Report of the National Sea Grant Program Assessment Team’s Review of the Alaska Sea Grant College Program September 10-14, 2006

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17 October 2006
Date
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INTRODUCTION

The Program Assessment Team (PAT) review of the Alaska Sea Grant (ASG) Program took place September 10-14, 2006.

The PAT members included:

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| Research Professor, Univ. of North Carolina Wilmington | Director, Mississippi-Alabama Sea Grant Consortium          |
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| Michael T. Morrissey                                 | Megan Agy                                                  |
| Director, Oregon State University Seafood Laboratory | (NSGO Program Officer)                                     |
| Astoria, Oregon                                      | National Sea Grant College Program                         |
|                                                      | Silver Spring, Maryland                                     |

Prior to the beginning of the PAT visit, and in conformance with National Sea Grant guidelines, ASG issued a public notice of the upcoming PAT visit by inviting interested parties to send written comments to the PAT Chair. The public notice was widely distributed by means of the ASG Web site, statewide newspapers, ASG monthly Fishlines newsletter, and a mailing list of more than 3,300 individuals. The PAT Chair received ten letters in response to the public notice. Six of the letters were highly supportive of the ASG Program and four of the letters raised concerns. The PAT reviewed the letters and took them into consideration during deliberations and the writing of this report.

The PAT review took place in the ASG Marine Advisory Program (MAP) office in Anchorage and on the campus of the University of Alaska Fairbanks. At the beginning of the week, the PAT spent a beautiful day on Prince William Sound during which the team learned about research and outreach activities supported by ASG through presentations and discussions with MAP agents, researchers, and partners.

The PAT also met with and heard presentations from several different panels of stakeholders, researchers, advisory committee members, and ASG management and extension staff. These panels focused on the areas of program management, community resiliency, seafood science and technology, sustainable fisheries, marine literacy, community-based science, and coastal hazards. The PAT had the opportunity to discuss the ASG Program with University of Alaska President Mark Hamilton, Vice President Craig Dorman, University of Alaska Fairbanks Chancellor Steve Jones, and Provost Paul Reichardt. A poster session with ASG staff, students, and researchers was informative as well.

The report of the PAT follows the guidelines of the Program Assessment Team Manual (National Sea Grant College Program, March 2005). The PAT focused on how well the ASG program met the four Sea Grant evaluation criteria and performance benchmarks in the areas of: 1) Organizing and Managing the Program; 2) Connecting Sea Grant with Users; 3) Effective and Aggressive Long-Range Planning; and 4) Producing Significant Results. Each of these four
evaluation criteria has between two and five sub-elements, 14 sub-elements in total. Within each of these areas, the PAT report discusses ASG's research, education, outreach, and management efforts; presents the findings and recommendations of the PAT for each sub-element, and assigns one of four possible ratings to each of the 14 sub-elements: "Needs Improvement," "Meets Benchmark," "Exceeds Benchmark," or "Highest Performance." A summary of the ratings can be found in the "Program Assessment Team Rating Sheet" attached to this report (page 24).
I. ORGANIZING AND MANAGING THE PROGRAM

Leadership of the Program

RATING: Highest Performance

Expected Performance Benchmark – The recognized abilities of the program management team for effectiveness, performance, objectivity and contributions result in requests for their participation in a leadership capacity in influential coastal groups at the local, state, and national levels. Program management functions as a true team and continuously strives to improve the operation of the program. The source of matching funds is diverse and the program management is entrepreneurial in expanding the program with additional support from state and federal agencies, the private sector, and other sources. The program maintains an active and well-chosen advisory group(s), which helps focus programmatic issues.

In his brief tenure as Director of Alaska Sea Grant, Brian Allee has demonstrated strong and effective leadership. He has orchestrated a remarkable transformation of the Program. His leadership style is collegial and he appears to be a true “servant leader.” He works hard to help members of the Sea Grant team achieve their goals and objectives.

The 2001 PAT and the 2004 Topical Advisory Team (TAT) both raised serious issues and challenges. These have been dealt with directly and candidly in the briefing book. More importantly, they have been responded to with fundamental changes in the program. Below are a few of the more important responses:

- A management team was created which is chaired by the Director, and includes the Associate Director (leader of MAP), Manager of Education Services, and the CFO. The management team meets on a monthly basis, and more frequently when needed.
- An independent Advisory Committee with 28 members was created with leaders from important stakeholder groups from across the state. The entire Committee meets annually, but subcommittees meet more frequently. The Committee has both standing and ad-hoc subcommittees.
- A full time Associate Director was appointed to lead the Marine Advisory Program.
- Sea Grant has aggressively and successfully pursued matching funds from diverse sources.
- The refinement of the 2004 draft strategic plan has been impressive both in terms of the process and the final product.

It was only in the PAT and TAT recommended structural changes that the responses were compromised. For example, Recommendation 8 of the PAT was to create an Associate Dean position within the School of Fisheries and Ocean Sciences (SFOS) for the Sea Grant Director with direct oversight responsibilities for Sea Grant, the Marine Advisory Program, and the Fishery Industrial Technology Center. While the PAT believes that this is still a desirable position for the Dean to create, it is understandable the issues it might create for the Dean in dealing with the heads of other units within the school.

The TAT expressed concern about the placement of Sea Grant within SFOS and recommended that an elevated reporting arrangement be pursued. The response was to assign to the Dean new statewide responsibilities by making him the system-wide coordinator for marine research and
development. Since the Sea Grant Director reports directly to the Dean, it was felt that this is an acknowledgment of the statewide nature of the Alaska Sea Grant Program. The PAT offers a recommendation that would make this more explicit and would serve Sea Grant, the SFOS, and the entire university well.

Recommendation #1: The PAT recommends that the President and the Dean create a "Secretariat" to work directly with the Dean in carrying out his responsibilities as system-wide coordinator and that the "secretariat" be led by the Director of Alaska Sea Grant. The Dean and the Director should work to define the appropriate roles and responsibilities of the "secretariat" and any additional staffing should be the responsibility of the Sea Grant Director. The PAT also recommends that one of the first tasks of the "secretariat" should be to explore how this new structure could be used to promote the University of Alaska’s emerging leadership role in high latitude climate change issues and to facilitate the development of the regional marine research project for which Alaska Sea Grant recently successfully competed. The PAT further recommends that in conjunction with this announcement, Chancellor Jones and Dean Wiesenburg announce the appointment of the Sea Grant Director at an appropriate unqualified faculty position as a research professor.

It is clear that Alaska Sea Grant and its leaders are playing leadership roles at the local, state, regional, and national levels. From everything the PAT observed and was told, the management team is highly regarded for its leadership and management of the entire Sea Grant program. The number and diversity of testimonials was impressive and lauded ASG for the number and diversity of true collaborations. The President, Vice President, Chancellor, Provost, and Dean of SFOS all were effusive in their praise of the Director, his team, and the entire Alaska Sea Grant enterprise and commented that they were counting on Sea Grant to play important roles in achieving their visions.

Institutional Setting and Support

Expected Performance Benchmark – The program is located at a level within the university, which enables it to operate effectively internally within the institution and externally with all sponsors, partners, and constituents. The institution provides the support necessary for the Sea Grant program to operate efficiently as a statewide program.

The institutional support for the program appears to be strong. The institutional placement is not where the PAT would prefer to have it, but it seems to work well in this particular system. The creation of the system-wide role for the Dean of SFOS should make clearer the statewide mandate of ASG and if the recommendation in this Report to create a "secretariat" led by the Sea Grant Director is followed, it should satisfy the reporting concerns expressed by the 2004 TAT and shared by this PAT.

Having the main ASG administrative offices in Fairbanks and the MAP offices in Anchorage is not ideal from a management team perspective, but does have advantages, such as co-location of MAP with the North Pacific Research Board and the Alaska Ocean Observing System.
Recommendation #2: Dean Weisenburg discussed the opportunity for Alaska Sea Grant to obtain additional resources by utilizing an industry and personal tax credit available in Alaska. The PAT recommends that Alaska Sea Grant utilize its communications staff to develop marketing materials, and use these materials through its Advisory Committee, management team, and Marine Advisory Program agents to obtain supplemental funds for the Alaska Sea Grant Program.

Project Selection RATING: Highest Performance

Expected Performance Benchmark – There is a set of procedures in place that ensures quality control of all projects, guards against conflict of interest, and provides for the best and most appropriate projects to be included in the program in the context of program priorities as determined by the program’s strategic and implementation plans. Projects are well planned, innovative, and integrated across research and outreach.

Project selection appears to be handled well from the initial request for proposals all the way to the final selection of projects. Priorities are developed through a consultative and collegial approach. There is a rigorous peer review of proposals which includes a panel of experts from outside the state. This is followed by input from the Advisory Committee. The call goes to all units of the University of Alaska (UA). There are few other colleges and universities within Alaska with any significant research capacity. The PAT has encouraged, however, that all institutions be made aware of funding opportunities by Sea Grant. There are good collaborations of investigators within the UA system, and between UA investigators and scientists in other universities, in state and federal laboratories, and in private research institutions.

Alaska Sea Grant has one of the most impressive, if not the most impressive, portfolio of books, reports, and other institutional documents of any Sea Grant program. The list of journal publications is good and appropriate for the size of the program.

Recruiting Talent RATING: Highest Performance

Expected Performance Benchmark – Programs have exceptional talent available to them from the institutions in their state to complement the talent of their own staff. Procedures exist to locate and attract the best talent available to the program as needed to meet programmatic goals and objectives. University protocols exist to allow inclusion of that talent. The program consistently recruits and builds teams of the best talent available to address important issues. As needs and opportunities arise, intellectual talent from the best possible sources is encouraged to band together to improve interdisciplinary research, education, and outreach capabilities. Opportunities to work with other Sea Grant programs and agencies are continuously explored and utilized to address regional and inter-institutional research and issues.

ASG has been successful in national competitions. These include: fisheries extension enhancement, the regional research plan, and a number of others.

The quality of researchers who participate in ASG programs is impressive. Some have been with ASG for more than 20 years, but new investigators have been funded. The Program seems to
have achieved an appropriate balance between sustained support for a core group of ASG investigators and new investigators. There are both "mature" investigators and young investigators in the ASG research stable. The PAT was unable to determine the turnover rate, but it seems to be reasonable. One mechanism for involving new investigators has been the addition of new program themes, such as sustainable coastal communities. The PAT applauds their efforts to include more social scientists in the Program. Collaborations exist with researchers in multiple campuses of UA and also with investigators at other universities in other states, such as the University of Washington. These collaborations have included both research and extension. ASG has worked with Minority-Serving Institutions (units of the UA system) to engage Native Alaskans in research and outreach. The extension of the research mandate to communities is an interesting and appropriate one for Alaska, and the PAT applauds their efforts to integrate "traditional ecological knowledge" into more formal academic research. There is no better area of the United States in which to demonstrate the power of combining traditional knowledge with knowledge that emerges from formal research.

The PAT heard a number of investigators comment that when they wanted to try out a new idea, ASG was the potential sponsor they thought of first.

Most of the research capability within Alaska exists within the UA system.

Effective and Integrated Program Components

**RATING: Highest Performance**

**Expected Performance Benchmark** – Each component of the program (research, extension, communications, education, and management) demonstrates effectiveness and uses the most appropriate and effective methods and technology. All components strive to develop new and innovative approaches to achieve the program's goals. Each program component has areas of national leadership in its own right. Research results are consistently reported in peer-reviewed publications. Outreach projects consistently accomplish stated outcomes. These components, when added together, often result in outcomes and impacts greater than the sum of the individual contributions.

ASG has successfully integrated research, outreach, and communications within and across functions. One of the hallmarks of the Program is this horizontal and vertical integration that leverages small investments in clusters of initiatives. A particularly distinctive feature of the ASG enterprise is the translation of results into the policy arena. The effectiveness of these efforts is reflected in changes in state regulations and policies that have resulted from close collaborations of researchers, advisory specialists, and managers and policy makers.

Communications works effectively across Sea Grant initiatives and between Sea Grant and the media. The number and kinds of placements are impressive. The partnership with National Public Radio (NPR) has proven to be very successful and the PAT hopes the regularly scheduled Sea Grant program, Arctic Science Journeys, will be restarted.

By clustering multiple projects in research and associated outreach efforts, ASG has been able to significantly leverage relatively small investments and have major impacts in advancing understanding of processes and phenomena and resources; of how humans have affected those
processes, phenomena, and resources; and in translating those advances in understanding to new business ventures and into new policies. There remains confusion within some of the documents and presentations that the PAT heard on the differences among outputs, outcomes, and impacts.

In the session “Increasing the Value of Alaskan Seafood,” the PAT heard a compelling description of how ASG research, advisory services, and education had accomplished the following:

- Enhanced the quality of Alaskan seafood by promoting icing, slush bags, Hazard Analysis Critical and Control Point (HACCP), the “electronic nose,” etc.
- Enhanced the marketing of Alaskan seafood by underscoring its distinctiveness.
- Created a more distinctive brand for Alaskan seafood by stressing its healthfulness, environmental sustainability, and by “putting a face on it” by linking products to specific communities.
- Matched suppliers with buyers (e.g., China for sea cucumbers, arrowtooth flounder powder)
- Developed new products such as salmon oil pills and salmon jerky.

Research, education, training, and outreach were the vehicles by which these contributions were achieved. When fishers and suppliers could not come to ASG, it went to them. This is true technology transfer—transfer of information and knowledge in near real time.

ASG is known for its ability to respond rapidly and “to deliver.” The PAT heard this from a number of stakeholders over the course of our visit.

ASG has been very successful in securing grants and contracts over the review period. The total dollars generated from outside funding through grants and contracts, exclusive of National Strategic Investments (NSIs), during 2001-2006, was $12.3 million and accounted for 39% of the total funding sources over that period. The amount generated from NSIs over this same period was $1.6 million, or 5% of the total funding over the 2001-2006 period.

The Alaska Ocean Observing System (AOOS) is another example of where UA, UAF, and ASG can set an example of the power of integration, of connecting to the ultimate end users, and in developing informational products tailored to the particular needs and wants of different stakeholder groups. ASG can use its extraordinary capability of developing informational products to add value to AOOS.

Recommendation #3: The PAT recommends that Alaska Sea Grant pursue funding for a regional workshop in ocean literacy through the new collaborative involving Sea Grant, COSEE, Coastal America, and CORE. The opportunities and the challenges in promoting ocean literacy in Alaska are sufficiently different from those in other states and regions, and a workshop in Alaska would not only benefit Alaskans, but all others concerned with the importance of an ocean literate public. The PAT recommends that RADM Richard West, President of CORE, be approached with a proposal. Funding of other regional workshops has ranged from $10,000 to $20,000.
**Recommendation #4:** Much of the success of Alaska Sea Grant and the Marine Advisory Program is attributable to the contacts they maintain with people throughout a very large state. Many of the communities are remote and are accessible only by plane or boat. Travel costs are high and a limiting factor. The PAT recommends that the Director of Alaska Sea Grant seek additional travel support from the National Sea Grant Office, and from the University of Alaska of at least $50,000 per year. The PAT further recommends to the administration of the UA system, UAF, and SFOS that they try to identify additional travel funds as soon as possible in this amount.

**II. CONNECTING SEA GRANT WITH USERS**

**Engagement with Appropriate User Communities**

**RATING:** Highest Performance

*Expected Performance Benchmark –* A major function of an effective Sea Grant program is developing programs that address priority user needs and following through with effective extension/outreach programs to implement results and findings. To be effective, the institution must understand and support this role through its management practice and procedures in regards to outreach and education. The program should initiate and maintain contact with appropriate user communities for sustained periods. Constituents should be included in planning, technology transfer, and information dissemination.

Within the ASG Program, end users and stakeholders are heavily involved in both the planning and development stages of the Program. This involvement has been clearly demonstrated in the new 2004-2010 Strategic Plan that utilized the newly formed, broad-based 28 member, Sea Grant Advisory Committee (list of members attached). This strategic plan utilized input and surveys from a broad cross section of users and stakeholders throughout the State of Alaska.

In its recent meeting with University of Alaska President Hamilton, the PAT was pleased to hear of his desire to distribute the new Sea Grant Strategic Plan to the Board of Regents at an upcoming board meeting. Further, the PAT believes that the recently established Sea Grant management team structure allows broad user input from extension agents, communicators, educators, and research elements of the Sea Grant Program. ASG continues to have strong interaction with stakeholders at the local level. Although their travel costs and distances create some limitations, the PAT was very impressed with the extent of contact with end-users through workshops, publications, and one-on-one contacts.

The ASG Program has addressed priority user needs with effective research, extension, and outreach. Examples include:

- Development of seabird deterrent gear for small longline vessels
- Trade Adjustment Assistance Program – grant application assistance
- Shellfish farm assistance and site development
- *Vibrio parahaemolyticus* work in Prince William Sound
- K-12 curriculum, training the trainers (teachers)
- Northern Ports and Harbors Operation and Maintenance manual
- Alaska king crab research and rehabilitation program
- Alaska Marine Safety Education Association
- Selendang Ayu oil spill response

The PAT identified the development of seabird deterrent gear for small longline vessels as a Best Management Practice. The effort involved vessel operators through a competitive process in requesting proposals to design and test the gear. Lightweight streamer lines were made available to small boat fishermen at no cost and since adoption the bycatch of seabirds in the combined groundfish fleet has been reduced by 70 percent.

Partnerships

**Expected Performance Benchmark** – Opportunities to work with other Sea Grant programs, agencies, and organizations are continuously explored and utilized to address local and regional issues. The program should develop opportunities for strong in-kind or matching support for outreach.

The PAT found the ASG partnerships to be very strong, and in fact found it difficult to name potential partners not already participating with the Program. These partners include State and Federal agencies, local Native Alaskan community groups, industries, schools, NGOs, other universities, and other Sea Grant programs. ASG presented an extensive list of over 350 partners in their Briefing Book. Many of these partners are the results of ASG-MAP activities such as workshops and training sessions. The PAT has highlighted some of the significant partners that were described to the PAT during their visit and in the Briefing Book.

**Other Universities**
- Oregon State University – ASG paid a portion of Oregon Sea Grant extension engineer, Ed Kolbe, to address needs of seafood industry in cold storage and energy consumption.
- University of Washington – support for seabird entanglement project in collaboration with Washington Sea Grant.
- University of Rhode Island – joint project funded by Rhode Island Sea Grant for multispecies modeling.
- Cornell University – modest support with ornithology department for unique vocal identification of killer whale attacks on Steller sea lions.
- University of Hawaii – publishing a regional marine mammal field guide.

**Government Agencies**
- Office of the Governor – ASG was one of eight funding recipients ($400K) for the NOAA Sea Grant award for marine research and information planning for the Aleutian Islands.
- North Pacific Fishery Management Council – partner in the regional planning grant; several ASG-MAP principal investigators sit on the Council’s subcommittees.
- Alaska Department of Fish and Game – support of project using sonar to determine returning salmon in lakes and rivers.
- US Food and Drug Administration – MAP agents are members of the HACCP Seafood Alliance; collaborative work in oyster *Vibrio* study.
Alaska Department of Education – received a large grant to update Sea Week curricula; work with schools throughout the state to integrate ocean knowledge into the curricula.

**NGOs**
Alaska Seafood Marketing Institute – work closely with MAP agents in developing guidelines for improving salmon quality and developing videos and publications.
Local Conservation Groups – work with ASG on issues ranging from oil spill mitigation to developing guidelines for responsible viewing of wildlife.
Local Community Organizations – Native community groups have partnered closely with ASG for both educational and research activities.

**Private Industry**
Oyster industry – ASG has worked diligently on policy change, production improvement, and safety monitoring with several oyster growers.
Kodiak Trawlers Association – close work with industry, NGOs, and government agencies with Steller sea lion interactions to develop plan and reopen closed fishing areas.
Small Businesses – testimony from several businesses (*Alaska Wild salmon, Dancing Salmon*) who described how ASG workshops, publications, and direct contact with MAP agents were instrumental in helping small businesses with value-added products.

ASG receives $1.44 million each year, or approximately 28% of its total budget, from NOAA’s National Sea Grant Office. The PAT notes that ASG is obtaining more than two matching dollars for every federal dollar from NOAA Sea Grant. This funding currently elevates ASG to over $5.0 million annually. Of this outside funding, MAP has been successful in bringing in $10.8 million in external grants to expand the extension program.

**Recommendation #5:** Based on need, Alaska Sea Grant could effectively utilize twice the number of Marine Advisory Program extension agents currently available. The PAT recognizes funding limitations; however, the PAT believes Alaska Sea Grant could expand its number of agents in the following ways:
- a) Develop a memorandum of understanding and jointly fund positions with the University of Alaska Fairbanks Cooperative Extension Service.
- b) Utilize cost sharing of positions with local and other entities (some of this has occurred, but this is a common practice in other Sea Grant programs).
- c) Consider joint position with other parts of NOAA. Examples include jointly establishing a position in Juneau with NOAA Fisheries or a position with the NOAA Climate Program Office.

**III. EFFECTIVE AND AGGRESSIVE LONG-RANGE PLANNING**

**Strategic Planning Process**

*RATING: Highest Performance*

*Expected Performance Benchmark* – The establishment of a planning process must be evident and that process must demonstrate the involvement and endorsement of constituency and advisory groups (i.e., Advisory Board, university and/or others) at every level – conferring with
stakeholders prior to drafting and developing the plan, as well as plan approval, implementation, monitoring and evaluation. Evidence must be presented that shows the plan is subject to frequent review. The plan reflects local, state, and/or regional needs, and the plan demonstrates ties to the NSGCP and NOAA Strategic Plans. The plan's priorities and selection process are clearly articulated.

In response to the 2001 PAT recommendations, a comprehensive planning process was implemented with active involvement of constituents and the ASG management team. The strategic plan produced was endorsed at multiple levels including the ASG Advisory Committee and the University administration. There are clear ties to the National Sea Grant College Program and NOAA strategic plans. The strategic plan priorities and the process by which the priorities were selected are clearly articulated. The process is transparent and a protocol for review and revision is included.

The team was particularly impressed by the protocol used to develop both the strategic and implementation plans. There were a number of important elements to the strategic planning process. ASG staff carried out extensive efforts to get direct and broad constituent input, which included a wide range of stakeholders in the state (geographic coverage and Native groups). Use of telephone interviews with policy makers and tribal leaders was particularly noteworthy. In addition, state officials, university administrators, and representatives from major industry groups not engaged in the past, such as petroleum and cruise lines, were involved in the process. The Advisory Committee was used to help identify priorities most relevant to the state from a list of focus areas prescribed in the National Sea Grant College Program strategic plan. A professional planner was engaged as part of the process and a procedure for periodic revisions was defined.

Recommendation #6: While the PAT applauds the ambitious scope of both planning documents, there are a large number of strategic objectives. The PAT recommends that the Alaska Sea Grant Program consider at the next review reducing the number of objectives within each subject area to increase focus on highest priority areas.

Recommendation #7: Expected impacts have been well developed in the strategic plan, yet it is unclear how or what approaches or metrics will be used in evaluations. The PAT recommends the use of a more explicit approach to better document impacts and the approach should be an integral part of the planning process and evaluation protocol.

Strategic Plan Quality

Expected Performance Benchmark – The plan at least contains and specifically addresses the following core elements: vision, goals, objectives, priorities, benchmarks, and expected outcomes. However, the plan is not so rigid as to preclude responding to issues and opportunities as they arise. Planning is done with other institutional and agency resources in mind, and complementary or supplementary programs are planned as appropriate. The plan includes both short and long-term functional and management goals. The plan demonstrates links from state to national priorities.
The strategic plan clearly articulates a vision, goals, priorities, and expected benchmarks. The PAT was particularly impressed with the format and the quality of the published strategic and implementation plans. The plan followed directly from the PAT benchmarks and included both short and long term goals. The Plan is flexible and a program is in place to continually review implementation plans. There is a priority setting process defined and priorities are clearly articulated including both the long term expected impacts and shorter term indicators.

The role of ASG is defined as investing in areas not already heavily financed by others and/or in expanded partnerships. The extension and communications elements are fully integrated in both the Plan and the process. Goals for performance in each thematic area are specified. The Plan is well publicized and available. Protocols are in place to evaluate results of research, extension, and communications impacts. Integration of research, education, and outreach is especially well done with strong emphasis on partnerships, collaboration, knowledge dissemination, and capacity building.

**Implementation Plan**

**RATING: Exceeds Benchmark**

**Expected Performance Benchmark** – The biennial implementation plan builds on the strategic plan and provides specific performance milestones for that two-year period. The implementation plan is based on and is a natural outgrowth and extension of the strategic plan. It must be specific in terms of priority setting, how each goal/objective will be implemented and evaluated, and if possible, a strategy for allocating resources—it clearly describes the how, what, when, and who for the implementation of each strategy delineated in the strategic plan. Additionally, the implementation plan must effectively integrate all of Sea Grant core components, i.e., policy, planning, outreach, research, education, and management. Finally, the plan establishes mechanisms for allowing creativity and imagination to rise up from investigators.

The implementation plan provides specific milestones for each two-year period. The implementation plan is based on and extends the strategic plan. It is reviewed and revised every two years. Key priorities of the strategic plan are reflected in the selection process for research and development projects. Education and extension are fully integrated with research and investigators are allowed wide latitude in developing approaches to high priority problems.

The implementation plan contains a number of exemplary features. The goals, outcomes, and expected impacts are explicit. The outreach and research activities are clearly tied to goals as is resource allocation. The project selection process includes strong weight on relevance to program goals. An internal system of evaluation involving stakeholders is articulated. The implementation plan is a published document that is available, transparent, and clearly outlines program direction. The PAT applauds ASG in generating over $10 million in outside funding that should allow the ambitious implementation plan to have a high degree of success.

**Recommendation #8**: As with the strategic plan, a well articulated review protocol and metrics development greatly enhance the evaluation process. The PAT recommends that Alaska Sea Grant better articulate the review process to be used to evaluate performance benchmarks in the implementation plan as well as performance metrics and approaches to better document impacts from activities.
**Recommendation #9:** The new regional research project is a major undertaking and a central effort for Alaska Sea Grant in the next five years and beyond. The PAT recommends that in the next year, Alaska Sea Grant review and revise the current priority areas in the implementation plan in relation to the resource base, regional needs assessment, and the emerging role of the University of Alaska system in high latitude climate issues.

**Recommendation #10:** The PAT recommends that Alaska Sea Grant explore how to better get results of performance evaluations to the National Sea Grant Office and other programs to build a body of knowledge in Sea Grant and NOAA on progress in addressing critical national issues.

### IV. PRODUCING SIGNIFICANT RESULTS

**Contributions to Science and Technology**

**RATING:** Highest Performance

**Expected Performance Benchmark** – Management procedures ensure the consistent production of significant contributions to science and engineering.

The Alaska fishing and seafood industry is the largest in the United States and one of the most productive and well-managed in the world. Consequently many research projects have focused on issues within the fisheries, which is appropriate. Even though there is an enormous range of research issues and very little research dollars to address them all, ASG has done an excellent job of funding, full or in part, a wide range of projects from the impacts of zooplankton species on the survival of pink salmon, ecosystem modeling for important commercial groundfish species, to the development of nutraceuticals from fish byproducts. ASG has also funded projects that are very applied with potential short-term effects (e.g., production of fish oils for business start-up), as well as projects that are more theoretical in nature that may be considered leading edge (Multispecies Fisheries Modeling) whose impacts might not be realized for several years. They have found ways to “stretch” their dollars by funding students in projects sponsored by other agencies and engaging new university researchers in the ASG program.

Over the last two 2-year cycles, there has been an average of 24 projects funded with a majority in the $40,000 to $50,000 range. While many of the projects have been awarded to UAF professors, ASG is to be commended for also funding projects to researchers outside the State of Alaska seeking the highest qualified investigators to address different issues. An example of this is the “Improving Yields of Pacific Oysters” project with the Molluscan Broodstock program at Oregon State University. Results from this project included the short-term impact of bringing oyster seed to Alaska that would grow rapidly in colder waters. In all of these cases, an Alaska investigator was involved (in this case Ray RaLonde of MAP) to improve both local know-how and facilitate transfer of technology.

Among the contributions to science and engineering, some highlights include:

- Developing procedures for combating *Vibrio parahaemolyticus* in the burgeoning oyster industry.
- Studies to determine outbreeding depression in salmon hatchery stocks using pink salmon as a model.
- Economic research to show the effects of halibut ITQ management on benefits to the fishermen and processors.
- Development of a salmon powder high in fish oil that can be potentially used as a nutraceutical.
- Use of traditional knowledge in undertaking biological assessment for anadromous whitefish.

While many of these projects had made significant contributions to science, the PAT was also impressed by the impacts that these projects have had within a relatively short period of time. For example, the oyster industry has quickly used the knowledge from the *Vibrio* studies to incorporate temperature guidelines for growing and transporting oysters during the summer months. In another case, an entrepreneur from outside the state has made contact and investment for commercially producing a salmon powder that was developed through an ASG project. While much of the science has been published in peer-reviewed journals, many of the ASG researchers have presented their research at meetings and conferences and held workshops for local communities that may be impacted by the research results. ASG has partnered with private companies, government agencies, other universities, and NGOs for many of their research endeavors. This has been beneficial in obtaining additional funds as well as transferring information and technology to appropriate stakeholders.

**Recommendation #11:** The PAT recommends that Alaska Sea Grant get more involved with the University of Alaska Fairbanks focus on the University of the North, including climate issues.

**Contributions to Extension, Communications, and Education**

**RATING:** Highest Performance

**Expected Performance Benchmark** – Extension and Communications programs and products are consistently high quality and have documented impacts on the target audiences. Educational programs maximize the development of highly trained students and enhance their potential for career development.

**Contributions to Extension**

At 34,000 miles long, the Alaska coastline is twice the length of the rest of the United States coastline combined. Although the population of Alaska is less than 700,000, there are many isolated villages with populations less than 500 individuals who depend on marine resources for subsistence living as well as their livelihood. Many of the villages are Native Alaskan communities who have cultural and economic requisites distinct from other areas of Alaska. ASG-MAP has done a remarkable job in their extension activities and has made significant contributions to help Alaskans understand the complexities of their marine resources, and serves as a model for interaction with coastal communities. Some of the highlights that were described to the PAT during the visit:
• Over the past five years, 78 training courses on HACCP and Sanitation Control Procedures (SCP) have reached over 30 communities and trained over 1000 individuals.
• Development and implementation of Seafood Processor Training courses.
• Undertaken a survey throughout the coastal areas to assess the needs of Alaskans.
• Developed partnerships with over 100 organizations for workshops, training, and technology transfer.
• Extension has focused on regional issues and has contributed to major environmental concerns such as oil spills in the Aleutian Islands, Steller sea lion impacts in Kodiak and Unalaska, and Vibrio outbreaks in the oyster industry.
• MAP agents were approached and immediately responded to a request for undertaking training for Trade Adjustment Assistance.
• Development of the Fisheries Business Assistance Program.
• Development of the Seafood Leadership Institute.
• Assistance for the shellfish farming industry.
• Strong involvement in marine education from marine mammal strandings, Sea Week, and responsible viewing of marine life.

ASG-MAP has taken an active role in critical state issues including salmon revitalization, supporting economic health and well-being of coastal communities, reduction in fisheries seabird bycatch, marine mammal/fisheries interactions, and oil spill response. ASG-MAP has added extension agents in Unalaska and Cordova and has responded to changing needs by designating new responsibilities for agents in the field of tourism/recreation. ASG-MAP has received $10.8 million in external grants that complement and expand the extension program.

Contributions to Communications
The ASG communications program is one of the top programs in the Sea Grant Network. Their extremely qualified staff with diverse expertise produces outstanding products and services. All products produced by ASG are of highest quality and several including Ocean Treasure: Commercial Fishing in Alaska and The Bering Sea and Aleutian Islands: Region of Wonders are beautiful and content rich. With the large number of publications the PAT commends the hiring of a publications marketing specialist. This position should, in the long run, increase sales considerably; thereby increasing the revenue stream for the communications program. ASG is well qualified to expand their involvement in video and radio production and the PAT encourages these areas of communications to continue. ASG has a well designed and maintained Web site which is accurate, up-to-date, and easily navigated. The implementation of a database management system is commendable and a very efficient way to track the numerous components of ASG.

The PAT identified the entire ASG communications enterprise as a Best Management Practice. Publications, video production, radio, and the Lowell Wakefield annual symposia provide a rich array of vehicles for connecting with diverse users.

Contributions to Education
The ASG has a strong education program that has made many significant contributions to education. Each year the ASG provides students with valuable financial assistance, training, and support. Since the 2001 program assessment, ASG provided full or partial support for 14 Ph.D.
candidates and 44 students pursuing master's degrees. Of these, 31 students have graduated and three will earn degrees before the end of 2006. Most students graduate to productive careers, with nearly 40% remaining in Alaska. ASG can account for the location of all students who have graduated since 2001 with graduates working in universities, federal/state agencies, private companies, and continuing education. ASG is to be commended for partnering with the National Fisheries Institute to provide a $5,000 fishery scholarship and the population dynamics fellowship funded through NOAA Sea Grant and Fisheries. The PAT also encourages ASG to continue to nominate students for the Knauss Fellowship Program. ASG is also to be commended for planned funding flexibility for students as demonstrated by continued funding of students once projects are ended.

The PAT highly commends the Wakefield Fisheries Symposium Series for the quality of information shared for high latitude marine ecosystems and for the partners who support the ASG in producing this series.

The PAT commends numerous community-based informal education programs including the Forum of Alaska Marine Issues and the safety education programs through the Alaska Marine Safety Education Association (more than 20 groups engage in the safety training). While there were no numerical accounts of K-12 products used, invited teachers who spoke during the program assessment frequently referred to products developed by the ASG communications program. Youth education is an important aspect of ASG and recent funding to update curriculum materials for Alaska Sea Week and align the curricula with state standards should revitalize this important program.

The PAT identified the National Ocean Sciences Bowl/Tsunami Bowl as a Best Management Practice. The requirement for each competing team to add a research project and paper, which count toward their overall scores, adds a new and important learning dimension to the NOSB.

Impact on Society, the Economy, and the Environment RATING: Highest Performance

Expected Performance Benchmark – Management procedures ensure the consistent production of significant results that will have widespread economic, environmental and/or social benefit, and address the priority needs of the program's constituency. Impacts of the program occur not only in the state and regions, but also nationally and even internationally.

The Alaska seafood industry comprises 56% of the total United States landings. Because of its enormous size, the fishery resource affects practically every citizen. Since 1972 ASG has served a significant leadership role in addressing the needs of the fishery resource and those who depend on it. The issues addressed by ASG in the area of fisheries are broad and encompass other ASG priorities. The ASG management procedures take a bottom up approach to ensure consistent production of significant results by identifying a problem and then solving it through a thoughtful integration of research, education, and outreach program. This process is pivotal to the success of ASG.
Over the course of the program assessment, the PAT consistently heard from constituents who benefited from ASG. The positive impacts on society, the economy and the environment were numerous. In this report the PAT lists nine impacts considered to be exemplary.

- ASG supported research on halibut management focused on the transition from derby to individual fishing quota (IFQ). IFQ led to increased prices to fishermen. The model results are being used by the North Pacific Fishery Management Council as it considers management of the charter-based halibut sport fishery and also provides a model for alternative approaches for management of the Russian Far East fishery.

- ASG funded research investigated the effects of large-scale commercial fishing of pollock on Steller sea lion populations. The results from the studies indicated little impact on sea lions, as depletion was quickly replaced by immigration of other pollock into the area, and fisheries generally occurred away from sea lion concentrations. Findings help to clarify the debate over the impact of fishing on Steller sea lions and led to less restrictive regulations being imposed on the pollock fishery.

The PAT identified the Steller sea lion program as a Best Management Practice. Research and outreach on trophic relationships among Steller sea lions and their prey and predators in waters around Kodiak Island has led to new insights into the ecosystem by scientists and local residents. Ten graduate students benefited from financial support, and a new NOAA Steller sea lion recovery plan was submitted to NOAA in spring 2006 by the Steller Sea Lion Recovery Team.

- The ASG shellfish specialist was instrumental in the development of a shellfish industry which includes approximately 60 farms totaling 476 acres with an economic value of around $1,000,000. As part of developing this industry ASG was instrumental in identifying 1,350 tideland acres in three economically depressed communities which are suitable for future expansion of shellfish aquaculture. In addition, ASG partnered with FDA and other agencies to develop practical methods of controlling Vibrio parahaemolyticus in Prince William Sound (in 2004 Alaska had the nation’s largest Vp outbreak).

The PAT identified the shellfish aquaculture/oyster project as a Best Management Practice. ASG-MAP engaged state regulators, coastal communities, and the Alaska Legislature to increase participation in shellfish aquaculture. The effort resulted in increasing the pre-approved acreage for oyster aquaculture, funding to improve the state shellfish seed hatchery, and five new farms in the past five years. In addition, a similar effort with the Southeast Alaska Annette Island Indian Reservation led to development of an aquaculture plan, and proposals for three new farms.

- ASG funded research in the area of nutraceutical products which are in high demand in the United States for food supplements. There has been an immediate impact of this open project with a new product line soon to be introduced by a Nebraska food processor.

- Repeatedly, constituents including scientists, agency personnel, teachers, and private citizens acknowledged the value of the numerous ASG publications. The use of these publications is widespread across the state, region, nation, and other countries. Tens of
thousands of publications have been distributed and while not quantified there were obvious inherent marine literacy impacts.

**Recommendation #12:** Alaska Sea Grant has an excellent track record of producing print media, video, and audio. The PAT suggests that Alaska Sea Grant consider the production of more non-traditional forms of media, including an expansion of the highly successful radio programs, clips, and Web-based media as stand-alone products or value-added supplements for the Marine Advisory Program and Education Services.

- ASG supported research that measured the concentration of marine nitrogen-15 released by decaying salmon and stored within layers of lake bottom sediments, as a way to reconstruct sockeye salmon returns to river-lake systems extending back thousands of years. Results indicated that some systems once supported larger salmon returns than current management plans allow. The impact from this research was that the Alaska Department of Fish and Game Karluk Lake Salmon Management Plan now allows increased escapement of salmon to enlarge salmon runs for commercial and subsistence fishermen.
- ASG-MAP partnered with Washington Sea Grant to develop seabird deterrent gear and alternatives for Alaska small longline vessels. The impact of this research was a 70% reduction of seabird bycatch through voluntary adoption of paired streamer lines by the freezer-longliner fleet in 2002 after a Washington Sea Grant study proved they were the most effective seabird deterrent. Paired streamer lines are now required for all vessels over 55 feet.
- ASG-MAP has implemented numerous programs over the years that have benefited the commercial fishing and tourism industries. These programs include HACCP training through their alliance, FishBiz, Business Tools and Resources for Alaska Salmon Harvesters, responsible wildlife viewing, and boating safety programs through the Alaska Marine Safety Education Association. The cumulative impacts of these programs are highly commendable.
- The adverse effect of the downturn in the salmon industry is widely recognized. In 2006, ASG partnered with the Alaska Department of Commerce, Community and Economic Development through a grant from the Alaska Fisheries Revitalization Strategy to implement an Alaska Seafood Processing Industry Leadership Institute. Even though this is a fledgling program the PAT recognizes the value of this program to the salmon industry and the long-term political capital it will provide ASG in the future.

**Success in Achieving Planned Program Outcomes**

**RATING: Highest Performance**

*Expected Performance Benchmark – Planned program outcomes are consistently met.*

The ASG program review covers a period of transition in leadership and activities. Most of the projects funded since 2001 occurred using two strategic plans and two implementation plans. Nonetheless, ASG management and staff met most of the program objectives presented in their 2002-2004 (88%) and 2004-2006 (100%) implementation plans. The PAT commends the success in achieving planned program outcomes while at the same time encourages ASG to take greater risks in developing program objectives.
Recommendation #13: Alaska Sea Grant does an extremely good job of documenting the outputs of their numerous Marine Advisory Program and Education Services activities. However, few long-term evaluations to quantify outcomes and impacts were presented. It is recommended that Alaska Sea Grant, especially the Marine Advisory Program, develop and implement evaluation practices using quantitative, qualitative, or a combination of the two to document outcomes and impacts of mature outreach programs. These evaluations would be a useful addition to the valuable constituent testimonials presented during the PAT. The PAT recommends that Alaska Sea Grant implement a system to evaluate the value of peer-reviewed publications using metrics such as Citation Index and journal impact factors. Alaska Sea Grant should also consider modifying their annual progress and completion report templates in a way that concisely captures outcomes and impacts from investigators.

Recommendation #14: Alaska Sea Grant should consider establishing an Advisory Committee subcommittee to track success in achieving planned program outcomes and the relevance of research, education, and the Marine Advisory Program to Alaska Sea Grant's biennial implementation plan.
BEST MANAGEMENT PRACTICES

- The development of seabird deterrent gear for small longline vessels: The effort involved vessel operators through a competitive process in requesting proposals to design and test the gear. Lightweight streamer lines were made available to small boat fishermen at no cost and since adoption the bycatch of seabirds in the combined groundfish fleet has been reduced by 70 percent.

- Entire Alaska Sea Grant communications enterprise: Publications, video production, radio, and the Lowell Wakefield annual symposia provide a rich array of vehicles for connecting with diverse users.

- National Ocean Sciences Bowl/Tsunami Bowl: The requirement for each competing team to add a research project and paper, which count toward their overall scores, adds a new and important learning dimension to the NOSB.

- Steller sea lion program: Research and outreach on trophic relationships among Steller sea lions and their prey and predators in waters around Kodiak Island has led to new insights into the ecosystem by scientists and local residents. Ten graduate students benefited from financial support, and a new NOAA Steller sea lion recovery plan was submitted to NOAA in spring 2006 by the Steller Sea Lion Recovery Team.

- Shellfish aquaculture/oyster project: ASG-MAP engaged state regulators, coastal communities, and the Alaska Legislature to increase participation in shellfish aquaculture. The effort resulted in increasing the pre-approved acreage for oyster aquaculture, funding to improve the state shellfish seed hatchery, and five new farms in the past five years. In addition, a similar effort with the Southeast Alaska Annette Island Indian Reservation led to development of an aquaculture plan, and proposals for three new farms.
RECOMMENDATIONS

**Recommendation #1:** The PAT recommends that the President and the Dean create a "Secretariat" to work directly with the Dean in carrying out his responsibilities as system-wide coordinator and that the "secretariat" be led by the Director of Alaska Sea Grant. The Dean and the Director should work to define the appropriate roles and responsibilities of the "secretariat" and any additional staffing should be the responsibility of the Sea Grant Director. The PAT also recommends that one of the first tasks of the "secretariat" should be to explore how this new structure could be used to promote the University of Alaska's emerging leadership role in high latitude climate change issues and to facilitate the development of the regional marine research project for which Alaska Sea Grant recently successfully competed. The PAT further recommends that in conjunction with this announcement, Chancellor Jones and Dean Wiesenburg announce the appointment of the Sea Grant Director at an appropriate unqualified faculty position as a research professor.

**Recommendation #2:** Dean Weisenburg discussed the opportunity for Alaska Sea Grant to obtain additional resources by utilizing an industry and personal tax credit available in Alaska. The PAT recommends that Alaska Sea Grant utilize its communications staff to develop marketing materials, and use these materials through its Advisory Committee, management team, and Marine Advisory Program agents to obtain supplemental funds for the Alaska Sea Grant Program.

**Recommendation #3:** The PAT recommends that Alaska Sea Grant pursue funding for a regional workshop in ocean literacy through the new collaborative involving Sea Grant, COSEE, Coastal America, and CORE. The opportunities and the challenges in promoting ocean literacy in Alaska are sufficiently different from those in other states and regions, and a workshop in Alaska would not only benefit Alaskans, but all others concerned with the importance of an ocean literate public. The PAT recommends that RADM Richard West, President of CORE, be approached with a proposal. Funding of other regional workshops has ranged from $10,000 to $20,000.

**Recommendation #4:** Much of the success of Alaska Sea Grant and the Marine Advisory Program is attributable to the contacts they maintain with people throughout a very large state. Many of the communities are remote and are accessible only by plane or boat. Travel costs are high and a limiting factor. The PAT recommends that the Director of Alaska Sea Grant seek additional travel support from the National Sea Grant Office, and from the University of Alaska of at least $50,000 per year. The PAT further recommends to the administration of the UA system, UAF, and SFOS that they try to identify additional travel funds as soon as possible in this amount.

**Recommendation #5:** Based on need, Alaska Sea Grant could effectively utilize twice the number of Marine Advisory Program extension agents currently available. The PAT recognizes funding limitations; however, the PAT believes Alaska Sea Grant could expand its number of agents in the following ways:

a) Develop a memorandum of understanding and jointly fund positions with the University of Alaska Fairbanks Cooperative Extension Service.
b) Utilize cost sharing of positions with local and other entities (some of this has occurred, but this is a common practice in other Sea Grant programs).
c) Consider joint position with other parts of NOAA. Examples include jointly establishing a position in Juneau with NOAA Fisheries or a position with the NOAA Climate Program Office.

**Recommendation #6.** While the PAT applauds the ambitious scope of both planning documents, there are a large number of strategic objectives. The PAT recommends that the Alaska Sea Grant Program consider at the next review reducing the number of objectives within each subject area to increase focus on highest priority areas.

**Recommendation #7:** Expected impacts have been well developed in the strategic plan, yet it is unclear how or what approaches or metrics will be used in evaluations. The PAT recommends the use of a more explicit approach to better document impacts and the approach should be an integral part of the planning process and evaluation protocol.

**Recommendation #8:** As with the strategic plan, a well articulated review protocol and metrics development greatly enhance the evaluation process. The PAT recommends that Alaska Sea Grant better articulate the review process to be used to evaluate performance benchmarks in the implementation plan as well as performance metrics and approaches to better document impacts from activities.

**Recommendation #9:** The new regional research project is a major undertaking and a central effort for Alaska Sea Grant in the next five years and beyond. The PAT recommends that in the next year, Alaska Sea Grant review and revise the current priority areas in the implementation plan in relation to the resource base, regional needs assessment, and the emerging role of the University of Alaska system in high latitude climate issues.

**Recommendation #10.** The PAT recommends that Alaska Sea Grant explore how to better get results of performance evaluations to the National Sea Grant Office and other programs to build a body of knowledge in Sea Grant and NOAA on progress in addressing critical national issues.

**Recommendation #11:** The PAT recommends that Alaska Sea Grant get more involved with the University of Alaska Fairbanks focus on the University of the North, including climate issues.

**Recommendation #12:** Alaska Sea Grant has an excellent track record of producing print media, video, and audio. The PAT suggests that Alaska Sea Grant consider the production of more non-traditional forms of media, including an expansion of the highly successful radio programs, clips, and Web-based media as stand-alone products or value-added supplements for the Marine Advisory Program and Education Services.

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**Recommendation #14:** Alaska Sea Grant should consider establishing an Advisory Committee subcommittee to track success in achieving planned program outcomes and the relevance of research, education, and the Marine Advisory Program to Alaska Sea Grant's biennial implementation plan.
PROGRAM ASSESSMENT TEAM RATING SHEET

ORGANIZING AND MANAGING THE PROGRAM

SUB-ELEMENTS

- Leadership of the Program
- Institutional Setting and Support
- Project Selection
- Recruiting Talent
- Effective and Integrated Program Components

CONNECTING WITH USERS

SUB-ELEMENTS

- Engagements with Appropriate User Communities
- Partnerships

EFFECTIVE AND AGGRESSIVE LONG-RANGE PLANNING

SUB-ELEMENTS

- Strategic Planning Process
- Strategic Plan Quality
- Implementation Plan

PRODUCING SIGNIFICANT RESULTS

SUB-ELEMENTS

- Contributions to Science and Technology
- Contributions to Extension, Communications, and Education
- Impact on Society, the Economy, and the Environment
- Success in Achieving Planned Program Outcomes

Sea Grant Program: Alaska

14 September 2006

PAT Chair Signature

Date
## AGENDA - ALASKA SEA GRANT PROGRAM ASSESSMENT VISIT

### SATURDAY, SEPTEMBER 9

Arrive in Anchorage at the Ted Stevens Anchorage International Airport, greeted by Alaska Sea Grant (ASG) staff and transported to Captain Cook Hotel.

### SUNDAY, SEPTEMBER 10

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:45–8:45 am</td>
<td>Breakfast/PAT meeting.</td>
<td>Captain Cook Hotel, Club Room I, Anchorage</td>
</tr>
<tr>
<td>8:45–9:00 am</td>
<td>Walk to Marine Advisory Program (MAP) office.</td>
<td>MAP office, conference room</td>
</tr>
<tr>
<td>9:00–9:20 am</td>
<td>Welcome (Allee) and video presentation of Alaska: Its Promise and Challenges.</td>
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<tr>
<td>9:20–9:40 am</td>
<td>Facing the Facts of Alaska (Allee).</td>
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</tr>
<tr>
<td>9:40–10:00 am</td>
<td>Responses to 2001 PAT &amp; 2004 TAT recommendations (Allee).</td>
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<tr>
<td>10:00–10:20 am</td>
<td>Program Vision for Alaska Sea Grant (Allee).</td>
<td></td>
</tr>
<tr>
<td>10:25–10:55 am</td>
<td>Break and and board bus for transport to Whittier.</td>
<td>Whittier / Prince William Sound</td>
</tr>
<tr>
<td>11:00 am</td>
<td>Bus departs for Whittier. Gourmet box lunch.</td>
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<tr>
<td>1:00–8:45 pm</td>
<td>Prince William Sound panel and discussions, aboard vessel owned by Stan Stephens, ASG Advisory Committee member, charter boat operator, and Alaska Travel Industry Association board member. ASG researchers, Marine Advisory agents, Advisory Committee members, and staff will be aboard. Dinner aboard vessel. Discussions will cover 1 Marine safety (Baker) 2 Coastal tourism and recreation (Stephens, Johnson, Reeve) 3 Shellfish mariculture and salmon ranching (RaLonde, Allee, Hopcroft) 4 Alaska Ocean Observing System (Baker, McCammon) 5 Education Services overview (Byers)</td>
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<tr>
<td>Time</td>
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<td>Location</td>
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</tr>
<tr>
<td>9:00–10:15 pm</td>
<td>Return to Captain Cook Hotel. Snacks en route.</td>
<td></td>
</tr>
<tr>
<td>7:00–8:15 am</td>
<td>PAT breakfast meeting, check out, luggage to bell desk.</td>
<td>Captain Cook Hotel, Club Room I, Anchorage</td>
</tr>
<tr>
<td>8:15–8:30 am</td>
<td>Walk to MAP office with ASG escort.</td>
<td></td>
</tr>
<tr>
<td>6:30–9:00 am</td>
<td>Marine Advisory Program Overview (Cullenberg).</td>
<td>MAP office, conference room, Anchorage</td>
</tr>
<tr>
<td>9:00–10:00 am</td>
<td>Presentation I: Community Resiliency (panel presentation, Q&amp;A).</td>
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<tr>
<td>10:00–10:15 am</td>
<td>Break.</td>
<td></td>
</tr>
<tr>
<td>10:15–12:00 pm</td>
<td>Presentation I (continued).</td>
<td></td>
</tr>
<tr>
<td>12:00–12:15 pm</td>
<td>Break. Walk to Hilton Anchorage Hotel.</td>
<td></td>
</tr>
<tr>
<td>1:30–1:45 pm</td>
<td>Walk back to MAP office.</td>
<td></td>
</tr>
<tr>
<td>1:45–3:00 pm</td>
<td>Presentation II: Increase Value of Seafood (panel presentation, Q&amp;A).</td>
<td>MAP office, conference room, Anchorage</td>
</tr>
<tr>
<td>3:00–3:15 pm</td>
<td>Break.</td>
<td></td>
</tr>
<tr>
<td>3:15–4:30 pm</td>
<td>Presentation II (continued).</td>
<td>MAP office, conference room, Anchorage</td>
</tr>
<tr>
<td>4:30–5:15 pm</td>
<td>Break and transport to Ted Stevens Anchorage International Airport, check in.</td>
<td></td>
</tr>
<tr>
<td>5:15–6:45 pm</td>
<td>Catered dinner at railroad facility adjacent to airport.</td>
<td>Bill Sheffield Depot, Anchorage Airport</td>
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<tr>
<td>Time</td>
<td>Activity</td>
<td>Location</td>
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</tr>
<tr>
<td>6:45–7:00 pm</td>
<td>Pass airline security check.</td>
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<tr>
<td>7:15 pm</td>
<td>Board plane for Fairbanks.</td>
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</tr>
<tr>
<td>7:41 pm</td>
<td>Depart for Fairbanks.</td>
<td></td>
</tr>
<tr>
<td>8:31 pm</td>
<td>Arrive Fairbanks, claim baggage, transport to Pike's Waterfront Lodge.</td>
<td></td>
</tr>
<tr>
<td>9:00 pm</td>
<td>Check into hotel.</td>
<td>Pike's Waterfront Lodge, Fairbanks</td>
</tr>
<tr>
<td>9:15 pm</td>
<td>Walk-through of PAT meeting room setup and functions.</td>
<td>Pike's Waterfront Lodge, Ayeska Board Room,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fairbanks</td>
</tr>
</tbody>
</table>

**TUESDAY, SEPTEMBER 12**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00–8:00 am</td>
<td>Breakfast/PAT meeting.</td>
<td>Pike's Waterfront Lodge, Ayeska Board Room,</td>
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<tr>
<td></td>
<td></td>
<td>Fairbanks</td>
</tr>
<tr>
<td>8:00–8:30 am</td>
<td>Transport to University of Alaska Fairbanks (UAF) campus.</td>
<td>UAF campus, Butrovich Building</td>
</tr>
<tr>
<td>8:30 am–9:45 am</td>
<td>Meet with President Mark Hamilton and Vice President Craig Dorman.</td>
<td></td>
</tr>
<tr>
<td>9:45–10:00 am</td>
<td>Transport to Signers' Hall.</td>
<td>UAF campus, Signers' Hall, Chancellor's</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conference Room</td>
</tr>
<tr>
<td>10:00–11:45 am</td>
<td>Meet with Chancellor Steve Jones and Provost Paul Reichardt.</td>
<td></td>
</tr>
<tr>
<td>11:45–12:00 pm</td>
<td>Transport to International Arctic Research Center (IARC).</td>
<td></td>
</tr>
<tr>
<td>12:00–1:15 pm</td>
<td>Buffet lunch and meet with Dean Denis Wiesenburg, UAF School of Fisheries and Ocean Sciences; ASG Management Team; and Fairbanks members of ASG Advisory Committee.</td>
<td>UAF campus, International Arctic Research Center (IARC), 5th floor, room 501</td>
</tr>
<tr>
<td>1:15–1:30 pm</td>
<td>Transport to Butrovich Building</td>
<td></td>
</tr>
<tr>
<td>1:30–3:00 pm</td>
<td>Presentation III: Sustainable Fisheries (panel presentation, Q&amp;A).</td>
<td>UAF campus, Butrovich Building, Regents</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conference Room</td>
</tr>
<tr>
<td>Time</td>
<td>Activity</td>
<td>Location</td>
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</tr>
<tr>
<td>3:00–3:15 pm</td>
<td>Break.</td>
<td></td>
</tr>
<tr>
<td>3:15–4:45 pm</td>
<td>Presentation III (continued).</td>
<td></td>
</tr>
<tr>
<td>4:45–5:15 pm</td>
<td>Break and transport to Princess Hotel.</td>
<td></td>
</tr>
<tr>
<td>5:15–6:15 pm</td>
<td>Invited poster session.</td>
<td>Princess Riverside Lodge, Copper Room, Fairbanks</td>
</tr>
<tr>
<td>7:45–8:00 pm</td>
<td>Walk to Pike’s Waterfront Lodge.</td>
<td></td>
</tr>
<tr>
<td>8:00 pm</td>
<td>PAT meeting.</td>
<td>Pike’s Waterfront Lodge, Alyeska Board Room, Fairbanks</td>
</tr>
</tbody>
</table>

**WEDNESDAY, SEPTEMBER 13**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00–8:00 am</td>
<td>Breakfast/PAT meeting.</td>
<td>Pike’s Waterfront Lodge, Alyeska Board Room, Fairbanks</td>
</tr>
<tr>
<td>8:00–8:15 am</td>
<td>Transport to Butrovich Building.</td>
<td></td>
</tr>
<tr>
<td>8:15–8:30 am</td>
<td>Fiscal Overview (Michele Frandsen).</td>
<td>UAF campus, Butrovich Building, Regents Conference Room</td>
</tr>
<tr>
<td>8:30–10:00 am</td>
<td>Presentation IV: Marine Literacy (panel presentation, Q&amp;A).</td>
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<tr>
<td>10:00–10:15 am</td>
<td>Break.</td>
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<tr>
<td>10:15–11:30 am</td>
<td>Presentation V: Community-Based Science (panel presentation, Q&amp;A).</td>
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<tr>
<td>11:30 am–12:30 pm</td>
<td>Lunch. Showing of <em>Ocean Fury</em> video with overview on tsunami threat and impacts of run-up modeling by Elena Suleimani.</td>
<td>UAF campus, Butrovich Building, Regents Conference Room</td>
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<tr>
<td>Time</td>
<td>Activity</td>
<td>Location</td>
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<tr>
<td>12:30–2:00 pm</td>
<td>Presentation VI: Public Health and Coastal Hazards (panel presentation, Q&amp;A).</td>
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<tr>
<td>2:00–2:15 pm</td>
<td>Transport to Pike’s Waterfront Lodge.</td>
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<tr>
<td>2:15–5:00</td>
<td>PAT meeting.</td>
<td>Pike’s Waterfront Lodge, Alyeska Board Room, Fairbanks</td>
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<tr>
<td>5:00–5:30 pm</td>
<td>Transport to dinner.</td>
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<tr>
<td>5:30–7:00 pm</td>
<td>Dinner, PAT members and Brian Allee.</td>
<td>Pike’s Waterfront Lodge</td>
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<tr>
<td>7:00–7:30 pm</td>
<td>Transport back to Pike’s Waterfront Lodge.</td>
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<tr>
<td>7:30 pm</td>
<td>PAT meeting.</td>
<td>Pike’s Waterfront Lodge, Alyeska Board Room, Fairbanks</td>
</tr>
</tbody>
</table>

**THURSDAY, SEPTEMBER 14**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>7:00–8:15 am</td>
<td>Breakfast/PAT meeting.</td>
<td>Pike’s Waterfront Lodge, Alyeska Board Room, Fairbanks</td>
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<tr>
<td>8:15–11:30 am</td>
<td>PAT meeting (continued).</td>
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<tr>
<td>11:30–11:45 am</td>
<td>Break, Check out, stow baggage (ASG staff assist) in vehicles.</td>
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<tr>
<td>11:45 am–12:45 pm</td>
<td>Catered lunch/exit interview with Allee</td>
<td>Pike’s Waterfront Lodge, Binkley Room, Fairbanks</td>
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<tr>
<td>12:45–1:00 pm</td>
<td>Transport to campus.</td>
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<tr>
<td>1:00–2:00 pm</td>
<td>Exit interview: SFOS Dean, UAF Chancellor &amp; Provost, UA Vice President for Research.</td>
<td>UAF campus, Signers Hall, Chancellor’s Conference Room</td>
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<tr>
<td>2:00–2:15 pm</td>
<td>Transport to Fairbanks International Airport.</td>
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<tr>
<td>3:35 pm</td>
<td>Depart</td>
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</tbody>
</table>
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National Marine Fisheries Service

Marcia Blaszak, Alaska Regional Director
National Park Service

Steve Borell, Executive Director
Alaska Miners Association

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Alaska Marine Conservation Council

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Juneau Borough Schools

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North Pacific Fishery Management Council

Terry Gardiner, Chief Policy Officer
CodeBlueNow

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Institute of Marine Science, University of Alaska Fairbanks

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Sealaska Corporation

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Alaska Rural Systemic Initiative

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Groundfish Division, Cordova Fishermen United

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17th District, U.S. Coast Guard

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Alaska Ocean Observing System

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United Fishermen's Marketing Association

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Stan Stephens Glacier and Wildlife Cruises

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BP Exploration

Arliss Sturgulewski
Swalling and Associates, CP