

Site review team's
Review of the
ORSG College Program
October 5-6, 2010

James O. Mumay 11-19-10
Chair, Federal Program Officer Date

John Waeste 11-19-10
Co-Chair, National Sea Grant Advisory Board Member Date



INTRODUCTION

The Site Review Team (SRT) review of the Oregon Sea Grant (ORSG) Program took place from October 5-6, 2010.

The SRT members included:

James Murray (Chair, NSGO Program Officer) Deputy Director, NOAA National Sea Grant College Program Silver Spring, MD	John Woeste (Co-Chair, Advisory Board Member) Professor Emeritus and retired Dean of the University of Florida's Institute of Food and Agriculture Sciences Gainesville, FL
John Ferguson Director, Fish Ecology Division, NOAA Northwest Fisheries Science Center Seattle, WA	Jeff Gunderson Director, Minnesota Sea Grant College Program Duluth, MN
Steve Olson Director of Government Affairs, Association of Zoos and Aquariums Silver Spring, MD	Heather Triezenberg, Social Science Coordinator, NOAA National Sea Grant College Program (observer) Silver Spring, MD

Prior to the beginning of the SRT visit, and in conformance with National Sea Grant Office and College Program guidelines, the ORSG 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 two letters in response to the public notice. Both letters were from constituents who cited several examples of how they had benefited by programs and activities provided by ORSG and overall were highly positive.

The SRT review took place at the Oregon State University campus, Corvallis, OR on October 5 & 6, 2010. During the review, the SRT met with the ORSG leadership team, the ORSG Advisory Council, six program integration panels that included representation from a diverse cross-section of researchers, extension, education and communications staff, state and federal agency representatives, industry representatives and other stakeholders. In addition, the SRT met with several senior university officials including Provost Dr. Sabah Randawa, Associate Vice President for Research, Dr. Rich Holdren and Dr. Lyla Houglum, Director of Special Initiatives, OSU Extension Service. The SRT also benefited from a reception that enabled informal discussions with a wide variety of ORSG constituents. It should be noted that the full membership of the ORSG Advisory Council actively participated in the SRT for the duration of the two day visit.

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 ORSG Program's: 1) Organization and Management of the Program; 2) Stakeholder Engagement; and 3)

Collaborative Network Activities. Within each of these areas, the SRT report presents the findings and recommendations of the SRT.

I. ORGANIZING AND MANAGING THE PROGRAM

Leadership - As one SRT member stated “even though the program was rated very high in its last Program Assessment Team (PAT) review, it has gotten even better.” It is clear that ORSG continues to function as “one Sea Grant” as described in the previous review. The Director uses the term “Leadership Team” rather than “Management Team” to make the point that ORSG focuses more on leadership than on top-down management. The function of the Leadership Team as described by the Director is threefold, to make decisions, to set strategic policy and procedures and to identify and enhance opportunities.

Members of the seven-member Leadership Team include the Director, the Extension Program Leader, Assistant Director (Communications), Education Director, Administrative Officer, Fiscal Officer, and a Strategic Partnership and Innovation Leader (position soon to be filled). The Leadership Team meets regularly (approximately every two weeks) and conducts a monthly conference call that involves participation by all statewide staff.

ORSG demonstrated throughout the site visit that the program’s components – research, extension, communications, education (free choice learning), program development and partnership – are all highly integrated. ORSG is also integrated across the OSU campus and the state. Integration across the campus is exemplified by all extension faculty having an academic appointment within a department. In total, extension faculty populate departments that reside in eight of the eleven OSU colleges. Additionally, Sea Grant functions in the OSU Extension Service as one of five extension program areas, elevating its visibility within the extension system. It was stated by senior extension administrators that among the five OSU Extension program areas, Sea Grant is the model for working across programs. The ORSG Director serves as a Dean on the OSU Outreach and Extension Council and receives significant financial support from OSU Extension. The ORSG Director has positively responded to a previous PAT recommendation regarding the heavy load of management activities assigned to the Extension Program Leader by transferring some reporting responsibilities of educator staff to the Education Director.

One particularly impressive relationship within the university setting is that the ORSG Director was tasked by the Provost to develop new mechanisms to better organize and coordinate OSU’s diverse portfolio of marine interests. The ORSG Director’s work led to the creation of the Marine Council, which is an organization that has brought together all marine related deans, department heads and directors and which the ORSG Director now chairs. Under the Director’s leadership this council has helped enhance collaboration and identified single points of contact for marine related themes. The council has also developed Action Coordination Teams (ACTS) which have developed

strategic plans for 13 different marine issues, two of which (Gulf oil spill and West Coast Governor's Agreement) are chaired by the ORSG Director.

It was clear from statements by OSU administration that Sea Grant has the highest level of visibility and support throughout the university and state. The ORSG Director reports directly to the Vice President for Research. The Director's office is located in the administration building, in close proximity to the Office of Vice President for Research which allows easy access and visibility to the senior university administration. The SRT believes that the program is located at a level in the university which allows it to function with the full support of OSU. It was also clear from discussions with university administrators that they support and value the multi-institutional role of Sea Grant.

ORSG has an experienced, enthusiastic and supportive Advisory Council. There are 13 members, some of whom have served for nearly two decades. Four new members were recently added to the Advisory Council. What impressed the SRT was that all 13 members of the Council attended and fully participated in the full day and one half site review. The members were all well connected with coastal constituencies and served in many other public service roles, and they represented diverse areas of coastal Oregon and provided diverse backgrounds relevant to ORSG. It is clear that the Council members actively participate in the program and are extremely committed to ORSG. While a previous PAT recommended appointing an elected Chair of the Advisory Council, it was made perfectly clear by the Advisory Council that they had discussed this recommendation and they unanimously rejected it, in large part because they felt that they did not need a chair since all 13 members were so committed to their advisory role to ORSG.

Programmed Team Approach - ORSG has twice recently engaged its staff and citizens advisory council in face-to-face "all hands" meetings for the purpose of enhancing communications and program integration. These meetings informed the ORSG strategic plan, which includes priorities encompassed in the strategic plans of National Sea Grant College Program and Oregon State University, as well as the West Coast Regional Research and Information Needs report (led by ORSG on behalf of the West coast regional Sea Grant network) and the state's 19 Oregon Planning Goals. The strategic plan guiding ORSG's work, "*Oregon Sea Grant's 2010-2013 Strategic Plan*," won a Platinum Award (Best Overall) in the Book/Booklet category from the League of American Communications Professionals 2009 Spotlight Awards. The Oregon Strategic Plan has three focus areas (Healthy People, Healthy Economy, and Healthy Planet) and six issue areas. The Strategic Plan, shaped by advice from the 2005 PAT, illustrates ORSG's programmed team approach. ORSG's financial resources are approximately equally distributed among the four focus areas in the National Sea Grant College Program strategic plan.

ORSG ensures scientific merit and societal relevance of funded research projects by employing a pre-proposal and full-proposal review process and by engaging the citizen advisory council for a societal relevance review. PIs are offered the opportunity to submit a rebuttal to ORSG to clarify issues of debate and/or to point out misinterpretations by the reviewers of the proposal. Strengths of this multi-stage proposal review process include; (1) only proposals rated highly on both the scientific

merit and relevance criteria are invited to submit a full proposal, and (2) technical reviewers collectively draft review comments to the PI as to the strengths and weaknesses of the project. To more fully achieve societal impact of research, ORSG identifies an extension, communications, or education staff member to collaborate with the study investigators for the purpose of helping the investigators develop a public engagement plan and connect with relevant stakeholders.

ORSG has several opportunities (Sea Grant Scholars and Sea Grant Fellows) available for students and recent graduates to become more involved with the ORSG programs. Some examples include; summer research and policy experiences for undergraduate students; graduate student support through ORSG funded research projects; and fellowship opportunities in the Oregon Legislature, Oregon Governor's Office and in federal Executive or Legislative Branches through the Knauss Fellows Program.

ORSG has integrated social science research into its research projects, and the SRT was shown several excellent examples of applied social science research (e.g., risk perceptions of climate change impacts, cognitive models of behavioral intentions related to invasive species concerns, and impacts from free-choice learning experiences).

Support – ORSG's annual budget is \$6.8 million, supported by approximately 55% federal and 45% state funds. Overall, these combined funds support approximately 40 professional Sea Grant FTEs. ORSG receives significant support from the administration of OSU through sustained annual funding commitments (~\$1 million for research and ~\$700,000 for extension). With 37% of the OSU research budget focused on marine-related topics, Sea Grant provides OSU an important university-wide leadership role with marine-related issues (e.g., lead for the Oregon State University Marine Council). It was evident that OSU leaders remain committed to ORSG and recognize its critical role and status within the university through its ability to form internal and external partnerships and to be responsive and effective. OSU leaders recognize ORSG's broader mission as a statewide institution and support ORSG's need to establish and maintain relationships with other higher education institutions in Oregon.

II. STAKEHOLDER ENGAGEMENT

The SRT concluded that ORSG could be fairly characterized as a highly collaborative, extensively connected and client-centered enterprise. Through an array of formal and informal channels, numerous and key stakeholders help guide, support and participate in the design, implementation and evaluation of the program. As was stated to the SRT team, "Nearly all ORSG staff work collaboratively to engage, listen to, inform and assist a wide range of stakeholders."

The SRT heard numerous examples of meaningful involvement with state and federal agencies such as the Oregon Scientific and Technical Advisory Committee (STAC) and the Oregon Task Force on Nearshore Research. The ORSG Director provides leadership for the Task Force and provides leadership and scientific and technical advice to the STAC. The Director's involvement in the OSU's Action Coordination Teams reflects the

leadership contributions of ORSG to OSU while the Director's leadership role with the Task Force demonstrates a high level engagement by ORSG with all major marine research, outreach and education programs in the state.

The examples of program development presented to the SRT reflected consistent, ongoing engagement with stakeholders in the development of new programs or initiatives. One example highlighted in the Aquatic Invasive Species Panel, conveyed a sequential evolution of an integrated research and education program that featured appropriate and extensive stakeholder engagement. As the understanding of the invasive species problem evolved and potential solutions became evident, stakeholder connections expanded from local teachers and school administrators to state agency staff, commercial businesses, federal regulators and state level school administrators.

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 connection and involvement with clientele in the delivery of science-based programs at the community level. Examples range widely from the proactive solicitation of input from local stakeholders at public meetings to inform the development of the strategic plan to the response to community concerns about shoreline erosion. It is clear that stakeholder input is a major driver in the establishment of program priorities and that stakeholders are a respected contributor of valuable situational knowledge and needed resources to address local, statewide and regional concerns.

The presentations affirmed a core philosophy espoused by the program leadership – that ORSG is a benefactor of input and assistance from many agencies, organizations and stakeholders. Conversely, ORSG contributes to those same entities thus creating a system of highly synergic relationships. As reflected during the SRT, the apparent level of trust and mutual respect for the program by stakeholders, cooperators and agency personnel appears to emulate from this philosophy.

The number of volunteers, and the time they invest in support of the ORSG programs, further attest to the trust and the perceived value of the research, education and outreach efforts of ORSG. As an example, over 100 volunteers contribute their time to free choice learning activities at the Hatfield Visitor Center. The SRT heard numerous other examples of the use of citizen volunteers -- in data collection, in the utilization of equipment such as boats for research and in education programs. The 1 and ½ days of time volunteered by the 13 state advisory committee members who participated in the site visit tells a story about the trust and respect the program has earned.

III. COLLABORATIVE NETWORK/NOAA ACTIVITIES

The SRT strongly commends the ORSG Program (ORSG) for its leadership and commitment to effective networking and partnerships among the Oregon academic community, coastal stakeholders, federal, state and local government decision makers, resource managers, regional bodies and the general public. ORSG clearly demonstrates a collaborative ethos, which is exemplified throughout the Program. For example, the Program benefits from a motivated and engaged Citizen's Advisory Committee, an active state legislative fellows program, ORSG's role in the West Coast Governor's Agreement, key involvement in NOAA West, research and teaching opportunities with NOAA scientists, the Oregon's Ocean Policy Advisory Committee and Scientific Technical Advisory Committee, and OSU's Marine Science Council and its Action Coordination Teams. Furthermore, ORSG is focused on regional collaborations on key issues and approaches, including invasive species, climate change, aquaculture, marine spatial planning, free learning and life-long learning techniques (eg., COSEE).

ORSG fosters an ethos of communication of scientific findings to user groups through initiatives such as the SAFE Program for commercial fishermen. The SRT highly commend ORSG for developing and recruiting for a new position titled Strategic Partnerships and Innovation Leader. This new position will allow ORSG to seek out additional opportunities to partner and develop innovative programs across the academic institutions within Oregon, with federal, state, and private entities, as well as better management of the Sea Grant competitive research process.

IV. FINDINGS, RECOMMENDATIONS and SUGGESTIONS

Findings

- The SRT recognizes and appreciates the strong state and university fiscal support provided to ORSG and believes that this support is critical to maintain the quality and excellence of ORSG.
- The creation of the Marine Science Council and the eight ACTS is an excellent new mechanism for the university to coordinate and communicate its many marine science activities. Given the multi-disciplinary, multi-college sphere of influence of ORSG, we very much appreciate the leadership (Chair) role provided to the ORSG Director. In addition, the points of contact provided by the eight ACTS will help the university with the public presentation of its capabilities.
- The holistic integration of research with ORSG's outreach components (extension, education and communications) is the best overall model that the SRT has seen.
- The high level of knowledge and awareness of ORSG demonstrated by University leadership during the site visit confirmed a strong embrace of the Sea Grant College designation by OSU leadership.

- As an important component to successful programming, ORSG leadership recognizes, values and has achieved a high level of collaboration with state and federal agencies including NOAA.

Recommendations (items the Program must consider)

- None.

Suggestions (ideas the Program may want to consider)

- The Director's monthly conference call with the full ORSG staff is a very good mechanism to maintain routine communications about Sea Grant issues. The Director should consider periodically (quarterly?) inviting the NSGO Program Officer (PO) to participate in these calls for the purpose of having the PO report on national activities and events and to keep the PO abreast of ORSG activities.
- The SRT was most impressed with the experience, knowledge and commitment to Sea Grant of the Marine Advisory Council members. Given the importance of the Advisory Council to ORSG planning and execution, it is important that new members with fresh ideas be regularly added to the AC. The recent addition of four new members was a positive step in this direction and we encourage ORSG to continue to add new members. Term appointments should be considered when appointing new members.
- The SRT appreciates and supports the opportunity for extension faculty to be appointed to academic units within OSU. The SRT also recognizes the challenge that extension faculty face when reviewed for tenure by traditional faculty. We urge the university leadership to continue to support extension as an equally important professional activity in the tenure process. Providing an extension faculty member to the mentorship teams for new faculty members should be considered.
- Through the creation of the OSU Marine Science Council, the ability of the ORSG Director to communicate and coordinate with OSU marine science faculty has been greatly enhanced. Since ORSG is a statewide program, the Director's ability to similarly communicate and coordinate with faculty at other OR universities should similarly be enhanced. We support the Director's plans to provide seminars for non-OSU faculty on the ORSG mission and opportunities for the faculty to participate in ORSG programs and activities. The Director may also want to consider an annual marine science workshop that involves all statewide marine science interests including scientists in federal and state agencies.

- Using the OSU mission statement as its foundation, OSU should consider broadening its capital improvement campaign to include a marine component to motivate marine science and extension donors to contribute to the university and capture increased private program support by marine science and outreach stakeholders and interest groups.
- With NOAA's addition of a new Marine Operation Center in Newport, Oregon, there will be significant public interest in understanding NOAA's mission and the strategic goals the fleet supports. We commend the ORSG for proactively looking into ways to bring its strong education and outreach capabilities to further partnerships with NOAA and to help NOAA achieve its marine operations mission. We suggest that ORSG and NOAA continue to discuss ways to enhance collaborations on ocean ecosystem and climate research conducted from the NOAA fleet. The SRT believes that by integrating ORSG capabilities with NOAA's ocean observing programs, a better understanding will emerge of how the productivity of the California Current Ecosystem varies over time. The public and decision makers will benefit by understanding the implications of these ecosystem changes through ORSG outreach. With Drs. Brandt's and Spinrad's knowledge of and connections to NOAA programs, we encourage the university to look for opportunities for ORSG to play a role in helping NOAA expand its science and outreach portfolio in the state and region.
- The cutting edge work that models scientist-stakeholder engagement processes to achieve outcomes should be published in appropriate applied social science/natural resource journals and/or presented at related professional conferences and symposia.
- We note that ORSG lacks an extension agent in the Astoria area, and suggest that this position be filled as soon as possible. We commend the ORSG for looking into collaborative ways to bring a Columbia River extension agent into the program.
- The SRT suggests that ORSG continue to work closely with the Oregon Governor's office as they finalize research priorities for regional ocean partnership activities under the West Coast Governors Agreement. The SRT believes that these research priorities will ultimately mirror the research objectives and capabilities of the ORSG Program.

V. BEST MANAGEMENT PRACTICES

- The Director's annual coastal trip for the purpose of keeping current with coastal issues and its people is an excellent way for the Director to stay informed and

promote ORSG. We believe that every Sea Grant program would benefit by a version of the annual trip.

- At the conclusion of the technical review process, the Director requires each of the technical review panelists to critique and help wordsmith the written summary response to the PI. This extra step greatly improves the quality and timeliness of feedback to the PI.
- The budget analysis provided by the fiscal officer which includes a variety of graphic ways to view income and expenditure data was the best we have seen and should be emulated by other SG programs. As Chair of the SG fiscal officers, we encourage the ORSG fiscal officer to demonstrate and encourage this type of analysis in other SG programs.
- The state legislative fellows program, although not unique among SG programs, has provided great benefit to ORSG and should be considered by other SG programs.
- The creation of an ORSG fellows' network is an excellent idea that enhances both the quality of the fellowship experience for the fellow and the loyalty to ORSG by them.

SRT AGENDA

Oregon Sea Grant – Site Review Team

Site Visit Agenda (DRAFT)

Location:

Oregon State University
CH2MHill Alumni Center
Corvallis, OR 97331

Hotel Information:

Hilton Garden Inn (14 rooms blocked Oct 4,5 and 6)

Site Review Team (SRT):

Jim Murray; FPO National Sea Grant (chair)
John Woeste, Chair of the National Sea Grant Advisory Board (co-chair)
Steve Olsen, Vice President Government Affairs, Association of Zoos and
Aquariums
Jeff Gunderson, Director, Minnesota Sea Grant

John Ferguson, Director, Fish Ecology Division, NOAA - NWFSC
Heather Triezenberg, National Sea Grant Social Science Coordinator (observer)

October 4, 2010

SRT Arrival
SRT Pre-Review Meeting – Dinner

Day 1 – October 5, 2010

7:30 a.m. Coffee Available

8:00 a.m. Welcome, Introductions and Overview of the SRT schedule (Brandt and SRT)

Program Management and Leadership

8:30 a.m. Oregon Sea Grant Program Management and Organization Overview (Brandt)

Cover site review criteria in manual including leadership, programmed team approach and introduce answers to the questions that the site review team

9:30 a.m. Partnerships and Leadership Roles - State, Regional, International, and University Integration (Brandt)

Cover: Strategic Partnerships and Innovation (new position for OSG); OSU (including Marine Council); Oregon (including Task Force and STAC)

10:15 a.m. Break

10:30 a.m. Programmed Team Approach (Brandt)

Cover OSG Strategic Planning, Research RFP process, research program overview

11:00 Program Support and Budget (Paret)

Cover overall budget, support from state, leveraged funds, etc.

11:30 a.m. Discussion with the Leadership Team

12:15 p.m. Lunch in the Lounge (with the Leadership Team and Advisory Council)

1:30 p.m. Stakeholder Engagement Overview (Chan, Cone, Hunter)

Program Integration Panels

The goal of these panels is to demonstrate how our program achieves program integration, collaboration, and stakeholders engagement in practice. Each panel should have some combination of the following folks: OSG extension and/or education and engagement? faculty: OSG researcher); OSG partner and/or stakeholder. Panels should highlight our relevance to Oregon communities, state, nation, and highlight how strategic goals and cross cutting themes are at work, and how we practice integration. Presentations would be highly structured with one or two designated presenters (i.e. 2 minute overview of the related issue area, 8 minutes to highlight the specific integrated project, 15 minutes for panel discussion and questions from SRT). What was the process for engaging certain groups (stakeholders, partners, university(s), what did we learn from the process, how did you go about establishing partnerships, how did that turn out, show the things you can't get on paper (not so focused on impacts or accomplishments)

- 2:30 p.m. Tsunami Awareness and Coastal Hazard Adaptation**
- 3:00 p.m. Break**
- 3:15 p.m. Marine Spatial Planning**
- 3:45 p.m. Coastal Learning and Decision Making**
- 4:15 p.m. Whiskey Creek Aquaculture/Acidification**
- 4:45 p.m Discussion with the OSU Administration (Provost Randhawa, Associate VP Research Holdren)**
- 5:15 p.m. Wrap-up**
- 5:30 – 7:00 p.m Reception in Library with Invited Guests (including panelists above and OSU officials)**

Day 2 – October 6, 2010

- 7:30 a.m. Coffee Available**
- 8:00 a.m. SRT review of day one.**
- 8:30 a.m. Aquatic Invasive Species Panel...**
- 9:00 a.m. Collaborative Network/NOAA Activities**
- 10:15 a.m. Break**
- 10:30 a.m. Program Integration - tying it all together (Brandt)**
- 11:00 a.m. Discussion with the Leadership Team**
- 12:00 p.m. Working Lunch for SRT and closed SRT report drafting session**

3:45 p.m. SRT briefing/exit interview with OSG Leadership Team and OSU officials (they are flexible on OSU officials – they could break and meet with OSU officials earlier if that is the only time they are available. Spinrad can be at this one)

4:45 p.m. Adjourn