

Best Management Practices

Identified in the 2010-11 Cycle of Site Visits

California Sea Grant

Modeled after the highly successful Knauss Marine Policy Fellowship Program, the CA SG State Fellowship Program was established in 1984 and has supported 64 fellows with 18 different state and federal hosts. Added to this, the Delta Stewardship Council has used CA SG to award 51 fellows valued at over \$ 7 million since 2003. The students from these fellowship programs have benefited greatly as has the State of California, which has CA SG fellows sprinkled throughout state government.

Connecticut Sea Grant

CTSG's process for streamlining the aquaculture permitting process discussed above is a great example of the work Sea Grant does and should be replicated wherever possible.

Although most Sea Grant programs leverage partnerships, CTSG's ability and results are commendable and should be highlighted.

Florida Sea Grant

The SRT commends the level of leveraged support in its program, noting the partnerships with university, federal, state, and county partners. For example, there is a 5:1 ratio in non-NOAA Sea Grant funds to NOAA Sea Grant funds for extension and education activities. This financial and logistical support is critical to the success of the Program

Georgia Sea Grant

The use of strategic planning and group-facilitating experts in the development of the Sea Grant strategic plan resulted in an effectively organized effort that successively engaged a large number of stakeholders. Comments from stakeholders reflected a strong endorsement for the resulting plan and for the development process they experienced.

Hawaii Sea Grant

Although not a new concept at universities, the HISG Centers of excellence is recognized as a BMP for how the concept is utilized to further the reach of HISG and the University.

The SRT determined that the data management system developed and used by HISG may be one of the best in the Sea Grant network and should be of interest to other programs which may want to copy some of its features. The NSGO will also review this system.

The SRT believed that the requirement to have graduate trainees conduct 40 hours of outreach/extension work is unique and provides benefits to both the students and HISG.

Illinois-Indiana Sea Grant

Fostering good partnership among IISG, host universities and EPA laboratories such as the US EPA Great Lakes National Program Office should be model advanced by other programs where an EPA is geographically close.

Collaboration between lead universities maximizes efficiencies and permits expanded opportunity for partnerships.

Collaboration with EPA to fund additional projects that did not make the final selection was a good management strategy.

Louisiana Sea Grant

The LASG has shown ability to rapidly respond to the recent Deepwater Horizon and other disasters. The flexibility and nimbleness of this Program is a model for other Sea Grant Programs.

The education program “Ocean Commotion” is an exciting and engaging interactive program for students, parents, and teachers. Other Sea Grant Programs could learn from the design and implementation of this program.

The direct marketing program “Delcambre Direct” is a model for other Sea Grant Programs interested in new models for their fishery and aquaculture producers.

The storm surge visualization project is an effective tool to educate communities regarding the hazards and risks associated with storm events on local shorelines.

The Climate Community of Practice project is an excellent example of regional partnership and collaboration to develop educational and outreach programs for local communities.

The hiring of ethnically compatible extension agents is an excellent practice in interacting with the diverse ethnic groups living in coastal Louisiana.

The oral history project is another excellent example of integrating outreach activities with social history for a rapidly changing coastal population. These elements are part of the coastal community and should not be ignored.

Student engagement in projects was impressive and the tracking of graduate students trained and support by Louisiana Sea Grant was also impressive.

The *Louisiana Coastal Hazards Mitigation Guidebook* is exemplary and a potential model for other Sea Grant Programs.

Maryland Sea Grant

The specific circumstances surrounding Maryland Sea Grant's niche in the Chesapeake Bay region may not be duplicated elsewhere, so Maryland's strategic identification, and practical mastery of, its unique synthesis and facilitation role in the region might not be appropriate for many of the other Sea Grant Programs to try to emulate.

It therefore doesn't meet our working definition of a "Best Management Practice" that we would like to see all Programs consider, but it is nevertheless a highly laudable management practice that deserves commendation.

Maine Sea Grant

The Land Grant-Sea Grant relationship that undergirds the Marine Extension Team model is a laudable management practice. The Team includes extension associates and faculty from both Sea Grant and Cooperative Extension.

Each MET staff member is formally linked to several Sea Grant-funded research projects. The nature of the link varies, but it may involve participation in the research, facilitating the conduct of the research with stakeholders, or assisting with the project's outreach.

Related to the relationship between research and outreach, Maine Sea Grant conducts a bi-annual symposium that brings together funded (and potential) researchers and extension and education staff to foster improved collaboration and integration of the Sea Grant elements. The symposium date coincides with a meeting of the Policy Advisory Committee.

Maine Sea Grant does an exceptional job in crediting partners. The two-page flyer demonstrates how NOAA coastal and marine programs collaborate to meet resource conservation, management and development goals.

Michigan Sea Grant

Fostering a good partnership among MISG, host universities and NOAA Labs such as the Great Lakes Environmental Research Laboratory should be a model advanced by other SG programs where a NOAA lab is geographically close.

Collaboration between lead universities which maximizes efficiency through a division of responsibility and resources, and allows for more opportunities for new partnerships and leveraged funding.

Integrated Assessments.

MIT Sea Grant

Each MITSG MAS staff member conducts Sea Grant and extramurally-funded research projects that directly contribute to his/her outreach work.

eSG, MITSG's project management system, is being adapted for use by other Sea Grant networks.

Minnesota Sea Grant

Fostering a good partnership among other regional and national Sea Grant Programs in strategic planning and implementation of initiatives enhancing the sustainability of the Great Lakes and ecosystems.

Collaboration between lead universities which maximize efficiency through a division of responsibility and resources, and also permit expanded opportunity for new partnerships and leveraged funding.

The SRT also found that the MNSG strategy of collaborating with Wisconsin Sea Grant to fund regional research projects was a solid management strategy yielding expanded results.

Involving the program advisory committee and the Research Council in the search and selection of the Minnesota Sea Grant Director Position.

The new economic valuation requirement of the impact of funded research in the MNSG request for proposals.

The recognition and adaption by the MNSG program of social marketing.

Having posted at the program website the research priorities and calendar of activities of the advisory board.

MNSG's strategic plan and implementation plan were cross referenced to NSGO's national strategic plan in a very effective manner.

Mississippi-Alabama Sea Grant

The manner by which MASGC conducts post-panel relevancy reviews of research projects to help identify the projects with the greatest potential for application by constituents should be considered by all Sea Grant Programs, prior to final selection.

The MASCG provides excellent leadership at the regional scale through numerous Gulf of Mexico organizations. This leadership is exemplary, cascading from the Director to the rest of the management staff. The regional efforts that the MASGC leads should be held as a model for other regional efforts within NOAA and the Sea Grant Network.

North Carolina Sea Grant

Mini-grants: All Sea Grant programs use Program Development (PD) funds to conduct projects of a smaller or less formal nature than multi-year research projects. Such sub-projects traditionally emerge during the discussion/decision on parts and details of a new multi-year program. North Carolina Sea Grant has taken the general model further and formalized a special mini-grant process which is explicitly

designed for outreach and research of immediate need. The mini-grant program is quite formalized, well publicized, and does not involve federal match or indirect costs. Significantly, this special granting mode is always available. Other Sea Grant programs use approaches like this in dealing with the dynamic nature of a 2-4 year research cycle but the quite specialized and rapid-reacting mini-grant program of North Carolina Sea Grant is noteworthy as the program is able to conduct important research and produce and disseminate results very quickly. Thus the panel strongly supports the current model and endorses expansion of the mini-grant program should funding for larger projects decline.

New Hampshire Sea Grant

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.

Ohio Sea Grant

A possible Best Management Practice would be Ohio Sea Grant’s capability in seeking outside donations and establishing endowments to support the program’s research, education, and outreach mission. This practice, if allowed to assist other Sea Grant programs.

Another possible Best Management Practice would be OHSG’s concept of the leadership academy that instructs incoming state and local officials on the issues facing the Great Lakes. This can be expanded nationwide.

Oregon Sea Grant

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...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 panelist to critique and help wordsmith the written summary response to the PI. This extra step gratefully improves the quality and timeliness of the feedback to the PI.

Budget analysis provided by 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 Sea Grant Programs...we encourage the ORSG fiscal officer to demonstrate and encourage this type of analysis in other Sea Grant Programs.

State legislative fellows program, although not unique among Sea Grant programs, has provided great benefit to ORSG and should be considered by other Sea Grant programs.

Creation of ORSG fellows’ network is an excellent idea that enhances both quality of the fellowship experience for the fellow and loyalty to ORSG by them.

Pennsylvania Sea Grant

NIE Program and one page/week in Erie Times-News: While Anna McCartney was a reporter with the Erie Times-News, she frequently interacted with and collaborated with PASG education and outreach specialists. When she retired from the newspaper, Bob Light hired her part-time as the PASG Communicator. For the past 1.5 years, she has served in this role and also continued to include and entire page, once/week, highlighting environmental issues. One week prior to the page appearing in the newspaper, she provides lesson plans for teachers about the upcoming page on the PASG website.

Frequent coverage on college radio station: Bob Light uses his position as senior associate dean for research, graduate studies, and outreach very effectively to benefit the program, the University, and the state. He has successfully encouraged the college radio station to cover and air Sea Grant education and outreach issues related to critical environmental issues affecting the Erie area.

Multiple programs and organizations collaborating and housed together within one outstanding facility: the Tom Ridge Environmental Center was completed in 2005. It is a fabulous facility overlooking Presque Isle Bay. It houses an IMAX theater, biological collections, research laboratories, science classrooms, a cafeteria and gift shop, meeting rooms, and offices for several other environmental organizations. The close proximity of these offices has greatly facilitated collaboration.

Sea Grant staff leading program to enhance public shoreline access through Lake Erie Land Conservancy: PASG staff member Dave Skellie provides leadership for the program's coastal land efforts and has written every proposal for the Lake Erie Land Conservancy to enhance public access to the Lake and its tributaries to support the steelhead fishery. This includes 17 proposals resulting in the preservation of over 1,400 acres, 2 miles of Lake Erie shoreline, and 4 miles of tributary shoreline. This is a partnership with Sea Grant, DEP, DCNR, and municipalities.

Designation of Presque Isle Bay as an "Area of Recover" (AOC) and the significant role played by PASG staff in assessing and documenting the reduction in fish tumors and lesions: PASG staff members Eric Obert and Sean Rafferty developed strategies and protocols with support from U.S. EPA to document the occurrence of lesions and tumors in bullheads in Great Lakes AOCs. Their work was approved by the region, and they led a collaborative effort with DEP and USGS to document the recovery of the Presque Isle Bay AOC.

Great Lakes-wide standardization of the assessment of fish tumors and other deformities within AOCs.

Puerto Rico Sea Grant

Like many other SG programs, PRSG works with numerous students. The difference is that PRSG utilizes students heavily throughout their program from working on a project to actually leading numerous efforts including the communications program, IT infrastructure, translations, and artwork and design. The close mentoring provided by the PRSG staff helps the students mature as students and citizens, as well as become proficient at their professional activities.

As well, PRSG has accomplished so much with a limited budget through its commitment to provide seed money to start activities and leverage funds from other sources to build the activities into full research programs and resource management programs. For example, the Disaster Decision Support Tool (many GIS layers with physical, geographical, and social data layers) was started with PRSG funds and was then funded by NSF and others. It is now in the process of moving from research to operational for all of PR and is available to anyone on-line. New inundation maps for tsunamis and storm surge will be added, as will the upcoming 2010 Census data. While funding for the next several years is from the National Tsunami Inundation Program, PRSG started the creation of the infrastructure and interest for this tool in Puerto Rico.

Rhode Island Sea Grant

A possible Best Management Practice for the RISG program may include their development of “partnership principles.” These principles were developed in conjunction with RISG’s Advisory Council. They are a set of principles developed to help determine which programs are ripe for partnering and possible investment by Sea Grant.

Texas Sea Grant

The Floating Classroom and application of volunteer efforts (e.g., Texas Master Naturalists, Red Tide Rangers) are worthy of national dissemination to other Sea Grant Programs for their consideration.

The TXSG Program continues to be a national leader in providing technical and outreach capacity building for public policy leaders in coastal communities and in natural hazards recovery for communities of place (e.g., geographic, ethnic) and communities of interest (e.g., boating and fishing boat recovery after coastal storms).

The SRT was impressed by the impacts presented by the various extension projects during the site visit. By capturing these in writing to produce succinct, meaningful impact statements, TXSG efficiently informs the Sea Grant Network and the NSGO of the significant accomplishments. The SRT suggests that this serve as a model for other Sea Grant Programs on how to construct meaningful impact statements that reflect their accomplishments.

The SRT heard that many of the employees in NOAA have had some Sea Grant support in their career. The efforts that TXSG has taken to educate future ocean leaders in the Knauss Fellowship program likely will pay tremendous dividends. This includes on-boarding for TX fellows and ‘SG 101’ training for the larger Knauss cohort. A small commitment of staff time and the fellow’s time to meet extension agents and stakeholders and participate in research conferences and panels will help communicate the impact of Sea Grant.

This regional partnership should be aspired to by the other Sea Grant Regions. Cooperatively funding regional sea grant programs has yielded outcomes that are greater than the sum of their parts.

USC Sea Grant

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.

Virginia Sea Grant

The SRT also saw several new management practices (especially relating to use of social science to improve program performance) that when completed, might well become BMPs.

VA's effective use of telecommunication tools for its TRP (which occurred after the SRT) was, if not unique to Virginia, at least a Very Good Management Practice that all programs would do well to investigate.

Washington Sea Grant

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.

WHOI Sea Grant

WHOISG does an outstanding job demonstrating fisheries and aquaculture impacts and can serve as a model for the entire network.

Wisconsin Sea Grant

Investment in information technology, particularly development of the iPRO and iPROSE systems.

WSG continuously surveys and tracks its former graduate students.

Clear management principles and objectives. There is a very clear focus in the roles of the extension staff.

Principal investigator workshop with extension staff to provide guidance for full proposal development and to connect PIs with WI SG outreach and communication staff.