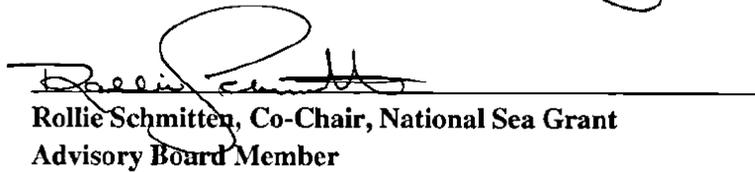


**Site Review Team's
Review of the
New Hampshire Sea Grant College Program
April 19-20, 2011**



Heather Triezenberg, Chair, Federal Program Officer

6/6/11
Date



**Rollie Schmitzen, Co-Chair, National Sea Grant
Advisory Board Member**

6/6/11
Date



INTRODUCTION

The site review team (SRT) review of the New Hampshire Sea Grant (NH SG) program took place from April 19 -20, 2011.

The SRT members included:

Heather A. Triezenberg (Chair, NSGO) Program Director for Social Science, National Sea Grant College Program, National Oceanic and Atmospheric Administration Silver Spring, MD	Rolland A. (Rollie) Schmitt (Co-Chair, Advisory Board Member) Former Director, National Marine Fisheries Service (<i>Retired</i>) Leavenworth, WA
Anders Andren Professor, Dept. Civil & Environmental Engineering Director, Wisconsin Sea Grant Institute University of Wisconsin – Madison Madison, WI	Jennifer Day Regional Coordinator, Great Lakes Regional Collaboration Team, National Oceanic and Atmospheric Administration Ann Arbor, MI
Luis (Louie) Tupas Division Director, Global Change and Climate, National Institute of Food and Agriculture, U.S. Department of Agriculture Washington, D.C.	

Prior to the SRT visit, and in conformance with NOAA National Sea Grant Office and College Program guidelines, NH SG issued a public notice of the upcoming SRT visit inviting interested stakeholders to submit comments via e-mail (oar.sg.feedback@noaa.gov) to the SRT Chair by April 11, 2011. The National Sea Grant Office did not receive any comments in response to the public notice.

The NH SG site review took place in Durham, NH, on the campus of the University of New Hampshire (UNH), in the Chase Ocean Engineering Lab and Thompson Hall, and at Three Chimneys Inn meeting room just off-campus in Durham.

The review began with the “organizing and managing the program” session, which included presentations from and discussions with the NH SG Executive Committee. The Executive Committee is comprised of Director Jonathan (Jon) Pennock, Assistant Director for Research Stephen Jones, Assistant Director for Extension and Program Leader Ken La Valley, Assistant Director for Education Mark Wiley, Assistant Director for Communications Steven Adams, Communities and Climate Change Program Leader Julia Peterson, Fiscal Officer Theresa Hamer, and UNH Office for Sponsored Research Lisa Scigliano. The SRT then engaged with panelists from NOAA regional labs and offices, NH state agencies, and other regional partners to

illustrate NH SG's collaboration with these entities. UNH Administration, President Mark Huddleston, Senior Vice-Provost for Research Jan Nisbet, UNH College of Life Sciences and Agriculture Dean Thomas Brady, and UNH Cooperative Extension Associate Director James Grady, demonstrated their commitment to NH SG by meeting with the SRT on both days of the review. The SRT benefited from extensive discussions with the NH SG Policy Advisory Committee during and after lunch on day one. NH SG presented its framework for integrated research, extension, and education within the context of collaborative partnerships, and illustrated this approach by convening panels focusing on: (1) Fisheries and Aquaculture, (2) Communities and Climate, and (3) Literacy and Education. The panels were comprised of stakeholders representing outreach and engagement, academic collaboration, and other NOAA partnerships.

The report of the SRT follows the guidelines of the 2010 Site Review Team Procedures Manual. The SRT discussed broad issues related to the (a) organization and management; (b) stakeholder engagement; and (c) collaborative network activities of the NH SG program. This report presents the SRT's findings, suggestions, and best management practices for these three elements.

I. ORGANIZING AND MANAGING THE PROGRAM

- **Leadership:** Jon Pennock provides strong leadership for NH SG and two other UNH marine-related programs (Marine Program and Jackson Estuarine Laboratory) that are under his direction. There are many positive aspects to this arrangement. For example, the shared position enables economies of scale. It was clear to the SRT that NH SG acts as a facilitator and catalyst for many marine-related efforts on UNH's campus and throughout the state and region. This symbiotic relationship strengthens the entire UNH marine involvement.

Director Pennock, and the rest of the NH SG Executive Committee, lead and manage the NH SG program. Although the Executive Committee is relatively small, it is an effective program management model. Three of the Executive Committee members are leaders within the National Sea Grant Network: Jon Pennock is the 2011-2013 President of the Sea Grant Association, Mark Wiley is the 2011 Chair of the Sea Grant Education Network, and Ken La Valley is Chair of the Sea Grant Fisheries Extension Network and USDA's eXtension Fisheries Community of Practice. Director Pennock is also a well-respected member of the international marine community. This indicates that NH SG serves as an intellectual and practical leader in marine-related activities not only locally, but also nationally and internationally.

The tragic passing of Brian Doyle in late 2008 has likely influenced the current NH SG leadership and management structure. The SRT noted that there presently is no clear number two person within the Program's management structure. The reviewers suggest filling the deputy director position.

- **Organization:** NH SG is well-positioned within the UNH structure with the Director reporting to the Senior Vice-Provost for Research. This position enables clear reporting to UNH at an appropriate level. It was apparent to the SRT that Director Pennock has excellent working relationships with, and support from, the Senior Vice-Provost for Research, Provost & Executive Vice-President for Academic Affairs, and the President of the University.

The UNH President, with input from the NH SG director, appoints members to the NH SG Policy Advisory Committee (PAC). The SRT was impressed with the diversity of age, gender, tenure, and backgrounds of PAC members. The NH SG Executive Committee effectively engages the nineteen-member PAC for planning and advice. The SRT suggests the NH SG may benefit by having a brief outline of duties (i.e., terms of reference) and appointment periods (e.g., two or three years, with option for reappointment) for PAC members. The SRT also suggests that UNH President consider appointing representatives from major non-governmental organizations (NGOs) to the PAC given the collaborative relationships that exist

- **Programmed Team Approach:** The strategic planning process was well thought out, as evidenced by the integration of research, extension, and education, into NH SG's strategic and implementation plans. While the communications program creates some great products, it appears to primarily serve as a support function for extension and education. The SRT suggests that NH SG more effectively integrate communications into its programmed team approach in the future. The incorporation of up-to-date information technology tools, for example, in the early stages of extension and research planning would undoubtedly be more effective as we see infusion of the written word with current Internet-based social media (e.g., YouTube, PD applets, visualization technologies, and social networking). To support this, the SRT suggests NH SG seek outside IT expert review of current system and recommendations for improvements.
- **Support:** NH SG also has strong support from UNH leaders and administrators as evidenced by the engagement with UNH President Mark Huddleston, Senior Vice-Provost for Research Jan Nisbet, UNH College of Life Sciences and Agriculture Thomas Brady, and UNH Cooperative Extension Associate Director James Grady. UNH administrators met with the SRT on both days of the site review. On day one, administrators noted that NH SG is a premier program at UNH and throughout the state and have demonstrated their commitment to the Program by reducing indirect costs (approximately \$72,000) and directing state dollars towards the program. NH SG Extension staff is fully integrated into UNH Extension. They have joint appointments and faculty status within academic departments. The UNH College of Life Sciences and Agriculture identified marine and freshwater biology as one of its foci

in a recent planning process. NH SG is well-positioned to serve the needs of the college in this area. Impending university budget cuts are worrisome, but this is true for most public university programs in the nation. The SRT suggests the UNH administration work closely with NH SG to minimize any negative impacts on such a strong and vibrant program.

II. STAKEHOLDER ENGAGEMENT

- **Extension Service:** NH SG extension and education programs are led by experienced and committed professionals that have a genuine interest in their subject matter. It was clear to the SRT that the assistant directors for extension and education are motivated to engage with stakeholders. Staff from NH SG education and extension programs serves on boards and committees of multiple organizations and initiatives. This allows for very close interactions with relevant stakeholders, however, there likely will be a limit to this kind of involvement in terms of time or resources.

Several major categories (e.g., commercial fishermen, aquaculture producers, informal educators) have been identified by NH SG as relevant stakeholders, as evidenced by the composition of the PAC. The SRT commends NH SG for their excellent monthly seminar series and roundtable discussions on topics of interest to stakeholders. State and federal partners could also benefit from roundtable discussion or seminars with NH SG to exchange information and identify new directions for engagement.

NH SG solicits feedback from participants in its extension and education programs. NH SG could benefit from more rigorously documenting the stakeholder input process to ensure their feedback represents the full range of stakeholder interests within the state.

Relevance: The SRT heard from PAC and panelist stakeholders about NH SG's positive impacts resulting from engagement and coordination with appropriate groups. The discussions are constructive and typically identify mutually beneficial solutions. Stakeholders also noted that NH SG has managed to stay neutral regarding regulatory issues, specifically fisheries regulations. NH SG's aim to enable good decision-making by providing sound scientific information appears to be successful. It was clear that NH SG begins with a strong bottom-up approach to developing areas of interest and engaging appropriate stakeholders in an iterative process to identify SG's niche. It was not apparent from the site review what the needs of under-served communities are or how NH SG engages with these stakeholders. The SRT suggests that NH SG engage in a more conscious effort to reach under-served stakeholders.

- **Relationships:** NH SG appears to have an excellent working relationship with UNH Cooperative Extension. For example, many Extension agents have split appointments between Sea Grant and Cooperative Extension. As individual programs, Cooperative Extension and Sea Grant Extension have complementary expertise, which adds value to achieving desired outcomes. NH SG has established and maintained strong relationships with stakeholders built upon trust and continued personnel involvement. Although this level of performance is impressive, NH SG needs to be aware of limits of staff time, energy, and resources as not to overburden staff.

NH SG Extension expertise and capacity has expanded in recent years with the addition of new staff in the areas of climate and fisheries. The Program has successfully competed in several national funding initiatives. The SRT suggests NH SG, with input from Cooperative Extension and other partners identify other niches for growth potential, which could be achieved through competitive funding awards or new partnerships. NH SG is involved in many partnerships, but it would benefit from more strategically identifying and planning for potential growth opportunities.

III. COLLABORATIVE NETWORK/NOAA ACTIVITIES

NH SG is considered a “small” program by NOAA National Sea Grant Office standards, and the state only has eighteen miles of coastline. However, NH SG is highly engaged making it a central institution for coastal and marine issues within the state and the region. Because of its limited resources, NH SG relies on collaborative partnerships to achieve desired outcomes and impacts. The relatively few miles of coastline may be beneficial to NH SG and its partners because they are thus able to better focus efforts locally and properly situate themselves within the Gulf of Maine/North Atlantic context. Sea Grant Extension staff are active leaders by facilitating dialogue among stakeholders, enabling an understanding of each stakeholder interests and resources, which in turn serve as a foundation for building enduring collaboration. Collaboration and leveraging are essential given the limited resources and complementary nature of most activities.

NH SG has successfully communicated with stakeholders involved in contentious situations, most notably, conflicts related to commercial fishing. The engagement involved communicating as issues of conflict and possible solutions. The SRT commends NH SG for its engagement with fishermen, communities, academics, and governments to address these urgent issues. The trust NH SG established with fishermen and communities has enabled secondary benefits of fostering collaboration on other topics.

IV. FINDINGS, RECOMMENDATIONS and SUGGESTIONS

Findings:

- Strong Leadership
 - By director and Executive Committee
 - Both in the Sea Grant community, national and international professional communities, and within NH
- Effective role of Sea Grant on UNH campus
 - Director's multiple leadership in marine activities and programs
 - Integration of NH SG into other campus programs enables desired impacts (e.g. UNH Cooperative Extension)
 - Clear and direct reporting lines for NH SG Director to university administration
 - Effective working relationship with and support from UNH administration
- Well-thought out strategic planning process as evidenced by integration of research, extension, and education and targeted work on the eighteen miles of coast and Gulf of Maine/North Atlantic context
- Successful ability to attract and leverage additional external funding
 - Opportunistically builds capacity for NH SG
 - Builds capacity for partner organizations
- Strong facilitation of collaboration and stakeholders to increase communication and understanding
 - Good working relationships
 - Leverage other organizational strengths and elimination of redundancy in the state and region
 - Remains neutral on contentious regulatory issues
- Strong Policy Advisory Committee (PAC) with good mix of age and gender diversity, as well as background experience of members and tenure on PAC.
- Although NH SG operates optimally with its Executive Committee and shared leadership, it is not clear who could serve as deputy director or acting director if the director is unavailable.

Recommendations:

- None.

Suggestions:

- Communications appeared to be a support function to extension and education. The SRT suggests that NH SG elevate and more fully integrate communications into its programmed team approach.

- NH SG Executive Committee members have multiple responsibilities, and it is unclear who could serve as acting director if the director is absent. The SRT team is concerned that NH SG does not have the stability of having a deputy director and suggests filling this position.
- The SRT suggests the NH SG may benefit by having a brief outline of duties (i.e., Terms of Reference) and appointment periods (e.g., two or three years, with option for reappointment) for PAC members.
- The SRT was impressed with the general composition of the NH SG PAC (e.g., number, gender, and diversity of backgrounds) but suggest a representative from national non-governmental organizations (NGOs) be invited to serve on the PAC since NH SG collaborates with these NGOs on projects.
- The SRT suggests that NH SG consider hosting its successful monthly seminar series and round-table discussions with state and federal partners to share information and identify opportunities for further collaboration.
- NH SG actively solicits feedback from stakeholders for extension and education, however, the SRT suggests this model would be enhanced by documenting the methods for soliciting such feedback.
- Although NH SG takes a bottom-up approach to needs assessments and stakeholder engagement, the SRT suggests the program critically examine any potentially underserved stakeholders and what the program can do to address their needs.
- The SRT suggests NH SG seek outside expert review of current IT system and recommendations for improvements to incorporate up-to-date information technology tools.
- The SRT suggests the UNH administration to work closely with NH SG to minimize any negative impacts of budgetary changes on such a strong and vibrant program.
- The SRT suggests NH SG, with input from Cooperative Extension and other partners should identify other niches for growth potential, which could be achieved through competitive funding awards or new partnerships.
- There are many acronyms representing the collaborative work occurring in the Northeast. In the future, it may be helpful to provide a list of acronyms for new or outside individuals to fully understand and appreciate the extent of collaboration.

- Twice the review team found themselves in a situation where they were asked to engage with panelists without having appropriate background information on the collaborations or staff backgrounds. In the future, please do not assume that reviewers know all the issues enough to directly engage without contextual information.

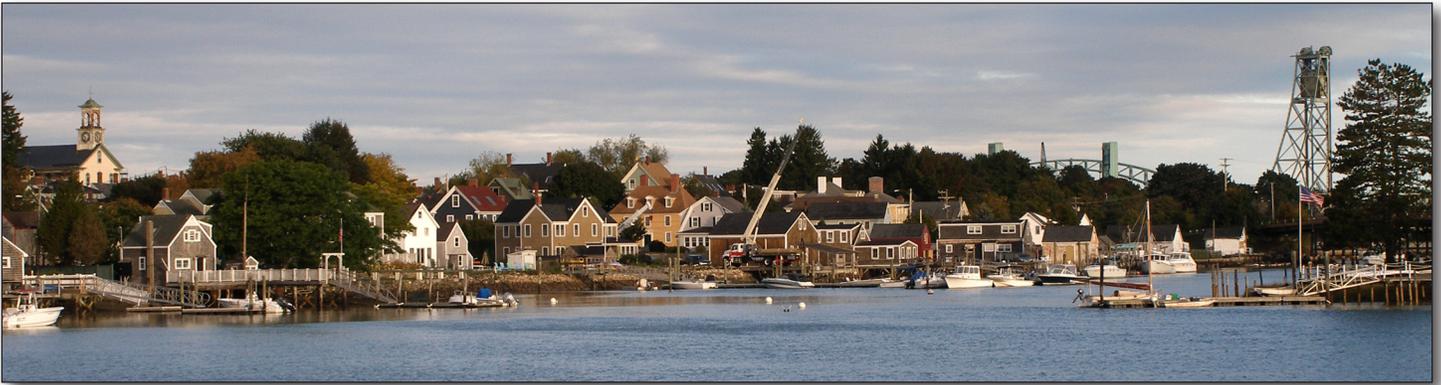
V. BEST MANAGEMENT PRACTICES

- NH SG has created a fifth focus area of “literacy” in their strategic plan. Although literacy could have been incorporated into the four national focus areas, the SRT recognizes the leadership of NH SG for establishing a fifth focus area of literacy because of the urgency of ocean literacy in formal and informal curriculum.
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**New Hampshire Sea Grant College Program
Planning, Implementation and Evaluation Site Review**

April 19-20, 2011

The Three Chimneys Inn and the University of New Hampshire
Durham, New Hampshire



Tuesday, April 19

8:00am Travel from Three Chimneys Inn to Admiral's Conference Room, Chase Ocean Engineering Lab

8:30-10:00am **Welcome, Introductions, Overview**

Site Review Team Members

Heather Triezenberg, Chair and Program Officer, National Sea Grant Office

Rollie Schmitt, Cochair, National Sea Grant Advisory Board

Anders Andren, Director, Wisconsin Sea Grant

Luis Tupas, Division Director, Global Climate Change, USDA's National Institute of Food and Agriculture (NIFA)

Jennifer Day, Coordinator, NOAA Great Lakes Regional Collaboration Team

Organizing and Managing the Program

N.H. Sea Grant Executive Committee

Jonathan Pennock, Director

Stephen Jones, Assistant Director for Research

Ken La Valley, Assistant Director for Extension and Program Leader

Mark Wiley, Assistant Director for Education

Steve Adams, Assistant Director for Communications

Julia Peterson, Communities and Climate Change Program Leader

Theresa Hamer, Fiscal Officer

Lisa Scigliano, UNH Office for Sponsored Research

10:00-10:15am Break

10:15-11:15am **NOAA and State Partnerships**

Betsy Nicholson, NOAA Regional Coastal Program Specialist, CSC
Peter Wellenberger, Manager, Great Bay NERR
Ted Diers, Program Manager, N.H. Coastal Zone Program
Nancy Kinner, Codirector, UNH/NOAA CRRC
Rachel Rouillard, Director, Piscataqua Region Estuaries Partnership

11:15am Travel from Chase Ocean Engineering Lab to President’s Conference Room, Thompson Hall

11:30am-12:15pm **UNH Setting and Administration**

Mark Huddleston, President, UNH
Jan Nisbet, Senior Vice-Provost for Research, UNH
Thomas Brady, Dean, UNH College of Life Sciences and Agriculture
James Grady, Associate Director, UNH Cooperative Extension

12:15pm Travel from Thompson Hall to Three Chimneys Inn

12:30-1:30pm Lunch with NHSG Policy Advisory Committee and Executive Committee

1:30-2:15pm **Policy Advisory Committee Discussion**

2:15-2:30pm **Collaborative Stakeholder Engagement and Partners – Integrated Research, Extension and Education**

Ken La Valley, **Julia Peterson** and **Mark Wiley**

2:30-2:45pm Break





2:45-4:45pm

Fisheries and Aquaculture Program Area

Ken La Valley and Michael Chambers

Outreach and Engagement

David Goethel, fisherman and NEFMC member

Bob Campbell, PAC Member and Manager, Yankee Fisherman's Cooperative

Erik Anderson, President, N.H. Commercial Fishermen's Association

Academic Partnerships

Chris Glass, Director, Northeast Consortium

David Berlinsky, UNH Professor of Biological Sciences

NOAA Partners

John Hoey, Director, NOAA Northeast Cooperative Research Program

4:45-5:00pm

Wrap-Up with NHSG Leadership

6:00pm

Dinner (Three Chimneys Inn)

SRT Executive Session/Work Time (as needed)

Wednesday, April 20

7:45am

Travel from Three Chimneys Inn to Admiral's Conference Room, Chase Ocean Engineering Lab

8:00-10:00am

Communities and Climate Program Area

Julia Peterson

Outreach and Engagement

Barbara McMillan, N.H. Department of Environmental Services

Peter Britz, City of Portsmouth

Linda Schier, Acton Wakefield Watersheds Alliance

Academic Partnerships

Jamie Houle, UNH Stormwater Center

Cameron Wake, UNH Institute for the Study of Earth, Oceans and Space

NOAA Partners

Steve Miller, Great Bay National Estuarine Research Reserve

10:00-10:15am

Break

10:15am-12:15pm **Literacy and Education Program Area**

Mark Wiley and Dari Ward

Academic Partnerships

M. Robinson Swift, Tech 797 Codirector

Larry Harris, Tech 797 Codirector

Education and Outreach

Sunpreet Sadana, teacher, Oyster River Middle School

Wendy Lull, President, Seacoast Science Center

Kelle Loughlin, Great Bay National Estuarine Research Reserve

Ed Rowan, UNH Marine Docent

Regional/National

Susan Ryan, New England Ocean Science Education Collaborative
and Gulf of Maine Marine Education Association

12:15-12:30pm **Wrap-Up with NHSG Leadership**

12:30-2:45pm Lunch and SRT Executive Session/Work Time

2:45pm Travel from Chase Ocean Engineering Lab to President's Conference Room, Thompson Hall

3:00-4:00pm **Debrief UNH Senior Administration and N.H. Sea Grant Executive Committee**

Mark Huddleston, President, UNH

Jan Nisbet, Senior Vice-Provost for Research, UNH

Thomas Brady, Dean, UNH College of Life Sciences and Agriculture

James Grady, Associate Director, UNH Cooperative Extension

N.H. Sea Grant Executive Committee

4:00pm Conclude SRT Review

Note: For those who need to leave on Wednesday, it takes approximately 45 minutes to get to Manchester-Boston Regional Airport in Manchester and about 75 minutes to get to Boston Logan International Airport. Recommended arrival times are 60 minutes prior to your flight for Manchester and 75 minutes for Logan. For those planning to stay in N.H. overnight, we would like to arrange a dinner in Portsmouth.

