



**UNIVERSITY OF HAWAII**

**SEA GRANT COLLEGE PROGRAM**

**2009-2013 STRATEGIC PLAN**

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## PREFACE

In early 2007, University of Hawaii Sea Grant College Program faculty and staff, with the help of our constituents, stakeholders and other community members and partners, began work to update our strategic plan. This document is the result of those efforts and establishes a five-year work plan for Sea Grant and a reference for the community we serve, the people of Hawaii and the Pacific. While this document represents the next iteration of the University of Hawaii Sea Grant College Program Strategic Plan, we recognize it is a living document that will itself evolve as Hawaii's future unfolds.

## INTRODUCTION

America's coasts are invaluable economic, cultural and environmental assets at risk in this first decade of the 21<sup>st</sup> 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 now and in the future.

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 clearly have significant implications for the Nation as a whole, not only those 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 state Sea Grant programs is the ability to move rapidly to mobilize universities and other partners to address challenges across the country and around the world. Likewise, one of the strengths of the Sea Grant network is the ability, through the organization's coordinated state and regional infrastructures, to implement the national goals of our parent organization the National Oceanic and Atmospheric Administration (NOAA) at local, state, and regional levels

At this time of great risk and opportunity, the University of Hawaii Sea Grant College Program will address the goals set forth in this plan with innovation and creativity reflecting the particular needs of the people of Hawaii and the insular Pacific.

## **1.0 NATIONAL PLANNING CONTEXT**

The goals and strategies outlined in this plan, while developed for regional and local execution, incorporate many NOAA national 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 mutual goals. The National Marine Fisheries Service-Sea Grant Joint Graduate Fellowship, with its programs in population dynamics and marine resource economics, 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.

The University of Hawaii Sea Grant College Program, individually and via the National Sea Grant College Program, is working to integrate our efforts more effectively with NOAA's Coastal Services Center, the Office of Ocean and Coastal Resource Management, and the National Centers for Coastal Ocean Science, among others. The purpose of collaborative planning among these programs is to ensure that NOAA's coastal programs are focused on national priorities, and that their work is coordinated, outcome-oriented, and built around each program's strengths. Additional NOAA programs will 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 immediately advance these integration efforts.

## **NATIONAL PLANNING PROCESS AND STRATEGIC APPROACH**

The *NOAA National Sea Grant College Program Strategic Plan 2009-2013: Meeting the Challenge* establishes direction for the Sea Grant network to address critical national needs in coastal, ocean, and Great Lakes environments. The plan capitalizes on Sea Grant's unique capacities and strengths, 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 collective 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 stakeholders' 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, 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. The 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. This strategic plan provides a national guide for the work of the state Sea Grant programs, including Hawaii. State Sea Grant program strategic plans contribute to the realization of national goals, while reflecting the specific needs and priorities of their states and regions.

## **2.0 HAWAII PLANNING CONTEXT**

The U.S. is facing ecological challenges and economic uncertainties that threaten stability today and for generations to come. This is particularly true at the nation's coastal margins, with more than half of the US population residing within 50 miles of the shoreline and with a concomitant concentration of economic activity (Rappaport and Sachs, 2001). In Hawaii, the Nation's only island state, the issues and challenges facing coastal communities across the country are amplified. What we do as a community in facing these challenges and the lessons learned have applicability to our sister coastal communities on the U.S mainland.

Hawaii is the southernmost state in the Nation. Composed of seven inhabited islands and 129 smaller islands, Hawaii possesses one of the longest marine coastlines in the U.S. at approximately 750 miles. Our mid-ocean location, 2,500 miles from the nearest continental landmass, offers challenges in communications, access, and commerce. These challenges are particularly severe in light of increasing energy costs at home and abroad.

Of a total state population of 1.2 million, approximately 876,000 people or 72 percent live on Oahu, in the City and County of Honolulu. In contrast, 150,000 reside on the Island of Hawaii. The islands of Maui, Molokai, and Lanai account for 128,000 people, with just 58,500 on Kauai. Hawaii's coastal communities range from ultra-urban to decidedly rural. Hawaii's economy is based principally on tourism and military spending. Hawaii's visitor population has averaged about 165,000 persons per day - half of these on Oahu at any one time.

The challenges to our state are daunting and compounded by its geographical isolation. In an economy driven by tourism, the environment *is* the economy. Great care is required to ensure that coastal development does not diminish this valuable resource. Clearly, this is an immense, vital task requiring commitment from users as well as partnerships across academia, government and communities. The recent economic downturn and its ramifications in Hawaii argue for a long-view, toward a sustainable and diversified economy that supports our people, protects our ecosystems and leads to greater energy and food self-sufficiency.

The University of Hawaii Sea Grant College Program has been serving the people of Hawaii for over 40 years in such a capacity through leadership in coastal and marine resource stewardship and research. Congress established a Sea Grant institutional program at the University of Hawaii in 1968 and in 1972 designated it as one of five founding Sea Grant College programs.

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<sup>1</sup>Rappaport, J. and J.D. Sachs. 2001. The U.S. as a coastal nation. Federal Reserve Bank of Kansas City, Research Division publication, RWP 01-11.

The University of Hawaii Sea Grant College Program resides within the University's School of Ocean and Earth Science and Technology, a premier national marine sciences institution. The University of Hawaii Sea Grant College Program serves the University of Hawaii system supporting projects and students on the Manoa campus, at UH Hilo, and at seven Community Colleges, as well as in American Samoa and the College of the Marshall Islands.

## **HAWAII PLANNING PROCESS AND STRATEGIC APPROACH**

The University of Hawaii Sea Grant College Program 2009-2013 Strategic Plan establishes direction to specifically address critical needs and opportunities of the State of Hawaii's coastal communities and the coastal and marine environments that sustain them. This plan capitalizes on Sea Grant's unique capacities and strengths, allows for flexibility and creativity on the part of the University of Hawaii Sea Grant College Program, and aligns with and supports many of the priorities of our parent NOAA strategic plan.

As an organized research unit of the University of Hawaii, The University of Hawaii Sea Grant College Program 2009-2013 Strategic Plan process was also guided by The *Manoa Strategic Plan* and the *Manoa Institutional Proposal*.

The University of Hawaii Sea Grant College Program 2009-2013 Strategic Plan is a living roadmap crafted from the collective needs, opportunities and wisdom of our coastal community constituents. The information included in the plan was derived from many sectors over several years using a variety of engagement models to ensure broad representation. University of Hawaii Sea Grant College Program extension and research faculty, administration and staff all participated actively with our stakeholders and constituents to identify both the most pressing challenges as well as opportunities facing our island state. Formal and informal meetings were held to obtain input and written comments and guidance were also solicited.

As described above, the National Sea Grant College Program embarked on a concurrent strategic planning exercise for 2009-2013. The parallel planning activities of the National Sea Grant College Program allowed the University of Hawaii Sea Grant College Program to seamlessly align our efforts with those of the National Sea Grant Office. Our Strategic Plan Focus Areas are regional expressions of the National Sea Grant Focus Areas. In addition to the National Focus Areas, a fifth Focus Area, Sustainable Coastal Tourism, was included in this plan as a result of the unique role tourism plays in the State of Hawaii.

Facilitated strategic planning meetings were conducted specifically addressing each of the five Focus Areas. These meetings were largely organized around University of Hawaii Sea Grant Centers of Excellence. Centers of Excellence are the operational expression of Focus Areas. Focus Areas and the Center of Excellence Model are discussed further below.

Community-based strategic planning meetings helped identify critical issues and client needs. Meetings to develop the Safe and Sustainable Seafood Supply and Sustainable Coastal Development Focus Areas were held on November 13 and 14, 2007, respectively. A meeting

focusing on Hazard Resilience in Coastal Communities was held on April 30, 2008 followed by a May 1, 2008 meeting addressing Healthy Coastal Ecosystems. The Sustainable Tourism Focus Area was developed over the course of several smaller meetings, particularly those held on May 2, 2008 and April 28, 2008. We sought out and received guidance at these meetings from a diversity of individuals which included University of Hawaii Sea Grant College Program Advisory Council Members, university faculty, representatives from federal, state and community government, elected officials, Hawaii business leaders and representatives of private foundations as well as community members at large.

Lastly, the University of Hawaii Sea Grant College Program 2009-2013 Strategic Plan was informed by The Hawaii Ocean Resources Management Plan (ORMP). The ORMP is a statewide plan mandated by Chapter 205A of the Hawaii Revised Statutes. The scoping and participation conducted in the updating of the ORMP in 2006 involved extensive outreach and input gathering with participation of various stakeholder groups, government agencies, and the public over a period of eighteen months. The ORMP is an integrated, place-based approach to management of ocean resources, based on land and sea links, the role of human activities, and improved collaboration in governance.

### **3.0 OUR MISSION AND VISION FOR 2013**

*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."

### **4.0 FOCUS AREAS**

Over the next five years, The University of Hawaii Sea Grant College Program will concentrate effort in five areas: healthy coastal ecosystems; sustainable coastal development; a safe and sustainable seafood supply; hazard resilience in coastal communities; and sustainable coastal tourism. These five interrelated focus areas emerged from the national and regional strategic planning process as areas of critical importance to the health and vitality of Hawaii'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 five focus areas, Sea Grant has identified goals to pursue and strategies designed to take advantage of our strengths in integrated research, outreach, and education, and our established presence in coastal communities. Included in the Focus Area sections below are the expected outcomes of our activities and specific measurements that will indicate if we have achieved our goals in the shorter term. Overall performance measures and the targets we hope to reach are also included to ensure we remain on track toward the long view. Understanding relationships and synergies across focus areas is vital to achieving the focus area goals. Sea Grant is one of many partners working to address these complex and interrelated issues. Understanding how activities in one area can support and complement other activities, and using partnerships to accomplish shared goals, are strategies inherent to Sea Grant and will be central to achieving the goals outlined in this plan.

#### **4.1 Healthy Coastal Ecosystems:**

**Goal: Sound scientific information to support ecosystem-based approaches to managing Hawaii's coastal environment.**

**Strategies:**

- 1) Conduct research on ecosystem processes, the relationships between coastal stressors--such as water quality degradation and altered biogeochemistry, contaminants, coastal processes and shoreline erosion, invasive species--and long-term human and ecosystem health (e.g., primary productivity, coral reefs and fish pond biogeochemistry), and communicate this information to public and private planners, decision-makers and managers.
- 2) Contribute to the development of baseline data, standards, or indicators to support ecosystem-based approaches, informed by the traditional Hawaiian ahupua'a system, to land use, water, fisheries, or other resource management topics by working with federal, state or local programs including non-governmental organizations.
- 3) Utilize ecosystems' baseline data and indicators to support sustainable coastal community development decision-making and strategic planning.

#### **Outcomes and Associated Measurable Objectives:**

**Short/Mid Term Outcome:** Baseline data, standards and indicators are developed by Sea Grant and partners to support ecosystem-based approaches informed by the traditional ahupua'a system of resource management.

**Measurable Objective:** By 2013, four new Sea Grant research or outreach projects will collect data relevant to ecosystem-based management and at least one will be an empirical test of ecosystem based management approaches.

**Long Term Outcome:** Hawaii residents, resource managers, businesses, and industries have access to sound scientific information to support ecosystem-based approaches to managing the coastal environment and restoration of degraded ecosystems.

**Measurable Objective:** By 2013, Sea Grant will have established five fully functioning Centers of Excellence\* serving the information needs of island and coastal residents, resource managers, businesses, and industries throughout the State of Hawaii that support ecosystem-based approaches to managing the coastal environment and restoration of degraded ecosystems. \*Smart Building and Community Design; Island Climate Adaptation and Policy; Sustainable Coastal Tourism; Marine Science Education and Sustainable Aquaculture.

**Goal: Widespread use of ecosystem-based approaches to managing land, water and living resources in coastal areas informed by the traditional Hawaiian ahupua‘a model.**

**Strategies:**

- 1) 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.
- 2) Support the development of pacific 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 in insular environments.
- 3) Provide life-long learning programs for people of all ages that enhance understanding of tropical ocean and coastal environments and promote stewardship of healthy ecosystems.

**Outcomes and Associated Measurable Objectives:**

**Short/Mid Term Outcome:** Planners know how to minimize impacts of land use, resource extraction, and other human activities on tropical insular ecosystems.

**Measurable Objective:** By 2010, a Sea Grant extension faculty member with expertise in the affects of human activities on ecosystems and emphasis on land use will be seconded to the planning units of every main Hawaiian Island County.

**Short/Mid Term Outcome:** Constituencies, including indigenous pacific islanders, have access to data, models and training that support ecosystem-based planning and management approaches.

**Measurable Objective:** By 2011, Sea Grant will oversee the completion of four sustainability based Case Studies based on the Harvard Business School Model to include at least one Case Study on Ecosystem based fishery management in partnership with the NOAA National Marine Fisheries Service. The Case Studies will represent a review of the best available science (data, models and training) and be made available to a diversity of constituencies through varied media (print, web, etc.).

**Short/Mid Term Outcome:** A multi-generational citizenry understand Hawaii's unique coastal and marine environments and the need for stewardship of healthy ecosystems.

**Measurable Objective:** From 2009- 2013, approximately 800,000 visitors and residents annually, of all ages, will receive coral reef ecosystem education from Sea Grant with an emphasis on ecosystem stewardship.

**Goal: Restored function and productivity of degraded ecosystems.**

**Strategies:**

- 1) Support research to improve the effectiveness of ecosystem restoration and identify promising new restoration approaches and technologies appropriate for island communities.
- 2) Invest in the development and dissemination of new information, policies, and methods to restore the function and productivity of degraded island ecosystems.
- 3) Provide technical support for citizens and businesses that need help with specific mitigation/restoration problems, giving them access to the latest information and techniques.

**Outcomes and Associated Measurable Objectives**

**Short/Mid Term Outcome:** Hawaii residents, resource managers, businesses, and industries have access to new approaches and technologies developed to improve the effectiveness of coastal ecosystem restoration.

**Measurable Objective:** By 2012, Sea Grant will formally establish and/or provide leadership to two collaborative efforts, targeting two significant ecosystems and/or watersheds, to include partners representing coastal residents, resource managers, businesses, and industries to improve the effectiveness of coastal ecosystem restoration through the use of new approaches and technologies.

**Long Term Outcome** The function and productivity of Hawaii's ecosystems are restored.

**Measurable Objective:** By 2016, six ecosystems' function and/or productivity will be improved in the State of Hawaii as a result of Sea Grant activities.

**Overall Performance Measures and Targets:**

**Number of ecosystems whose function and/or productivity are improved (restored to a greater level) as a result of Sea Grant activities; target six (6) ecosystems.**

**Number of coastal communities whose residents are actively engaged in organized ecosystem based stewardship as a result of Sea Grant activities; target twenty-six (26) communities.**

**4.2 Sustainable Coastal Development:**

**Goal: Healthy coastal economies on each Hawaiian island that include an abundance of recreation and tourism opportunities and coastal access for all citizens.**

**Strategies:**

- 1) Support research that provides communities in Hawaii with information and techniques to achieve sustainable coastal economies without diminishing the long-term health of the natural coastal environment.
- 2) 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 state-wide.

**Outcomes and Associated Measurable Objectives:**

**Short/Mid Term Outcome:** State, county and local decision makers have the appropriate information, tools and technologies to increase or preserve coastal access to Hawaii's beaches and other coastlines.

**Measurable Objective:** By 2011, Sea Grant will have provided state, county and local decision makers with the information, tools and technologies to increase or preserve public access to Hawaii's beaches and other coastlines.

**Short/Mid Term Outcome:** Communities throughout the State of Hawaii will have state of the art information and technology to adopt practices that increase their energy efficiency and decrease fossil fuel use.

**Measurable Objective:** By 2014, the UH Sea Grant Center for Smart Building and Community Design will have provided the information, tools or technologies to communities on every main Hawaiian Island to enable adoption of practices that increase their energy efficiency and decrease use of fossil fuels.

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

**Strategies:**

- 1) Strengthen Sea Grant's research activities and extension capacity to help coastal communities determine ways to reduce their ecological footprint on land, water, and other resources through resource assessments, scenario building, modeling, and other techniques.
- 2) Support innovative projects and activities on land-use practices and building designs for island environments 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.
- 3) Work with federal, state and local government, NGOs and other partners to help island communities evaluate their ecological footprints and grow in environmentally sustainable ways.
- 4) Support innovative activities and projects on land-use practices and building designs that promote energy efficiency and coastal-ocean related renewable energy technologies.
- 5) Help public and private decision-makers create and adopt policies, plans, and ordinances to increase energy efficiency and promote the development of renewable energy technologies suited to island environments.

**Outcomes and Associated Measurable Objectives:**

**Short/Mid Term Outcome:** Communities in all Hawaii Counties engage in visioning, resource inventories, analysis of development policies and education of community leaders and citizens.

**Measurable Objective:** By 2013, the UH Sea Grant Center for Smart Building and Community Design will have engaged communities in every county of the State of Hawaii and assisted them in visioning, resource inventories, analysis of development policies, or education aimed at promoting sustainable coastal development.

**Short/Mid Term Outcome:** Communities throughout the State of Hawaii use a variety of research results, tools and technologies to improve community design and reduce their environmental footprint.

**Measurable Objective:** By 2012, coastal communities on every main Hawaiian island use a variety of research results, tools and technologies to improve community design and reduce their environmental footprint as a result of Sea Grant activities.

**Short/Mid Term Outcome:** Growth plans, policies and strategies are developed to protect Hawaii's unique natural and cultural resources to serve future generations.

**Measurable Objective:** By 2013, the UH Sea Grant Center for Smart Building and Community Design has provided the information, tools or technologies to communities on each main Hawaiian Island enabling the development of growth plans, policies and strategies to protect Hawaii's unique natural and cultural resources to serve future generations.

**Long Term Outcome:** Alternative energy technologies (e.g. wave, thermal, current, wind, solar) are evaluated for their environmental and economic impacts and adopted where feasible and appropriate.

**Measurable Objective:** By 2014, the UH Sea Grant Center for Smart Building and Community Design has provided the information, tools or technologies to Hawaii's communities to evaluate their alternative energy opportunities (e.g. wave, thermal, current, wind, solar) for their adoption where feasible and appropriate.

**Long Term Outcome:** Coastal community designs that improve energy efficiency and reduce carbon emissions appropriate to insular Pacific communities can be implemented.

**Measurable Objective:** By 2014, the UH Sea Grant Center for Smart Building and Community Design has developed and/or identified designs appropriate and feasible for implementation in insular Pacific communities that improve energy efficiency and reduce carbon emissions.

**Goal: Hawaii's 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 realize multiple uses and optimize environmental sustainability.**

**Strategies:**

- 1) Work with NOAA's Ocean and Coastal Resource Management Program 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 Hawaii to develop their coastal economies in environmentally sound ways.

- 2) Foster regional cooperation and partnerships among local government officials, community stakeholders, and regional planning organizations to promote sustainable growth plans and strategies that protect Hawaii's unique natural resources so that they may be available to serve future generations.

### **Outcomes and Associated Measurable Objectives:**

**Long Term Outcome:** Hawaii's communities are aware of and actively engaged in promoting green building and "smart growth" community design to optimize land use and environmental sustainability.

**Measurable Objective:** By 2014 The UH Sea Grant Center for Smart Building and Community Design has worked in partnership with the state, local government, and community leaders in promoting sustainable development and "green" building practices state-wide that optimize environmental sustainability.

### **Overall Performance Measures and Targets:**

**Number of coastal communities engaged in activities (e.g. visioning, resource inventories, analysis of development policies) or making informed development decisions that address the sustainability of economic or environmental resources; target six (6) communities (representing the four counties comprising the State of Hawaii as well as the Marshall Islands and American Samoa).**

**Number of coastal communities who have been provided the information, tools or technologies to adopt/implement sustainable - economic or environmental - development practices or policies (e.g., land-use planning, working waterfronts, energy efficiency, alternative energy, climate change planning, smart growth measures, green infrastructure) as a result of Sea Grant activities; target six (6) communities (representing the four counties comprising the State of Hawaii as well as the Marshall Islands and American Samoa).**

### **4.3 Safe and Sustainable Seafood Supply:**

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

#### **Strategies:**

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

### **Outcomes and Associated Measurable Objectives:**

**Short/Mid Term Outcome:** A viable aquaculture industry with acceptable environmental impacts is supported in the State of Hawaii.

**Measurable Objective:** By 2013, Sea Grant has provided information, tools and/or technologies to aquaculture stakeholders that enable them to support a viable aquaculture industry with acceptable environmental impacts.

**Short/Mid Term Outcome:** Seafood availability and profitability increases in the State of Hawaii.

**Measurable Objective:** By 2013, Sea Grant has provided information, tools and/or technologies to aquaculture stakeholders that enable them to increase the availability of seafood and profitability of the Hawaii aquaculture industry.

**Long Term Outcome:** Seafood supply from the Hawaii-based aquaculture industry is sustainable and safe.

**Measurable Objective:** By 2014, Sea Grant has provided information, tools and technologies to aquaculture stakeholders that enable them to produce seafood safely and sustainably.

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

#### **Strategies:**

- 1) Support research, development, and transfer of new technologies.
- 2) Work with the seafood industry to develop new products and innovative marketing approaches to increase seafood availability and profitability.

### **Outcomes and Associated Measurable Objectives:**

**Long Term Outcome:** The Hawaii-based aquaculture industry produces seafood responsibly and efficiently.

**Measurable Objective:** By 2014, Sea Grant has provided information, tools and technologies to aquaculture stakeholders that enable them to produce seafood responsibly and efficiently.

### **Overall Performance Measures and Targets:**

**Number of aquaculture stakeholders (e.g., aquafarmers, businesses, educators, students, hobbyists, governmental agencies, non-profits, community organizations) who adopt and implement responsible, sustainable aquaculture practices; target one hundred (100).**

**Number of stakeholders trained in sustainable aquaculture practices; target three hundred (300).**

#### **4.4 Hazard Resilience in Coastal Communities:**

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

**Strategies:**

- 1) Conduct projects and activities to assess hazard-related risks in the Hawaiian Islands and increase the availability and usefulness of hazard-related information and forecasting for citizens, industries, and decision-makers in Hawaii's coastal communities.
- 2) Work with state and local agencies to assess the risks associated with hurricanes, tsunamis and other coastal hazard events, climate-related changes, and other impacts on critical transportation and supply infrastructure in the State of Hawaii.
- 3) Work with federal, state and local agencies and other public and private sector partners to develop comprehensive education/literacy programs on the acute 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.

#### **Outcomes and Associated Measurable Objectives:**

**Short/Mid Term Outcome:** Coastal decision-makers in the State of Hawaii are aware of existing and available hazard-related data and resources (i.e. wave gauge, water level/tide gauge, weather station data, etc.).

**Measurable Objective:** By 2013, Sea Grant has provided key coastal decision-makers in each Hawaii County with information, tools and/or technologies that improve their awareness of existing and available hazard-related data and resources.

**Long Term Outcome:** Hawaii residents are aware of and understand the physical processes that produce hazards and climate change and the implications of those events for their communities.

**Measurable Objective:** By 2014, Sea Grant has provided information and training to coastal residents statewide that educates them about the physical processes that produce hazards and climate change and the implications of those events on their communities.

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

**Strategies:**

- 1) Help public and private decision-makers create and adopt policies, plans, and ordinances specific to Hawaii's geographic, cultural and social circumstances to reduce risks, manage catastrophic events and speed recovery.
- 2) Conduct research and communicate information on how the use of Hawaii's natural features and new technologies can help communities prepare for and mitigate the impacts of hazardous events in the islands.

**Outcomes and Associated Measurable Objectives:**

**Short/Mid Term Outcome:** Coastal decision-makers in the State of Hawaii have the knowledge and skills to assess local risk vulnerability and respond with appropriate policies and regulations.

**Measurable Objective:** By 2013, Sea Grant will have provided key coastal decision-makers in each Hawaii County information and training to gain knowledge and skills to assess local risk vulnerability and respond with appropriate policies and regulations.

**Long Term Outcome:** Vulnerable coastal communities in Hawaii are provided with information, tools and technology to effectively respond to coastal catastrophes.

**Measurable Objective:** By 2014, the Center for Island Climate Adaptation and Policy will provide information, tools and technologies to educate University faculty and students and coastal communities in new cutting-edge research and community projects related to hazard mitigation.

**Goal: Effective state-wide response to coastal catastrophes.**

**Strategies:**

- 1) 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 hazards mitigation planning and crisis events.
- 2) Make Hawaii 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 crises worldwide.

### **Outcomes and Associated Measurable Objectives:**

**Short/Mid Term Outcome:** Coastal decision-makers in the State of Hawaii have the capacity to apply data and resources to hazard planning and response.

**Measurable Objective:** By 2013, Sea Grant will have provided key coastal decision-makers in each Hawaii County information and/or training that improves their capacity to apply data and resources to hazard planning and response.

### **Overall Performance Measures and Targets:**

**Number of coastal communities provided with information/trained in local hazard resiliency, and hazard mitigation tools, techniques, and best practices; target twenty-five (25).**

**Number of coastal communities who adopt/implement hazard resiliency practices to prepare for and respond to/minimize coastal hazardous events; target twenty-five (25).**

### **4.5 Sustainable Tourism:**

**Goal: Vibrant, attractive, and sustainable tourism experiences which have the smallest environmental impact**

#### **Strategies:**

- 1) Work with the tourism industry and tourism agencies in the Pacific to promote and implement sustainable practices in tourism management and operations.
- 2) Assist the tourism industry, tourism agencies and organizations, and communities in the development of research and management innovations related to the condition, use, and conservation of the natural resources they depend on.
- 3) Undertake demonstration projects to showcase what is possible in the area of reducing resource consumption and impact on Hawaii's coastal environment.

### **Outcomes and Associated Measurable Objectives:**

**Short/Mid Term Outcome:** Projects are undertaken in Hawaii that showcase possibilities for reducing resource consumption and environmental impacts associated with visitors.

**Measurable Objective:** By 2010, 2 major projects will be underway showcasing what is possible in the area of reducing visitor resource consumption.

**Long Term Outcome:** Sustainable practices in tourism management and operations are implemented in Hawaii.

**Measurable Objective:** By 2014, Sea Grant will provide Hawaii's primary tourist industry operators with information enabling the implementation of sustainable practices related to energy, water, and waste management.

**Long Term Outcome:** Tourism industries, agencies and organizations, as well as communities are engaged in the development of research, outreach and management innovations related to the condition, use, and conservation of the natural resources they depend upon.

**Measurable Objective:** By 2014, major tourism agencies and organizations, as well as communities, in Hawaii will be partnered with the University of Hawaii's Center for Sustainable Coastal Tourism in developing the research and outreach agenda related to the condition, use, and conservation of the natural resources they depend upon.

**Goal: A financially competitive and environmentally responsible visitor industry**

**Strategies:**

- 1) Support research, development, and transfer of new technologies to keep Hawaii's visitor industry financially competitive and environmentally responsible.
- 2) Collaborate in efforts to preserve the special cultural and social attributes that distinguish Hawaii's coastal communities and provide their unique sense of place.
- 3) Contribute to the development of sustainable policies and best management practices and standards to aid the tourism industry in becoming more energy, water, and waste efficient in their operations.

**Outcomes and Associated Measurable Objectives:**

**Short Term Outcome:** New technologies and applicable research results are transferred to keep Hawaii's visitor industry financially competitive and environmentally responsible.

**Measurable Objective:** By 2010, The Center for Sustainable Coastal Tourism will have functional multi-media portals for tourist industry operators to access tourism data for the state, as well as information on relevant operational technologies and university research results.

**Long Term Outcome:** Special historical, cultural and social attributes that distinguish coastal communities in Hawaii and provide their sense of place are valued and incorporated in planning.

**Measurable Objective:** By 2013, major cultural organizations within the State of Hawaii will be included in planning decisions related to tourism.

**Goal: Work with the visitor industry to develop sustainable new products and innovative marketing approaches for these products to increase profitability and long-term industry viability.**

**Strategies:**

- 1) Working with the national tourism industry and state and local tourism agencies to develop and promote the concept of sustainable tourism through educational programs that can be delivered directly to tourists.
- 2) Developing opportunities within the university for faculty and graduate students to become involved in research and community projects directed at Pacific Rim tourism issues.

**Outcomes and Associated Measurable Objectives:**

**Short/Mid Term Outcome:** The concept of sustainable tourism is promoted through programs delivered directly to tourists.

**Measurable Objective:** By 2011, three significant contact points (e.g., kiosks, information desk, etc.) for dissemination of sustainable coastal environmental information will be in full operation and reaching at least one-third of tourists visiting Oahu.

**Long Term Outcome:** Opportunities are in place within the university for faculty and graduate students to become involved in research and community projects directed at tourism issues.

**Measurable Objective:** By 2013, the Center for Sustainable Coastal Tourism will sponsor and involve 10 faculty and students in new cutting-edge research and community projects related to sustainable tourism.

**Overall Performance Measures and Targets:**

**Number of major hotel and/or tourism operators adopting and implementing sustainable practices; target five (5).**

**Number of tourism organizations (government and private) statewide working directly with Hawaii Sea Grant to address sustainability issues through research and outreach; target six (6).**

**Number of tourists and residents exposed/educated to Hawaii sustainability issues and practices; target approximately 800,000 individuals annually.**

## 5.0 CROSS-CUTTING GOALS

Managing Hawaii's natural resources in ways that benefit both human needs and environmental health requires progress in three fundamental areas:

- We need better information about how coastal, ocean, and marine ecosystems function and how human activities affect these habitats and associated living resources;
- We need citizens who understand the complexities of coastal environments and the interactions between human use and ecosystems health; and
- We need management and decision-making processes that are based on sound information, involve everyone who benefits from the beauty and bounty of Hawaii'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 Hawaii understand, manage, and use its coastal, ocean, and marine resources wisely, we have embraced three National Sea Grant crosscutting goals that compliment and support the Focus Areas described above. Crosscutting goals are central to all that Sea Grant does and reflect the value of Sea Grant's integrated approach to research, extension, and education. They provide the foundation of Sea Grant's work nationwide and are integral to the success of this five-year plan for Hawaii. Crosscutting goals and strategies are described below. Outcomes, measurable objectives, performance measures and targets are not independently identified for crosscutting goals as they are integrated within Focus Area metrics.

### 5.1 Sound Scientific Information

**Goal: Sound scientific information to advance understanding of the nature and value of our coastal, ocean, and marine 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.**

**Strategies:**

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

- 3) 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.

## 5.2 An Informed Public

**Goal: An informed public that understands the value and vulnerability of coastal, ocean, and marine 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.**

### Strategies:

- 1) Advance ocean and coastal 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 National Sea Grant Library.
- 2) 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.
- 3) Collaborate within NOAA and with other partners to build public awareness about critical ocean and coastal issues, using the integrated research, extension, education, and communication capacities of the entire Sea Grant network.

## 5.3 Open and Informed Decision Making

**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.**

### Strategies:

- 1) 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.
- 2) 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.

- 3) 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.

## 6.0 IMPLEMENTATION

### 6.1 The Center of Excellence Model

#### *Toward Implementation-a refined paradigm highlighting collaboration*

The University of Hawaii Sea Grant College Program continues to develop a refined paradigm to implement strategic priorities and goals, the Center of Excellence Model. Centers of Excellence include researchers, extension professionals, state and local government representatives, industry and community members as well as “non-traditional” Sea Grant partners such as the U.S. Environmental Protection Agency and the American Institute of Architects. Centers build bridges among academics and those who can benefit from their scholarship. Centers conduct meetings of participants as necessary. While such meetings provide many services, a key component is linking researchers and users, and allowing researchers to hear firsthand from their community what questions need to be answered. These Centers also provide for inter-college, -school and -department collaboration, something not encouraged by the traditional academic structure. The Center model has been embraced by the University of Hawaii administration which recognizes its value to the University at-large and which has increased support for UH Sea Grant as a result in the form of contributing salary funds for UH Sea Grant Center Directors.

Centers of Excellence also provide a mechanism for regional collaboration. The success of such collaboration is evident by Center for Smart Building and Community Design which has provided a dynamic and successful platform for collaborative activities among UH Sea Grant and Oregon Sea Grant, Texas Sea Grant, Maine Sea Grant, Rhode Island Sea Grant and other network programs. Centers of Excellence are playing a critical role in our ongoing strategic planning activities.

The Centers of Excellence encompass the Sea Grant mission while providing the critical service of focusing program resources to optimize effectiveness. The Centers of Excellence include:

- **Center for Smart Building and Community Design**--creating and supporting economically viable, attractive communities that enhance their environment, economy, and culture; key partner, University of Hawaii School of Architecture
- **Center for Sustainable Coastal Tourism**--conducting research and providing services to assist the state and the community in ameliorating visitor impact and diversifying targets for sustainable tourism growth; key partners, University of Hawaii College of Social Sciences, Department of Economics and School of Travel Industry Management

- **Center for Island Climate Adaptation and Policy**—committed to a sustainable, climate conscious future for island communities by delivering innovative interdisciplinary research and real-world solutions to decision makers in the public and private sectors; key partners, University of Hawaii William S. Richardson School of Law, the College of Social Sciences and the School of Hawaiian Knowledge
- **Center for Marine Science Education**--providing leadership and support to formal and informal educational institutions and organizations to educate scientists, professionals, teachers and the public about the benefits of wise and sustainable stewardship of our region's coastal and ocean resources that incorporates cultural values; key partner, University of Hawaii College of Education
- **Center for Sustainable Aquaculture**--providing science-based information and supporting efforts toward sustainable aquaculture development, supporting workforce development for the aquaculture industry, and stimulating demand for local aquaculture products; key partner, University of Hawaii at Hilo Pacific Aquaculture and Coastal Resources Center

A Center of Excellence for Healthy Coastal Ecosystems is also being explored to evaluate how UH Sea Grant can best operationalize this Focus Area by recognizing, supporting and building upon both our ongoing work and that of our NOAA and non-NOAA partners.

## **6.2 Research Proposal Process**

The research component of The University of Hawaii Sea Grant College Program represents a critical element of implementation as it generates the foundation of a significant core of extension activities in addition to its research value. The 2009-2012\* research component was initiated by a Request for Preliminary Proposals (RFPP) announced on December 10, 2007 with a submission deadline of February 13, 2008. The request was sent to University of Hawaii departments at the Manoa and Hilo campuses, the University of Guam, Brigham Young University of Hawaii, Chaminade College and Hawaii Pacific University as well as to colleges in the insular pacific. The RFPP was also placed in the University of Hawaii campus bulletin and sent to an extensive email listserve to achieve broad distribution throughout the region. Forty-two preliminary proposals were received in response to the RFPP.

Preproposal screening was undertaken by a science panel composed of University of Hawaii and local ocean and coastal agency scientists who evaluated the scientific merits of the preliminary proposals. The panel was constituted with special care to ensure that panel members did not have conflicts of interest. In addition, on April 1, 2008, the University of Hawaii Sea Grant Advisory Council met to advise the program on the relevance of the proposed work to our constituents and the community (please see Appendix A. for Advisory Council membership). From these meetings, thirty-four preliminary proposals were recommended for development as full proposals. Twenty-eight full proposals were received by the June 20, 2008 deadline. These were distributed for *ad hoc* peer review in summer and early autumn of 2008.

Based on the content of the proposals, an External Science Panel was formed to undertake final review and proposal selection for funding. Members of this panel are provided in Appendix B.

This was the fourth University of Hawaii Sea Grant College Program proposal cycle to employ such a panel in the project review process and conforms to the rigorous methods of a National Science Foundation review panel. All panel members received copies of all full proposals submitted. Each Panel member was asked to review and lead the panel in a discussion as a primary reviewer for several proposals and to act as secondary reviewer and tertiary reviewer for several additional. All panel members were asked to have a working knowledge of all full proposals submitted. Thus, each proposal was initially considered in a dialogue among the three assigned reviewers. Other panel members were invited to add to the discussion of each proposal once the assigned panel members had presented. The number of proposals assigned to each member of the Panel varied dependent on the number of proposals falling within their areas of expertise. The panel members were provided with the ad hoc peer reviews prior to their arrival in Hawaii. The Sea Grant External Science Panel met on October 1-2, 2008 to evaluate full proposals and prioritize them for funding. Dr. Jim Murray, Deputy Director of the NOAA National Sea Grant Office, monitored the proposal review process. Dr. Murray attended all meetings associated with full proposal selection and officially endorsed the process.

The External Science Panel was unanimous in its recommendations for funding. Sufficient federal funds were available to award fourteen project grants in the 2009-2012 research portfolio. Some principal investigators who submitted proposals in this cycle but were not awarded funding were invited to apply for program development funding to improve their concepts, data or methods prior to the next biennium call for proposals.

\* The University of Hawaii Sea Grant College Program customarily funds research projects on a biennial funding cycle. In 2009, the NOAA National Sea Grant Office mandated a synchronization of the funding cycles of the state Sea Grant Programs nationwide by 2012. As a result, the funding duration for the University of Hawaii Sea Grant College Program 2009-2011 research cycle was extended one year, resulting in a one-time, three year funding award (2009-2012). The subsequent research award will resume a biennial funding schedule (2013-2015).

### **6.3 Program Development**

Program Development grants are extramural to the process described above and impart agility to the Program to respond to opportunities and challenges that emerge outside of the realm addressed by the formal biennial research program. Program Development funds are disbursed at the discretion of the University of Hawaii Sea Grant College Program Director when projects or actions are identified that will assist the program in serving its constituents and increasing its capacity. For example, Program Development grants may be awarded to attract new investigator participation in the program. Emphasis is placed on fostering proof of concept work or method validation with a relatively small amount of “seed” money that improves the project’s competitiveness in the subsequent Sea Grant funding cycle. Program development grants may also be awarded to build specifically needed capacity within the university through training and other experiential opportunities.

## 7.0 APPENDICES

### 7.1 Appendix A. University of Hawaii Sea Grant College Program Advisory Council 2009-2012 Biennium.

Dr. Bruce Anderson  
President  
Oceanic Institute  
41-202 Kalaniana'ole Highway  
Waimanalo, HI 96795

Mr. Geoffrey Anderson  
President and CEO  
Smart Growth America  
1707 L St. NW, Suite 1050  
Washington, DC 20036

Mr. George Atta  
Executive Vice President  
Group 70 International  
925 Bethel Street, 5th Floor  
Honolulu, HI 96813

Mr. Robin Bond  
7289 Ninini Place  
Honolulu, HI 96825

Mr. H. Mitchell D'Olier  
President  
Kaneohe Ranch Company, Ltd.  
1199 Auloa Road  
Kailua, HI 96734

Mr. Henry Eng  
Director  
Planning and Permitting Department  
City & County of Honolulu  
650 South King Street  
Honolulu, HI 96813  
Mr. Joseph Ferraro  
Principal  
Ferraro Choi and Associates, Ltd.  
733 Bishop Street, Suite 2620  
Honolulu, HI 96813

Mr. Neil Hannahs  
Director  
Land Assets Division, Endowment Group  
Kamehameha Schools  
567 South King Street, Suite 200  
Honolulu, HI 96813

Dr. Kevin Hopkins  
Interim Director  
University of Hawaii at Hilo  
Pacific Aquaculture and Coastal  
Resources Center  
200 West Kawili Street  
Hilo, HI 96720

The Honorable Harry Kim  
Mayor (represented by)  
Ms. Diane Ley  
Deputy Director  
County of Hawaii  
Department of Research and Development  
25 Aupuni Street, Room 109  
Hilo, HI 96720

Ms. Mary Leach  
Manager  
Transition Management Team  
National Oceanic and Atmospheric  
Administration  
1305 East West Highway  
SSMC4, Station 7528  
Silver Spring, MD 20910

Mrs. Barbara Littenberg  
44-427 Kaneohe Bay Drive  
Kaneohe, HI 96744

Dr. Richard Littenberg  
44-427 Kaneohe Bay Drive  
Kaneohe, HI 96744

The Honorable Hermina M. Morita  
14th Representative District  
Hawaii State Capitol  
415 South Beretania Street, Room 314  
Honolulu, HI 96813

Mrs. Marylyn Pauley  
P.O. Box 3759  
Ketchum, ID 83340

Dr. Samuel Pooley  
Director  
National Marine Fisheries Service  
Pacific Islands Fisheries Science Center  
Honolulu Laboratory  
2570 Dole Street  
Honolulu, HI 96822-2396

Dr. C. Barry Raleigh  
Researcher  
Hawaii Natural Energy Institute  
University of Hawaii  
1680 East-West Road, Post 109  
Honolulu, HI 96822

The Honorable Brian Schatz  
25th Representative District  
Hawaii State Capitol  
415 South Beretania Street, Room 425  
Honolulu, HI 96813

Dr. Francis Schuler  
2607 Woodedge Road  
Silver Spring, MD 20906

The Honorable Cynthia Thielen  
Assistant Minority Floor Leader  
50th Representative District  
Hawaii State Capitol  
415 South Beretania Street, Room 443  
Honolulu, HI 96813

Ms. Laura Thielen  
Director  
State Office of Planning  
P.O. Box 2359  
Honolulu, HI 96804

Ms. Laura Thompson  
440A Puamamane Street  
Honolulu, HI 96821

Mr. David Waller  
Vice President  
Customer Solutions  
Hawaiian Electric Company, Inc.  
P.O. Box 2750  
Honolulu, HI 96840

Mr. Ronald Weidenbach  
President  
Hawaii Aquaculture Association  
P.O. Box 1039  
Waialua, HI 96791-1039

## 7.2 Appendix B. University of Hawaii Sea Grant College Program External Science Panel 2009-2012.

Dr. Anders W. Andren  
Director  
Wisconsin Sea Grant  
University of Wisconsin, Madison  
Goodnight Hall, 2nd Floor  
1975 Willow Drive  
Madison, WI 53706-1177  
(608) 262-0905  
(608) 262-0591 Fax  
[awandren@seagrant.wisc.edu](mailto:awandren@seagrant.wisc.edu)

Dr. Peggy Fong  
Professor  
University of California Los Angeles  
Department of Ecology and Evolutionary  
Biology  
[pfong@biology.ucla.edu](mailto:pfong@biology.ucla.edu)  
310-825-5444

Dr. Margo Haygood  
Professor of Marine Biology  
Scripps Institution of Oceanography  
University of California, San Diego  
9500 Gilman Drive  
La Jolla, CA 92093-0202

Dr. Douglas Lipton  
Associate Professor and  
Coordinator, Sea Grant Extension Programs  
University of Maryland  
[dlipton@arec.umd.edu](mailto:dlipton@arec.umd.edu)  
301-4051280

Dr. Christopher S. Martens  
William B. Aycock Professor  
Department of Marine Sciences  
12-7 Venable Hall, CB #3300  
The University of North Carolina  
at Chapel Hill  
Chapel Hill, NC 27599-3300

Dr. James Murray (ex-officio)  
Deputy Director (acting)  
National Sea Grant Office  
NOAA/Sea Grant, R/SG  
1315 East-West Highway  
SSMC-3, Eleventh Floor  
Silver Spring, MD 20910

Dr. Carl B. Schreck  
Oregon Cooperative Fish and Wildlife  
Research Unit  
104 Nash Hall  
Oregon State University  
Corvallis, OR 97331-3803

Dr. David Secor  
University of Maryland Center for  
Environmental Science  
[secor@cbl.umces.edu](mailto:secor@cbl.umces.edu)  
410-326-7229