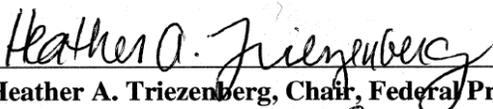
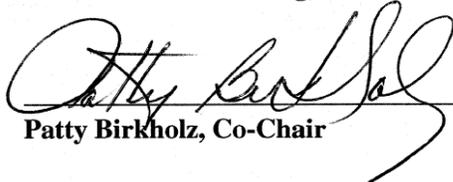


**Site Review Team's
Review of the
University of Southern California Sea Grant College Program**
May 24-25, 2011



Heather A. Triezenberg, Chair, Federal Program Officer

July 27, 2011
Date



Patty Birkholz, Co-Chair

July 27, 2011
Date



INTRODUCTION

A site visit and review of the University of Southern California Sea Grant (USC SG) Program took place from May 24 – 25, 2011.

The SRT members included:

Heather A. Triezenberg (Chair, NSGO Program Officer) Program Director for Social Science, NOAA National Sea Grant College Program Silver Spring, MD	Patricia Birkholz (Co-Chair, Advisory Board Member) Director, Office of the Great Lakes Michigan Department of Environmental Quality Lansing, MI
Karl Havens Director, Florida Sea Grant College Program Gainesville, FL	David H. Niebuhr Executive Director, Watermen’s Museum Yorktown, VA
Michelle Wood Director, Ocean Chemistry Division NOAA Atlantic Oceanographic and Meteorological Laboratory Miami, FL	James D. Murray (<i>Observer</i>) Deputy Director, NOAA National Sea Grant College Program Silver Spring, MD

Prior to the beginning of the site visit, and in conformance with National Sea Grant Office (NSGO) and College Program guidelines, the USC SG issued a public notice of the upcoming review by inviting interested parties to send written comments to oar.sg.feedback@noaa.gov. USC SG posted the public notice on the Program’s website and e-mailed the notification to Listservs. The site review team (SRT) chair received 12 letters in response. In general, all of the letters were supportive of the USC SG and there were no negative comments.

The SRT review took place on the University of Southern California (USC) campus in the Tyler Pavilion, Von KleinSmid Center. During the review, the SRT met with representatives of the USC Administration, Dr. Michael Quick, Executive Vice-Provost, and Dr. Stephan Hass, Vice-Dean for Research, the USC SG management, extension, education and communications teams, and more than 26 stakeholders representing programmatic interests in climate change, education, ports, commerce and the environment, coastal ecosystems/water quality and regional/state partnerships. The SRT also benefited from a poster session, which highlighted graduate student participation in USC SG funded research projects and a tour of USC SG offices.

This report follows the guidelines of the SRT Procedures Manual. The SRT reviewed and discussed broad issues related to the USC SG’s: 1) management and organization; 2) stakeholder engagement; and 3) collaborative Sea Grant network and NOAA activities. Within each of these areas, this report presents the SRT’s findings and suggestions.

I. MANAGEMENT AND ORGANIZATION

USC SG serves five urban coastal counties with approximately 20 million residents, with 10 million in the Los Angeles (LA)-area megacity. Recreational tourism generates expenditures of over \$4 billion a year in the greater LA-area. An estimated 45% of all United States imports come through the ports of Long Beach and Los Angeles. Contiguous with this “megacity” is a diverse marine ecosystem, which makes the Los Angeles area an ideal place to study interactions between humans and the marine environment. Major issues include human impacts on ecosystem health, water quality and seafood safety and the need for comprehensive planning to accommodate a myriad of human uses in the coastal zone, including port and harbor expansion. In addition to the expansion of existing uses, development of new uses such as aquaculture and alternative energy presents great challenges to the region, particularly when coupled with the forecasted effects of climate change. USC SG approaches its work through the themes of “the urban ocean” and “science serving the urban coast” to use Southern California as an urban laboratory. This is a good match between the goals of USC SG and its host university.

Leadership and Organization: The USC SG Director is a highly experienced leader, who also serves as the Director of Research for the Wrigley Institute for Environmental Studies (WIES), is Lead PI for the NSF COSEE-West program, Chair of the National COSEE Council (2010 - 2011), and Chair of the COSEE Decadal Review Working Group. The Director has a wide range of other leadership positions on professional organizations and groups. This high degree of participation with local, state and national organizations is common among the USC SG leadership team. Overall, USC SG has a solid and highly respected leadership team comprised of individuals that work together effectively as a team. They evidence a high degree of knowledge and passion for their work and are highly effective in addressing critical urban ocean issues through integrated research, education and outreach.

The SG Director reports to the Director of the WIES, whose Director reports to the Dean of the Dana and David Dornsife College of Letters, Arts and Sciences at USC. Through this reporting relationship, the Director is well integrated into USC’s multi-faceted marine science programs, by both leading the USC SG program and serving as Director of Research at the Wrigley Institute.

The program makes excellent use of four distinct advisory bodies with clearly defined responsibilities and contributions to the direction and quality of the program. These panels are broadly and effectively represented by academia, industry, NGOs and management agencies. There is no defined period of service on the program’s Advisory Council. The main role of the Advisory Council is for providing input from their respective constituencies, as they relate to ongoing or potential activities of the USC SG program.

A key role of an Extension Leader is to be a ‘connector’ amongst all of the partners who collaboratively work to address an issue in the field. For example, the ‘California Water and Land Use Partnership’ is a state, federal and NGO initiative, led by USC SG. The project

resulted in the development of a new low impact development ordinance for the City of Los Angeles. Another example is the California Marine Life Protection Act, for which USC SG participated on the stakeholder panel for Southern California and is developing a white paper to outline the issues associated with public engagement in future coastal and marine spatial planning efforts. In addition, USC SG developed a coastal and marine spatial planning forum, a graduate course in Coastal Policy and Planning and an undergraduate course in Marine and Coastal Environmental Policy.

USC SG has recently developed a database, called the 'Event Reporter' that allows staff to insert information related to Extension/outreach, such as information about activities, links to the national focus areas, and participants and contributing partners. The goal of the event reporter is to track information that coincides with the NSGO National Information and Management System. A similar reporting database for project investigators is in development.

USC SG leadership aims to inform students who can become good stewards of coastal and marine resources. The program is highly cognizant of the regional demographics and is appropriately responsive. For example, 53% of Southern California residents speak a language other than English at home. Los Angeles is the second largest school district in the nation, and 41% of students are English-language learners. Program planning considers cultural connections to the ocean to aid the effective incorporation of marine education into curriculum. USC SG conducts a variety of coastal and marine field trips, and provides distance education opportunities for youth and families, from pre-kindergarten through college. USC SG works closely with educators in the region through COSEE-West, which through the leadership of USC SG unites regional Sea Grant educators, and the California Math Science Partnership. USC SG educators create numerous opportunities for college students including the Sea Grant traineeship program that provides students with research opportunities on USC SG research grants.

With funding from NOAA, COSEE, National Geographic, many other sponsors, and a large number of collaborators, USC SG played a major role in the development of "The Essential Principles of Ocean Sciences K-12," fundamental concepts and learning objectives for national ocean literacy. The National Marine Educators Association along with members of the Sea Grant Extension Network and other dedicated ocean educators provided an in-depth response to the draft National Research Council's (NRC) Science Framework for Science Education that was first released for public review July 2010. The NRC had access to the "Essential Principles" documents during the creation of the draft and the Essential Principles were well evidenced in it. The new national science education standards will be developed over the next year and will be based on the new Science Framework. Prior to the development of the "Essential Principles" document, the science education standards did not include topics related to ocean literacy but the team developing the "Essential Principles" did an excellent job of linking ocean topics to key concepts in the existing national science education standards. The collective marine education effort of USC SG has created new opportunities for Sea Grant programs to provide support in K-12 science education.

Education and Extension is happening largely with the leadership of USC SG working directly with constituents, teachers, agencies, governments, etc., rather than the more traditional distributed model of utilizing program specialists and county-based agents. This approach seems appropriate given the urban context of this program and its focus on the Los Angeles area. A number of success stories provided to the SRT included, for example the development of the Channel Islands National Marine Sanctuary Volunteer Ocean Acidification Training program. USC SG activities are responsive to the needs expressed by stakeholders (e.g., aquarium and state science center partners) through organized meetings and feedback surveys. The concept of USC SG Extension serving as a ‘connector’ amongst many small organizations with similar goals was reiterated throughout the site review. USC SG has worked with the NOAA Coastal Services Center to facilitate informal science centers in Southern California in developing formal methods for evaluating outputs and outcomes of their education programs.

USC SG recently has re-focused communications on ‘telling the story’ via multi-media, including a new website, newsletters, social media, etc. The new web site is more user-friendly and frequently updated with easy to find information about the Sea Grant story. The communicators are using Google Analytics to track web traffic. The program has done a good job identifying target audiences for communication products such as the *Urban Mariner*, an online journal targeting ‘interested stakeholders’ who want to delve deeper into information about research and outreach projects.

Programmed Team Approach: The USC SG four-year strategic plan, developed with considerable input from the Advisory Council, guides programmatic activities. The Advisory Council meets annually to provide programmatic input. USC SG uses a multi-stage process to review research proposals. A brief pre-proposal is reviewed by a state board (Resource Agency Sea Grant Advisory Panel (RASGAP)) for relevance, and then by USC Academic Coordinators (university faculty) for scientific merit and potential. The Director and Associate Director review the information provided by these groups and make the final decision as to which investigators will be invited to submit full project proposals. A minimum of three peer reviewers evaluate full proposals and a review panel comprised of out-of-state experts examines the proposals and reviews before making recommendations. Finally, RASGAP looks at the outcome of the review process for a final check on relevance. The Director and Associate Director make the final funding recommendation to the NSGO. This process has been successful in distributing funds widely throughout academic institutions in Southern California – to 12 different institutions and 26 faculty members in the 2004-2010 timeframe. In fact, the majority of USC Sea Grant-funded research project investigators were from not from USC. In addition to awarding project funds, USC SG also awards Sea Grant Trainee stipends to investigators in support of students that conduct their graduate research on Sea Grant funded research projects.

Support: USC SG is effective at leveraging external funding, resulting in an overall increase during the last five years for research, extension, and communications. This reflects a variety of leveraged funds that total about \$1,000,000 a year, as well as success in regional and national

competitions (e.g., regional aquatic invasive species competition). In another example, USC SG benefits from the California Ocean Protection Council (OPC) that contributes \$200,000 annually, which has enabled the funding of two additional research projects each year.

Nearly half of the National Sea Grant Office (NSGO) omnibus funds are used for research and only 4% is used for program administration. This is more than a two-fold decline in administrative costs from the NSGO funding, and reflects the increasing use of leveraged funds in the last seven years.

USC SG has one of the National Science Foundation's (NSF) Centers for Ocean Sciences Education Excellence (COSEE) programs. USC SG and Wrigley Institute, along with the University of California Los Angeles, and the College of Exploration are partners in this education program which connects research scientists and educators both formal and informal in California and beyond through in person and online lectures and workshops of COSEE-West. The program has received \$500,000 per year over the last nine years to support its activities. USC SG administered and NSF Research Experience for Undergraduate (REU) program until 2010. Under the REU program, undergraduate researchers were placed with USC investigators, some of whom were supported by USC Sea Grant. The USC SG program has been successful in competitions for national fellowships, including thirteen Sea Grant Knauss Marine Policy Fellowships over last seven years, three Coastal Management Fellowships, and one West Coast Regional Fellowship.

II. STAKEHOLDER ENGAGEMENT

The SRT met with a cross-section of enthusiastic stakeholders (see Briefing Book appendix) who described what USC SG meant to them. The SRT learned from these individuals that USC SG provides them with an important relationship with the greater USC community, enabling access to university resources and information. In essence, USC SG provides the public in the greater metropolitan Los Angeles-area a window into the coastal and marine expertise located at USC and its academic partners.

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 that USC SG built and nurtured over the years has contributed to its success in leveraging resources and led to greater opportunity for programmatic impacts because of the many tentacles of reach associated with these relationships.

The education program engages with a wide variety of free-choice learning providers, including the California Science Center, Cabrillo Marine Aquarium, NOAA National Marine Fisheries Service, NOAA Montrose Settlements Restoration Program (NOAA/Montrose) and the Santa Monica Pier Aquarium to name a few. Through its Key to the Sea Program partnership with the Santa Monica Pier Aquarium, USC SG helps connect the marine science conducted at CA universities to the public. USC SG helped develop the curriculum and approach for the program, and revamped the program at its 10th anniversary. SG also identifies and provides experts to participate in aquarium workshops and other events. Similar relationships exist with the Cabrillo Marine Aquarium, where USC SG has had a long history in providing valuable science-based educational information. Marina Del Rey Middle School, COSEE West and USC SG are strong partners in a bilingual marine educational program for urban low-income students, many of whom never have been to the beach. USC SG developed an array of resources including videos and lectures that are used in the school's Science Academy program. The Harmful Algal Bloom Watch is another joint program where USC SG supports science educators to engage in "hands on" science investigations.

Overall, USC SG has demonstrated an excellent ability to provide needed and valuable marine science resources to Los Angeles metropolitan area teachers for all grade levels. There is great potential to reach an even larger audience, but it is currently constrained by lack of funding.

USC SG is highly engaged with the marine transportation sector acting as a 'connector' to bring parties together to discuss key issues, such as cargo security, port continuity and marine transportation to and from Asia. USC SG serves as a third-party advisor to the Port of Los Angeles, the leading container port in the U.S.

To address important ports and harbors issues, USC SG has successfully organized collaborative programs among the California State University System, Port of Los Angeles, Aquarium of the Pacific, and Marine Exchange of Southern California. The Assistant Vice Chancellor of the California State University System noted that USC SG has been an excellent partner in marine sciences, and that the program called City Dock #1 has been 'given wings' by Sea Grant. Once an old urban warehouse at the Port of Los Angeles renovation is complete, City Dock #1 will be a marine research center with laboratory facilities. USC SG has been integral to its planning, beginning with a visioning study for the new initiative, which identified needs and gaps and creating the foundation for a collaborative program amongst California universities, NOAA and other agencies. The USC SG Extension Director has been a critical 'brain trust' for this new City Dock #1 cooperative and has been very successful in bringing groups together in his role as a trusted broker.

The Port of Los Angeles asked USC SG to evaluate its relationship with the nearby residents of the port – in particular the Port Community Advisory Committee, a local citizen advisory committee. Issues with the port included the loss of traditional jobs in commercial fisheries and canneries, etc. and the large growth of the port induced by increased ship traffic. The Port of Los Angeles and surrounding community have embraced some of the recommendations from a USC SG report, resulting in less tension and more effective meetings.

Another example of USC SG's involvement with ports and marine transportation is the partnership with the Marine Exchange of Southern California. The Exchange is a non-profit that has been associated with the Port of Los Angeles for 88 years. In this partnership, USC SG Extension Director provides needed research on topics such as HF radar, wave model predictions, and other issues through his involvement on the Exchange Advisory Committee.

The Aquarium of the Pacific, with 1.5 million annual visitors, actively works with USC SG. The Aquarium is currently opening a port exhibit, and the USC SG Extension Director has been actively engaged in the planning for this exhibit. He was the leading advisor on the Aquarium's urban ocean tour program and urban ocean festival.

These examples again demonstrate a high degree of effective support for the needs of a diverse urban constituency. Again, the model in these cases is the direct involvement by a particular individual in USC SG – the Extension Director.

USC SG is lead PI on a statewide project to develop a needs assessment survey on climate change adaptation: The California Coastal Climate Change Adaptation Survey Collaborative. There are 16 partners on this project, including California Sea Grant and other NOAA partners, such as the Coastal Services Center, the Tijuana River National Estuarine Research Reserve (NERR), the San Francisco Bay NERR, and the Gulf of Farrallones National Marine Sanctuary.

USC SG is PI on a Dornsife College funded project, "Climate Change in the Southern California Bight." The goals of this project are to provide a synthesis of oceanographic research conducted in the Southern California Bight by USC researchers and other partner researchers in the Southern California Region and to translate this climate change research for broader audiences through symposia and Sea Grant communications. In addition, USC SG is a member of the Urban Adaptation to Climate Change Collaborative, which is a USC-wide network of faculty and researchers who address climate change adaptation in urban environments in their research.

USC SG is also a steering committee member of the Los Angeles Regional Collaborative (LARC), which is a network designed to encourage greater coordination and cooperation at the local and regional levels by bringing together leadership from government, the business community, academia, labor, environmental and community groups. Members of LARC include the county of LA, the City of LA, Green LA Coalition among many others. A City of Los Angeles representative indicated USC SG played a key role in regional climate change adaptation initiatives. The City of Los Angeles looks to Sea Grant to convene stakeholders to identify adaptation strategies that have potential for implementation by the 89 cities in the greater Los Angeles-area. According to the representative from the City of Los Angeles Mayor's office, her job "would be ten times more difficult to do without USC SG." The City views USC SG as its science advisor to the adaptation work group.

The USC SG Director serves on the Southern California Coastal Ocean Observing System (SCCOOS) advisory committee for ocean observing, and this long-standing role has facilitated joint CA SG/USC SG outreach related to harmful algal blooms and climate change. For example, Sea Grant has provided useful information on fishing practices, which has been

important for buoy placement. USC SG has supported Northrop Grumman's climate adaption initiative by providing place-based information and effective speakers who 'know the community' of local government and business people.

USC SG also conducts significant program activity in the area of coastal ecosystem health and water quality. One example is the Southern California Coastal Water Resource Project (SCCWRP), a partnership involving 14 Southern California water-quality management institutions that use USC SG's research and outreach support on water quality issues. USC SG and SCCWRP have co-funded research projects and collaborated to support student training, providing another example of leveraging.

The Santa Monica Bay Restoration Commission, a coalition of federal, state, local agencies, and other stakeholder groups, is a coastal ecosystem health collaboration. The main focus of the Commission is development of a Bay Restoration Plan, which requires research, monitoring and reporting. USC SG collaboration includes co-sponsorship of workshops, USC SG staff serving on technical advisory committees, and most importantly, having strategic discussions in order to jointly keep both programs 'ahead of the curve' on emerging issues.

The California State Water Resources Control Board is a state of California regulatory agency that regulates water quality. The agency has responsibility for setting statewide standards for marine waters concerning bacteria, chemical pollutants, etc. The Unit Chief of the Division of Water Quality serves on Sea Grant's Advisory Council as well as on the state research review panel (RASGAP) for USC SG. He indicated that USC SG funds highly relevant research projects, and named several specific examples of relevant and useful USC SG-funded research projects and how USC SG used stakeholder input to help prioritize its research.

Heal the Bay, an environmental nonprofit organization with the mission of making Southern California's coastal waters and watersheds safe and clean is an example of how USC SG works with NGOs. Heal the Bay has worked collaboratively with USC SG to develop an ocean science curriculum for public schools, and has been working together on issues associated with Marine Protected Areas. The representative from Heal the Bay noted that the hallmark of success of USC SG is that they are 'part of the community' and bring to the partnership a wide array of professional relationships throughout the community.

III. COLLABORATIVE NETWORK/NOAA ACTIVITIES

As described above, USC SG is collaborating with CA SG on the Coastal California Climate Change Adaptation Survey Collaborative, along with various other partners. Nearly every major coastal stakeholder is involved in this climate adaptation program. The statewide coastal climate adaptation survey is good example of a collaborative activity between two SG programs, the NOAA Regional Integrated Science Assessment program and other entities that provide climate adaptation information for coastal decision-makers.

Collaboration with NOAA's National Marine Fisheries Service (NMFS) has multiple dimensions and all have an outreach component. For example, NMFS materials for ethical angling include guidelines on barotrauma produced in cooperation with Sea Grant. NMFS reaches thousands of anglers in a single day at fishing events conducted in cooperation with USC SG. The NOAA/Montrose outreach coordinator is sole person conducting outreach work in her program and she depends on collaboration with USC SG to do effective education and outreach work, including teacher workshops. USC SG also provides access to educational resources not otherwise available to NOAA/Montrose and the Program Leader has acquired outreach skills through training from Sea Grant and has used them in her programs. USC SG has also identified funding sources related to quantifying toxins (e.g., DDT, Hg, etc.) in fish caught by subsistence fishers and followed up by helping applicants write effective grants and securing funding. NOAA/Montrose is also collaborating with USC SG to host a workshop to demonstrate educational products such as 'fish cam,' an underwater camera system that allows students to see life underwater.

The California Coastal Commission (CCC) has actively collaborated with USC SG in the area of coastal hazards. CCC worked with USC SG to incorporate key components of coastal hazards, including sea level rise, into its strategic planning. The CCC views sea level rise research as an emerging opportunity for Sea Grant, which is viewed as critical need for coastal California.

The NOAA Coastal Services Center representative indicated that CSC relies on SG to be the direct interface with local governments. She mentioned that USC SG's leadership role with the regional Governor's alliance has been an important contribution to the Alliance by ensuring the relevant participants are involved in discussions at Alliance workshops. USC SG is seen as highly 'credible' in organizing workshops around community level issues.

The Channel Islands National Park Service (NPS) representative also expressed appreciation to USC SG as a source of new knowledge and as 'connector' to groups and people that provide the NPS with practical solutions. He touted the work of USC SG as helping substantively improve the relationship with the Catalina Island Conservancy, which resulted from collaborative work facilitated by USC SG. He viewed USC SG as being able to play a major role in developing outreach strategies to connect with the 150 plus cultures and 18 million southern California coastal residents on issues such as climate change.

IV. RECOMMENDATIONS and SUGGESTIONS

Recommendations:

- None

Suggestions:

- As the USC administration begins its new strategic planning process, USC SG should actively participate, to ensure that coastal and marine issues are adequately represented in the new plan.
- The SRT suggests that USC SG management team identify strategies that enable program resiliency for continued success in the event of possible changes in leadership.
- The SRT suggests that some strategic adjustments to the functioning of the Advisory Council be considered, including:
 - a. establishing a Chair of the Advisory Council who has some specific responsibilities;
 - b. having the Chair and Council members set guidelines for participation and a formal ‘exit strategy’ for members who do not actively participate; and
 - c. having the Advisory Council meet twice per year in order to increase their level of engagement with the program and opportunity for input.
- The SRT encourages USC SG to continue the development and implementation of the Event Reporter for researchers and staff, and inform and educate the Sea Grant network of its functions and utility.
- The SRT encourages USC SG to continue to develop its collaborations with the Annenberg School for Communication to engage students in projects related to marine and coastal issues. For example, there is opportunity for students to take on a USC SG communication need as a class project.
- The SRT reinforces USC SG’s role as a connector, facilitator, honest broker, and source of objective information for contentious multi-stakeholder issues in California, such as coastal and marine spatial planning, and suggest amplifying this role as time and resources permit.
- The SRT suggests that USC SG follow up on the NMFS concept of having more web-site cross-postings between Sea Grant and NMFS. For example, the “don’t release a pest” USC SG video should be available on the NMFS web site.

V. BEST MANAGEMENT PRACTICES

- USC SG’s approach of being a “connector” for various parties with common goals is a highly efficient and effective way to tackle complex coastal and marine issues and is a model for Sea Grant programs to accomplish much with a limited budget.
 - USC SG’s approach of establishing Sea Grant Trainees is a best-management practice for the entire SG network, because it effectively introduces students working on SG funded research projects to the overall program, including its research, education and extension arms. It often is the case that students funded on grants to their faculty advisors are unaware of the funding source, and this approach is an innovative way to address that issue, and in the end, increase the visibility of Sea Grant.
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University of Southern California Sea Grant
Site Review Agenda
May 24-25, 2011

Tuesday, May 24

MORNING PROGRAM, Tyler Pavilion, Von KleinSmid Center

A VIEW FROM THE INSIDE – Planning, Research, Outreach and Education

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| 8:30 - 9 am | Coffee and continental breakfast |
| 9:00 – 9:30 am | Overview of USC Sea Grant (Linda and Phyllis) |
| 9:30 – 10 am | Briefing on the research program (Phyllis and Linda) |
| 10 – 10:30 am | Briefing on Extension (Jim, Juliette Phyllis) |
| 10:30 am | Break |
| 10:45 – 11:15 am | Education (Linda, Linda, Lynn) |
| 11:15 – 11:30 am | Communications (Charlotte, Juliette, Rick) |
| 11:30 – noon | Q&A/discussion |
| noon | Lunch |

ATERNOON PROGRAM, Tyler Pavilion, Von KleinSmid Center

A VIEW OF USC SEA GRANT FROM THE OUTSIDE

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|----------------|--|
| 1:00 – 2:00 pm | Panel #1: Climate Change, Community Adaptation |
| 2:00 – 3:00 pm | Panel #4: Education |
| 3:00 – 3:15 pm | Break |
| 3:15 – 4:00 pm | Panel #3: Ports, Commerce and the Environment |
| 4:00 – 5:00 pm | Panel #4: Coastal Ecosystem Health/Water Quality |
| 5:30 pm | Reception – UNIVERSITY CLUB |

Wednesday, May 25

MORNING PROGRAM, Tyler Pavilion, Von KleinSmid Center

SEA GRANT AT USC

8:30– 9:30 am	Breakfast Meeting with USC Administration Stephan Hass, Vice Dean for Research Michael Quick, Executive Vice Provost
9:30 – 10:15 am	Questions, issues from Day #1
10:15 – 11:30 am	Panel #5 The Regional Dimension (Linda, Phyllis)
11:30 – noon	Tour USC office suite
Noon	Lunch
1:00 – 4:00 pm	Review Panel Work Session
4:00 – 5:00 pm	Debriefing USC Sea Grant Leadership
5:00 -	Review Team Departs (dinner can be arranged)