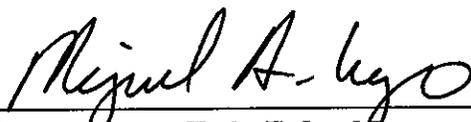
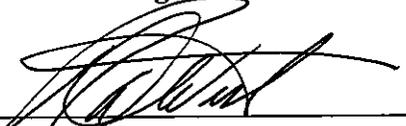


**Site Visit Review of the  
Michigan Sea Grant College Program**  
April 15, 2010 – April 16, 2010

  
\_\_\_\_\_  
**Miguel A. Lugo, Chair, Federal Program Officer**

  
\_\_\_\_\_  
**Date**  
6/03/2010

  
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**Richard West, Co-Chair, National Sea Grant Advisory Board Member**

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**Date**  
5/27/10



## INTRODUCTION

As a result of the National Research Council report, *Evaluation of the Sea Grant Review Process* (2006), which included recommendations in the following categories: strategic planning; evaluation; periodic assessment and performance criteria; program assessment teams and site visits; and, improving program cohesion, coordination, and oversight, the National Sea Grant Office (NSGO) in collaboration with the state Sea Grant directors and the National Sea Grant Advisory Board developed the new Planning, Implementation and Evaluation system (PIE). As part of the new PIE system, a series of Site Visit Reviews (SRT) will take place to evaluate program management and organization, stakeholder engagement and collaborative network activities for each of the state Sea Grant programs. These SRT's will take place over a eighteen month period starting in between April 2010. The Site Visit Review (SRT) for the Michigan Sea Grant (MISG) Program took place April 15, 2010 – April 16, 2010.

The SRT members included:

Miguel A. Lugo (Chair, NSGO Program Officer) National Sea Grant Office Silver Spring, MD	Richard West (Co-Chair, Advisory Board Member) National Sea Grant Advisory Board Coventry, RI
Troy Hartley Virginia Sea Grant Director Gloucester, Virginia	Judy Tucker Executive Director, The Coastal Society Williamsburg, VA
Kristen Fletcher Executive Director, Coastal States Organization Washington, DC	Sami Grimes, (Observer) National Sea Grant Office Silver Spring, MD

### Public Comment Prior to SRT Visit

Prior to the beginning of the SRT visit, and in conformance with the National Sea Grant Office and College Program guidelines, the Michigan Sea Grant Program (MISG) issued a public notice of the upcoming SRT visit by inviting interested parties to send written comments to the National Sea Grant Office. The public notice was posted on the Michigan Sea Grant's Program website. The National Sea Grant Office did not receive any letters in response to the public notice.

### SRT Visit Report Structure

This report follows the guidelines of the Site Review Team Procedures Manual. The SRT reviewed and discussed broad issues related to the Michigan Sea Grant Program's: 1) Program Management and Organization; 2) Stakeholder Engagement; and 3) Collaborative Network Activities. Within each of these areas, the SRT report presents the findings and recommendations of the SRT. During the review, the SRT met with university officials, non profits, private businesses, educators, and other federal and state agencies arranged by MISG (for complete listing of stakeholders, please see Appendix A). The SRT also

benefited from a social reception at the end of the first day to interact with numerous stakeholders, MISG management team, and advisory and executive committees.

### SRT Schedule

The MISG site visit started several weeks in advance with four conference calls to plan and coordinate the Team's visit. The on-site SRT evaluation began Thursday April 15, 2010 at MacRay Harbor, Harrison Township, MI with a program overview presented by the MISG management team and a brief overview of the National Sea Grant College Program new Planning Implementation and Evaluation process by the Federal Program Officer. The overview was followed by theme area presentations such as invasive, fisheries, port and harbors highlighting the three elements under evaluation. The themed sessions presentations were run as follows: each session was chaired by an extension educator who was, generally, the lead for that topic area or had considerable involvement in that area over the past 4-5 years. The extension educator provided a ten minute presentation setting the stage/context for the stakeholder panel that followed. Five minutes were allocated for SRT members to ask the chair questions specific to the presentation, if necessary. The extension educator ten minute presentation was followed by 3-4 panelists each with five to seven minutes remarks about their engagement with MISG. The remainder of each session, ten to fifteen minutes depending upon how many stakeholders comprised the panel, was dedicated for SRT questions of the panel (for complete agenda, please see Appendix B).

The first day ended with a series of meetings with the program Advisory Committee and Executive Committee. The Advisory Committee session was co-chaired by Ian Gray, MSU Vice President for Research and Mark Banaszak-Holl, UM Association Vice President for Research. After the Advisory Committee members introduced themselves to the SRT, there was a brief presentation, around 5-10 minutes, by the MISG management team and the SRT was able to ask questions to the Committee. The Executive Committee, which consists of the university administrators and two liaison stakeholder Advisory Committee members, met with the SRT in a closed session immediately following the Advisory Committee session; after a brief presentation, the SRT was able to ask questions related to University administration and Sea Grant.

The second day of the visit, took place in Ann Arbor, MI at the NOAA Great Lakes Environmental Research Laboratory facilities. During the second day of the visit, the agenda followed the same presentation format as the day before. Presentations, in public session, ended at noon after which the SRT worked on writing the first draft of the SRT report. Once the report outline was drafted, the SRT briefed the MISG management team and the university officials about the findings of the site visit.

## **I. ORGANIZING AND MANAGING THE PROGRAM**

### MISG Management Organization

The Michigan Sea Grant Program (MISG) is jointly managed and administered by the University of Michigan (UM) and Michigan State University (MSU). The Director, Dr. James Diana, is located at the University of Michigan School of Natural Resources and Environment along with an Assistant Director, Dr. Jennifer Read. They are responsible for the administration of the program, grants, outreach-communication and education. The Associate Director, Dr. William Taylor and the Program Leader for

Extension, Charles Pistis, are located at Michigan State University Department of Fish and Wildlife. Their focus is the program outreach-communication and extension. The SRT was impressed with the way the management team functioned effectively with common purpose and outstanding expertise across two large universities.

### MISG Working Relationships

The SRT found that the linkage and active collaboration between MISG extension and MSU extension continues to be exemplary, resulting in tremendous benefits to the MISG mission. The MISG management interacts effectively with the advisory and executive committee in the planning process. It was clear to the SRT committee that the program has addressed and implemented the recommendations of the 2004 PAT report.

### Advisory Committee

The SRT found the UM and MSU partnership allows for increased collaboration between both institutions, as seen in the theme area presentations, but also allows for the sharing of different perspectives and the leverage of resources between the two institutions. The MISG program showed that it has the necessary support from its advisory and executive committee. In addition, both of these committees showed their engagement with the program and stressed that MISG is working towards the environmental and socioeconomic sustainability of the Great Lakes region.

The program is given strategic advice, guidance and feedback on existing and future programs by the Advisory Committee chaired by the Vice President for Research at University of Michigan and co-chaired by the Vice President for Research and Graduate Studies at Michigan State University. The Advisory Committee members include both relevant university officials, such as the Director of MSU extension as well as executives of relevant state (Michigan Department of Natural Resources and Environment) and outside organizations such as the Great Lakes Commission, Tribal organizations and the Great Lakes Fishery Commission (for a complete listing, please see Attachment C). The SRT met with the Advisory Committee and discussed the responsibilities of the committee, the interaction with the MISG management team and the involvement of the committee in the planning process, priority setting and collaboration with MISG. The Advisory Committee felt their guidance to MISG was important and knew their leadership and expertise was taken into account in the development of both strategic and implementation plans and the priority setting for the program. The SRT also noticed that MISG has expanded and diversified its Advisory Committee to include the private sector as a result of the 2004 PAT.

### Executive Committee

There is also an Executive Committee which is a subset of the Advisory Committee, composed primarily of university administrators from both UM and MSU, and constituent representatives (for a complete listing, please see Attachment C). During the visit the SRT found a strong commitment and high level support by the members of both committees for MISG not only by their attendance and presence but by

their commitment to collaborate with the program. These members stressed the high level of importance of MISG to their educational institutions and how they viewed Sea Grant as a model to influence their research and extension in their institutions. It is clear that these members are committed to the future of the MISG.

#### Integrated Assessments: Procedures to Ensure Relevancy

The SRT committee was impressed with the multidisciplinary approach to solving Great Lakes issues that the program has taken. The use of integrated assessments (for more information about integrated assessments, please see Appendix D) allows for the program to collaborate with the necessary diverse set of stakeholders and move towards an outcome that will impact policy and enhance the conservation of the Great Lakes resources. In addition, the program showed the linkage of the MISG strategic plan to the most pressing issues in the state of Michigan and how they plan to deal with these problems. The SRT was provided with numerous testimonies from stakeholders validating MISG work towards addressing relevant issues that benefit the local stakeholders through their research, education, communication and extension.

#### Financial Support

The program has been able to maintain its matching and leverage funding support the past five years. Not only has it been able to maintain this support, but also, it has been able to diversify the sources of support and develop new partnerships.

## **II. STAKEHOLDER ENGAGEMENT**

#### Trusted Local, State, and Regional Resource

During the 1.5 days of interacting with different MISG stakeholders, the SRT found that the MISG extension service is a resource for reliable and trustworthy information at the local, state and regional levels. Not only was MISG staff seen as a good mechanism to transfer information, but stakeholders pointed out that MISG is the “go to group to get the job done.” Stakeholders valued the “willingness to help” attitude by the MISG staff. The extension staff built substantial partnerships and trust with clientele in their local communities. The SRT also noted that the incoming cohort of extension agents has earned the trust of the community with good results.

#### Engaging Stakeholders in Strategic Planning

MISG engaged their stakeholders when developing the strategic plan. The program took the stakeholder information and feedback into account when planning for the future and developing the program priorities. These stakeholders were also satisfied with MISG staff as a result of early collaboration with them in the beginning stages of identifying a problem and resolving the issue, “our voices are always heard”.

### Enabling Stakeholders

MISG was seen as the key partner organization to either help with a new issue or serve as the mechanism to gather the right stakeholders to address an issue. Stakeholders showed they had direct involvement in the conduct of studies and the application of research results. In summary, MISG has a strong education, research and advisory service that provides reliable information, relevant results and values highly the relationships with the stakeholders in Michigan. Proof of this was the exuberant praise by the stakeholders with specific examples of the critical support of MISG.

The SRT found that the outreach and communication team was very professional, creative and talented. This team has provided high quality array of communications materials and technology that have been made available to much broader regional and national audiences.

## **III. COLLABORATIVE NETWORK/NOAA ACTIVITIES**

### Multiple Collaborators

The SRT committee found that there is good collaboration between the program and the local stakeholders. Stakeholders attending the SRT were diverse in background and affiliations including federal, tribal, state, local governments in addition to other states, Sea Grant programs, NOAA and EPA, nongovernmental organizations, industries and academic institutions.

The MISG provided an extensive list of partnerships which is a testament of their collaboration at the local, state and regional level. This collaboration is a product of extensive personal interaction between MISG staff and these groups. Not only are these collaborations helping to address the issues at hand but they also leverage funds, expertise, resources and time that allow for MISG to carry out a viable program, even in significant budget crises at the state and federal levels.

### Examples of Collaborative Work

These extensive collaborations were evident in instances where the MISG staff was called to carry out activities to help the communities understand the issues at hand and find solutions. One example of collaboration with MISG was the initiation of the Small Harbors Coalition. This Michigan group was created by a single person, in collaboration with MISG, to address safety issues and navigational hazards in small harbors. With MISG support, the coalition became a large partner in Michigan, securing federal funds to dredge small harbors to increase safety and reduce navigational hazards. Not only has the coalition helped the state of Michigan, but it has initiated similar initiatives in New York, Florida and Ohio. This illustrates the transferability of information and a method for problem-solving, and the adoption of that innovation elsewhere.

Additional proof that MISG is a strong collaborator with the locals was highlighted again through the HACCP training with local aquaculture business. The business, in this case Michigan Bait and Fish Farm, was able to proactively identify an invasive species and eradicated the species without harming the environment. The owner of the business said that “if the collaboration and structure between MISG, state agencies and his company was not in place, they would not have been able to identify the invasive,

eradicate it and avoid another invasive species entering Michigan waters.” MISG teaches people how to develop problem-solving competence.

The SRT visit also highlighted that the collaboration and shared staff between MISG and the NOAA Great Lakes Environmental Research Laboratory (GLERL) is working well and allows both partners to expand their reach and resources to the benefit of the state of Michigan. The placement of Sea Grant personnel in the GLERL facility is a key element of this successful partnership. MISG leadership is also evident and expanding when a successful program, such as the Coast Watch program, is being used by our neighbors in Canada.

## **IV. FINDINGS, RECOMMENDATIONS and SUGGESTIONS**

### Findings

- Michigan Sea Grant is performing well and is carrying out relevant research, education and communication addressing Great Lakes needs.
- The program has the necessary management structure, stakeholder engagement and collaboration to carry out a viable program.

### Recommendations (items the Program must consider)

- Track the experience of the university researchers implementing the integrated assessments in order to assess its effectiveness. For example, is the faculty participating in integrated assessments successful in their promotion and tenure progression? Further, is the support for the integrated assessment method articulated by the University of Michigan and Michigan State University administration (i.e., VPs and Associate VPs for Research) being integrated into the promotion and tenure procedures at each institution? There have been new institutions participating in MISG research funding under the integrated assessment model; are the organizational incentives at these institutions more aligned with the integrated assessment model than other institutions in the state? Consider other factors related to the researchers’ experience on integrated assessments that are important to MISG, inform MISG about the programmatic impact of integrated assessments, contribute to MISG’s efforts to ensure its research funding remains attractive to researchers and to recruit research talent.

### Suggestions (ideas the Program may want to consider)

#### MISG Funding

- Explore new sources of funding with the partners collaborating through the integrated assessments, particularly scientific research funding to support original research by faculty that can leverage the integrated assessment.

#### MISG Strategic Planning

- Incorporate the four-year plan into all levels of operations at all levels of management and collaboration.

#### MISG Collaboration

- Consider developing case studies or guidance documents that might enable replication and expansion of successful collaborations and partnerships (please note that these examples are only illustrations of possible opportunities that the SRT observed during its visit; the choice of specific case studies or guidance documents to develop are best made by MISG) Examples to follow:

- Detroit River Kayak Partnership, including consideration of how it might:
  - a. Extend the reach of education
  - b. Help develop the economy
  - c. Uncover new partners (bicycle company, museums)
- Huron-Clinton Metroparks, including documenting the reference made by the Huron-Clinton Metroparks Director of Interpretation Services' of their template for successful partnerships built off the Metroparks partnership with MISG.
- The SRT applauds MISG for its response to the 2004 PAT recommendations regarding the stakeholder Advisory Committee and encourages MISG to continue to nurture and expand ways of utilizing their Advisory Committee's strengths. For example:
  - Consider Advisory Committee and management team professional development on mechanisms to identify additional stakeholders and sources of leveraged funding.
  - Consider building a database of potential funding sources from Advisory Committee members' partners and boards, such as the Wildlife Habitat Council's corporate wildlife program participants.
  - Consider how to use the Advisory Committee in supporting SG mission and enhancing awareness of SG among key stakeholders.
- Continue tracking the use of new technologies as a tool for collaboration.

## **V. BEST MANAGEMENT PRACTICES**

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

- Fostering a good partnership among MISG, host universities and NOAA Labs such as the Great Lakes Environmental Research Laboratory should be a model advanced by other SG programs where a NOAA lab is geographically close.
- Collaboration between lead universities which maximize efficiency through a division of responsibility and resources, and also permit expanded opportunity for new partnerships and leveraged funding.
- Integrated Assessments.

## **Appendix A. List of participating Stakeholders During the SRT**

### *Fisheries Panel*

Jill Bentgen, Owner, Mackinac Straits Fish Company  
Jim Thannum, Natural Resources Development Specialist, Great Lakes Indian Fish and Wildlife Commission  
Rick Weidenhamer, President, Michigan Bait Dealers Association

### *Ports, Harbors and Marinas*

John Kerr, Economic Development Specialist, Detroit/Wayne County Port Authority  
Chuck May, chairman pro-tem, Great Lakes Small Harbors Coalition  
Pat Doher, principle, Johnson, Johnson and Roy

### *Integrated Assessment*

Shawn Keenan, City of Auburn Hills  
Donna Kashian, Wayne State University

### *Northeast Michigan Integrated Assessment*

Paul Curtis, planner, MDNRE Parks and Recreation Division  
Jeff Gray, Manager, NOAA Thunder Bay National Marine Sanctuary and Underwater Preserve  
Rick Deuell, Deputy Director, Northeast Michigan Council of Governments

### *Aquatic Invasive Species*

Emily Finnell, Michigan Office of the Great Lakes  
Denny Grinold, Captain, Fish 'N' Grin Charter Service  
Hans Van Sumeren, Director, Great Lakes Water Studies Institute

### *Education*

Jennifer Derby, Highschool Teacher  
Lindsay Knippenberg, South Lake High School  
Mike George, Director of Interpretation Services, Huron-Clinton MetroParks

### *Regional Collaboration*

Jennifer Day, Regional Coordinator, NOAA Great Lakes Regional Team  
David Schwab, Physical Oceanographer and Acting Director, Center of Excellence for Great Lakes and Human Health, NOAA Great Lakes Environmental Research Lab  
Adeline Hambley, Ottawa County Health Department

### *Habitat*

Bruce Manny, fishery biologist, US Geological Survey  
Anita Twardesky, co-chair, Downriver Linked Greenways  
Martha Gruelle, Director, Wildlife Habitat Council, Great Lakes Office

## Appendix B. Site Visit Review Agenda

### SRT AGENDA Michigan Sea Grant Site Review Team Visit Agenda Thursday, April 15 and Friday, April 16, 2010

#### **Day One: Thursday, April 15** (Location: MacRay Harbor, Harrison Township, MI)

8:30-8:45 Welcome and Overview

- Jim Diana welcome and introduce Miguel Lugo to describe purpose of meeting

8:45-10:15 Program Overview

- Presentation by Management Team members including:
  - o Program Strategy and Management
  - o Outreach: Extension and Communications
  - o Education

10:15-10:30 *BREAK*

10:30-11:20 Fisheries (R. Kinnunen)

11:20-12:10 Ports, Harbors and Marinas (M. Breederland)

12:10-1:10 *LUNCH*

1:10-2:00 Integrated Assessment (research, outreach and education)

2:00-2:50 Northeast Michigan Integrated Assessment (B. Schroeder)

2:50-3:10 *BREAK*

3:10-4:00 Aquatic Invasive Species (D. O'Keefe)

4:00-4:45 Advisory Committee

4:45-5:30 Executive Committee

5:00-6:30 *RECEPTION*

#### **Day Two: Friday, April 16** (Location: NOAA Great Lakes Environmental Research Laboratory, Ann Arbor, MI)

8:30-8:45 Welcome and Overview

- Jim Diana welcome and introduce Miguel Lugo to describe purpose of meeting

8:45-9:50 Regional Collaboration (R. Sturtevant & S. Joseph)

9:50-10:05 *BREAK*

10:05-10:55 Education (S. Stewart)

10:55-11:50 Habitat (M. Bohling)

11:50 Thank you and Wrap-up Public Portion

12:00 *LUNCH*

1:00-3:00 Site Review Team - Private Writing Session

3:30 University Administrators

4:00 MSG Management Team

## **Appendix C. Executive and Advisory Committee Members**

### **Members of the Executive Committee:**

1. Stephen Forrest – UM VP for Research
2. Ian Gray – MSU VP for Research and Graduate Studies
3. Rosina Bierbaum – Dean, UM School of Natural Resources and Environment
4. Cynthia Wilbanks – UM VP Government Relations
5. Steven Webster – MSU VP Government Relations
6. Tom Coon – Director MSU Extension
7. Steve Pueppke – Director MI Ag Expmt. Station

### **Members of the Advisory Committee:**

1. Christopher Boyle – MSU Extension Council, law
2. Mindy Koch – Natural resource management, MDNRE
3. Dr. Chris Goddard – Fisheries management, GLFC
4. Tom Gorenflo – Tribal fisheries management
5. Craig Czarnecki – Fish and wildlife management, USFWS
6. Ken DeBeussaert – Great Lakes policy, MDNRE
7. Cathie Ballard – Coastal management, MDNRE
8. Tim Eder – Great Lakes policy, GLC
9. Andrea Brown – Land use planning, MAP
10. John Austin – Education policy, MI State Bd. of Ed.
11. Van Snider – President MI Boating Ind. Assoc.
12. Dr. Helen Taylor – Natural resources stewardship/advocacy, TNC
13. Jill Bentgen – Commercial fisheries, Upper Peninsula
14. Michael George – Outdoor education, Metroparks
15. Gary Rentrop – Northwest MI, law
16. Forrest Williams – Commercial fisheries
17. Rick Deuell – Landuse planning, northeast MI, NEMCOG
18. Kathleen Law – Southeast MI, state legislature
19. Suzanne Dixon – Southwest MI
20. Denny Grinold – Member of MI Charter Boat Assoc.

## Appendix D. Integrated Assessment

### Integrated Assessment

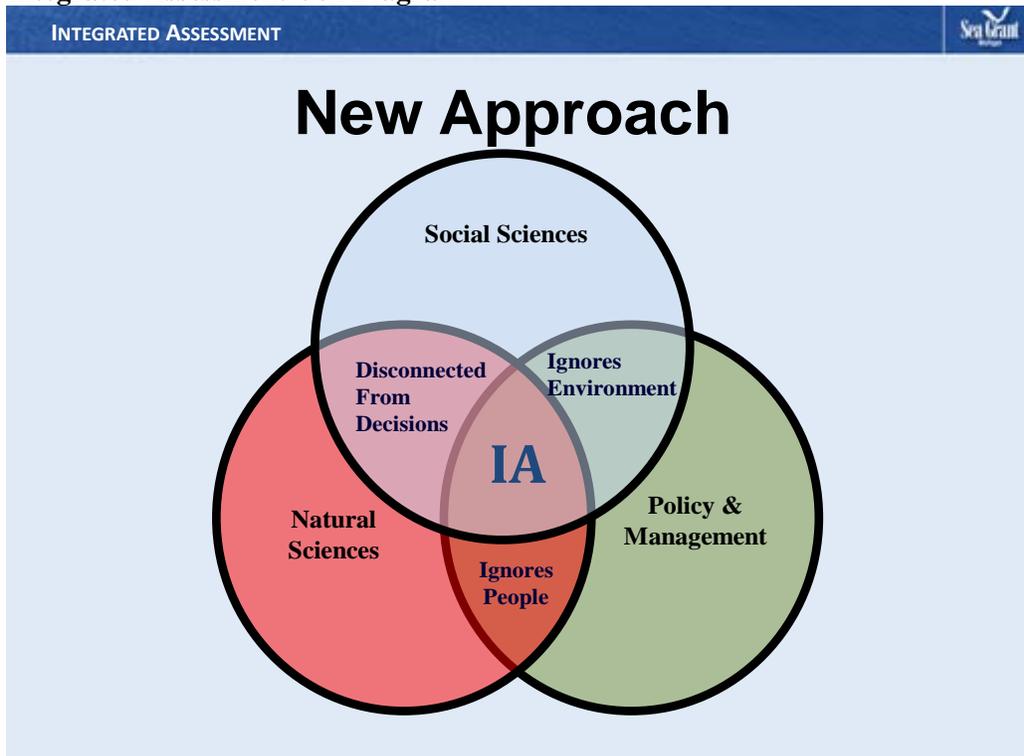
Over the past four years, 2005-09, Michigan Sea Grant has fully integrated research with outreach and education functions through the development of an Integrated Assessment program. Integrated Assessment (IA) involves a comprehensive analysis of natural and social scientific information in the context of a specific policy or management question. The purpose is to:

- Clarify the trends, causes and consequences of a complicated issue.
- Build consensus and new collaborations.
- Identify and evaluate policy options or potential actions for solving the problem.
- Develop tools and information that can guide decision making.

Each IA project is led by a multi-disciplinary team of researchers who work closely with a group of relevant decision makers and stakeholders. Stakeholder meetings and technical assessment results are intended to help decision makers identify, compare and ultimately implement new policies or actions, e.g., a new ordinance, regulatory change, business initiative, or coordinated approach to resource management. Sea Grant outreach professionals help engage stakeholders throughout the assessment, disseminate the results, and support the implementation of new ideas after the project ends.

In 2006 Sea Grant directed all available competitive research funding toward IA projects that addressed particularly challenging coastal resource management and/or policy issues identified by partners from local, state and federal management agencies. During each biennial proposal cycle Sea Grant personnel engage with local, state and regional decision-makers, other program constituents and Sea Grant extension educators to identify a suite of issues that can be addressed by IA. The specific projects that Sea Grant research will support is therefore very fluid and dependent upon the needs identified by our constituents, extension educators and other regional leaders at any point in time.

### Integrated Assessment Ven Diagram



## **Appendix E. Site Review Team Names and Bios**

### **Kristen Fletcher- Executive Director, Coastal States Organization**

Kristen M. Fletcher is the Executive Director of the Coastal States Organization which represents the interests of the Governors from the thirty-five coastal States and Territories on federal, legislative, and policy issues relating to sound coastal, Great Lakes, and ocean management. Fletcher's work includes advocating for reauthorization of the Coastal Zone Management Act, representing states' interests in coastal and marine spatial planning and national ocean policies, and legislative efforts toward adapting to climate change and managing coastal and marine renewable energy. Prior to joining CSO, Fletcher directed the Marine Affairs Institute and Rhode Island Sea Grant Legal Program at Roger Williams University School of Law (RWU) where she advised university researchers, federal and state agencies, and other Sea Grant constituents on ocean and coastal law issues and directed research and outreach projects. While at RWU, she taught Ocean and Coastal Law, Natural Resources Law, and Fisheries Law. Previously, she directed the Mississippi-Alabama Sea Grant Legal Program and was founding director of the National Sea Grant Law Center at the University Of Mississippi School Of Law. Fletcher earned her B.A. in Political Science and Spanish from Auburn University, J.D. from the University of Notre Dame School of Law, and Master of Laws in Environmental and Natural Resources Law from Lewis & Clark Law School. Fletcher is Past-President of The Coastal Society and a Senior Fellow with the Environmental Leadership Program.

Coastal States Organization, 444 N Capitol St, NW, Suite 322, Washington, DC 20001

kfletcher@coastalstates.org

### **Richard West – Sea Grant Advisory Board**

Rear Admiral Richard D. West, USN, (ret.) served as President/CEO of the Consortium for Oceanographic Research and Education (CORE) from August 2002 until January 2008. As President of this DC-based non-profit organization, he led efforts to promote ocean research and education within the U.S. federal government on behalf of the academic and private ocean research and education community. He significantly expanded the membership of CORE and was instrumental in promoting several ocean initiatives to include the establishment of a U.S. integrated ocean observing program [IOOS]. Dick West has testified several times before the U.S. Congress on marine and research related policy issues and has addressed the United Nations on Safety of Life at Sea. He serves on two marine related U.S. Federal Advisory Committees, serving as Chair of one committee. He is a member of three non-profit governing boards and continues as a consultant on national and international maritime issues for both public and private organizations.

Admiral West served as Oceanographer and Navigator of the Navy where he managed a multi-million dollar program providing oceanographic, meteorological, geospatial and navigation support for the U.S. Navy from 1999 to 2002. As the first Navigator of the Navy, he led the Navy's transition to electronic navigation. As Oceanographer of the Navy, he was the Department of Defense representative to the U.S.

Commission on Ocean Policy. He is a federally certified acquisition Program Manager. Admiral West was a career Surface Warfare Officer and was Commanding Officer of the Navy's Surface Warfare Officers School in Newport, RI. He had three tours in the Pentagon, has served on several Navy combatants and has commanded three ships, two during hostilities in the Arabian Gulf.

Email: [wwwest@cox.net](mailto:wwwest@cox.net)

Address: 57 Whaley Hollow Rd Coventry, RI 02816

### **Troy Hartley – Virginia Sea Grant Director**

Dr. Troy Hartley is Director of Virginia Sea Grant and a Research Associate Professor at the Virginia Institute of Marine Science, The College of William & Mary. Troy has over 20 years of experience in coastal, marine, and natural resource policy and management, including science administration. He is a public administration/public policy scholar and his research considers the governance networks and collaboration in integrated, adaptive management, regional governance, and collaborative research. He has a Ph.D. in environmental and natural resource policy from the University of Michigan, an M.A. in environmental dispute resolution from George Mason University, and a B.S. in zoology from the University of Vermont. Dr. Hartley is currently the President of the socioeconomic section of the American Fisheries Society, member of the Commonwealth of Virginia's advisory Coastal Policy Team, and a Research Associate Professor in the Thomas Jefferson Public Policy Program in The College of William & Mary.

### **Judy Tucker - The Coastal Society**

P. O. Box 3590

Williamsburg, VA 23187-3590

(757) 229-0034

coastalsoc@aol.com

Judy Tucker has worked with non-profit businesses since 1983 as a consultant, and since 1972 as a volunteer.

Following a career in retail management, Ms. Tucker transitioned from customer service to membership service in non-profit organizations. From 1983-86, Ms Tucker served as Director of Member Services and Director of Accreditation for the National Society of Public Accountants, directing the membership marketing program, developing marketing plans for non-dues income generating products and services, and implementing a national public relations program about the profession. Ms. Tucker directed the Accreditation Council for Accountancy and Taxation designation program, supervising two examinations and the renewal program of continuing education. During 1986-87, Ms. Tucker was Account Coordinator for the National Association of Independent Life Brokerage Agencies and the Friends of the National Arboretum. Her responsibilities included the management of membership, meetings, exhibitions, donations, subscriptions, and communications.

In 1988, Ms. Tucker created a membership, marketing and management practice which provided part-time assistance to small associations. She designed marketing plans, conducted market research on product development and consumer attitudes, facilitated focus groups, and designed member surveys and telemarketing scripts. She presented seminars on board training, marketing, and effective volunteer

management.

Since 1990, she has worked with The Coastal Society and since 1997 as the Executive Director. The Coastal Society is a membership organization of government, academic and private sector professionals and students from diverse disciplines which addresses emerging coastal resource management issues through networking, educational meetings, and publications. Her roles include membership administration, conference planning, support of long-range planning, budgeting and financial management, development and grant management, and non-profit regulation compliance.

Ms. Tucker earned a Bachelor of Arts degree in Economics from Randolph-Macon Woman's College and a Masters in Business Administration from the College of William and Mary. She holds the Certified Association Executive (CAE) designation and a Certificate in Communications from the American Society of Association Executives. She served as an instructor in the Certified Association Executive review course and currently serves as chair of the CAE Committee's Research Sub-committee. Her proudest accomplishment is the transfer of her passion for healthy coasts to her son who is majoring in marine science at the University of North Carolina Wilmington.

#### **Miguel A. Lugo – National Sea Grant College Program**

Miguel A. Lugo is the John A. Knauss Fellowship Manager at the National Sea Grant College Program Office. He received his Bachelor of Science in Biology and his Master of Science degree in Biological Oceanography from University of Puerto Rico at Mayaguez. His Master's thesis research focused on Coral Reef Ecology and Population Dynamics. During his undergraduate and Master's thesis work, Miguel was an Assistant Investigator for the Puerto Rico Sea Grant College Program in issues that dealt with fisheries and coastal zone management.

In 2003, Miguel was a recipient of the Dean John A. Knauss Marine Policy Fellowship working as an Executive Fellow with NOAA's Coral Reef Conservation Program (CRCP). While at the CRCP, Miguel dealt with grants review, partnership development, and prioritization of local research and management needs. After two years working as a Program Analyst in the CRCP, Miguel moved to the National Marine Fisheries Service (NMFS) Office of Management and Budget. At NMFS, Miguel worked in formulating NMFS budget requests and legislative correspondence with Congress and other Executive Agencies. After three years in NMFS, Miguel came to work for the National Sea Grant College Program Office as the John A. Knauss Fellowship Manager. As the Knauss Program Manager, Miguel is responsible for selecting, placing and graduating the fellows. In addition, he works with interagency agreements and the planning and programming of Sea Grants budget goals within NOAA.

#### **Sami Grimes – National Sea Grant College Program (Observer)**

Sami Jae Grimes serves as a program officer and is the Director of Planning and Evaluation for NOAA's National Sea Grant Office. She received her Bachelor of Arts in philosophy from John Carroll University, and her Master of Arts degree in philosophy from Texas A&M University. In 2008, she received planning and evaluation certification from the Performance Institute. Prior to joining the NOAA's National Sea Grant Office in 2003, she served as an educator for the Ohio school systems. In her free time, she enjoys spending time with her family, hiking, reading and knitting.