
http://experts.seagrant.noaa.gov/sea-bin/SGDirsearch.pl

Contact information (including address, phone and e-mail) is updated by each Sea Grant program. To update your directory, go to this link:
http://experts.seagrant.noaa.gov/SGDirectory/
Under the Sea Grant Programs, click on the link (underlined blue text that says "this section") which will take you to the interface for updating. Type in your username (Program name) i.e. *name of state* and password *nsgo* - these are case sensitive.

Annual Reports/Progress Reports

Annual Reports Due October 19th (if submitting through) National Information Management System (NIMS)
The system went live on September 20th. Notification was sent to directors, research coordinators and fiscal officers. Fiscal officers and others responsible for submitting Annual and Progress Reports are encouraged to begin working with the system. The NSGO is continuing to make ongoing corrections and modifications in order to enhance functionality. We welcome your questions and suggestions over the next few months via oar.nims.suggestions@noaa.gov
At present, we are further developing our instructions (available in the system under the *Help* menu), business rules and report generation functionality. We will let you know via e-mail as soon as these changes and updates are made.
NIMS url: http://www.seagrant.noaa.gov/nims/NimsHome/Default.aspx (two users per program)

Sea Grant Recognition

Ohio Sea Grant Featured in NOAA Research's "In the Spotlight." Check out Cleaner Water Increases Lake Erie Waterfront Property Values by Jill Jentes Banicki.
http://www.oar.noaa.gov/spotlite/2007/spot_hotcommodity.html

E-Currents
http://www.seagrant.noaa.gov/newsletter/2007/summer/

DIRECTOR'S OFFICE

LEON CAMMEN, DIRECTOR

San Diego Meeting
I would like to thank everyone who attended our Sea Grant Gathering for thoughtful and collegial discussions on a variety of issues that will affect Sea Grant in the near and long-term future. We made significant progress on developing a national strategic plan that will provide focus over the next five to 10 years and will help establish a national identity that we will use to promote the Sea Grant program. There is no question we are already making a significant difference in the lives of those who live on the coasts or who benefit from our Nation's ocean, coastal, and Great Lakes resources. Hopefully, we will be able to do even more over the next five years as we put this plan into action!

I thought the discussions on how best to integrate our planning and assessment process to strengthen Sea Grant were very constructive and look forward to

continuing that dialogue over the next two months as we finalize the process. Please make sure to send your comments and suggestions to the NRC Response Integration Team (Jim Murray, jim.d.murray@noaa.gov and Jon Kramer, kramer@mdsg.umd.edu), the National Review Panel (Frank Kudrna, fkudrna@kudrna.com), and me; I encourage you to share your comments since that will help move the dialogue along.

For those of you unable to attend, I hope you will take the time to talk with participants to learn about the content, tone and tenor of the discussions. We have a lot to accomplish and we need to have everyone on board. If you have suggestions on what came out of the "Gathering," please let us know.

I'm excited about the progress we have made. The challenge now is to carry that energy forward over the next few months and finish up what we worked so hard on in San Diego. If we do this right, and I'm convinced we will, it's going to pay off with a better and more effective Sea Grant Program that will be able to provide even greater service to our stakeholders.

SEA GRANT REAUTHORIZATION

The draft Administration package, as prepared by the National Sea Grant Office, has been cleared by each NOAA line office and is now being reviewed by NOAA's Office of Legislative Affairs.

RESPONSE INTEGRATION TEAM (RIT) UPDATE

RIT Releases Draft Report
The RIT distributed its draft report, "Defining an Enhanced and Integrated Strategic Planning and Program Assessment Strategy for the National Sea Grant College Program" to the network for comment on September 14 and presented its recommendations during the San Diego meeting. Comments will be accepted until October 15, 2007. The RIT will consider all input received from the discussions in San Diego, and written comments received by October 15 before finalizing the report to the NSGCP Director on November 1, 2007. Please provide your comments to Jim Murray, jim.d.murray@noaa.gov and Jon Kramer, kramer@mdsg.umd.edu by October 15.

GRANTS & BUDGET

Annual Reports
See **"Breaking News,"** above.

Reminder: Grants Online Help Desk

A toll free number for the Grants Online Helpdesk is available for users outside the Washington Metro region: The phone number is 1-877-NOAA-GRT or 1.877.662.2478.

Reminder: Pass Through Policy
NSGO will assess an administrative fee for processing pass through awards through Grants Online: $2,000.00 or 1 percent—whichever is greater—up to $10,000.00 per grant.

NOAA News

OAR/Sea Grant Extension Seminar
Sea Grant and OAR recently hosted a seminar and ancillary meetings with the NOAA National Severe Storms Lab (NSSL)/Sea Grant extension specialist, Montra Lockwood.

Education Celebration
NOAA's Office of Education celebrated the authorization of Education in NOAA.

Research and Competitions

Competitions
The RFP for competitions in FY 2008 is available on our website: http://www.seagrant.noaa.gov/funding/rfp.html

Aquatic Invasive Species Research and Outreach
The deadline for preliminary proposals to be received by the local Sea Grant programs is October 11, 2007. Preliminary proposals must be forwarded to the National Office via email to oar.hq.nsgo.competitions@noaa.gov by October 18th.

Your email message to the National Office should include a list of all preliminary proposals received and separate attachments for each proposal (preferably as one PDF file per preproposal). Please include a statement in the email certifying that all attached preliminary proposals were received by 4:00 PM EDT October 11, 2007.

Applicants from last year's aborted competition must submit a preproposal again by the deadline to be considered for this year's competition.

Outreach

Communications

Request for Submissions on International Activities
A number of state Sea Grant programs are involved in various and diverse international activities. We would like to highlight these experiences in *E-currents*

and through other communications outlets. Please send us stories or information about the types of activities, focus of the work, location, and outcomes of your program's international involvement. This information can be submitted via our news list: oar.sg.news@noaa.gov, or to Kristin.Rasmussen@noaa.gov

Reminder: Sea Grant *Media Experts' Guide* and Address Directory Available Online

Media Experts' Guide http://experts.seagrant.noaa.gov/

Contact information is updated by each Sea Grant program. To update your directory, go to this link: (http://experts.seagrant.noaa.gov/) Choose "Update your entry." Type in your username (Program name) i.e. *name of state* and password *news* – these are case sensitive.

E-Currents

http://www.seagrant.noaa.gov/newsletter/2007/spring/index.html

Hot Items: Thank you to all of those who have sent their news, articles and stories to oar.sg.news@noaa.gov (Note: Hot Items is not available to the public, but is read throughout NOAA Headquarters.) Those whose stories have been featured recently include: Alaska Sea Grant, Connecticut Sea Grant, Delaware Sea Grant, Hawaii Sea Grant, Illinois-Indiana Sea Grant, Louisiana Sea Grant, Maine Sea Grant, Maryland Sea Grant, Michigan Sea Grant, Minnesota Sea Grant, Mississippi-Alabama Sea Grant, New Hampshire Sea Grant, New Jersey Sea Grant, New York Sea Grant, North Carolina Sea Grant, Ohio Sea Grant, Oregon Sea Grant, Pennsylvania Sea Grant, and Rhode Island Sea Grant. Again, thank you for your stories. Your news and successes are shared with NOAA leadership and other decision-makers, and gain valuable recognition for our overall program.

FELLOWSHIPS

Knauss

Knauss Host Database

The Host Database for the Knauss Class of 2008 will be open Oct 11, 2007. Host offices offering positions for the incoming class will be able to update and post the new job descriptions for the incoming class.

Federal Register Notice

The FY09 Knauss Fellowship Federal Register Notice has been published and can be found at www.grants.gov under the Funding Opportunity Number OAR-SG-2009-2001198 or on the Sea Grant website
http://www.seagrant.noaa.gov/funding/rfp.html

Knauss Placement Week

Placement week for the Knuass Class of 2008 will be held December 2-7, 2007. For more information visit
http://www.seagrant.noaa.gov/knauss/knaussplacementweek.html

CONFERENCES / MEETINGS (involving NSGO staff)

Oct-07

1-3 Sea Grant Gathering, San Diego, CA (Tech staff)

Dec-07

3-7 Knauss Placement Week, D.C./Silver Spring (NSGO Staff)

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Phone Numbers at NSGO

Phone numbers: 301/734-1077 or 301/734-1066. Sea Grant Director: 301/734-1088 (phone); 301/713-1031 (fax). Online directory: http://www.seagrant.noaa.gov/other/sgofficestaffdirectory.html

Sea Grant News
October 2007
National Sea Grant College Program
National Oceanic and Atmospheric Administration (NOAA)
1315 East-West Highway
Silver Spring, MD 20910
301/734-1066/1077
fax 301/713-0799
http://www.seagrant.noaa.gov
Questions: contact amy.painter@noaa.gov

NOAA NATIONAL SEA GRANT NEWS

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NOVEMBER 2007

Breaking News—

Annual Reports
Sami Grimes and Amy Painter have been reviewing the 2007 state Sea Grant annual reports for impacts, accomplishments, performance measures and metrics to develop a 2007 Annual Report and a 2008 Annual Operating Plan for NOAA. Thank you for your submissions.

Progress Reports
Fiscal officers and others responsible for submitting Annual and Progress Reports are encouraged to begin working with the National Information Management (NIMS) system. The NSGO is continuing to make ongoing corrections and modifications in order to enhance functionality. We welcome your questions and suggestions over the next few months via oar.nims.suggestions@noaa.gov
New Developments: At present, we are seeking a new developer. Roopesh Das recently accepted a job at IRS. We hope to have someone in place as soon as next week. We are also refining our reporting mechanism so that programs can upload progress reports to Grants Online. Once this functionality is complete, we will revise our instructions (available in the system under the *Help* menu). We will let you know via e-mail as soon as these changes and updates are made. Finally, we just ported 2007 project information into the system. You are welcome to review your 2007 projects and to make corrections to everything except for funding amounts and funding source information—we will make funding corrections in the system and are reviewing this information now. For questions, please e-mail: oar.nims.suggestions@noaa.gov
NIMS url: http://www.seagrant.noaa.gov/nims/NimsHome/Default.aspx (two users per program)

Sea Grant Recognition

Puerto Rico Sea Grant Project to Be Featured in Smithsonian Ocean Hall

The PUERTO RICO/ FISH FARM (Dallas Allston) project will be featured as part of the Smithsonian Ocean Hall exhibit titled, "Offshore Bounty." Filming of the farms will begin on November 26-28th.

History Channel to Film Florida Sea Grant research project

A Florida Sea Grant researcher developed a one-step forensics technique to identify shark species from fins, carcasses and other body parts through a rapid and reliable method of DNA analysis. This project received attention from the History Channel as a result of FL SG's submission of a one-page story to the Smithsonian Ocean Hall. A video shoot is in the works.

Get Your Upcoming Events on the NOAA Calendar

The downtown NOAA Office of Communications (headed by Anson Franklin) is developing a calendar of events for the next year. They are looking for events at which there may be opportunities for NOAA leadership to attend/speak & events that might also present media opportunities. Franklin does not have a formal written request or criteria, but is interested in a variety of types of events, though not major conferences ala AFS and Coastal Zone, which NOAA is already aware of. If you wish to submit upcoming events, simply note the name of the event, sponsors, location and date along with a one or two sentence description. Please e-mail this information to Amy.Painter@noaa.gov by November 9.

Call for Impacts

Dr. Cammen sent a message to the network re. impacts last week. We are culling your Annual Reports for new impacts, metrics and performance measures in order to develop several documents highlighting Sea Grant. If you wish to submit additional impacts in order to ensure that your top accomplishments are featured in our outreach efforts and success stories, please submit them to Amy.Painter@noaa.gov

E-Currents

Fall is coming soon. To view the summer issue, visit:
http://www.seagrant.noaa.gov/newsletter/2007/summer/

DIRECTOR'S OFFICE

LEON CAMMEN, DIRECTOR

VADM Lautenbacher Honors Dr. Robert Abel

NOAA Administrator VADM Lautenbacher observed the passing of Dr. Robert Abel, the first Director of the National Sea Grant College Program and a long-time head of New Jersey Sea Grant and the New Jersey Marine Sciences Consortium, in an all-hands letter on November first. He characterized Dr. Abel as a man of great vision and integrity, and offered his personal thanks and the thanks of all of NOAA for the many years of service Dr. Abel gave to marine science.

Lake Champlain Visit

Lake Champlain PO Dorn Carlson and I visited the Lake Champlain Sea Grant (LC SG) project in Burlington, Vermont on October 17-18. We met with the Director and staff of the LC SG project, as well as the Provost and several Deans from the University of Vermont, and several investigators, stakeholders and fiscal officers. The purpose of the visit was to get better acquainted with project participants and University officials, and to discuss the status and possible evolution of LC SG.

Megan Agy Resigns

If you missed my e-mail, sent earlier today, I am sorry to announce that Megan Agy Glew moved to Seattle in late October with her husband and two new twin boys. The family is settling into life on the West Coast near Megan's family and doing well. Megan made numerous contributions during her tenure with Sea Grant. From running national competitions with meticulous attention to detail to managing joint partnerships and initiatives with other NOAA line offices and within Sea Grant to working closely with the West Coast programs as an outstanding and committed program officer, Megan has been a tremendous asset to our network. We will miss her sharp mind, her positive attitude, her versatility, her dedication and her wonderful personality. We are much indebted to Megan for her hard work and for the many improvements she brought to Sea Grant, and we wish her all the best in Seattle.

PROGRAM OFFICER NEWS

PO Duties for the Pacific

Jim Murray has assumed Megan Agy's Program Officer duties for the Alaska, Washington, Oregon and the University of Southern California Sea Grant programs.

STRATEGIC PLANNING & RESPONSE INTEGRATION TEAM (RIT) UPDATE

Strategic Planning Steering Committee

The committee has been reviewing the notes from the Sea Grant Gathering in San Diego and participated in a conference call on Thursday, November 1st.

RIT Final Report

On October 26, the RIT submitted its final report "Defining an Enhanced and Integrated Strategic Planning and Program Assessment Strategy for the National Sea Grant College Program" to Director Cammen. Based on the many comments received from the Sea Grant network, the final report includes several modifications from the September 14 draft. The changes are as follows:

• A brief site visit is included. The visit focuses on institutional setting and management, the context for local strategic planning and alignment with national goals, and strategic engagement.

• Site visits will commence during the second quarter of 2009 with all programs receiving visits by the second quarter of 2012 (approximately 10 programs per year).
• A narrative-based site visit report contributes to program assessment by informing the Program Review Panel process.
• The NSGCP Director's visit is replaced by having the NSGCP Director or Deputy Director participate as an ex-officio member on the site visit team.
• TATs, while encouraged, are voluntary, not mandatory.

GRANTS & BUDGET

Foreign Travel (Update for the Fiscal Officers following discussion in San Diego)
All travel deemed relevant by NOAA program officers will be approved by the NOAA Grants Officer regardless of the location (provided that there are no budgetary constraints). If foreign travel is not detailed in the award, then an Award Action Request must be initiated and approved prior to travel. Even if the travel is paid with the 10% of allowable re-budgeted funds, an Award Action Request will still need to be initiated, or GMD will consider this a change in scope and disallow the expense at closeout.

Reminder: Grants Online Help Desk
A toll free number for the Grants Online Helpdesk is available for users outside the Washington Metro region: The phone number is 1-877-NOAA-GRT or 1.877.662.2478.

Reminder: Pass Through Policy
NSGO will assess an administrative fee for processing pass through awards through Grants Online: $2,000.00 or 1 percent—whichever is greater—up to $10,000.00 per grant.

NOAA NEWS

Ship Time
The NOAA Charter Ship Time Allocation Panel is in the final stages of determining the funding level that the National Sea Grant College Program will receive for charter ship support of research, outreach and education programs in FY2008. PIs and state programs will be notified about the success of their applications, allotted amounts, procedures for receiving these funds (subject to appropriations) and importantly, procedures for reporting on the use and effectiveness of the funding. Thanks to all programs and PIs who provided detailed information in proposals that allowed Sea Grant to effectively compete for an allotment.

NMFS-Sea Grant Partnership Discussion

Plans for a meeting between NOAA Fisheries leadership and fisheries-oriented Sea Grant leaders have been finalized. The meeting will take place at the Alaska Fisheries Science Center in Seattle on January 8, 2008 in conjunction with a meeting of the NMFS Science Board (a management group that oversees the science side of the agency). The gathering is a follow up to a similar meeting in Seattle in 2003 and will focus on opportunities for regional partnerships between the two organizations. About a dozen Sea Grant representatives are expected to attend.

NOAA Marine Debris Forum

Advancing Science through Information Sharing

The NOAA Marine Debris Program's "NOAA Marine Debris Forum 2008," in partnership with the National Marine Sanctuary Foundation, is being held April 1-3, 2008 in Bethesda, Maryland. Over the last few years, a number of marine debris research and reduction projects have been conducted around the country. These projects have resulted in a significant number of shoreline and submerged debris mapping products, debris assessments, prevention campaigns, and successful removal operations. This information forum has been developed specifically to provide Principal Project Investigators the opportunity to present the results of their studies and to share valuable information with other researchers and interested parties. Invites include NOAA and non-NOAA partners involved in marine debris related activities around the country. Potential session titles include: Derelict gear/obstruction mapping and identification, Removal techniques, Outreach/education, Debris impacts and Prevention. To learn more, contact Sarah.Morison@noaa.gov

NOAA Science Camp Recently Featured in *Postcards from the Field*

This summer, NOAA partnered with Washington Sea Grant and the University of Washington Joint Institute for the Study of Atmosphere and Oceans to host the fifth annual NOAA Science Camp in Seattle. During the week-long camp, 53 middle-school-aged campers worked on a hypothetical fish kill in the Puget Sound and learned about NOAA science through hands-on activities. Joining the WSG camp staff were scientists from NOAA Fisheries Service, NOAA Ocean Service, National Weather Service, NOAA Research, NOAA Office of Marine and Aviation Operations, and JISAO. The camp was featured in a recent *Postcards from the Field* newsletter sent to NOAA employees.

RESEARCH AND COMPETITIONS

Aquaculture Competition

The 2008-09 National Marine Aquaculture Initiative competitive grants program received 244 pre-proposals requesting a total of $85 million. The National Marine Aquaculture Initiative program supports proposals for the development and demonstration of innovative and applied technologies to foster sustainable marine aquaculture development in the United States. Research priorities for the program included: 1) site specific projects demonstrating production and economic feasibility; 2) evaluation of environmental impacts of shellfish and fish culture; 3) nutrition research on alternative protein sources; 4) development of environmental models

and site selection; 5) disease diagnostics and control; 6) development of hands-on hatchery training programs; and 7) development of synthesis papers on environmental impacts of aquaculture, alternative protein feeds, disease transmission and genetic technologies and environmental risk analysis. It is anticipated that $1.6 to 6 million will be available each year of the two year program. Depending on final funding, approximately 30 pre-proposals will be selected for full proposal development, and 10-15 full proposals will be selected for funding by March, 2008.

AIS Competition Update
We received 120 research pre-proposals and 15 outreach pre-proposals. The research pre-proposal panel is composed of 20 individuals from government and academia. Reviews are due on the 16th and the conference call will be held on the 28th. Our intent is to discuss a subset of the pre-proposals in order to keep the call more manageable. A conference call to discuss the outreach pre-proposals (with 7 reviewers) is planned for the end of November.

Regional Research & Information Plans
The NSGO has drafted a Funding Opportunity Notice to support the three remaining regional research and information planning efforts that were not funded in 2006. The FFO, which is planned to come out in the NOAA December omnibus funding notice, will offer support to the Greater New York Bight region, the Mid-Atlantic region, and the Caribbean region. Dorn Carlson will be the point of contact for programs interested in learning more. Please e-mail Dorn.Carlson@noaa.gov

Competitions
The RFP for competitions in FY 2008 is available on our website: http://www.seagrant.noaa.gov/funding/rfp.html

OUTREACH

Extension

Climate Extension
Jim Hurley, Mike Liffmann, Jack Thigpen and Gary Zeileski attended joint meeting with NOAA's Climate Office to discuss Sea Grant's role in climate extension. Hurley will be working with the Sea Grant Assembly to develop a white paper on climate extension within the context of our developing strategic plan.

Fisheries Extension Enhancement Review
The Assembly's Fisheries Extension Committee, co-chaired by RI SG's Kathy Castro and VA SG's Chris Hager, has begun the process of summarizing and reporting on the Fisheries Extension Enhancement (FEE) initiative which expires in April 2009. The committee's first step is administering a questionnaire that will be sent to the 18 state programs that received Fisheries Extension Enhancement (FEE) funding in 2004. The questionnaire results and other information will be used to

produce a program status report. That report will be provided to a review team appointed by the National Sea Grant Review Panel in April 2008. The panel will then provide a report to the National Sea Grant College Program Director with their evaluation and recommendations. Decisions on the future of the program should be made by late spring/early summer.

Beltway Brown Bag Presentation on Smart Growth
The NSGO and the Assembly of Sea Grant Extension Leaders (Assembly) will host a Beltway Brown Bag (BBB) presentation on the 27th of November. The one-hour chat entitled "Waterfront and Coastal Smart Growth Elements" will feature RI SG's Pam Rubinoff and our EPA-Smart Growth partner, Lynn Richards. Pam and RI SG's Jennifer McCann, Extension Leader for Coastal Programs, will also meet with NOAA colleagues from the Office of Coastal Resource Management and the Coastal Services to discuss their projects. An evening presentation to the DC area's Women's Aquatic Network is also planned.

Communications

Request for Submissions on International Activities
Thank you for sending information about Sea Grant international activities. We would like to highlight these experiences in *E-currents* and through other communications outlets. Please continue to send us stories or information about the types of activities, focus of the work, location, and outcomes of your program's international involvement. This information can be submitted via our news list: oar.sg.news@noaa.gov, or to Kristin.Rasmussen@noaa.gov

Publicity & Recognition
Please continue to send your news and information regularly to oar.sg.news@noaa.gov. We package this information each week for the Admiral's EMT report, Hot Items and for many other outlets. In case you missed this information that Sami compiled (presented at the San Diego meeting), you may be interested in the following:
Number of Hot Items for Sea Grant:
2001-2002: 20
2002-2003: 48
2003-2004: 92
2004-2005: 125
2005-2006: 240
2006-2007: 475 (WOW!) :)
FY 05 = 6 out of 24 VADM memos, SG was mentioned = 25%
FY 06 = 14 out of 38 VADM memos, SG was mentioned = 37%
FY 07 = 16 out of 41 VADM memos, SG was mentioned = 39%, including one entire memo dedicated to SG accomplishments.

Reminder: Sea Grant *Media Experts' Guide* and Address Directory Available Online
Media Experts' Guide http://experts.seagrant.noaa.gov/

Contact information is updated by each Sea Grant program. To update your directory, go to this link: (http://experts.seagrant.noaa.gov/) Choose "Update your entry." Type in your username (Program name) i.e. *name of state* and password *news* – these are case sensitive.

National Address Book/Sea Grant Directory

This is the web-based, searchable address book/staff directory that is accessed from the NSGO website and updated by each program as needed.
http://experts.seagrant.noaa.gov/sea-bin/SGDirsearch.pl
Contact information (including address, phone and e-mail) is updated by each Sea Grant program. To update your directory, go to this link:
http://experts.seagrant.noaa.gov/SGDirectory/
Under the Sea Grant Programs, click on the link (underlined blue text that says "this section") which will take you to the interface for updating. Type in your username (Program name) i.e. *name of state* and password *nsgo* - these are case sensitive.

E-Currents

http://www.seagrant.noaa.gov/newsletter/2007/spring/index.html

Network E-Mail Lists

This e-mail list, oar.sg.network@noaa.gov was established by the NSGO, and can be used by members of the network. The list includes the following sub-groups:
Sea Grant CCD Extension
Sea Grant Communicators (leaders)
OAR Sea Grant Directors
OAR Sea Grant Educators
OAR Sea Grant Extension (leaders)
OAR Sea Grant Fiscal Officers
OAR Sea Grant Research Coordinators
OAR Sea Grant Review Panel
NSGO Staff
To Join: If you do not currently receive e-mails directed to oar.sg.network@noaa.gov, and would like to be added, please specify which sub-group, and e-mail Amy.Painter@noaa.gov
To Change or Delete an E-mail Address: Please e-mail Amy.Painter@noaa.gov Specify which sub-group you are a part of, so we are able to locate and then delete or change your e-mail address.
To Send Messages to this List: Members of the network may use the oar.sg.network@noaa.gov list to distribute e-mails to the network.

Hot Items: Thank you to all of those who have sent their news, articles and stories to oar.sg.news@noaa.gov (Note: Hot Items is not available to the public, but is read throughout NOAA Headquarters.) Those whose stories have been featured recently include: Alaska Sea Grant, California Sea Grant, Connecticut Sea Grant, Delaware Sea Grant, Florida Sea Grant, Hawaii Sea Grant, Illinois-Indiana Sea Grant, Louisiana Sea Grant, Minnesota Sea Grant, Mississippi-Alabama Sea Grant, MIT Sea Grant, New Hampshire Sea Grant, New Jersey Sea Grant, New York Sea Grant, North Carolina Sea Grant, Ohio Sea Grant, Oregon Sea Grant, Pennsylvania Sea

Grant, Rhode Island Sea Grant, Texas Sea Grant, Washington Sea Grant, Wisconsin Sea Grant, Woods Hole Sea Grant. Again, thank you for your stories. Your news and successes are shared with NOAA leadership and other decision-makers, and gain valuable recognition for our overall program.

FELLOWSHIPS

Knauss

Placement Week
Placement week for the Knauss Class of 2008 will be held December 2-7, 2007. For more information visit:
http://www.seagrant.noaa.gov/knauss/knaussplacementweek.html

CONFERENCES / MEETINGS (involving NSGO staff)

Oct-07

27-11/1 UN Industrial Development Organization - Group of Experts on the Scientific Aspects of Marine Environmental Protection (UNIDO-GESAMP), Glasgow, Scotland (Hurley)

Nov-07

12-16 Participate in several stakeholder meetings for the purpose of developing Hawaii SG's strategic plan, plus other meetings (Murray, Hawaii)

Dec-07

3-7 Knauss Placement Week, D.C./Silver Spring (NSGO Staff)

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Phone Numbers at NSGO
Phone numbers: 301/734-1077 or 301/734-1066. Sea Grant Director: 301/734-1088 (phone); 301/713-1031 (fax). Online directory:
http://www.seagrant.noaa.gov/other/sgofficestaffdirectory.html

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1315 East-West Highway
Silver Spring, MD 20910
301/734-1066/1077
fax 301/713-0799
http://www.seagrant.noaa.gov
Questions: contact amy.painter@noaa.gov

NOAA NATIONAL SEA GRANT NEWS

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DECEMBER 2007

Breaking News—

NOAA *In Your State* Updates Due by December 12th
Please take a moment to review the entry for your state program. The NOAA *In Your State* website can be found by going to: http://www.legislative.noaa.gov/NIYS0107/noaainyourstate.html. This clickable map is not only for use by the general public, but entries are provided to Senators and Representatives during NOAA budget briefings. Many people within NOAA also utilize this information when preparing documents. Sea Grant entries enjoy prominent spots toward the top of state pages. Keep in mind that entries are more effective when short and to the point. If someone wants more information he/she can go to the featured link. Please send any updates you may have to Amy.Painter@noaa.gov by December 12th.

Sea Grant Regional Initiative Workshop, May 7-8
Background: The Regional Marine Research Program (RMRP) was established 15 years ago to set priorities for regional marine and coastal research in support of efforts to safeguard the water quality and ecosystem health of 10 ocean and coastal regions around the U.S. (the Great Lakes was covered under separate legislation). For each of the RMRP regions, research plans were developed by regional committees that involved an array of regional stakeholders and were chaired by Sea Grant Directors. These regional plans serve as useful examples of a well-designed planning process, and help inform research priorities toward NOAA's goals. RMRP activities, however, were limited to planning, with the exception of the Gulf of Maine, where funds were made available to implement the plan that was developed. The Regional Sea Grant Initiative is intended to provide support to develop regional research and information plans that will complement the national planning efforts by

providing a bridge between national and local research and information needs for U.S. ocean, coastal, and Great Lakes areas.
To learn more about the Regional Planning Workshop, May 7-8, please visit: http://www.seagrant.noaa.gov/regional/index.html

NIMS Update
We are pleased to welcome John Bates, who has replaced Roopesh Das as our new programmer/analyst. John is highly skilled and brings a wealth of experience to this project. He is working on a number of exciting projects, including a NIMS feedback/reporting system, a tutorial that walks users through the system, and a number of other modifications suggested by the network and NSGO staff members. John can be reached at John.Bates@noaa.gov. We will continue to e-mail NIMS users as system modifications are made.
Reminder: please do **not** enter new (2008) projects into the system. Programs are, however, free to edit existing projects—with the exception of funding amounts and fund source information. We recently ported your 2007 project information into the system. You are welcome to review your 2007 projects and to make corrections to everything except for funding amounts and funding source information—we will make funding corrections in the system and are reviewing this information now. For questions, please e-mail: oar.nims.suggestions@noaa.gov
NIMS url: http://www.seagrant.noaa.gov/nims/NimsHome/Default.aspx (two users per program)

Sea Grant Recognition

In the Spotlight
November: Congratulations to Illinois-Indiana Sea Grant (Irene Miles) for submitting a fascinating November NOAA Research *In the Spotlight* story titled, *Unwanted Medications: A Prescription for Troubled Waters.* Check it out on the web: http://www.oar.noaa.gov/spotlite/2007/spot_medications.html

December: Sea Grant once again was awarded the *In the Spotlight* feature for two consecutive months (a first). Louisiana Sea Grant (Paula Ouder) submitted an article about Hassan Mashriqui, a Louisiana Sea Grant researcher whose extraordinary modeling efforts helped officials decide how and where to evacuate citizens of Bangladesh before Cyclone Sidr. After the storm passed, his work guided aid and rescue efforts to locations that had been hardest hit. The story is featured on the NOAA Research home page:
http://www.oar.noaa.gov/

Weekly Reports to Admiral Lautenbacher and NOAA Leadership
Congratulations to Michigan Sea Grant for submitting news items (a story on botulism and info. on a new report highlighting a significant ecological recovery for the Detroit River and Western Lake Erie)—both of which were included in the last two weekly *EMT Reports* from the NOAA Line Offices to the Admiral.

Call for Impacts

Dr. Cammen sent a message to the network requesting impacts last month. We are culling your Annual Reports for new impacts, metrics and performance measures in order to develop several documents highlighting Sea Grant. If you wish to submit additional impacts in order to ensure that your top accomplishments are featured in our outreach efforts and success stories, please submit them to Amy.Painter@noaa.gov

DIRECTOR'S OFFICE

LEON CAMMEN, DIRECTOR

Sea Technology Magazine

I submitted a "Review and Forecast" article to Sea Technology magazine for its January issue discussing regional planning efforts and the national strategic plan.

Senior Executive Service (SES) Retreat

This week, Leon is attending the SES leadership retreat in Chantilly, Virginia.

PROGRAM OFFICER NEWS

Reminder: PO Duties for the Pacific

Jim Murray has assumed Megan Agy's Program Officer duties for the Alaska, Washington, Oregon and the University of Southern California Sea Grant programs.

STRATEGIC PLANNING & RESPONSE INTEGRATION TEAM (RIT) UPDATE

Strategic Planning Steering Committee

The Strategic Planning Steering Committee met on Tuesday, November 20th to discuss a draft of the National Sea Grant College Program Strategic Plan. A draft plan was sent to the Network on December 5th (from NSGRP member, John Byrne), with comments due to Bitsy Waters (ewaters@cstone.net) by Friday, January 4th.

GRANTS & BUDGET

Fiscal Officers Reminder: Financial Forms

Recipients have 90 days after an award ends to draw down funds and to submit final financial forms (SF-269 and SF-272). If a recipient needs more time, you may submit an extension to the closeout period *before* the closeout period ends. This extension is done through an award action request in Grants Online. This extension does not extend the award, just the closeout period. The extension can be for 30, 60 or 90 days, but is solely for the purposes of reconciling accounts and will not be granted solely because funds remain. Only closeout-related work may be performed during this period. The Grants Officer has discretion as to whether or not to allow

the extension, and the request must be justified in detail. Retroactive extensions cost NOAA time and money and will not be granted in the future. If you have questions, please e-mail Rich.Fales@noaa.gov

2008 NOAA Grants Workshop, January 15-16 & NIMS Seminar, January 17
The deadline for registration is December 21, 2007.
Please register **today** at http://www.ago.noaa.gov/grants/workshop/ <http://www.ago.noaa.gov/grants/workshop/>
On January 17, NOAA Sea Grant will meet with the Sea Grant fiscal officers to demo NIMS, discuss improvements for the future, and hold the fiscal officer business meeting.

Project Application Forms
The NSGO will ask the Office of Management and Budget (OMB) to renew the Sea Grant 90-1, 90-2, and 90-4 project application forms with no changes. During the public comment period, we received no official comments. On a related note, the National Science Foundation (NSF) recently sought public comment on a standard form for reporting research project progress. This form could eventually become a standard form for NOAA as well. Dorn Carlson will provide the public comment notice and the draft NSF form upon request. He would also like to hear what the Sea Grant network thinks of this form, and whether anyone is considering submitting official comments about it (official comment period ends January 8). To learn more, please e-mail Dorn.Carlson@noaa.gov

Reminder: Foreign Travel (Update for the Fiscal Officers following discussion in San Diego)
All travel deemed relevant by NOAA program officers will be approved by the NOAA Grants Officer regardless of the location (provided that there are no budgetary constraints). If foreign travel is not detailed in the award, then an Award Action Request must be initiated and approved prior to travel. Even if the travel is paid with the 10% of allowable re-budgeted funds, an Award Action Request will still need to be initiated, or GMD will consider this a change in scope and disallow the expense at closeout.

Reminder: Grants Online Help Desk
A toll free number for the Grants Online Helpdesk is available for users outside the Washington Metro region: The phone number is 1-877-NOAA-GRT or 1.877.662.2478.

Reminder: Pass Through Policy
NSGO will assess an administrative fee for processing pass through awards through Grants Online: $2,000.00 or 1 percent—whichever is greater—up to $10,000.00 per grant.

NOAA NEWS

Reminder: Request for Proposals
The NOAA Preserve America Initiative Grant Program (PAIG) is announcing its FY08 request for proposals. This mini-grant program is designed to stimulate efforts within NOAA to preserve, protect, and promote the agency's heritage assets. Projects from FY05 through FY07 have varied in scope from interpreting historic and cultural resources in NOAA's care, to capturing oral histories of NOAA stakeholder groups, including fishermen and Native Americans. Subject to the availability of funds, FY08 NOAA PAIG will be awarded only to NOAA offices, although other federal, state, tribal, Native Hawaiian, academic, and non-profit organizations can act as partners. A one-page Pre-Proposal is due by December 28, 2008. Full proposals (no more than 5 pages) are due by February 15, 2008. For additional information, including proposal criteria and format, please visit the "Grant Information" section of the NOAA Preserve America website at: http://preserveamerica.noaa.gov.

Reminder: NOAA Marine Debris Forum
Advancing Science through Information Sharing
The NOAA Marine Debris Program's "NOAA Marine Debris Forum 2008," in partnership with the National Marine Sanctuary Foundation, is being held April 1-3, 2008 in Bethesda, Maryland. This information forum has been developed specifically to provide Principal Project Investigators the opportunity to present the results of their studies and to share valuable information with other researchers and interested parties. Invites include NOAA and non-NOAA partners involved in marine debris related activities around the country. Potential session titles include: Derelict gear/obstruction mapping and identification, Removal techniques, Outreach/education, Debris impacts and Prevention. To learn more, contact Sarah.Morison@noaa.gov

RESEARCH AND COMPETITIONS

Aquatic Invasive Species NSI (Research and Outreach)
All preliminary proposals submitted to this competition have been evaluated by Research and Outreach panels. The scores and other programmatic factors are currently being considered before final recommendations are made. Final recommendations will be delayed until shortly after Dec. 14th when the current Continuing Resolution is expected to expire (at which time we hope to know more about our appropriation and how much funding will be available for this NSI).

Regional Research & Information Plans
The NSGO is drafting a Request for Applications (RFA) for three more "Regional Research, Information Planning and Coordination" grants to cover the three regions that did not receive grants in 2006 (the greater New York bight, mid-Atlantic, and Caribbean regions). We expect the RFA to come out in the next NOAA Omnibus Federal Funding Opportunity announcement in late December, with a proposal due date of February 5, 2008. Please contact Dorn Carlson, or the Office staff member

responsible for your Region (New York Bight: Dorn Carlson (Dorn.Carlson@noaa.gov), Mid-Atlantic: Sami Grimes (Sami.Grimes@noaa.gov), Caribbean: Terry Smith (Terry Smith@noaa.gov), with questions or comments.

Competitions
The RFP for competitions in FY 2008 is available on our website: http://www.seagrant.noaa.gov/funding/rfp.html

OUTREACH

Extension

Beltway Brown Bag
On Tuesday, November 27, Pam Rubinoff, Coastal Management Extension Specialist, University of Rhode Island Sea Grant, and Lynn Richards, Senior Policy Analyst with the EPA Smart Growth Program, presented a "Waterfront Smart Growth Elements" seminar at the NOAA Central Library. The standing room-only attendees heard Rubinoff and Richards present 10 Smart Growth Principles that directly address the unique challenges and opportunities faced by coastal and waterfront communities.

Coastal Community Development (CCD) Meetings
An ad hoc committee of CCD specialists attended several meetings before and after the November Beltway Brown Bag event at NOAA. In addition to discussing plans for future collaboration with EPA-Smart Growth and other NOAA offices, the Committee drafted a preliminary agenda for a national CCD meeting, and provided input to Sea Grant's 2008-2013 Strategic Plan.

February CCD Meeting, February 6-7
The national CCD meeting will take place in Washington, DC on February 6 and 7, 2008 and will precede the 7th Annual "New Partners for Smart Growth Conference." Sea Grant Directors and Assembly leaders are encouraged to have their CCD specialists attend both meetings. For more information, please visit: http://www.newpartners.org/

Communications

***NOAA In Your State* Updates, Due December 12**
Please see "Breaking News."

E-Currents Stories
Please send any stories you wish for us to present in the Fall issue. Submissions are bulleted and brief. Send to: Amy.Painter@noaa.gov

Reminder: Request for Submissions on International Activities
Thank you for sending information about Sea Grant international activities. We would like to highlight these experiences in *E-currents* and through other communications outlets. Please continue to send us stories or information about the types of activities, focus of the work, location, and outcomes of your program's

international involvement. This information can be submitted via our news list: oar.sg.news@noaa.gov, or to Kristin.Rasmussen@noaa.gov

Reminder: Sea Grant *Media Experts' Guide* and Address Directory Available Online

Media Experts' Guide http://experts.seagrant.noaa.gov/

Contact information is updated by each Sea Grant program. To update your directory, go to this link: (http://experts.seagrant.noaa.gov/) Choose "Update your entry." Type in your username (Program name) i.e. *name of state* and password *news* – these are case sensitive.

National Address Book/Sea Grant Directory

This is the web-based, searchable address book/staff directory that is accessed from the NSGO website and updated by each program as needed.

http://experts.seagrant.noaa.gov/sea-bin/SGDirsearch.pl

Contact information (including address, phone and e-mail) is updated by each Sea Grant program. To update your directory, go to this link:

http://experts.seagrant.noaa.gov/SGDirectory/

Under the Sea Grant Programs, click on the link (underlined blue text that says "this section") which will take you to the interface for updating. Type in your username (Program name) i.e. *name of state* and password *nsgo* - these are case sensitive.

E-Currents

http://www.seagrant.noaa.gov/newsletter/2007/spring/index.html

Network E-Mail Lists

This e-mail list, oar.sg.network@noaa.gov was established by the NSGO, and can be used by members of the network. The list includes the following sub-groups:

Sea Grant CCD Extension
Sea Grant Communicators (leaders)
OAR Sea Grant Directors
OAR Sea Grant Educators
OAR Sea Grant Extension (leaders)
OAR Sea Grant Fiscal Officers
OAR Sea Grant Research Coordinators
OAR Sea Grant Review Panel
NSGO Staff

To Join: If you do not currently receive e-mails directed to oar.sg.network@noaa.gov, and would like to be added, please specify which sub-group, and e-mail Amy.Painter@noaa.gov

To Change or Delete an E-mail Address: Please e-mail Amy.Painter@noaa.gov Specify which sub-group you are a part of, so we are able to locate and then delete or change your e-mail address.

To Send Messages to this List: Members of the network may use the oar.sg.network@noaa.gov list to distribute e-mails to the network.

Hot Items: Thank you to all of those who have sent their news, articles and stories to oar.sg.news@noaa.gov (Note: Hot Items is not available to the public, but is read

throughout NOAA Headquarters.) Those whose stories have been featured recently include: Alaska Sea Grant, Connecticut Sea Grant, Georgia Sea Grant, Hawaii Sea Grant, Illinois-Indiana Sea Grant, Louisiana Sea Grant, Maryland Sea Grant, Michigan Sea Grant, Minnesota Sea Grant, Mississippi-Alabama Sea Grant, MIT Sea Grant, New York Sea Grant, North Carolina Sea Grant, Ohio Sea Grant, Oregon Sea Grant, Pennsylvania Sea Grant, Rhode Island Sea Grant, Texas Sea Grant, Virginia Sea Grant and Washington Sea Grant. Again, thank you for your stories. Your news and successes are shared with NOAA leadership and other decision-makers, and gain valuable recognition for our overall program.

Education

Education Council

NOAA's Education Council began the process of developing a NOAA Education Strategic Plan. The next planning meeting is scheduled for December 14, 2007.

FELLOWSHIPS

Knauss

Placement Week

Placement week for the Knauss Class of 2008 is going on this week, December 2-7, 2007. For more information visit:
http://www.seagrant.noaa.gov/knauss/knaussplacementweek.html

CONFERENCES / MEETINGS (involving NSGO staff)

Dec-07

3-7 Knauss Placement Week, D.C./Silver Spring (NSGO Staff)
12-13 FACA Conference (Murray)
14 Education Council Strategic Plan meeting (Garber/Grimes/Liffmann/Walker)

Jan-08

15-17 2008 NOAA Grants workshop for Program Officers, Silver Spring
Register: http://www.ago.noaa.gov/grants/workshop/
24-25 Risk-Wise meeting, New Orleans, LA (Hurley/Liffmann)
28-2 UNIDO-GESAMP meeting, Bangkok (Hurley)

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Phone Numbers at NSGO

Phone numbers: 301/734-1077 or 301/734-1066. Sea Grant Director: 301/734-1088 (phone); 301/713-1031 (fax). Online directory:
http://www.seagrant.noaa.gov/other/sgofficestaffdirectory.html

Sea Grant News
December 2007
National Sea Grant College Program
National Oceanic and Atmospheric Administration (NOAA)
1315 East-West Highway
Silver Spring, MD 20910
301/734-1066/1077
fax 301/713-0799
http://www.seagrant.noaa.gov
Questions: contact amy.painter@noaa.gov

NOAA NATIONAL SEA GRANT NEWS

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Breaking News
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Program Officer News
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Grants & Budget
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Research and Competitions
Outreach
Fellowships
Conferences

JANUARY 2008

Breaking News—

NIMS, Impacts & Annual Report Guidance Update and Training (April, Silver Spring, MD)
Fiscal Officers and others in the network are encouraged to attend this training. For those unable to attend, information will be posted online following the training. Please hold the week of April 21st, 2008. More details and agenda to come in mid-February.

NOAA to Initiate National Climate Service
NOAA is developing the concept for a new service (possibly at the line office level) to facilitate public knowledge of climate change. This effort is headed by Chet Koblinsky, Director of the NOAA Climate Office (NOAA Research). A number of NOAA offices and programs, including Sea Grant, will have input into the planning process. We will provide the network with updates on this process as it emerges.

Enhanced Sea Grant Visibility: Science and Outreach Features
In order to help enhance the visibility Sea Grant's science and outreach efforts, Derek Parks from NOAA Research's Office of Policy, Planning, and Evaluation (PPE would like to work with Sea Grant programs to create a detailed series of photographic documentaries that capture the breadth and variety of Sea Grant activities. These photo-journalistic features will be used in a wide range of media, such as websites, fact sheets, the NOAA photo library, and even the Smithsonian Ocean Hall to promote Sea Grant activities and accomplishments. Mr. Parks, who is also a professional photographer outside of NOAA, has offered to provide this service in his role as a Federal employee, so there will be no fee for his services. The images and stories will be fully available to NOAA for continued use. Initially, as part of the

pilot phase of his project, his work will be limited to the mid-Atlantic region.
For interested mid-Atlantic programs, we propose scheduling 3-4 documentaries for production. This will help us assess the level of effort required and the utility of the end products. Programs interested in featuring their science and/or outreach efforts in a pilot production should send a short (no more than 1-page) proposal to Amy Painter at amy.painter@noaa.gov.

Sea Grant/NMFS Meeting
In January, members of the NMFS Science Board and Sea Grant leadership met to discuss the status of the NMFS-Sea Grant partnership at the national, regional and local levels. Participants discussed progress since the last bilateral meeting in 2003, with discussions focused on national level activities such as the NMFS-Sea Grant Joint Graduate Fellowship programs in population dynamics and marine resource economics, and the biennial special fishery symposium series with the American Fisheries Society. Participants discussed how these activities might dovetail with new regional initiatives for NOAA and Sea Grant. The partnership has resulted in high quality, collaborative work around the country, including research projects, outreach and extension initiatives, and special local partnership projects. Periodic meetings will help further strengthen and enhance the long-standing partnership between NMFS and Sea Grant.

Sea Grant Recognition

Check Out the *Fall Wrap-Up/New Year E-Currents*
Read the latest news from each Sea Grant program in E-Currents
http://www.seagrant.noaa.gov/newsletter/2007/fall/index.html

Weekly Reports to Admiral Lautenbacher and NOAA Leadership
Congratulations to three Sea Grant programs for submitting news stories that were accepted into December and January weekly *EMT Reports* to the Admiral.

- **New York Sea Grant** submitted, *Special Unit to Tackle Dramatic Rise in Invasive Species*;
- **Michigan Sea Grant** submitted, *Lake Erie's Water Level Could Plunge 3 to 6 Feet as Earth's Temperature Rises;* and,
- **Connecticut Sea Grant** submitted, *Pomeroy to Train World Bank Managers in Fisheries and Aquaculture Management.*

Please continue to send all program news and updates to oar.sg.news@noaa.gov.

DIRECTOR'S OFFICE
LEON CAMMEN, DIRECTOR

Strategic Planning Focus Teams

In the "Evaluation of the Sea Grant Program Review Process" Report, the National Research Council recommended that Sea Grant "Strengthen strategic planning at both the national and individual program level. The Strategic plans of the individual programs and the national program should represent a coordinated and collective effort to serve local, regional, and national needs." In response to this recommendation, the National Sea Grant College Program is developing a new national strategic action plan, "NOAA National Sea Grant College Program, Strategic Action Agenda 2009-2013: Meeting the Challenge." All state program plans will be expected to align to this national plan by summer 2008. The next step for Sea Grant is to develop a method for implementing the national, regional and state plans in an effective, coordinated and collective manner.

Since the new strategic plan will be organized around focus areas, I am proposing that a new organizational structure, "focus teams," be established to help Sea Grant accomplish the goals and strategies outlined in the national plan. Although focus teams will be similar to theme teams (which they will replace), the new focus teams will have an expanded role — including responsibility for drafting an implementation plan for the new national strategic plan. More generally, focus teams will help lead and coordinate Sea Grant's activities in the focus areas described in the national plan. In the current strategic plan draft, these focus areas include: Safe and Sustainable Seafood, Sustainable Use of Coastal Resources, Healthy Coastal Ecosystems and Coastal Hazard Resiliency. Focus teams will be charged with organizing and mobilizing the Sea Grant network to address the goals and objectives defined for each focus area in the national plan. The focus area teams will be responsible for:

- Facilitating planning, implementation, synthesizing and reporting of Sea Grant activities and accomplishments in the identified focus areas;
- Identifying new opportunities and directions for national and regional initiatives;
- Catalyzing cooperative efforts among Sea Grant College Programs, the NSGO, NOAA, other agencies and NGOs; and
- Providing a mechanism to further solidify Sea Grant's local, regional and national identity.

The focus teams will be in place for the duration of the national strategic plan (2009-2013). Members of the teams will include representatives from the National Sea Grant Office, the National Sea Grant Review Panel, Sea Grant Directors and other network (research, extension, education and communications) and outside expertise (including NOAA), as appropriate. Ideally, a focus team will consist of 7-10 members; and, members would agree to commit a portion of their time to focus team activities for the duration of the four-year strategic planning cycle.

To initiate this process, I propose to appoint an NSGO staff member to serve as Chair and be responsible for each of the focus teams. I suggest the President of the SGA appoint a Sea Grant Director Co-chair who will work with the Chair to organize and initiate the focus team duties and procedures. Other focus team members will be appointed by the Chairs in consultation with the NSGCP Director, SGA President and the Chair of the Sea Grant Review Panel.

The first task for the focus teams will be to draft a national implementation plan based on the focus areas articulated in the national strategic plan. The focus teams will be expected to develop national performance measures and objectives, expected outcomes and performance milestones for each focus area. Focus area performance measures will be used to determine how well each individual Sea Grant program contributes to the goals and objectives of NSGCP plan, which in turn, will help articulate Sea Grant's overall contribution to the Nation's ocean and coastal agenda. To successfully develop these measures, specialized expertise is required which can be provided by the focus teams. I will ask the teams to develop focus-specific implementation plans this spring. To support the activities of the focus teams, we will set aside $100K in the FY '08 budget.

I have asked Jim Murray to lead this effort. It is important that decisions be made as soon as possible. Comments on this proposal are welcome and should be sent to Jim (jim.d.murray@noaa.gov) by Thursday, January 31. I plan to discuss the focus team concept at the February 12 & 13 SGA meeting and at the March 6 & 7 Panel meeting.

PROGRAM OFFICER NEWS

Pennsylvania Sea Grant Application for Institutional Program
The National Sea Grant Review Panel has begun efforts to review the Pennsylvania Sea Grant application for institutional status. The Panel hopes to have a recommendation to the NSGCP Director by the March '08 Panel Meeting.

Federal Advisory Committee Act Update
Deputy Director, Jim Murray attended the Federal Advisory Committee Act (FACA) training conference to learn more about FACA committee management, required for his role as DFO (Designated Federal Official) for the National Sea Grant Review Panel. More than 70,000 individuals provide advice to the federal government through nearly 1,000 FACA committees.

NOAA Research/OAR Senior Research Council Meeting
Jim Murray represented Sea Grant at the OAR Senior Research Council meeting.

Sea Grant/National Science Foundation (NSF) Report
Along with staff at NSF and NOAA's National Center for Coastal Ocean Science, Jim Murray organized a draft report on interagency activities in ocean and coastal research in FY 2008. The report is legislatively mandated by Congress.

STRATEGIC PLANNING UPDATE

National Sea Grant College Program Draft Strategic Plan

Comments were due from the Network on Friday, January 4, 2008. The steering committee discussed the comments on January 14, 2008 and is working to incorporated them into the next draft. Thanks to all who provided feedback.

OMB Integration Efforts
In February, the OMB integration team will meet for a two-day workshop to expand the Coastal Resiliency Logic Model.

GRANTS & BUDGET

Grants Online Update
A new function available in Grants Online allows for a recipient who completes work early or doesn't need the full one-year no-cost extension available under expanded authorities to "Terminate for Convenience" any award that is current on its reporting requirements. Once the request is approved by the Grants Officer, the reporting requirements change to reflect the new ending date. This is one of several new "Award Actions Requests" available to recipients. Please read the Guidance available under the Award Action Request Index. Recipients are reminded that requests must be done separately and can not be co-mingled.

Fiscal Officer Reminder: Financial Forms
Recipients have 90 days after an award ends to draw down funds and to submit final financial forms (SF-269 and SF-272). If a recipient needs more time, you may submit an extension to the closeout period *before* the closeout period ends. This extension is done through an award action request in Grants Online. This extension does not extend the award, just the closeout period. The extension can be for 30, 60 or 90 days, but is solely for the purposes of reconciling accounts and will not be granted solely because funds remain. Only closeout-related work may be performed during this period. The Grants Officer has discretion as to whether or not to allow the extension, and the request must be justified in detail. Retroactive extensions cost NOAA time and money and will not be granted in the future. If you have questions, please e-mail Rich.Fales@noaa.gov

National Information Management (NIMS) System
To view the system, visit:
http://www.seagrant.noaa.gov/nims/NimsHome/Default2.aspx
We invite programs to take a look at the system. Note that you do not need to log in to the system in order to use many of the features (e.g. Advanced Search). Please do not yet enter 2008 project information. We will create a formal link from our website once further modifications have been made to the system.

Reminder: Foreign Travel (Update for the Fiscal Officers following discussion in San Diego)
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the 10% of allowable re-budgeted funds, an Award Action Request will still need to be initiated, or GMD will consider this a change in scope and disallow the expense at closeout.

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Reminder: Pass Through Policy
NSGO will assess an administrative fee for processing pass through awards through Grants Online: $2,000.00 or 1 percent—whichever is greater—up to $10,000.00 per grant.

NOAA News

NOAA Science Advisory Board (Extension, Outreach and Education Working Group) Draft Report Available for Review
The NOAA Science Advisory Board's Extension, Outreach and Education Working Group has released a draft report, "Engaging NOAA's Constituents: A Report to the NOAA Science Advisory Board" that is available for public comment. The report and Federal Register Notice (FRN) can be found on the SAB website at http://www.sab.noaa.gov/Reports/Reports.html.
Please follow the instructions outlined in the FRN. The FRN was released on 16 January and the comment period will end 15 February. The Final Report to the SAB will be presented at the next meeting on 12-13 March 2008 in Silver Spring, MD.

NOAA Announces New Funding For Environmental Literacy Projects
NOAA's Office of Education (OED) is requesting applications for environmental literacy projects in support of K-12 education. Funded projects will be between 1 and 5 years in duration and will promote changes in K-12 education to expand the amount of Earth System Science taught in the classroom and improve student learning and application of that subject. Successful projects will catalyze change in K-12 education through development of new programs and materials and/or revision of existing programs and materials and/or by supporting transformative methods that expand or lead to the expansion of the use of Earth System Science in K-12 classrooms. Successful projects will not just increase knowledge of scientific phenomena but will also provide opportunities for the application of that knowledge to environmental issues relevant to the target audience. Projects are encouraged to incorporate NOAA data, data visualizations, and resources and to further the use of Earth System Science concepts related to NOAA's mission goals. Projects are also encouraged to collaborate with NOAA entities as partners and/or connect to projects previously funded by NOAA's Environmental Literacy Grants. A list of previously funded projects is available at www.oesd.noaa.gov/elg_projects.html. It is anticipated that final recommendations for funding under this announcement will be made by September 15, 2008, and that projects funded under this announcement

will have a start date no earlier than November 1, 2008. **Pre-proposals are REQUIRED and are due Wednesday, February 20, 2008**. Full proposals are due Wednesday, June 25, 2008. Please visit http://www.oesd.noaa.gov/funding_opps.html for the full announcement and additional information. This funding opportunity's ID on grants.gov (www.grants.gov) is SEC-OED-2009-2001282.

Reminder: NOAA Marine Debris Forum

Advancing Science through Information Sharing

The NOAA Marine Debris Program's "NOAA Marine Debris Forum 2008," in partnership with the National Marine Sanctuary Foundation, is being held April 1-3, 2008 in Bethesda, Maryland. This information forum has been developed specifically to provide Principal Project Investigators the opportunity to present the results of their studies and to share valuable information with other researchers and interested parties. Invites include NOAA and non-NOAA partners involved in marine debris related activities around the country. Potential session titles include: Derelict gear/obstruction mapping and identification, Removal techniques, Outreach/education, Debris impacts and Prevention. To learn more, contact Sarah.Morison@noaa.gov

RESEARCH AND COMPETITIONS

Shiptime Awards

Shiptime awards are being processed as amendments to the omnibus award for the 11 programs receiving funds. The total allocation for Sea Grant was $253K of the $1.9M available to support NOAA-OAR charter ship time. NOAA Research/OAR has requested monthly updates for the use of these funds. We will begin tracking the ship days in April (earliest request for a cruise in the package) and continue to track through September 2008 for this year's funds. It is also imperative that we report progress on these funded efforts prior to applying for FY09 support. More details to follow on reporting.

Sea Grant Regional Research Planning Grants

The announcement for the 2008 Sea Grant Regional Research Planning Grants competition for the New York Bight, Mid-Atlantic, and Caribbean Regions was published in the Federal Register on December 27. The full announcement can be found on Grants.Gov by searching for opportunity number OAR-SG-2008-2001255. Note, the deadline for submission of proposals is Feb. 5, 2008. Please contact Dorn Carlson (Dorn.Carlson@noaa.gov) or the NSGO staff member responsible for your Region (New York Bight-Dorn Carlson; Mid-Atlantic-Sami Grimes; Caribbean-Terry Smith), with questions or comments.

FY'08 Aquatic Invasive Species (AIS) National Strategic Investment Competition

Sea Grant Directors and research coordinators were sent notification and have received evaluation comments. We received 137 preproposals requesting about $23M in funds. About 10% of the 137 preproposals were encouraged to submit full proposals. This works out to at least one encouragement for each of the regional panels of the ANSTF (a programmatic priority for this competition) and at least one encouragement for each of the following Programs - CA, ILIN, LC, MD, MI, MIT, MN, NC, OR, and WHOI. Full proposals are due to the state programs on Feb 14th and to NSGO on March 13th.

OUTREACH

Extension

Meeting of Assembly of Sea Grant Extension Leaders, September 2008
Planning is underway for the biennial meeting of the Sea Grant Extension Leaders. The meeting will take place in Seattle, WA between September 9 and 12. Pete Granger, Program Leader for Marine Advisory Services at Washington Sea Grant, chairs the Planning Committee on behalf of the Assembly.

Beltway Brown Bags
Sea Grant has sponsored eight Beltway Brown Bag seminars to date and plans are underway for two events so far in 2008. North and South Carolina Sea Grant are helping organize a "NOAA in the Carolinas" presentation in March, and Alaska Sea Grant will highlight its work with the professional fishing fleet in June.

Coastal Community Development (CCD) Meeting, February 6-7
About 40 CCD agents and specialists, and several Sea Grant Extension program leaders will attend a two-day meeting to exchange information, build capacity and improve linkages both within and outside the growing network. The meeting will take place at the Marriott Park Wardman Hotel in Washington DC and will precede this year's Smart Growth conference. For more information about the CCD meeting contact Peter Rappa at Hawaii Sea Grant (rappa@hawaii.edu).

Communications

Fall Wrap-Up/New Year E-Currents
Read the latest news from each Sea Grant program in E-Currents
http://www.seagrant.noaa.gov/newsletter/2007/fall/index.html
Communications Network Chair and NSGO Communications Leader to Meet
Elizabeth LaPorte, Chair of the Communicators' Network and Amy Painter, NSGO, will meet in February prior to the Sea Grant Association meeting to discuss national communications priorities and projects over the next year+.

National Information Management (NIMS) System
To view the system, visit:
http://www.seagrant.noaa.gov/nims/NimsHome/Default2.aspx
We invite programs to take a look at the system. Note that you do not need to log in to the system in order to use many of the features (e.g. Advanced Search).

Please do not yet enter 2008 project information. We will create a formal link from our website once further modifications have been made to the system.

See also, **Enhanced Sea Grant Visibility: Science and Outreach Features** and, **Weekly Reports to Admiral Lautenbacher and NOAA Leadership,** above, under "Breaking News."

Reminder: Request for Submissions on International Activities
Thank you for sending information about Sea Grant international activities. We would like to highlight these experiences in *E-currents* and through other communications outlets. Please continue to send us stories or information about the types of activities, focus of the work, location, and outcomes of your program's international involvement. This information can be submitted via our news list: oar.sg.news@noaa.gov, or to Kristin.Rasmussen@noaa.gov

Reminder: Sea Grant *Media Experts' Guide* and Address Directory Available Online
Media Experts' Guide http://experts.seagrant.noaa.gov/
Contact information is updated by each Sea Grant program. To update your directory, go to this link: (http://experts.seagrant.noaa.gov/) Choose "Update your entry." Type in your username (Program name) i.e. *name of state* and password *news* – these are case sensitive.
National Address Book/Sea Grant Directory
This is the web-based, searchable address book/staff directory that is accessed from the NSGO website and updated by each program as needed.
http://experts.seagrant.noaa.gov/sea-bin/SGDirsearch.pl
Contact information (including address, phone and e-mail) is updated by each Sea Grant program. To update your directory, go to this link:
http://experts.seagrant.noaa.gov/SGDirectory/
Under the Sea Grant Programs, click on the link (underlined blue text that says "this section") which will take you to the interface for updating. Type in your username (Program name) i.e. *name of state* and password *nsgo* - these are case sensitive.

Network E-Mail Lists
This e-mail list, oar.sg.network@noaa.gov was established by the NSGO, and can be used by members of the network. The list includes the following sub-groups:
Sea Grant CCD Extension
Sea Grant Communicators (leaders)
OAR Sea Grant Directors
OAR Sea Grant Educators
OAR Sea Grant Extension (leaders)
OAR Sea Grant Fiscal Officers
OAR Sea Grant Research Coordinators
OAR Sea Grant Review Panel
NSGO Staff

To Join: If you do not currently receive e-mails directed to oar.sg.network@noaa.gov, and would like to be added, please specify which sub-group, and e-mail Amy.Painter@noaa.gov
To Change or Delete an E-mail Address: Please e-mail Amy.Painter@noaa.gov Specify which sub-group you are a part of, so we are able to locate and then delete or change your e-mail address.
To Send Messages to this List: Members of the network may use the oar.sg.network@noaa.gov list to distribute e-mails to the network.

Hot Items: Thank you to all of those who have sent their news, articles and stories to oar.sg.news@noaa.gov
(Note: Hot Items is not available to the public, but is read throughout NOAA Headquarters.) Those whose stories have been featured recently include: Alaska Sea Grant, California Sea Grant, Connecticut Sea Grant, Hawaii Sea Grant, Illinois-Indiana Sea Grant, Louisiana Sea Grant, Maine Sea Grant, Maryland Sea Grant, Michigan Sea Grant, Minnesota Sea Grant, New Hampshire Sea Grant, New Jersey Sea Grant, New York Sea Grant, North Carolina Sea Grant, Ohio Sea Grant, Oregon Sea Grant, Pennsylvania Sea Grant, Puerto Rico Sea Grant, Rhode Island Sea Grant, Texas Sea Grant, Virginia Sea Grant and Wisconsin Sea Grant. Again, thank you for your stories. Your news and successes are shared with NOAA leadership and other decision-makers, and gain valuable recognition for our overall program.

Education

NOAA's Education Strategic Plan
The Education Council met on Friday, December 14th to discuss goals and strategies within the current strategic plan. Three working groups were formed: (1) engagement working group; (2) literacy working group, and (3) workforce working group.

See **NOAA Announces New Funding For Environmental Literacy Projects,** under "NOAA News," above.

FELLOWSHIPS

Knauss

Application Deadline for Class of 2009
Applications for the Knauss Class of 2009 are due to the State Sea Grant Programs February 29, 2008.

Sea Grant Welcomes Class of 2008
The National Sea Grant Office is pleased to welcome the incoming Knauss Fellowship Class of 2008.

Sea Grant Bids Farewell to Class of 2007
The 2007 class will complete its year-long tenure in Washington, DC on January 31st. Congratulations to each of the outgoing fellows.

Knauss Reception

The Knauss reception will be held in Washington, DC on February 12, 2008.

CONFERENCES / MEETINGS (involving NSGO staff)

Sea Grant Association Meeting
The Sea Grant Association will meet in Washington, DC on February 12-13, 2008.

Sea Grant Review Panel Meeting
The Sea Grant Review Panel will meet in Washington, DC on March 6-7, 2008.

Jan-08

24-25 Risk-Wise meeting, New Orleans, LA (Hurley/Liffmann)
28-2 UNIDO-GESAMP meeting, Bangkok (Hurley)
30-31 Ann Arbor, MI (Liffmann)

Feb-08

5-9 Smart Growth Activities
12-13 SGA meeting (All)
25-28 Gulf Research & Information Planning workshop, Baton Rouge, LA & Galveston, TX (Garber)

March-08

6-7 National Sea Grant Review Panel meeting, DC (All)
? National Marine Aquaculture Initiative Proposal Review, Silver Spring, MD (Lazur, Hurley, Rasmussen)

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Phone Numbers at NSGO
Phone numbers: 301/734-1077 or 301/734-1066. Sea Grant Director: 301/734-1088 (phone); 301/713-1031 (fax). Online directory:
http://www.seagrant.noaa.gov/other/sgofficestaffdirectory.html

Sea Grant News
January 2007
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