

**Site Review Team's
Review of the
Hawaii Sea Grant College Program**
February 23 & 24, 2011

James Murray, Chair, Federal Program Officer

March 31, 2011

Richard West, Co-chair, National Sea Grant Advisory Board **March 31, 2011**



INTRODUCTION

The Site Review Team (SRT) review of the Hawaii Sea Grant (HISG) Program took place from February 23 – 24, 2011.

The SRT members included:

<p>James D. Murray (Chair, NSGO Program Officer) Deputy Director, NOAA National Sea Grant College Program Silver Spring, MD</p>	<p>Richard West (Co-Chair, National Sea Grant Advisory Board Member) Past-President, Consortium for Oceanographic Research and Education (CORE) Coventry, RI</p>
<p>Paul Anderson Director, Maine Sea Grant College Program University of Maine Orono, ME</p>	<p>Dr. John V. Byrne President Emeritus, Oregon State University Corvallis, Oregon</p>
<p>Paul N. Doremus Assistant Administrator, Office of Program Planning and Integration National Oceanic and Atmospheric Administration Silver Spring, MD</p>	

Prior to the beginning of the SRT visit, and in conformance with National Sea Grant Office and College Program guidelines, the HISG issued a public notice of the upcoming SRT visit by inviting interested parties to send written comments to the SRT Chair. The public notice was distributed by means of public announcement on the home page of its web site. The SRT Chair received no letters in response to the public notice.

The SRT review took place at the University of Hawaii Manoa campus, Honolulu, HI on February 23 & 24, 2011. During the review, the SRT met with the HISG leadership team, the HISG Advisory Council, the Center of Excellence Directors, four panels that emphasized HISG relationships with stakeholders, the Sea Grant network, NOAA programs and the Pacific Islands. The panels included representation from a cross-section of researchers, extension, education and communications staff, state and federal agency and industry representatives and other stakeholders. In addition, the SRT met with several senior university officials including Ms. Kathleen Cutshaw, Vice Chancellor for Administration, Finance and Operations, Dr. Gary Ostrander, Vice Chancellor for Research and Graduate Studies, Dr. James Gaines, Vice President for Research, Dr. Brian Taylor, Dean of the School of Ocean and Earth Science and Technology and Mr. Eric Crispin, former Assistant Vice Chancellor. The SRT also benefited from an “Aloha Dinner” that enabled informal discussions with a wide variety of HISG constituencies.

The report of the SRT follows the guidelines of the Site Review Team Procedures Manual. The SRT reviewed and discussed broad issues related to the HISG Program's: 1) Organization and Management of the Program; 2) Stakeholder Engagement; and 3) Collaborative Network Activities. For each of these areas, the SRT report presents the findings and suggestions of the SRT.

I. ORGANIZING AND MANAGING THE PROGRAM

Leadership and Organization – Throughout our two-day visit, the SRT observed significant enthusiasm and excitement for the HISG program from both Sea Grant staff and the many partners and stakeholders with whom we met. The staff with whom we met were motivated and passionate for the mission of Sea Grant. The SRT believes this positive energy is attributed to the leadership style and abilities of its Director, Dr. Gordon Grau. Dr. Grau has built a strong management team that exudes camaraderie and works seamlessly as a team. Testimony to effective leadership at HISG has been the ability of the program to attract high quality researchers, Advisory Council members and other partners. In general, Dr. Grau has created an environment that encourages success among his management team and encourages leaders from within and outside the University of Hawaii (UH) to want to associate with HISG.

The SRT noted a high degree of innovation at HISG. Among the many examples we heard include, 1) sharing of an island climate adaptation and policy position with the Law School, 2) creating a Center for Smart Building and Community Design which for the first time in Sea Grant recruited University assets in architecture and design to address pressing coastal community development issues and 3) managing the county's educational activities at the Hanauma Bay Nature Reserve. The SRT believes there are several reasons for this innovation which include the strategic use of program development funds and an atmosphere of creativity and flexibility that has been provided by Dean Bryan Taylor, another very positive management aspect for HISG.

In particular, the SRT recognizes the Centers of Excellence model as an example of HISG innovation. The five Centers of Excellence that have been created at UH provide a multi-disciplinary approach to issue-oriented, coastal problem solving for the citizens of Hawaii. Although the Center concept is not unique to Sea Grant, the SRT believes that its issue-oriented approach is an excellent management strategy for an applied program such as Sea Grant. The Centers serve both to increase the capacity of Sea Grant and to minimize college and departmental "stovepipe" type barriers to communications. We also found the Center leaders to be highly credentialed, and we concluded that the Centers are affecting the greater university culture by engaging faculty and empowering them to work on issues of public importance. To underscore this point, we noted that the Center for Smart Building and Community Design has positively affected the Manoa campus's energy policies resulting in significant present and future savings by UH in energy costs. The smart energy project was one of five finalists for the 2010 Sea Grant extension program of the year.

The large, 30-member Advisory Council is comprised of an impressive array of Hawaiian leaders who broadly represent the diverse programmatic activities engaged in by HISG (see Appendix X). The Advisory Council meets on average of three times during the two-year proposal cycle and is utilized primarily for the strategic planning process and for helping to determine the societal relevance of submitted research proposals. Individual Advisory Council members are frequently called upon throughout the year for advice by HISG management on matters relevant to their expertise. The SRT believes that the Advisory Council may be underutilized and would benefit from a clearer sense of purpose for the core functions of the Advisory Council.

The SRT believes the location of HISG in the structure of the University is effective and has contributed to productive relationships both within School of Ocean and Earth Science Technology (SOEST) and with other administrative units at the University. The SRT considers HISG's reporting line to an academic college Dean rather than to a higher administrative unit of the university is appropriate and at the proper level.

Programmed Team Approach

The management team is effectively integrated and works very well together as a team. The goal of the Director is to seek consensus among his management team for HISG decisions. The management team meets as a group on a weekly basis and invites the NSGO Program Officer to participate in these meetings on a regular basis. It is helpful that the management team is located in the same office complex on the Manoa campus thus facilitating interaction and the regular exchange of information and ideas. It is also important that HISG has effectively utilized the administrative talents of Ruth Goldstein to coordinate planning and the activities of the management team.

The RFP process is rigorous and meets all NSGO protocols. The Advisory Council and Sea Grant extension faculty are provided an opportunity to review pre-proposals for relevance and the data and grants management system for receiving and assigning review responsibilities for proposals and tracking funded projects is excellent. HISG's web site is decentralized and designed to encourage contributions from all staff, yet editorial and messaging control remain with HISG management. HISG's financial management system continues to benefit from the longstanding experience and able leadership provided by Bruce Hamakawa.

HISG also adeptly integrates non-staff assets including the researchers and graduate students the program supports. Researchers are encouraged to conduct extension-type activities and graduate students are required to perform 40 hours per year of outreach activities thus enhancing both the educational experience of the students and increasing the capacity of the HISG to conduct outreach. The students are mentored by the HISG communication's program and often work side-by-side with extension staff. In general, HISG does an excellent job in developing students and in nurturing their growth. As an example, HISG has been successful in competing for John A. Knauss Marine Policy Fellowships and involves the Knauss fellows in HISG activities before they arrive for

their one-year fellowship in Washington, DC, thus enabling the fellows to be better prepared and an advocate for Sea Grant during their fellowship.

It should also be noted that the HISG management team has established a cordial and professional relationship with the NSGO. This is among the best in the Sea Grant network. Communications are routine and effective and reports are informative and on time.

Support

HISG does an exceptional job of leveraging its relatively modest, core NOAA funding with a variety of other federal state, county, city and private funding sources. In FY 2009, HISG was first among the 32 Sea Grant programs in the amount of leveraged funds that it manages and all members of the SRT agree with a comment made during the review by an SRT member that “NOAA is getting a very good deal” by funding HISG. As was shown in the “leveraged funding from partners” pie chart in the briefing book, these leveraged funds were impressive not only in the overall amount, but also in the diversity of sources and for the intended purposes of the funds.

HISG leverages the time and skills of numerous volunteers who in FY 2009 contributed 14,500 hours of their time to HISG, a number which nationwide ranks second among Sea Grant programs. The SRT has requested the National Sea Grant Office to review and standardize cost-per-hour calculations used by programs to determine leveraged funds for volunteers. In addition, the creation of the student traineeship program has saved HISG money by reducing its overhead costs while simultaneously stimulating the development of a HISG-supported student network. The SRT also notes that HISG does a very nice job in obtaining private funds for its activities, (\$1.21M over the past five years).

II. STAKEHOLDER ENGAGEMENT

The SRT met with a cross section of enthusiastic stakeholders (list in the appendices) who described what HISG meant to them. The SRT learned from these individuals that HISG provides them with an important relationship with the greater UH that enables efficient access to UH’s wealth of resources and information. In essence, HISG provides the Hawaiian public a window into UH.

The partnership list of federal, state and local governmental agencies (and associated boards and committees), industry groups, NGOs and community groups is extensive. In total, the depth and breadth of partnership development reflects a top to bottom organizational commitment to a high level of connectivity and involvement with stakeholders in the delivery of science-based programs at the community level.

Through an array of formal and informal channels, numerous key stakeholders help guide, support and participate in the program. The network of relationships which have been built and nurtured by HISG over the years has contributed to its success in leveraging resources and has led to greater opportunity for programmatic impacts because of the many tentacles of reach associated with these relationships. For example,

the strong relationship with the Hawaii Department of Land and Natural Resources in coastal hazard mitigation has enabled the state do take full advantage of the objective and neutral technical expertise of HISG faculty and ensured that HISG's capabilities are affecting important coastal land use decisions in Hawaii. To quote the DLNR coastal manager, "there is no way that I could do my job without the help of Sea Grant."

As previously discussed, HISG has increased its capacity to conduct outreach programs by encouraging researchers to conduct extension-type activities and by requiring graduate students to perform outreach activities. In addition, citizen volunteers are trained by HISG to conduct public education programs that extend the program's reach.

The large and highly leveraged extension program is appropriately dispersed geographically, programmatically balanced and skillfully managed and led by Darren Okimoto. In recent years, the extension program has developed numerous new and creative partnerships with federal (PRIMO), state (DLNR - coastal erosion), county (Hanauma Bay) and private (Kyo-ya) interests which have culminated in increased interactions with and service to stakeholders. The SRT believes there may be opportunities for increased interaction and collaboration with the University of Hawaii Cooperative Extension Service.

The SRT was impressed with the productivity and innovativeness of the HISG communications program, which is attributed to the leadership skills of Cindy Knapman. HISG has produced a number of high quality publications during the past several years. To maximize the distribution of certain popular publications, the Communications Leader has launched a "sales and marketing" strategy that has already placed HISG publications in popular retail outlets such as Walmart, Borders and Amazon.com. The program has also moved beyond the print media and has begun pioneering new outlets for information in the social media (Facebook, Twitter and YouTube). As noted by the NSGO Program Officer, through the distribution and frequency of news releases and media coverage originating from HISG, the program is viewed as highly productive and visible at the Silver Spring headquarters.

It is important to note that HISG has established a national reach to stakeholders despite its distance to the US mainland. For example, Dennis Hwang, Coastal Hazard Mitigation Specialist, at the request of the Gulf Coast Sea Grant community spent considerable time in the Gulf of Mexico helping local Sea Grant programs respond to the impacts of Hurricane Katrina and has worked with Louisiana Sea Grant to model a coastal hazard mitigation handbook for the Gulf based on the Hawaiian version of the handbook. As the Mississippi/Alabama Sea Grant Director said, "I feel like I owe Gordon money" for these efforts. Gordon Grau and John Carey were instrumental in helping to organize and lead the Sea Grant Sustainable Coastal Communities network, which led to a significant partnership with EPA for Smart Growth activities and influenced increased programming in this program area throughout the Sea Grant network. Sustainable Coastal Communities is now one of the four focus areas in Sea Grant's national strategic plan, in part because of the leadership and pioneering work done by HISG. Mary Donahue developed a comprehensive survey of Sea Grant's influence on NOAA's workforce which

emphasized to NOAA leadership the important contributions Sea Grant makes by providing the agency with a supply of next generation NOAA leaders.

III. COLLABORATIVE NETWORK/NOAA ACTIVITIES

HISG has provided substantial leadership for a variety of needs in the Sea Grant network. Most obvious is the leadership that Gordon Grau provided to the Sea Grant Association (SGA) during his two-year term as President, which required long hours and considerable travel by Dr. Grau and his senior management staff on behalf of the Sea Grant network. In particular, the assistance provided to Dr. Grau in support of his SGA presidency by Darren Lerner was significant. Other HISG staff such as Mary Donahue and John Carey should also be recognized for their assistance to Dr. Grau's SGA Presidency and thus making a major contribution to the entire Sea Grant network. Perhaps more importantly, Dr. Grau's tenure as SGA President enhanced and solidified the atmosphere of collegiality begun by the previous SGA President among the three main components of Sea Grant, the NSGO, SGA and National Sea Grant Advisory Board. In sum, Sea Grant is a better organization overall than it was two years ago because of the contributions of the Hawaii Sea Grant team. Underlying these contributions is a philosophy espoused by the Director, "to have a friend you have to be a friend."

HISG has made numerous contributions to the Sea Grant network (coastal community development, climate adaptation, community resiliency, Hurricane Katrina, etc.), and it has in turn benefitted from the services provided by others in the network. On numerous occasions, HISG has used the services of the National Sea Grant Law Center to interpret legal issues affecting Hawaii. They have also worked with leaders in coastal tourism at Delaware Sea Grant and elsewhere to gain insights for Sea Grant programming at the HISG Center for Sustainable Tourism.

Although possibly advantaged by the relative insularity of the islands, the SRT concludes that the interaction between HISG and state-located NOAA programs was as good as we have seen. HISG has done a good job in educating NOAA personnel about its capabilities and the contributions that HISG can provide to NOAA. It was mentioned by several NOAA representatives that NOAA needs and utilizes HISG's flexibility, service delivery and adaptive ability. The more than \$6M in funding that HISG has received from other NOAA programs in recent years is strong testament that NOAA is utilizing HISG's assets. There is particularly effective collaboration between HISG and NOAA with four NOAA personnel serving on the HISG Advisory Council and with representatives of HISG participating on the NOAA Regional Collaboration Team as well as the Humpback Whale National Marine Sanctuary advisory board.

The resource management issues in the Pacific Islands are multiple and complex. No one political entity has the resources or expertise to address these issues holistically. Despite significant geographic challenges, HISG has done a very nice job in pulling together the Pacific regional marine science efforts into a network that shares talent across political boundaries. The involvement of the several island territories in the development of the Pacific Sea Grant Regional Research and Information Plan has laid a foundation for greater future collaborations. As an example, Guam based its proposed activities in its most recent extension proposal on the needs identified in the regional plan. Maria Haws

is commended for her longstanding efforts to support and amalgamate program activities in the island territories. The SRT is concerned that HISG efforts in Samoa and the Marshall Islands might be vulnerable to constraints in the NSGO budget.

V. SUGGESTIONS

Organizing and Managing the Program

1) As the oldest of the five HISG Centers, the Center for Smart Building and Design has an impressive track record in articulating the societal impacts associated with its work. The SRT suggests that the four “newer” Centers follow the example set by the Center for Smart Building and Design model and similarly work to track and articulate their impacts. We also recommend that the Center for Smart Building and Design apply for the C. Peter Magrath Community Engagement Award which is awarded annually by the Association of Public and Land-grant Universities.

2) The SRT urges HISG to develop a clearer sense of purpose for the core functions of the Advisory Council. In addition to providing the Advisory Council more regular updates on Sea Grant-related issues, the impressive expertise of the Advisory Council could be utilized for other types of strategic advice. Examples might include; how to extend Sea Grant’s reach throughout Pacific US territories? evaluating the long-term strategy and direction for the Centers of Excellence (are new Centers needed? when should the Centers be spun-off?), or advising the Director on an overall strategy for obtaining non-public funds. In general, the Advisory Council should be provided regular opportunities to offer new ideas and suggestions to the program. We also suggest that the advocacy value of the Advisory Council be more fully explored for possible political or private foundation support for HISG.

Stakeholder Engagement

3) The SRT suggests that communications be enhanced with the leadership of the Hawaii Cooperative Extension Service for the purpose of exploring new opportunities in areas of mutual concern such as climate adaptation, aquaculture development, 4-H programming, extension staff development and training and the Extension Disaster Education Network.

4) The SRT encourages the HISG Communications team to work with the Communication’s Director at the NSGO to determine whether the Drupal web management system would be suitable for national use.

Collaborative Network/NOAA Activities

5) The SRT urges HISG to continue its national leadership in tourism and to move forward with the organization of the Sustainable Tourism Roundtable, the outcome of which could help inform the next Sea Grant national strategic plan.

6) The SRT suggests that HISG develop a long-term funding strategy for HISG extension efforts in the Marshall Islands and American Samoa. We further suggest that NOAA

partners in the Pacific region be considered as participants and possible contributors to this strategy.

V. BEST MANAGEMENT PRACTICES

1) Although not a new concept at universities, the HISG Centers of excellence is recognized as a BMP for how the concept is utilized to further the reach of HISG and the University.

2) The SRT determined that the data management system developed and used by HISG may be one of the best in the Sea Grant network and should be of interest to other programs which may want to copy some of its features. The NSGO will also review this system.

3) The SRT believed that the requirement to have graduate trainees conduct 40 hours of outreach/extension work is unique and provides benefits to both the students and HISG.

SRT AGENDA

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Tuesday, February 22, 2010

5:00pm – 6:00pm - SRT Team meeting/check-in with Chair and Co-Chair (at Hotel)

6:00pm – 7:30pm - SRT dinner (location TBA)

Wednesday, February 23, 2011 (Hawaii Institute of Geophysics, Room 210, University of Hawaii at Manoa)

7:30am – 8:00am - Breakfast meeting with UH Sea Grant Director and Associate Director

8:00am – 8:10am - Welcome & introductions

8:10am – 8:30am - PPI orientation & SRT focus (Dr. Murray and Rear Admiral West)

PROGRAM MANAGEMENT AND ORGANIZATION

8:30am – 9:00am - Organizing for Success

9:00am – 9:30am - Integrated Research, Extension and Education; Center Model

9:30am – 10:00am - Integrated System Support

10:00am – 10:15am - Break

10:15am – 11:30am - Roundtable conversation with Center of Excellence Directors

11:30am – 11:45am - Break (seating of UH administration)

11:45am – 12:15 - Roundtable conversation with UH administration: Program/Director engagement with UH

12:15 – 1:15pm - Lunch with UH administrators

STAKEHOLDER ENGAGEMENT

1:15pm – 2:15pm - Stakeholder Panel

2:15pm – 2:45pm - Break

2:45pm – 4:00pm - Roundtable conversation with Advisory Council representatives

4:00pm – 5:00pm - UH Sea Grant Management Team and SRT

6:00pm – 8:00pm - Aloha Dinner

Thursday, February 24, 2011(Hawaii Institute of Geophysics, Room 210, University of Hawaii at Manoa)

7:30am – 8:00am - Breakfast meeting with UH Sea Grant Management Team

COLLABORATIVE NETWORK/NOAA/REGIONAL ACTIVITIES

8:00am – 8:45am - Network Panel Conference Call

8:45am – 9:30am - NOAA Panel

9:30am – 9:45am - Break

9:45am – 10:30am - Pacific Island Partnerships

10:30am – Noon - UH Sea Grant Management Team and SRT wrap-up

Noon – 1:00pm - Working lunch (Closed Session SRT)

1:00pm – 3:30pm - Draft report (Closed Session SRT)

3:30pm – 4:00pm - Exit interview with UH Sea Grant Director

4:00pm – 5:00pm - Exit interview with UH administration

The SRT met with the following individuals during our review.

UH Administration

Ms. Kathleen Cutshaw, Vice Chancellor for Administration, Finance & Operations

Dr. James Gaines, Vice President for Research

Dr. Gary Ostrander, Vice Chancellor for Research and Graduate Studies

Dr. Brian Taylor, Dean, SOEST

Mr. Eric Crispin, Former Assistant Vice Chancellor

Stakeholders

Mr. H. Mitchell D'Olier, President and CEO, Kaneohe Ranch Management Limited

Mr. Alan Hong, Hanauma Nature Preserve

Ms. Carol Hoskiko, Dean of Culinary, Hospitality and College Advancement, Kapiolani Community College

Mr. Samuel Lemmo, Chief Planner, Land Division, Dept. of Land and Natural Resources

Ms. Marnie Meyer, Hawaii Coastal Zone Management Program

Dr. Puakea Nogelmeier, Professor, UH Kawaihuelani Center for Hawaiian Language

Advisory Council

Mr. George Atta, Executive Vice President, Group 70 International
Ms. Robbie Ann Kane, Product Development Manager, Hawaii Tourism Authority
Mr. Ernest Nishizaki, Executive Vice President and CEO, Kyo-ya Management Company, Ltd.
Ms. Eileen Shea, Chief, NOAA National Climate Data Center
Mr. Edward Teixeira, Vice Director, State Civil Defense
Ms. Cynthia Thielen, Assistant Minority Floor Leader, 50th Representative District

Network

Mr. James Falk, Director, Marine Advisory Service, University of Delaware
Ms. Stephanie Showalter, Esq., Director, Sea Grant Legal Program, MS/AL Sea Grant Consortium
Dr. LaDon Swan, Director, MS/AL Sea Grant Consortium
Dr. James Wilkins, Director, Sea Grant Legal Program, Louisiana Sea Grant College Program
Dr. John Woeste, Director Emeritus, Office of Dean for Extension, Florida Cooperative Extension Service

NOAA

Dr. Malia Chow, Sanctuary Superintendent, Hawaii Islands Humpback Whale National Marine Sanctuary
Mr. Alan Everson, Fishery Biologist, NMFS Pacific Islands, Regional Habitat Conservation Division
Ms. Jean Tanimoto, Coastal Program Coordinator, NOAA Pacific Service Center
Mr. Jeff LaDouce, Director, National Weather Service

Pacific Islands Partnerships

Mr. Don Hess, Dean, College of the Marshall Islands
Ms. Audra Luscher-Aissaoui, Coastal Storms Program Coordinator, NOAA
Dr. Daniel Aga, Dean and Director, Division of Community and Natural Resources, American Samoa Community College