

Sea Grant Program Site Review Visit Overview

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Overview

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PIE Components

- 2014-2017 Planning, Implementation, and Evaluation (PIE) Components
 - Strategic Planning
 - Implementation
 - Annual Reporting and Evaluation



Changes from Previous Cycle

- Performance Review Panel (PRP) Eliminated
- Creation of Evaluation Committee
- Creation of Independent Review Panel (IRP)
- Leveraged Managed Funds not used in Merit Funding Calculation

Reporting and Evaluation Process

- Yearly
 - Annual Reports
 - Annual NSGO Review
- Every 4 Years
 - Site Review Visits
 - External Evaluation
 - Quadrennial NSGO Review
 - Independent Review Panel (IRP) (parallel review)



Why Site Review Visits?

- In-person, on-site comprehensive review of the program provides an opportunity for:
 - Federal Program Officers (FPOs), members of the NSGAB and other reviewers the opportunity to meet with the Sea Grant program management, their Advisory Board members, stakeholders, and university officials.
 - Looking at the integrated impact of each Sea Grant program towards its strategic plan.
- To meet Statutory and Regulatory Requirements.
- Ensure the greatest benefit for federal and state investment.
- Support continued improvement and impact of Sea Grant activities.

Site Review Team

- Site Review Team (SRT) Composition:
 - Federal Program Officer (Chair)
 - NSGAB Member (co-Chair)
 - Sea Grant Director
 - Three external reviewers

- Found on pages 5-7 in Guidance.

Site Review Team

- Team Chair Roles and Responsibilities
 - Facilitator and Coordinator
 - Works with co-Chair to recruit SRT members
 - Plans the site visit in consultation with SG Director and co-Chair
 - Approves public notice
 - Coordinates drafting site visit report
 - Conducts Exit Briefing
 - Issues final Site Visit Report

- Found on page 6 in Guidance.

Site Review Team

- Team co-Chair Roles and Responsibilities
 - Serves as Lead Reviewer
 - Works with Chair to recruit SRT members
 - Plans site visit in consultation with Chair and SG Director
 - Coordinate (w/support from Chair) drafting site visit report
 - Coordinate (w/support from Chair) Exit Briefing

- Found on page 7 in Guidance.

Elements of Site Review Visit

- Site Review Visit
 - Public Notice
 - Evaluation:
 - Preliminary determination of the *Standards of Excellence*
 - Preliminary determination of Performance Rating Score
 - Exit Interview
- Site Visit Report
 - Program's response to Site Visit Report



Elements of Site Review Visit

- All programs evaluated to extent possible in similar manner.
- Reviewed against common national performance measure and metric benchmarks.
- Determine program progress towards the *Standards of Excellence*.
- Determine program progress towards State Strategic Plan by National Focus Areas for a Performance Rating Score.



Overview of how Site Review Visits are Conducted

- SRT chaired by Federal Program Officer, and co-chaired by a Sea Grant Advisory Board Member
 - Other members: SG Director and 3 external members
- SRT conducts review of program:
 - Preliminary determination of *Standards of Excellence*
 - Preliminary determination of Performance Rating score
- SRT spends no more than 2.5 days with the program, and 0.5 days writing a report and conducting an exit interview
- SRT conducts an exit interview with the Sea Grant Program Director and appropriate University Officials
- Site Visit Report goes to Program and NSGCP Director



Overview of how Site Review Visits are Conducted

- Site Visit Schedule
 - 3 days (Tuesday, Wednesday, Thursday)
 - First 2 -2.5 days – dedicated to assessing the Sea Grant Program
 - Last 0.5 day – dedicated to writing the SRT Report and briefing the Program/University Officials during the Exit Interview.
- Exit Interview
 - SRT conducts an exit interview with the Program Director and appropriate university officials to summarize the draft report.



Public Notice

- Director of the Sea Grant program under review shall issue a public notice.
- 30 days prior to site review visit.
- The notice will be sent to relevant partners and stakeholders, placed on the home page of the program's website, and included in relevant email newsletters or announcements, or stakeholder lists.
- The notice invites any person to email comments on the program at least one week before the Site Review Visit date to:
 - oar.sg-feedback@noaa.gov.
- An example of a public notice can be found in Appendix C, page 15.



Materials for Review

- Materials provided by the NSGO:
 - Summary of findings from the previous Site Review Visit report and Performance Review Panel report
 - Summary of findings from the Sea Grant program's response to the previous Site Review Visit report and Performance Review Panel report (if applicable)
 - The 2014-2017 National Network Strategic Plan
 - PIER Site Visit Report

- Found on pages 7-8 and Appendix E in Guidance.

Materials for Review

PIER Site Visit Report (Appendix E, Page 12)

A Program Management and Organization

- a. Sea Grant Staffing (Individuals and FTEs; SG Funded and non-SG Funded)
- b. Total Number of Proposals (Pre-, Full, and Funded) from Home Institution
- c. Research Projects (Titles and PIs)
- d. Total funding (SG + Match + Pass Through)
- e. Distribution of Funds (SG + Match + Pass Through) by Functional Area

B. Stakeholder Engagement

- a. Number of SG-Sponsored/Organized Meetings, Workshops and Conferences and Attendees
- b. Volunteer Hours
- c. Students Supported
- d. K-12 Students Reached

C. Collaborative Network Activities

- a. List of Program Partners (identified in projects, accomplishments, and impacts)
- b. Sources and Amounts of Leveraged Funds (Managed and Influenced)

D. Performance

- a. Leadership (Level of Effort by Focus Area)
- b. Productivity (Impacts and Accomplishments; National Performance Measures and Metrics (targets/actuals), Publications)

Materials for Review

- Materials provided by the SG Program:
 - Agenda
 - Program's 2014-2017 Strategic Plan
 - Briefing Book, no longer than 25 pages

- Found on pages 7-8 and Appendix E in Guidance.

Site Review Visit Criteria

- The criteria that will be used by the Site Review Team (SRT) to evaluate the Sea Grant program during the Site Review Visit.
 - *Standards of Excellence* preliminary determination
 - Performance Ratings preliminary determination

- Found on pages 8-9 and Appendix F in Guidance

Determination of *Standards of Excellence*

- Determine if program meet *Standards of Excellence*:
 - Program Management and Organization
 - Organization, Program Team Approach, and Support
 - Stakeholder Engagement
 - Relevance, Advisory Services, and Education and Training
 - Collaborative Network Activities
 - Relationships and Coordination
 - Performance
 - Leadership and Productivity



Determination of *Standards of Excellence*

- The team should discuss their individual ratings and concern, and collectively determine from a broad perspective if the program:
 - *Meets standards* in all of the following qualifying areas and may include a limited number of suggestions or recommendations to improve the program in any qualifying area.
 - *Below expectation* in some areas/ aspects with recommendations for corrective actions in any specific qualifying area.
 - *Unsuccessful* in most areas/aspects with recommendations for corrective actions in any specific qualifying area.



Determination of *Standards of Excellence*

Determination of the Standards of Excellence			
<i>Standards of Excellence</i> Qualifying Areas	Meets standards in all of the following qualifying areas	<i>Below Expectations</i> in some areas/ aspects	<i>Unsuccessful</i> in most areas/aspects
Program Management and Organization			
Organization			
Programmed team approach			
Support			
Stakeholder Engagement			
Relevance			
Extension/Advisory services			
Education and training			
Collaborative Network Activities			
Relationships			
Collaboration			
Performance			
Leadership			
Productivity			

Determination of Performance Rating Score

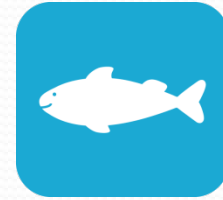
- Determination of Merit Funding by evaluation of program's progress towards its own State Program Strategic Plan by the national focus areas:



Healthy
Coastal
Ecosystems



Resilient
Communities &
Economies



Sustainable
Fisheries &
Aquaculture



Environmental
Literacy &
Workforce
Development

Determination of Performance Rating Score

- The SRT uses the following rating scale:
 - *Highest Performance* - exceeds expectations by an exceptional margin in most areas/aspects (1)
 - *Exceeds Expectations* by a substantial margin in some areas/aspects (2)
 - *Meets Expectations* in most areas/aspects (3)
 - *Below Expectations* in some areas/aspects (4)
 - *Unsuccessful* in most areas/aspects (5)



Determination of Performance Rating Score

Determination of Performance Rating					
Performance (Leadership and Productivity)	Highest Performance exceeds expectations by exceptional margin in most areas/ aspects (1)	Exceeds Expectations by a substantial margin in some areas/ aspects (2)	Meets Expectations in most areas/ aspects (3)	Below Expectations in some areas/ aspects (4)	Unsuccessful in most areas/ aspects (5)
<i>Healthy Coastal Ecosystems</i>					
<i>Sustainable Fisheries and Aquaculture</i>					
<i>Resilient Communities and Economies</i>					
<i>Environmental Literacy and Workforce Development</i>					

Exit Interview

- The SRT conducts an exit interview with the Program Director and appropriate university officials to summarize the draft report.
- If there is time, the SRT may first brief the Program Director and other staff members, and then brief the university officials.

What Happens After the Site Review Visit?

- The Chair (FPO) has 45 calendar days to finalize Site Review Report
- Within this 45 calendar day window:
 - Chair is to finish draft report and send it out to the SRT for comments/corrections.
 - Hold additional conference calls as needed.
 - Send final draft report to SG Director for fact checking purposes (only factual errors will be accepted).
 - Finalize the report.



Site Review Report

- The Site Review Report will contain information on:
 - Preliminary finding if program meets the *Standards of Excellence*
 - Preliminary numerical ratings based on performance
 - Highlights findings, recommendation, and suggestions
 - May also include any ‘best management practices’ identified during the Site Review Visit
- Final report is sent from the SRT Chair (FPO) to the SG Director and NSGCP Director



Site Review Report

- Terms Definitions:

- A *finding* is a conclusion based on the Site Review Visit.
 - A *recommendation* is a formally prescribed course of action for which the Sea Grant program is accountable.
 - A *suggestion* is an idea that is presented for consideration.
 - A *best management practice* is a method or technique that has shown results superior to those achieved with other means. The best management practices identified are shared with other Sea Grant programs.
- Definitions found on pages 9-10 of guidance.



Program Response to Site Review Report

- After the Site Visit Report is released:
 - Program has 15 calendar days to respond to the report.
- Program is required to respond to all *recommended* changes by explaining how the program:
 - has already implemented,
 - intends to implement, or
 - why the program declines to implement each recommended course of action.
- Program is not required to respond to *suggestions*.



External Evaluation and NSGO Review

- External Evaluation
 - Evaluation Committee
- NSGO Review
 - Final determination whether or not programs meet the *Standards of Excellence* and thus if a program is:
 - Recertified
 - Eligible for merit funding
 - Determination of final merit score



External Evaluation

- Independent Review Panel (IRP)
(parallel review)

Thank you!

Questions / Discussion?

Backup Slides

Recertification and merit funding timelines

- A determination that a Program ‘meets’ the Sea Grant *Standards of Excellence* per Sea Grants Federal Regulations (Appendix A) results in recertification of the program for the next four-year Omnibus cycle. Programs that meet the *Standards of Excellence* are then eligible for merit funding. Recertification and merit funding timelines are below:
 - 2010-2013 evaluation results in recertification and merit funding for 2018-2021
 - 2014-2017 evaluation results in recertification and merit funding for 2022-2025
 - 2018-2021 evaluation results in recertification and merit funding for 2026-2030

Resources

- Inside Sea Grant website:
 - <https://seagrant.noaa.gov/insideseagrant/Planning-Reporting-Evaluation>
- PIER Database:
 - <https://pier.seagrant.noaa.gov/Login.aspx>



Appendices in Guidance

- Appendix A: *Standards of Excellence*
- Appendix B: Timeline
- Appendix C: Public Notice Example
- Appendix D: SRT Logistics Planning
- Appendix E: Site Review Materials
- **Appendix F: Site Review Criteria**
 - *Standards of Excellence Determination*
 - *Performance Rating Determination*
- Appendix G: Site Review Report
- Appendix H: Recertification and Allocation of Merit Funding

Access to PIER

To gain access to PIER,

- A new user should make the access request to their own program's management team before the request goes to the National Sea Grant Office (NSGO).
- Once approval from the program's management team is determined, the new user needs to register in PIER (<https://pier.seagrant.noaa.gov>).
- A member of the program's management team needs to send an email requesting PIER access to: oar.sg.info-admin@noaa.gov



PIER Report Screenshot

The screenshot displays the NOAA National Oceanic and Atmospheric Administration (NOAA) PIER website. The header includes the NOAA logo and the text "NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION" and "PIER". The main navigation bar contains "PIER SEA GRANT WEBSITE" and "Search USA.Gov". The left sidebar is green and lists various report categories: "PIER HOME", "PLANNING - STRATEGIC PLAN ELEMENTS", "IMPLEMENTATION - PROJECT MANAGEMENT ELEMENTS", "EVALUATION - ANNUAL REPORT ELEMENTS", and "RESOURCES - REPORTS". A red arrow points to the "Grant Progress Report" link in the "RESOURCES - REPORTS" section, with the text "Site Visit Report will be located here" next to it. The main content area is white and shows the "PIER 2014 - 2017 Site Visit Report Alaska Sea Grant" report. The report was generated by SUSAN HOLMES on 6/19/2018. Below the title is a "Table of Contents" section with a list of sections: "A - Program Mgmt & Organization", "B - Stakeholder Engagement", "C - Collaborative Network Act", "D - Performance", and "Appendix". The "A - Program Management and Organization" section is highlighted in orange. The "Table of Contents" list includes: "A.a - Sea Grant Staffing", "A.b - Total Number of Proposals (Pre-Full, and Funded) from Home Institution", "A.c - Research Projects (Titles and PIs) - Core Funded Research Projects", "A.c - Research Projects (Titles and PIs) - NSI, Pass-Through, and Enhancement Funds", "A.d - Total Funding (SG + Match + Pass Through)", "A.e - Distribution of Funds (SG + Match + Pass Through) by Functional Area", "B - Stakeholder Engagement", "B.a - Number of SG-Sponsored/Organized Meetings, Workshops and Conferences with Attendees", "B.b - Volunteer Hours", "B.c - Students Supported", "B.d - K-12 Students Reached", "C - Collaborative Network Act", "C.a - Counts of Program Partners (Identified in projects, accomplishments, and impacts)", "C.b - Sources and Amounts of Leveraged Funds (Managed and Influenced)", "D - Performance", "D.a Leadership (Level of Effort by Focus Area)", "D.b Productivity (Impacts and Accomplishments)", "D.b Productivity (National Performance Measures by Focus Area)", "D.b Productivity (Publications)", "Appendix", "A- Collaborative Network Activities - List of Program Partners", "B- Publications".

PIER Report Screenshot

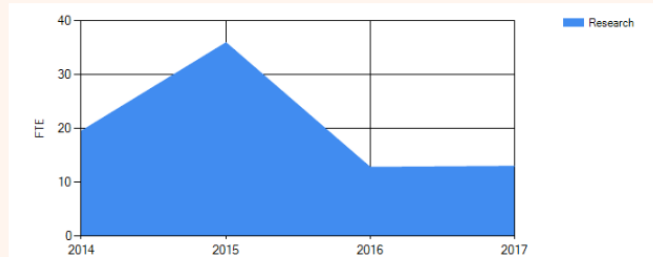
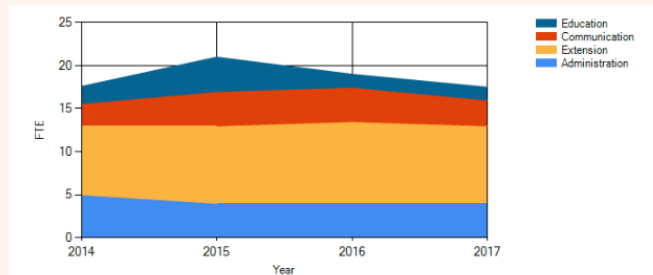
A - Program Management and Organization

A.a - Sea Grant Staffing

Area	Range of Annual Number of Individuals	Average Annual Full-Time Equivalents*
Administration	6 - 7	4.30
Extension	29 - 38	8.90
Communication	4 - 11	3.40
Education	3 - 11	2.30
Research	68 - 98	20.30

*Number of individuals and FTEs devoted to Sea Grant during the reporting period (note that 12 months of full time effort is equivalent to 1 FTE). All Personnel should be counted, including PIs, graduate students, technicians, support staff, etc. This represents funding by Sea Grant Federal, Match and/or non-Federal dollars.

Full Time Equivalents (FTE) by Year



PIER Report Screenshot

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B - Stakeholder Engagement

B.a - Number of SG-Sponsored/Organized Meetings, Workshops and Conferences with Attendees.

Number of SG-Sponsored/Organized Meetings, Workshops and Conferences and Attendees	4-Year Total
Attendees at Public or Professional Presentations	84549
Attendees in SG Meetings/Workshops	29063
Clean Marina Program -- Certifications	5
HACCP -- Number of people with new certifications	67
Public or Professional Presentations	777
SG-Sponsored/Organized Meetings/Workshops	294

B.b - Volunteer Hours

Number of Volunteer Hours	4-Year Total
Volunteer Hours	50796

B.c - Students Supported

Student Support	New Students (4-Year Total)	Continuing Students (4-Year Total)	Degrees Awarded (4-Year Total)
Sea Grant Supported Undergraduate Students	80	33	28
Sea Grant Supported MS/MA Graduate Students	52	68	29
Sea Grant Supported PhD Graduate Students	11	19	3
Other Sea Grant Supported Professional Degree Graduate Students	21	21	12

B.d - K-12 Students Reached

K-12 Students Reached	4-Year Total
Number of K-12 Educators who participated in Sea Grant education programs	20828
Number of K-12 Students Reached Through Sea Grant-Trained Educators or Directly through Sea Grant Education Programs	76018

C - Collaborative Network Activities (Relationships and Coordination)

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C.a - Counts of Program Partners (identified in projects, accomplishments, and impacts)

Partner Scale	# Of Partners*
Unknown	196
STATE	87
FEDERAL or NATIONAL	54
LOCAL	52
REGIONAL	17
INTERNATIONAL	13
Unknown2	4

Q & As

Q: Why is there no "exceeds expectations" category in the general evaluation you first described?

A: There are two levels of evaluation occurring during the site visits.

1. An evaluation if the program meets the *Standards of Excellence* for recertification purposes.
 - The evaluation for meeting the *Standards of Excellence* is a check the box review that is looking to see if the program is meeting the standards or not. There is a middle option thrown in: meeting standards, below expectations, or unsuccessful. There isn't a need to have an exceeds expectations for this category as meeting the standards is what our regulations ask for.
2. Performance review for merit funding purposes.
 - For the performance review there are 5 category rankings with #1 being the best. This is from the old PRP review.

Q & As

Q: It is critical that the process be valuable both to the state programs and the entire network. To that end, I view best management practices as one of the most important things that might come out of the 33 reviews. The SRT should carefully look for these and some careful thought should be given to how to have a presentation and discussion of them at a subsequent SGA meeting.

A: Great point! The challenge from the previous round was how best to use BMPs... We are aware of this and committed to making use of BMPs that come out of this process. The NSGO will be collecting BMPs from all of the site visit reports. These BMPs can be shared with the programs after all site visit are complete and the SGA will be able to discuss them.

Q & As

Q: During the previous site visit the SRT had access to our annual reports and we had the opportunity to edit some of the information in PIER before these reports were generated. Will this process be repeated for this next site visit?

A: No, nothing in PIER that was previously submitted will be allowed to be edited (e.g. impacts, accomplishments, performance measure descriptions that were submitted, etc.).

Q & As

Q: Can you discuss what selected list of your annual report's impacts and accomplishments (I&As) would be?

A: Once the PIER Site Visit report is available in our database, the programs will be able to select up to 80 I&As for inclusion into the report.

Guidance on how to select the I&As will be sent out when the PIER report becomes available (the process is the same as was done with the PRP, a column will be available in the I&A section of PIER where the program can click to select which I&As will populate the PIER site visit report).

Q & As

Q: During the previous site visit we had to select our top impacts and accomplishments (I&As) over a four year period to provide to the SRT. Is this going to be required again? and if yes, what is the deadline?

A: Highly recommend that you select I&As that align with your goals/objectives of your program strategic plan (to show progress made towards those goals/objectives).

The deadline is four weeks prior to the site visit; site visit materials are to be sent to program officers four weeks prior to the site visit date. It is a good idea to start to select I&As at least 2 months prior to the site visit date.

The listing of site review visit materials are located on pages 7-8 and in Appendix D to assist in preparation.

Q & As

Q: I will say that I assumed that we would be able to edit select I/A since we were last time around. Specifically for the purpose of compiling numbers across the 4 years--instead of highlighting ONE year. This is a follow-up to a previous question and your response.

A: Use briefing book or the presentations (that will be given during the site visit) to elaborate and summarize at a higher level of overall impact.

Q & As

Q: Will the impacts be the only component of PIER that will be reviewed by the SRT?

A: No, for each category in the *Standards of Excellence*, there is information being pulled from PIER that will populate these sections. Please see page 20 (appendix E) for the listing of information. This includes staffing, proposals, projects, metrics, measures, level of effort by focus area, etc.

Q & As

Q: When is the PIER report expected to be available?

A: Mid-July. Please keep in mind that the program officers are reviewing the 2017 Annual Report information that came in on June 8th and their review will be completed at the end of July.

Q & As

Q: Are there any constraints on location for the site reviews?

A: Yes, we ask that the site visit happen in the same location for the duration of the review. It doesn't matter where, as long as it is one location for the duration of the review.

- What this means is if a program plans a site visit at a marine lab, or on campus, or in a hotel conference room, that the site visit occurs in that location for the duration of the review. Note, changing conference room on campus is fine as well as the same location is the campus.
- We ask that the reviewers are not flown or driven from one location to another during the review.

Q & As

Q: If it is at a lab in Savannah and the committee is staying in a hotel, can some of the meetings be at the hotel to save having to drive the committee to a lab if not necessary?

A: Holding the site visit in a hotel conference room is fine.

Moving the site visit between the hotel and the lab is fine as well as long as both hotel and lab are in the same town.

Again we ask that the reviewers are not driving/flying from one location to another (e.g. hour or more driving time from one location to another).

Q & As

Q: Is there any additional information about criteria or process for the evaluation committee or independent review panel?

A: The language in the site visit guidance is all the detail that we have.

Q & As

Q: Is there going to be more specific guidance on the preparation of briefing book, aside from the 25-page limit?

A: Yes, on pages 20-22, appendix E is the list of items to be pulled into the briefing book. There is also the listing of information being pulled into the PIER report by the categories of the *Standards of Excellence*. You will find some of the same information listed in the PIER report and briefing book. You can structure your briefing book how you see fit, but you may want to summarize what's in PIER report but no need to duplicate.

Q & As

Q: Sorry to pester, but I'm asking about the specifics of the production of the book. Will photos be allowed? Must a certain font size be used? Is there to be a limit on costs involved in its preparation.

A: No additional guidance, do as you see fit... tell your best stories however you see fit... But keep to the 25 page limit.

- Tip from JRP: flow of briefing book may align with flow of presentations.
- Another tip: Consider having presentations align with and address the questions that are listed on pages 25-30. These are the topics listed in the *Standards of Excellence* that need to be met. And for the performance review – address in high impact statements how you met your strategic plan goals/objectives.

Q & As

Q: On page 16 in the guidance, around 3 to 5 months ahead of the site review there are bullets for suggested agenda timeline where day 1 is *standards of excellence* coverage and the 2nd day is performance progress towards state strategic plan. Can you clarify what is recommended, is that a panel format with external partners or required only for the SG team? This is different from the last SRT in the guidance.

A: The evaluation this time won't include a PRP; instead the performance review is rolled into the site visit.

Within the 3-day review you have 2.5 days with the SRT. During this time you can set the agenda as you see fit. You may want to spend the first day going over/addressing the *Standards of Excellence* and 1.5 days on performance. Or perhaps you may feel that you can address the *Standards of Excellence* in a half day to 2/3 day and may want to spend the rest of the time on performance.

The site visit can be structured in any way the program finds useful to convey the information needed to address the evaluation questions that begin on page 25 (for meeting the *Standards of Excellence*) and for meeting the goals/objectives in the program strategic plan. This can be done with presentations, and maybe hosting a poster session one evening, but you should leave plenty of time for discussion with the reviewers and not overload on presentations.

Q & As

Q: Four weeks prior to the site review, the briefing book should be provided to the SRT chair. What is the timeline to move it to the SRT team?

A: Program officer/chair will send all site visit materials to the SRT as soon as they have all the materials together. This can be a quick turn around of a day or so.

Q & As

Q: Please go over the performance scoring for merit funding as scores of 3 and 4 is not clear. 3 is most areas (meetings expectations); while 4 is some areas (not meet standards). This seems to me the same thing. One (3) is written as a positive statement and the other (4) is written as a negative. This should be more consistent.

A: Appendix F in the guidance provides additional information on each of the five ranking levels to assist the reviewers in determining which level the program falls into (page 32).

The main difference between these two rankings is if the program can show that there is a reasonable explanation for not meeting the goals/objectives in their program's strategic plan.

For instance, if a program doesn't meet all of their strategic plan goals/objectives, but can provide reasonable explanations as to why (e.g. the program needed to address significant or unexpected issues that may include unexpected difficulties, shift in partners, hurricanes, flooding, etc.), then the reviewers may rank the program as a '3'. But, if the program isn't able to explain significant or unexpected issues, then the reviewers may rank a program as a '4'.

Q & As

Q: What is the formula for converting merit score to share of merit funding pool?

A: As stated in the guidance in Appendix H, merit funding eligibility is based on the Site Review Visit. Any program that does not meet the Sea Grant *Standard of Excellence* based on the Site Review Visit is not eligible for merit funding. The merit score determines merit funding levels. Merit funding levels depends on the size of the merit pool of funds available, which cannot be finalized until more is known of Sea Grant's appropriation levels.

For example, if we take the example provided in page 40, the original merit score that comes out of the site review visit is 2.6 (on a scale of 1 = 'highest' and 5 = 'lowest'), each program's original merit score will be adjusted by subtracting from 5 (to create a scale where the highest rating is the highest number). Thus, a program that has a 2.6 original merit score would end up with an adjusted merit score of 2.4 ($5 - 2.6 = 2.4$). To calculate the funding associated with each merit score, the adjusted merit score is divided by the sum of the adjusted merit scores for all eligible programs and then multiplied by the total funding pool. Therefore, if the total merit funding pool is \$10M and the sum of the adjusted merit scores from all eligible programs is 100, then the merit funding for this program would be \$240,000.