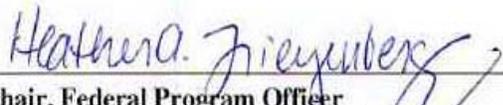


Site review team's

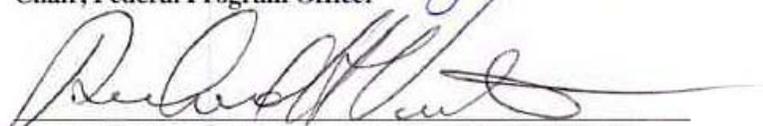
**Review of the
Washington Sea Grant College Program**

March 2-3, 2011



Chair, Federal Program Officer

April 29, 2011
Date



Co-Chair, National Sea Grant Advisory Board Member

April 29, 2011
Date



INTRODUCTION

The Site Review Team (SRT) reviewed the Washington Sea Grant (WA SG) Program on March 2-3, 2011.

The SRT members included:

Heather A. Triezenberg (Chair, NSGO Program Officer), Program Director for Social Science, National Oceanic and Atmospheric Administration Silver Spring, MD	Richard H. Vortmann (Co-Chair, Advisory Board Member) National Steel and Shipbuilding Company <i>(Retired President & CEO)</i> San Diego, CA
Carolyn A. Thoroughgood Professor, Marine Biosciences University of Delaware Newark, DE	Laura Hoberecht Regional Aquaculture Coordinator, National Marine Fisheries Service, National Oceanic and Atmospheric Administration Seattle, WA
David Christie Director, Alaska Sea Grant University of Alaska Fairbanks, AK	James D. Murray (Observer) Deputy Director, NSGO, National Oceanic and Atmospheric Administration Silver Spring, MD

Prior to the beginning of the SRT visit, and in conformance with National Sea Grant Office (NSGO) and College Program guidelines, the WA SG 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 the Washington Sea Grant website. The SRT Chair received no letters in response to the public notice.

The SRT review took place in Seattle, WA. The events of day one were conducted on the campus of the University of Washington (UW), with the majority of presentations held in Room 203 Fishery Sciences Building. The events of day two were held in a meeting room at the Watertown Hotel Conference Center.

During the review, the SRT met with WA SG management team, members of the WA SG advisory committee, and members of six panels that illustrated stakeholder engagement and collaborative network activities. The SRT also met with UW leaders Interim Vice-Provost for Research David Eaton and College of the Environment Dean Lisa Graumlich. Several other UW and College of the Environment leaders joined us for lunch on March 2nd. The SRT benefited from the informal discussion with the advisory committee members and meeting a wide range of WA SG staff, both current and retired.

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 WA SG Program's: 1) Organization and

Management; 2) Stakeholder Engagement; and 3) Collaborative Network Activities. This report presents the SRT's findings, recommendations, suggestions, and identifies a number of best management practices used by WA SG Program.

I. ORGANIZING AND MANAGING THE PROGRAM

- **Leadership and Organization:** WA SG has been a strong and stable program since its designation as one of the first National Sea Grant College Programs. WA SG has a six-member management team consisting of the Director, Associate Director, Communications Manager, Marine Advisory Service Program Leader, Senior Program Coordinator, and Administrator. The management team usually meets weekly. WA SG has twenty-six staff in nine locations throughout western WA. The entire WA SG staff meets three to four times per year.

In preparation for the merger of several units, including WA SG's then home, the College of Oceans and Fishery Sciences, to form the College of the Environment, Director Dalton requested a Topical Advisory Team (TAT). The role of the TAT was to provide recommendations for the role and reporting structure of WA SG within this new, much larger college. The TAT visited with WA SG and university administration in December 2009, and WA SG joined the new College of the Environment in July 2010. The SRT was impressed with WA SG and UW administration for adopting many of the TAT recommendations, securing a home where WA SG can thrive in the newly formed college. Because of the transition, WA SG is now uniquely poised to serve other departments in the College of the Environment so that both WA SG and departments benefit.

The 2004 WA SG Program Assessment Team recommended reestablishing an advisory committee structure and codifying its operations, which the program completed in 2006. The advisory committee currently has thirteen members with four-year renewable terms of service. Advisory committee members meet twice per year and are active in strategic planning, priority setting for funding and program activities, research project review, selection committees for fellows and new employees, and outreach activities. The SRT recognizes WA SG and the advisory committee for their active engagement with coastal issues relevant to the stakeholders of Washington, even though they are a relatively small group. It was apparent to the SRT that all of the advisory committee members involved in the review are actively engaged in the program and feel that their advice is valued and acted upon.

The SRT commends WA SG for its statewide leadership in issues related to geoduck aquaculture. When faced with an emerging conflict over the potential environmental impacts of geoduck farms, the state legislature selected WA SG to coordinate a state-funded research program to investigate impacts and to inform policies related to geoduck aquaculture. The SRT compliments WA SG on its successful implementation of this legislative mandate, even as state funding was withdrawn mid-way into the project.

WA SG has developed the successful Hershman Fellowship program, a state-level fellowship program similar to the John D. Knauss Fellowship, which engages state

agencies to create a small but effective network of professionals working on marine policies. The SRT was impressed with the incorporation into the program of an ongoing evaluation to monitor effects and to improve the internship experience for both fellows and host agencies.

WA SG has taken a proactive approach to managing personnel succession in its Extension/Marine Advisory Service as evidenced by the planning for Bob Goodwin's retirement from his sustainable community's advisory service position. Although Bob's successor (Katrina Hoffman) was hired after his departure, he was very involved in the selection process and remained active as a consultant with the program and on the advisory committee. The arrangement allowed time for Bob to share his wealth of information and introduce her to his network of long-standing relationships. This mentoring benefitted both WA SG and its stakeholders because Katrina was not required to rebuild relationships with key stakeholders.

WA SG has positioned itself as a service provider to other university departments or other stakeholders, such as state agencies or NGOs, to address their relevant needs. For example, WA SG analyzes boating data and provides vitally important summaries to the Northwest Marine Trade Association and other stakeholders. WA SG stands out at the UW (a non-land grant university) as a unit capable of outreach and engagement with a variety of stakeholders. Even in areas where they may not possess the technical expertise, WA SG still can facilitate the process of outreach and engagement. It should be emphasized, however, that WA SG not undertake this broader role without direct compensation for services, as WA SG human and financial resources are already stretched to meet existing defined plans of work.

- **Programmed team approach:** WA SG has made a strong commitment to self-evaluation by both the staff and the management team as part of its annual planning, reporting, and evaluation process. Each WA SG staff member or team completes a work plan based on the logic model for each of their projects/programs, which becomes the basis for developing, tracking and reporting the entire program's core set of projects and performance measures. To foster internal communication and coordination, each staff member distributes monthly activity reports to the entire team. WA SG has also conducted an anonymous staff survey enabling both the staff and management team to opine on WA SG's strengths and weakness and to express personal concerns about the program, which the management team then builds into its management policy. The opportunity for staff to provide feedback to the management team is an excellent tool for ongoing evaluation and assessment to improve program performance. The SRT appreciates that WA SG really listens to and acts upon the feedback its employees and advisory committee members provide.

WA SG is committed to excellence in research, but the SRT notes that the bulk of their research funding goes to UW, while the other state campuses are notably less successful. The SRT encourages WA SG to work with investigators at other state academic institutions to help develop their ability to submit competitive proposals. The SRT acknowledges that WA SG requires all investigators receiving research funding to include outreach plans as part of their proposal. The intention behind this approach is to build better working relationships between WA SG funded researchers and its outreach programs. Project investigators, for example, have presented their findings at WA SG staff meetings and to relevant stakeholders at the request of WA SG advisory agents.

WA SG is taking steps to improve program balance and match the distribution of research funds among their five themes to target percentages from their implementation plan. Acting upon advisement from its advisory committee, WA SG made the strategic decision to fund at least six proposals in the “changing oceans and coastal communities” focus area in its current RFP process.

- **Support:** The WA SG director is a member of the College of the Environment’s Executive Committee reporting directly to the Dean. This is consistent with the recommendation of the TAT report (2009). WA SG’s budget is approximately \$5.6 million (64% federal and 36% from the combined sources of state, university(ies) and foundations). Approximately 46% of the budget is allocated to competitive research, with 24% for outreach, 9% for education, 8% for communications, and 13% for administration and program development. WA SG expressed concern over “flat” funding from federal sources and still undetermined but substantial cuts to its state funding. The TAT report (2009) enabled WA SG to revise its cost share agreement with the UW, reducing its indirect costs to 26%. The SRT commends the UW for the steps it took to secure a stable home for WA SG. These critical steps will ensure WA SG remains one of the preeminent programs within the NOAA National Sea Grant College Program.

II. STAKEHOLDER ENGAGEMENT

- **Extension/Advisory Service:** The WA SG Marine Advisory Service (MAS) consists of eighteen individuals (from 0.2 to 1.0 FTE each) supported by a combination of Sea Grant federal, match, and leveraged funds. WA SG staff are located in nine communities around Puget Sound and the coast. The advisory service staff expertise includes: fisheries and seafood, aquaculture, marine safety, aquatic nuisance species, habitat conservation, water quality, coastal community development, oil spill prevention education, citizen science, and coastal resilience. The SRT listened to panel presentations describing some of the WA SG advisory service activities, including a regional aquatic invasive species project, a capacity-building project for citizen science in the Puget Sound, a technical assistance program for shoreline residents, oil spill prevention education for small spills, a negotiation program to reduce user conflicts between crabbers and towboat operators and a hazard resilient communities program in partnership with NOAA National Ocean Service’s Office of Coastal Resource Management (National Estuarine Research Reserves program) and Coastal Services Center.

The SRT is concerned that MAS agents do not have a career ladder within UW comparable to that of faculty. As one possible model, Interim Vice-Provost for Research David Eaton described the “public health practitioner” position within the School for Public Health, which provides a regular faculty rank and an evaluation process that is based on engagement criteria rather than traditional research output. This, or a similar model could provide a useful prototype for WA SG to discuss with university leadership as recognition of the value of the MAS agents to the university and the state. High quality, career extension agents are an important asset to, and a public “face” of, the university. Retaining and rewarding these top-notch professionals is important to WA SG, the College of the Environment, the university and the communities they serve.

It also appears that WA SG has an excellent relationship with Washington State University Extension, as evidenced by Linda Kirk Fox's enthusiastic support for WA SG and its MAS agents and her participation on WA SG advisory committee.

- **Relevance and Relationships:** Seventy percent of Washington's population lives in coastal counties, with over half living in the Puget Sound region. However, WA SG serves the entire state of Washington coastline by focusing both on the unique Puget Sound basin and the outer ocean coast, including the tribal lands, small ports, federal parks and forests. Consequently, WA SG reports collaborating with over 500 academic, government, tribal, non-profit, international, business, and private partners on an annual basis. One example is the Shellfish Grower's Conference that WA SG coordinated for the last eighteen years. This conference brings together representatives from industry, government, and academia to address shellfish issues in WA and the region. The SRT lauds WA SG's success in engaging tribal stakeholders to serve on the advisory committee and influence its programming. In addition to the leadership WA SG has provided with the geoduck aquaculture research needs for the state, WA SG has also been extensively involved with the Puget Sound Partnership to establish a cooperative citizen science approach for monitoring the Puget Sound.

III. COLLABORATIVE NETWORK/NOAA ACTIVITIES

- **Collaboration:** WA SG is appropriately engaged with the national Sea Grant network and is benefiting, for example, by utilizing MIT Sea Grant's eSeaGrant database software. Several WA SG staff serve in leadership positions, for example: (1) Director Penny Dalton is a member of the Sea Grant Association Board and is Sea Grant's representative on NOAA's Western Regional Collaboration Team; (2) Communications Manager, Dan Williams is the Past Chair of the Sea Grant Communicator's Network and a member of the Safe and Sustainable Seafood Supply focus area team; and (3) Marine Water Quality Specialist, Jeff Adams serves on the Regional Panel for Aquatic Nuisance Species. The SRT commends Director Dalton for her leadership on marine issues on the West Coast. She is leading and coordinating the regional Sea Grant social science request for proposals (RFPs), representing Sea Grant with the West Coast Governor's Agreement, and representing Sea Grant to NOAA's Western Regional Collaboration Team. WA SG appears to be well-integrated with NOAA for ongoing projects and funding support. For example, the coastal community hazards program with the Padilla Bay National Estuarine Research Reserve within NOAA's Office of Coastal Resource Management and the Coastal Services Center (National Ocean Service) and an aquaculture research assistantship with the Northwest Fisheries Science Center (National Marine Fisheries Service).

IV. FINDINGS, RECOMMENDATIONS and SUGGESTIONS

Findings

- The SRT compliments the UW administration for securing a suitable home for WA SG in the College of the Environment. This uniquely positions the outreach programs at WA

SG to be a model for the College of the Environment and to mentor other departments with outreach needs. This was a primary recommendation in the TAT report.

- WA SG has done an excellent job at reestablishing its advisory committee and now has a very engaged membership. Advisory committee members expressed to the SRT that they were active, often called upon for advice, and listened to by WA SG. The advisory committee consists of a broad stakeholder representation, and is highly engaged, even though it is a relatively small group.
- The SRT lauds WA SG's commitment to excellence in research and agrees with the emphasis on selecting high quality proposals within its strategic focus areas, even though at times this commitment might compromise its other commitment for diversity of participating institutions.
- The SRT commends WA SG on the personnel succession planning in its MAS for Bob Goodwin's position and for the way Katrina Hoffman was oriented into the position.
- WA SG has done an excellent job of utilizing its resources for developing communication products for other university departments and state agencies.
- The SRT applauds WA SG's efforts to engage tribal stakeholders throughout the Puget Sound and outer coast.
- The SRT recognizes the extraordinary efforts WA SG has gone through to solicit feedback from stakeholders, for strategic plan development purposes, for modifying communication practices and for improving employee management relationships.
- The SRT commends WA SG's efforts to involve citizens to conduct science in the Puget Sound Partnership.
- WA SG is appropriately engaged with the national Sea Grant network and is benefiting, for example, by utilizing existing databases such as MIT Sea Grant's eSeaGrant.
- WA SG is effectively integrated with NOAA, and in particular has established excellent partnership arrangements with and secured funding from National Ocean Service (Office of Coastal Resource Management National Estuarine Research Reserve at Padilla Bay and Coastal Services Center) and National Marine Fisheries Service (Northwest Fisheries Science Center).
- The SRT commends WA SG Director Penny Dalton for her leadership on West Coast marine issues, which include: (1) leading and coordinating the regional SG social science RFP, (2) representing Sea Grant interests through the WA State Ocean Caucus with the West Coast Governor's Agreement (WCGA), (3) providing fellows to the WCGA for the purpose of implementing the regional plan, and (4) serving as a liaison to the NOAA Western Regional Collaboration Team.
- The SRT commends WA SG for the role that it has played in assisting the state to address controversial issues related to geoduck aquaculture.

- The Hershman Fellowships, a state-level equivalent to the national John A. Knauss Marine Policy Fellowships, are providing needed professional support to state agencies and creating a small but effective network of policy professionals in the region. The creation of this program, modeled after one from the California Sea Grant program, is an excellent example of this cooperative engagement between WA SG and other Sea Grant Programs.

Recommendations:

- For more than forty years, WA SG's Marine Advisory Services have distinguished the University of Washington by providing timely, science-based education programs to a broad range of coastal stakeholders. The College of the Environment is fortunate to have WA SG's engagement expertise and capacity. The SRT recommends that UW utilize this WA SG expertise in developing the outreach/engagement component of the College of the Environment, and appoint WA SG to lead its coastal and marine division.

Suggestions:

- The SRT urges WA SG to develop an appropriate faculty career ladder for Sea Grant Extension staff (i.e., MAS agents). Interim Vice-Provost for Research, David Eaton, should be engaged in the dialogue to consider the public health practitioner faculty model.
- The SRT suggests that WA SG explore funding opportunities with the tribal community, including specific projects of interest to the Native American community such as water-safety training with tribal fishing communities as an example of successful collaboration.
- As WA SG personnel retire, the SRT urges WA SG to continue using the succession planning/training process used with Goodwin/Hoffman for other staff and positions.
- The SRT agrees with WA SG's goal of diversifying its funding base and suggests increased attention be devoted to pursuing development activities with private sector interests. As opportunities with the tribes, foundations and private sector are considered, the SRT recognizes that WA SG will need to be sensitive to perceived conflicts of interest. WA SG should consider exploring establishing a "Friends of Washington Sea Grant" to assist with a funding campaign and engage where appropriate, the existing advisory committee in identifying prospective members of a "Friends" group.
- WA SG communications staff has provided a service to other departments and agencies by producing communications products. Wherever possible, WA SG should acknowledge its important role by placing Sea Grant and NOAA Sea Grant logos on these products.
- WA SG produces high quality communication products, primarily in paper formats. The SRT suggests expanding and diversifying the communications strategy and portfolio to incorporate other media such as newspaper inserts, social media, podcasts, radio, and TV

spots.

- The SRT suggests WA SG consider hosting an event (e.g., symposium, seminar, or other venues) to highlight the variety and quality of its research outcomes and impacts, and to facilitate discussions with potential users of the information.
- The Seattle area has the largest concentration of NOAA employees outside of Silver Spring, MD. The SRT suggests that WA SG more actively explore partnership opportunities with all NOAA line offices in Seattle.
- The SRT commends the work WA SG has done to stimulate social science research, and suggests the program continue to cultivate and expand its leadership in human dimensions of coastal and ocean issues. For example, WA SG could play a leadership role in researching social issues surrounding aquaculture in general, and geoduck cultivation in particular.
- The SRT encourages WA SG to work with investigators at state academic institutions other than UW to help develop their ability to submit competitive proposals to WA SG.
- The SRT urges WA SG to consider inviting the NOAA Sea Grant program officer to participate in its management and staff meetings and to share the monthly activity reports with her.

V. BEST MANAGEMENT PRACTICES (BMPs)

- The anonymous staff survey provides a venue for staff to communicate openly with management and for management to use the feedback to improve the program.
 - The very effective Hershman Fellows Program has benefited by rigorous lessons learned through evaluations of the experience by the fellows and the host agencies and these evaluations have been utilized to modify the program based upon the feedback received.
 - The succession planning model that was so effective at managing the transition from Bob Goodwin to Katrina Hoffman is a BMP that other Extension/MAS within Sea Grant could benefit from.
 - WA SG's anticipatory use of a Topical Advisory Team to help plan for a major institutional transition is a BMP that could be adopted by other programs to help with major issues.
 - The management of conducting “all hands” meetings at least 3-4 times a year to facilitate cooperation and consistency of purpose throughout WA SG is recognized as a BMP. The effort to facilitate internal communication and coordination through WA SG’s practice of requiring each staff member to provide and distribute monthly activity reports to the entire team is also viewed as a BMP.
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Site Review Team Agenda • March 2–3, 2011

Wednesday, March 2

All meetings will be held in Room 203, Fishery Sciences Building, University of Washington, 1122 N.E. Boat Street, Seattle, WA 98105 unless otherwise noted.

- 8:00 a.m. **WSG Management and Administration**, WSG Management Team
- 10:00 a.m. **WSG and the College of the Environment**, Lisa Graumlich, *Dean*
- 10:40 a.m. **Break**
- 11:00 a.m. **University of Washington Leadership and Support**
Interim Vice Provost for Research David Eaton, Dean Graumlich, WSG Director Penny Dalton
(301 Gerberding Hall)
- 11:45 a.m. **Break**
- Noon **Lunch** with *Interim Vice Provost for Research Eaton, Dean Graumlich, WSG Director Dalton,*
College leadership (University of Washington Club)
- 1:30 p.m. **Panel on Safe and Sustainable Seafood**
Peter Philips (*Moderator*), *President*, Philips Publishing Group
Clayton Finkbonner, *Gateway Project Manager*, Lummi Nation
Evan Gallagher, *Associate Professor*, Environmental and Occupational Health Sciences
Lorenz Hauser, *Associate Professor*, School of Aquatic and Fishery Sciences
Jon Matthews, *Director of Finance*, and **Les Brown**, *Salmon Marketing Specialist*,
Columbia River Inter-Tribal Fish Commission
- 2:45 p.m. **Break**
- 3:00 p.m. **Panel on Public Engagement in Puget Sound Restoration**
Linda Fox (*Moderator*), *Associate Vice President and Dean*, Washington State University Extension
Constance Ibsen, *Hood Canal resident*
Rick Keil, *Associate Professor*, School of Oceanography
Anne Murphy, *Executive Director*, Port Townsend Marine Science Center
- 4:00 p.m. **Panel on Educational Opportunities**
Usha Varanasi (*Moderator*), *Director* (retired), Northwest Fisheries Science Center
Alex Berezow, *Editor*, RealClearScience
Dan Crowther, *Hershman Fellow*, Washington Department of Ecology
Simon Geerlofs, *Policy Analyst*, Pacific Northwest National Laboratory
Fritz Stahr, *President*, Ocean Inquiry Project; *Manager*, Seaglider Fabrication Center
- 5:00 p.m. **Advisory Committee Discussion**
- 6:30 p.m. **Dinner**

Thursday, March 3

All meetings will be held in the Watertown Hotel Conference Center, 4242 Roosevelt Way N.E., Seattle, WA 98105.

- 8:15 a.m. **Panel on Rebuilding and Protecting Marine Populations**
Jacques White (Moderator), Executive Director, Long Live the Kings
Kenny Down, Executive Director, Freezer Longline Coalition
Paul Johnson, Professor, School of Oceanography
Tom Quinn, Professor, School of Aquatic and Fishery Sciences
Sam Wasser, Director, Center for Conservation Biology
- 9:15 a.m. **Panel on Sustainable Coastal Development**
Bob Goodwin (Moderator), Coastal Resources Specialist (retired), Washington Sea Grant
Jeff Cordell, Fisheries Biologist, School of Aquatic and Fishery Sciences
Megan Dethier, Research Professor, Friday Harbor Laboratories
Nicole Faghin, Senior Associate, AECOM Design and Planning
George Harris, President, Northwest Marine Trade Association
Brenda Padgham, Stewardship Director, Bainbridge Island Land Trust
- 10:30 a.m. **Break**
- 10:45 a.m. **Panel on Aquaculture Research and Technical Support**
Teri King (Moderator), Aquaculture Coordinator, Washington Sea Grant
Steve Bloomfield, Pacific Oyster and Manila Clam Manager, Government Relations Advisor, Seattle Shellfish LLC
Jennifer Ruesink, Associate Professor, Department of Biology
Glenn VanBlaricom, Professor, School of Aquatic and Fishery Sciences
- Noon **Site Review Team Lunch and Working Session**
- 4:15 p.m. **Debriefing**
- 5:00 p.m. **Adjourn**



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