

**Site Review Report of the**

**Florida Sea Grant College Program**

November 19-21, 2019

DRAFT



## INTRODUCTION

The Site Review Team’s (SRT) visit to the Florida Sea Grant (FLSG) Program took place from November 19-21, 2019.

The SRT members included:

Kelly Samek, J.D. (Chair) NOAA OAR National Sea Grant Office Mobile, AL	Judith Gray (Co-Chair) National Sea Grant Advisory Board Block Island, RI
Erik Chapman, Ph.D. New Hampshire Sea Grant Durham, NH	Kelly Lucas, Ph.D. USM Thad Cochran Marine Aquaculture Center Ocean Springs, MS
Frederick (Buck) Sutter Gulf Coast Ecosystem Restoration Council St. Petersburg, FL	Judith Weis, Ph.D. Rutgers University (Emerita) Newark, NJ

Prior to the beginning of the Site Review Visit, and in conformance with National Sea Grant College Program guidelines, FLSG issued a public notice of the upcoming Site Review Visit by inviting interested parties to send written comments to the Federal Program Officer (FPO). The public notice was distributed by means of email, social media, and posting on the FLSG website. The FPO received one piece of correspondence before the published public comment deadline. The writer, from a tourism bureau, (1) stated that the local Sea Grant agent was relied upon by the media as an expert who is knowledgeable about the environment and marine issues and (2) praised FLSG as an invaluable resource for information about aquatic habitats. They wrote that they look forward to working with FLSG into the future.

The Site Review Visit took place at the Hilton University of Florida (UF) Conference Center in Gainesville, FL. During the Site Review Visit, the Site Review Team (SRT) met with program staff, researchers, students, stakeholders, partners, and university administrators. The SRT also benefited from a product demonstration session on the evening of November 19. (See Appendix A.)

This report of the Site Review Visit follows the provided guidance for 2014 – 2017 Program Site Review Visits. The SRT discussed broad issues with the Program related to FLSG’s: 1) Organization and Management of the Program; 2) Stakeholder Engagement; 3) Collaborative Network Activities; and 4) Performance, and how effectively the Program performed in each national focus area with respect to leadership and productivity to determine progress made towards each national focus area as identified in the 2014-2017 State Program Strategic Plan. Within each of these areas, each member of the SRT provided expert insights and opinions to the FPO.

With this report, the FPO presents the findings of the SRT and presents suggestions and recommendations to the Program to facilitate program improvement. It does not necessarily reflect the views of any specific member of the SRT.

## **Finding**

- The FPO finds that the Program meets the *Standards of Excellence* expected of all Sea Grant programs.

## **I. ORGANIZING AND MANAGING THE PROGRAM**

As is common among Sea Grant Programs, the Florida Sea Grant Program organizational chart illustrates a complex network of connections within and outside the host University setting. The FLSG Director reports to both the Provost and Senior Vice President for Academic Affairs and the Senior Vice President for Agriculture and Natural Resources, placing the program just two hierarchical steps below the University of Florida President. This allows FLSG to have representation, support, and a voice when needed, at the highest levels at the University of Florida. The SRT discussed with the University leadership the success that Sea Grant has had reporting directly to the University Provost and the team would like to see that continue. The current structure is ideal for serving the University mission while tapping into the expertise of the rest of the Statewide University System. For the 2014-2017 period, the Communications Director and the Associate Director for Extension and Education each reported directly to non-Sea Grant Administrators (the UF/IFAS Assistant Vice President for Communications and the UF/IFAS Dean for Extension, respectively; more recently, the position of Communications Director was merged with the position of the UF/IFAS Assistant Vice President for Communications), and it is important that each of these FLSG leaders is allowed sufficient autonomy with direction from the Sea Grant Director to fulfill the mission of FLSG. Leadership within FLSG consists of the Director, the Associate Director for Extension and Education, the Associate Director for Research, the Communications Director, and the Assistant Director for Fiscal Operations.

FLSG employs a range of committees, networks, and processes that ensure relevant, engaged research and programming. FLSG leadership meets twice annually with its Advisory Council, which consists of 20 members representing industry, non-governmental organizations (NGO), federal, and state program leaders. Each Extension Agent maintains a separate Extension Advisory Committee that advises on work plans and programming. Campus Coordinators located at participating institutions serve as liaisons between faculty and students at their campus and Florida Sea Grant. Extension Agents respond to emerging needs by forming Work Action Groups (WAGs) that focus groups of university faculty, extension agents, and other partners on topics of societal interest such as harmful algal blooms and coastal resilience. The WAGs are generally formed at annual extension retreats and they are maintained as long as necessary. The

WAGs provide a forum to identify extension programming priorities that are informed by research advances via participation by Extension Specialists and Affiliates. Frequent meetings occur at local, regional, and state scales to keep the network connected. Overall, FLSG extension programming works effectively by engaging staff and activities that span local (county), regional (three or more counties), and state scales, as well as addressing interstate and national challenges. The research program is structured strategically to encourage engagement with end-users, extension capacity, and student support. FLSG has an effective matrix management approach to managing and distributing responsibilities among its extension staff, wherein the agents identify as both Cooperative Extension and SG Extension. The communications program works to meet discrete objectives, employing many modern tactics such as video and Facebook Live. Additionally, FLSG has sufficient support from UF/IFAS to highlight and add capacity to the FLSG communications program.

Despite recent heavy turnover in staff, particularly at the leadership level (FLSG Director, Communications Director, and Director of Extension and Education), it is clear that many of the elements of the structure and processes that support FLSG, coupled with strong leadership by the interim Director, has allowed FLSG to continue to thrive without missing a beat.

## **Findings**

- FLSG is well placed with the position and authority to fulfill its multidisciplinary functions within the UF administrative system. FLSG receives consistent and strong match support from the UF Provost, Cooperative Extension, UF/IFAS, as well as additional state and private sources.
- For the 2014-2017 period, the Communications Director and the Associate Director for Extension and Education each reported directly to non-Sea Grant Administrators (the UF/IFAS Assistant Vice President for Communications and the UF/IFAS Dean for Extension, respectively; more recently, the position of Communications Director was merged with the position of the UF/IFAS Assistant Vice President for Communications), and it is important that each of these FLSG leaders is allowed sufficient autonomy with direction from the Sea Grant Director to fulfill the mission of FLSG.
- FLSG uses several processes for integrating extension and research, such as Work Action Groups. However, there may be additional opportunities to better integrate the extension and research programs.
- The current Advisory Council composition favors industry membership with fewer contributions from community or other local leaders, or practitioners with expertise in education, communications, or additional academic disciplines.

## **Recommendation**

- The SRT discussed with the University leadership the success that Sea Grant has had reporting directly to the Provost and Senior Vice President for Academic Affairs and the Senior Vice President for Agriculture and Natural Resources and the team would like to see that continue. Being one of only a few statewide centers helps the University maintain its preeminence. The current structure is ideal for serving the University of Florida mission while tapping into the expertise of the rest of the Statewide University System.

## **Suggestions**

- The FLSG Communications Director and the Associate Director for Extension and Education should be provided with sufficient leadership and supervision from the Sea Grant Director to fulfil the mission of FLSG.
- Develop administrative structures and processes that support integration and coordination of extension, education, and research functions of the FLSG program. Additional measures could further integrate communications within the research and extension activities.
- Examine the evaluation and reporting process and consider adding quality control that supports more complete capture of program impacts and efficient tracking of progress toward strategic plan goals across all FLSG functions and activities.
- Examine the composition of the Advisory Council to ensure balanced input from a diverse set of stakeholders with perspectives and expertise relevant to all FLSG Focus Areas, and core FLSG functional areas (research, extension, education, and communications).

## **II. STAKEHOLDER ENGAGEMENT**

FLSG is highly successful due in large part to its purposeful focus on partnerships with stakeholders at every phase of operation, beginning with stakeholder input in developing the Strategic Plan, to identification and execution of research projects, through translation of science to assist in decision-making processes. The myriad partnerships are as diverse as the environmental and economic challenges faced in Florida. The program is strengthened by execution through place-based expertise coupled with region/state-wide science and legal expertise that is highly relevant. The philosophy captured in the concept of “Science Serving Florida’s Coast” reflects the focus of the entire staff. Reliance on open and productive stakeholder partnerships is critical to the continued success of the program.

The reputation of FLSG as a trusted source for science research, advice, and policy development and application is an invaluable asset to the program. Stakeholders actively seek out the program's legal, policy, extension/education, and science perspectives to meet unique local and regional needs (e.g., Hernando County to support the development of a comprehensive marine management framework). Conversely, the Florida Sea Grant program also shows its value through proactive efforts, reaching out to communities in immediate need (e.g., response to Hurricane Irma in the Florida Keys).

The extension capabilities provide a very powerful source of science, education, resource management, and legal expertise that is effectively leveraged through the extension agents (in 20 counties), each with an Advisory Committee that is representative of the unique stakeholders familiar with issues of their area. The distributed nature of the staff provides a nimbleness to the program, which has resulted in FLSG becoming a vital component in how the state addresses acute (e.g., hurricane) and chronic disasters (e.g., sea level rise). The awareness of local and state/region-wide staff provides context to environmental challenges, allowing them to provide critical and immediate support from scientific, legal, and logistic perspectives (e.g., in the timeliness of the post-Hurricane Irma response). This is a key highlight of the success of the Florida Sea Grant Program's stakeholder engagement.

The extensive metrics available through the PIER assessment are of value in assessing the program. However, reliance on output-based measures at times makes it difficult to translate results to help answer "so what" questions. The programmatic descriptions were impactful in providing contextual understanding of the outcomes of the stakeholder partnership effort.

## **Findings**

- The FLSG network plays a vital role in addressing acute (e.g., hurricanes) and chronic disasters (e.g., sea level rise) through their extensive local, regional, and state-level expertise, and are able to respond quickly to emergencies (e.g., Florida Keys Lobster Trap Recovery after Hurricane Irma).
- FLSG has a reputation for providing nonpartisan, high quality information to its stakeholders. The FLSG Program and staff have a strong reputation as a trusted source for science advice and policy development and application by stakeholders. The dispersed nature of the staff and associated advisory panels provides insights from a diverse set of stakeholders.

## **Recommendations**

None.

## **Suggestions**

None.

### **III. COLLABORATIVE NETWORK/NOAA ACTIVITIES**

The SRT saw many collaborations in which FLSG participates nationally and regionally with other Southeast and Gulf Coast Sea Grant programs as well as Florida agencies. The program collaborates with FL Department of Environmental Protection's (DEP) Office of Resilience and Coastal Protection supporting students, sea level rise adaptation planning, and a variety of "shovel-ready" projects. Cooperating with Everglades National Park and the South Florida Water Management District, researchers (i.e., Troxler, et al.) have found that with inadequate freshwater flow plus saltwater intrusion, the sawgrass ecosystem is vulnerable to "peat collapse" and conversion of marsh to open water, rather than the expected replacement of sawgrass by mangroves, providing urgent evidence of the need to increase freshwater flow to the Everglades. The Regional Islands Initiative, spearheaded by late FLSG Director Karl Havens includes Puerto Rico, Hawaii, and Guam in capacity development, fisheries governance, and climate change adaptation, in which FLSG provides much of the expertise. The program collaborates with the Texas, Louisiana, and Mississippi-Alabama Sea Grant Programs in providing outreach and extension for the Gulf of Mexico Research Initiative (GOMRI), which was established after the *Deepwater Horizon* catastrophe. The Sea Grant Programs develop outreach publications, seminars, videos, and workshops, and are a trusted source of information. The Regional Resilience Program is a collaboration with other Southeast Sea Grant Programs and NOAA's National Ocean Service Office for Coastal Management. It works with rural coastal communities subject to flooding and sea level rise, using one pilot community in each state (as of this time), and focusing on resilience planning. Many other examples of collaborations were shared at the review by partners of the Program, providing perspective on the wide range of the Program's interactions.

## **Findings**

- FLSG works with a range of partners on relevant issues to address the needs of stakeholders. The Program is responsive to the needs of its fellow Sea Grant Programs in the region and sometimes leads the efforts.

## **Recommendations**

None.

## **Suggestions**

None.

## **IV. PERFORMANCE REVIEW**

FLSG has been recognized as a leader in the form of awards bestowed on the leadership and team members, most importantly by the constituents served by the program, other Sea Grant programs, as well as national and international partners. FLSG has achieved the performance measures set out for its programs and has been productive in peer-reviewed research publications, communication documents, and service and response to industry, state agencies, local and state governments, and community organizations. Additionally, research projects have resulted in three patented technologies. The partnership with IFAS has expanded Sea Grant extension services throughout the state increasing productivity and leveraging funds across programs. Decisions by FLSG leadership requiring mandatory support of students on research proposals and engagement with philanthropic organizations funding students has resulted in a large number of students served by the Program. Students are being employed at a high rate and the Program has done a good job developing a web mapping application to track former students, creating a valuable network. Research guidelines that require end-users help to develop and implement research has resulted in technology and informational transfer that meets stakeholders needs and aids in policy decisions.

### **Findings**

- The Program shows leadership at local, state, regional, national, and international scales and research and extension are integrated and impactful for both the communities they serve and beyond the state borders.
- The late Director, Karl Havens, was an effective leader with great vision for advancing the program and inspiring staff, students, and colleagues. Despite recent high turnover at key leadership positions, FLSG remains highly productive and on course, and is now providing the opportunity to consider new directions and strategies as it continues to rebalance.
- FLSG employs efficient online tools to facilitate initial capture of impacts of research and extension activities and tracking student success. However, tallied performance measures provided to the review panel within the PIER 2014-2017 Site Visit Report suggest underreporting and some lack of tracking of progress toward national and program performance goals.
- Guidelines for research proposals requiring end-user participation in the development of proposals have resulted in technology and information transfer that meets the needs of stakeholders and aids in policy decisions.



## Recommendations

None.

## Suggestions

None.

## V. PERFORMANCE RATING DETERMINATION

After discussion with the Program on progress made towards each national focus area as identified in the 2014-2017 Florida Sea Grant Strategic Plan, the SRT determined a performance rating for each national focus area. The SRT used 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)

Healthy Coastal Ecosystems	Sustainable Fisheries and Aquaculture	Resilient Communities and Economies	Environmental Literacy and Workforce Development
Rating: 3	Rating: 3	Rating: 3	Rating: 2
Meets Expectations in most areas/aspects	Meets Expectations in most areas/aspects	Meets Expectations in most areas/aspects	Exceeds Expectations by a substantial margin in some areas/aspects

### *Healthy Coastal Ecosystems*

According to the briefing book, the program has many projects on ecological effects of sea level rise and of inadequate freshwater flow. Drought caused the oyster collapse in Apalachicola Bay, and Sea Grant is monitoring restoration--settlement, growth, and health--in experimental reefs. Reefs near the Suwannee River are degrading because of reduced freshwater flow caused by agricultural and urban consumptive uses. In contrast, the St. Lucie and Caloosahatchee estuaries are affected by excess freshwater from the Everglades. The Comprehensive Everglades Restoration Plan may not achieve its goals and additional water storage is needed. The Troxler study of the effects of saltwater intrusion in the Everglades, described in the Stakeholder

Engagement session was outstanding, as was the Kane work on the Apalachicola oyster fishery, described in the Resilient Communities and Economies session.

The previous projects were not described in the Healthy Coastal Ecosystems session at the site visit, at which the program did not put its best foot forward; however, they were mentioned elsewhere in the review. In the HCE session, sponge restoration in the Keys was described, including the long history of sponge fisheries worldwide. Sea Grant research showed that sponges can be cut for harvest at a variety of angles and regenerate quickly, which is greatly beneficial to the sponge industry. Another project developed sea turtle-friendly lighting to prevent disorientation and mortality of hatchlings. This research was done previously, and ordinances are now being developed in coastal towns to protect turtles. A project was described about coastal resilience that involved healthy coastal ecosystems in two areas (1) easements from property owners to protect turtle nesting habitats and (2) living shorelines to protect eroding marshes. Another project evaluated ways to remove invasive lionfish, and found that “fishing derbies” are the most effective method. In Puerto Rico, where a similar study was done, Sea Grant extension is working with restaurants to develop markets for tasty lionfish. For each of these projects, there was no mention of resulting scientific publications.

### *Sustainable Fisheries and Aquaculture*

FLSG supported sustainable fisheries management through, for example, barotrauma research by testing of descending devices, and tracking of mako shark movements resulting in new fisheries management regulations. FLSG research results were also used to support policy changes for new clam harvesting techniques in Florida. Projects focused on artificial reefs, oyster reefs, and saltmarsh restoration are creating and improving habitats for marine species and supporting healthy and robust fisheries. FLSG helped develop new methods and technologies to support sustainable seafood and aquaculture through research on new techniques for rapidly assessing brevetoxin in shellfish, resulting in policy changes at the federal level. Additionally, FLSG has engaged in product diversity research for sunray clam and marine finfish aquaculture technologies. Improvements in aquaculture production are exemplified through work with oyster genetics and triploidy, as well as probiotics for finfish production. Growing, harvesting, and promoting safe, healthy, sustainable seafood is evident in the development of outreach materials and delivery of training programs worldwide, as well as research on DNA sensors that detect mislabeled product. FLSG did a wonderful job meeting the expectations of their Strategic Plan.

### *Resilient Communities and Economies*

Florida is experiencing more frequent and extreme climatological events including rising sea levels and associated flooding of its coast. In a state where resilience of the coast is closely tied to the viability of the local economy, immediate and near-term climate-driven changes are problematic. These impacts are exacerbated by the number of homes and businesses located

within areas experiencing flooding, or projected to be flooded in the near future. FLSG is able to address these concerns in their role as a trusted honest-broker that generates relevant science and policies, and through the identification and funding of talented researchers to find solutions to local and regional resiliency and economic challenges. Further, FLSG's expertise in communicating results in a context that is understood and accepted by local communities is highly valuable. An example outcome of this work is assisting coastal communities dispel ecological and economic myths, a capability that is of significant value in a time of misinformation regarding issues (e.g., climate change) that impact the resiliency of the coast. Identification of, and providing support for, the research of "difference makers" to find innovative resiliency and economic solutions is a strong programmatic capacity (e.g., providing insurance industries with robust building safety models, and developing adaptation planning for coastal communities impacted by sea level rise).

### *Environmental Literacy and Workforce Development*

FLSG meets the state's relevant Environmental Literacy and Workforce Development needs through a broad range of programs including student support and fellowships, citizen science programs, and professional development and training programs. These efforts positively influence the career trajectory of large numbers of undergraduate and graduate students by connecting them to research projects that link real-world issues with end-users, thus perpetuating and building a future workforce that is knowledgeable about the effectiveness of Sea Grant's multidisciplinary model. FLSG has well-developed and effective professional development and training programs, particularly related to fisheries and seafood industries (e.g. the Caribbean Fisheries Training Program and Hazard Analysis Critical Control Point training) that sustain thousands of jobs and businesses, thus positioning FLSG as local, regional, and national leaders in workforce development.

### **Findings**

- FLSG legal expertise has been a critical component to updating codes, ordinances, policies, and issuance of permits to facilitate infrastructure changes (e.g., green solutions) needed to increase the resiliency of Florida communities. Stakeholder facilitation, issue-specific connectivity, and communication expertise to assist in information transfer (e.g., Tampa Bay climate outreach and engagement) have strong relevance to addressing resiliency issues facing Florida, particularly in articulating needs, outcomes, and lessons learned.
- FLSG supports a deep portfolio of student funding opportunities associated with research projects, undergraduate and graduate fellowships, and has a strong track record with respect to national fellowship competitions such as the Knauss Fellowship. However,

education is so tightly woven into both Research and Extension activities that it does not show strongly as an individual activity.

- The FLSG partnership with Mahogany Youth Corporation demonstrates highly impactful educational programming in a public-school setting that reaches at-risk and underserved communities.

### **Recommendations**

None.

### **Suggestions**

- FLSG should follow the example of Puerto Rico Sea Grant (and various Caribbean countries) and work with restaurants and fish markets to sell lionfish as seafood. Since SG is in IFAS, where the “F” stands for “food,” this should be an early relationship to develop.
- Continue and strengthen partnerships with the Florida Department of Environmental Protection Office of Resilience and Coastal Protection, which can provide significant leveraging opportunities.
- Given Florida’s extensive coastline that will be impacted by sea level rise over the next 50+ years (a significant opportunity and challenge), FLSG may need to strategically refine its focus, including expansion of the program scale and scope regarding resilient communities and economies, to maximize the relevance of the research it supports.
- Consider increasing connection and engagement with education expertise both academic and experientially in both formal and informal settings through additional Faculty Affiliates, Extension Agents, Advisory Council Members, or through other opportunities through the FLSG network.
- Explore approaches to expanding or duplicating the Mahogany Youth Corporation program in Florida and engage other programs to inform potential transfer to other regions in the SG Network.

## **V.I. FINDINGS, RECOMMENDATIONS and SUGGESTIONS**

### **Findings**

- The FPO finds that the Program meets the *Standards of Excellence* expected of all Sea Grant programs.
- FLSG is well placed with the position and authority to fulfill its multidisciplinary functions within the UF administrative system. FLSG receives consistent and strong

match support from the UF Provost, Cooperative Extension, UF/IFAS, as well as additional state and private sources.

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- FLSG has a reputation for providing nonpartisan, high quality information to its stakeholders. The FLSG Program and staff have a strong reputation as a trusted source for science advice and policy development and application by stakeholders. The dispersed nature of the staff and associated advisory panels provides insights from a diverse set of stakeholders.
- FLSG works with a range of partners on relevant issues to address the needs of stakeholders. The Program is responsive to the needs of its fellow Sea Grant Programs in the region and sometimes leads the efforts.
- The Program shows leadership at local, state, regional, national, and international scales and research and extension are integrated and impactful for both the communities they serve and beyond the state borders.
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- Guidelines for research proposals requiring end-user participation in the development of proposals have resulted in technology and information transfer that meets the needs of stakeholders and aids in policy decisions.
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## **Recommendation**

- The SRT discussed with the University leadership the success that Sea Grant has had reporting directly to the Provost and Senior Vice President for Academic Affairs and the Senior Vice President for Agriculture and Natural Resources and the team would like to see that continue. Being one of only a few statewide centers helps the University maintain its preeminence. The current structure is ideal for serving the University of Florida mission while tapping into the expertise of the rest of the Statewide University System.

## Suggestions

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- Develop administrative structures and processes that support integration and coordination of extension, education, and research functions of the FLSG program. Additional measures could further integrate communications within the research and extension activities.
- Examine the evaluation and reporting process and consider adding quality control that supports more complete capture of program impacts and efficient tracking of progress toward strategic plan goals across all FLSG functions and activities.
- Examine the composition of the Advisory Council to ensure balanced input from a diverse set of stakeholders with perspectives and expertise relevant to all FLSG Focus Areas, and core FLSG functional areas (research, extension, education, and communications).
- FLSG should follow the example of Puerto Rico Sea Grant (and various Caribbean countries) and work with restaurants and fish markets to sell lionfish as seafood. Since SG is in IFAS, where the “F” stands for “food,” this should be an early relationship to develop.
- Continue and strengthen partnerships with the Florida Department of Environmental Protection Office of Resilience and Coastal Protection, which can provide significant leveraging opportunities.
- Given Florida’s extensive coastline that will be impacted by sea level rise over the next 50+ years (a significant opportunity and challenge), FLSG may need to strategically refine its focus, including expansion of the program scale and scope regarding resilient communities and economies, to maximize the relevance of the research it supports.
- Consider increasing connection and engagement with education expertise both academic and experientially in both formal and informal settings through additional Faculty Affiliates, Extension Agents, Advisory Council Members, or through other opportunities through the FLSG network.
- Explore approaches to expanding or duplicating the Mahogany Youth Corporation program in Florida and engage other programs to inform potential transfer to other regions in the SG Network.

## V. BEST MANAGEMENT PRACTICES

- FLSG supports the immediate needs of communities through partnering with the state's coastal management program (via fellowships and the Coastal Partnership Initiative that funds shovel-ready, high impact projects and provides high community visibility for FLSG and UF).
- FLSG only considers funding of research projects that have a stakeholder-researcher relationship and that include student involvement/student development.
- FLSG creates a Weekly Job/Internship Roundup, which comes out every Wednesday and lists opportunities across FL. The Roundup attracts new viewers to FLSG.
- Each FLSG Extension Agent has an Advisory Committee.
- The web mapping tool and dedication to tracking students could be expanded to other Sea Grant programs.
- FLSG partners with an inner-city youth program (Mahogany Youth Corporation) focused on the "worst kids in the worst schools" and fundamentally changes the lives of these students by involving them in SG programs, research projects, and citizen science.
- Individually tailored training of resource management professionals in surrounding states and countries (Caribbean Fisheries Training Program) builds regional capacity and also benefits the host state/SG program through two-way learning.



# APPENDIX A: SRT AGENDA

## Florida Sea Grant | 2014-2017 National Program Review

November 19-21, 2019 | UF Hilton Conference Center, Gainesville, Florida

### SITE REVIEW TEAM (SRT) MEMBERS

Judith Gray, Chair, National Sea Grant Advisory Board

Kelly Samek, Co-Chair, National Sea Grant Office

Erik Chapman, New Hampshire Sea Grant

Judith Weis, Rutgers University

Kelly Lucas, University of Southern Mississippi

Buck Sutter, Gulf Coast Ecosystem Restoration Council

### AGENDA

#### Day 1 – Tuesday, November 19

Activity	Responsible	Minutes	Time
<i>Breakfast buffet (provided) and registration</i>		<b>30</b>	<b>7:30 am – 8:00 am</b>
Welcome and Introductions	Sherry Larkin	20	8:00 am – 8:20 am
Overview of the Program Review Process	Kelly Samek	10	8:20 am – 8:30 am

#### **A. PROGRAM MANAGEMENT AND ORGANIZATION**

**8:30am-12:00pm**

##### Organization

Introduction			
<ul style="list-style-type: none"><li>Principal partners and organization at UF</li><li>Leadership and support teams</li><li>Planning through leveraging</li></ul>	Sherry Larkin	40	8:30 am – 9:10 am
Advisory Council	Jim Cantonis Bobby Aylesworth	20	9:10 am – 9:30 am
Question and Answer Session	Sherry Larkin	15	9:30 am – 9:45 am
<b>Break</b>		<b>15</b>	<b>9:45 am – 10:00 am</b>
Research Program	Charles Sidman	15	10:00 am – 10:15 am
Extension and Education Program	Bill Lindberg	15	10:15 am – 10:30 am
Communications Program	Rhett Register	15	10:30 am – 10:45 am
Question and Answer Session	Sherry Larkin	15	10:45 am – 11:00 am

##### Recruiting Talent

Introduction	Charles Sidman	5	11:00 am – 11:05 am
RFP Process and Priorities	Nancy Montes	15	11:05 am – 11:20 am
Tracking Success of Research and Extension	Charles Sidman	15	11:20 am – 11:35 am
Tracking Students, Scholarships and Fellowships	Corina Guevara	10	11:35 am – 11:45 am
Perspectives from Students Supporters	Bobby Aylesworth Greg Jacoski	10	11:45 am – 11:55 am
Question and Answer Session	Charles Sidman	5	11:55 am – 12:00 pm
<b>Lunch (provided)</b>		<b>60</b>	<b>12:00 pm – 1:00 pm</b>

**B. STAKEHOLDER ENGAGEMENT**

**1:00pm-3:00pm**

**Key Partnerships**

Introduction	Sherry Larkin	5	1:00 pm – 1:05 pm
Ex. 1: Florida Keys Lobster Trap Recovery	Shelly Krueger Bill Kelly	20	1:05 pm – 1:25 pm
Ex. 2: Sea Level Rise Planning for Satellite Beach	Thomas Ruppert Tara McCue	20	1:25 pm – 1:45 pm
Ex. 3: Everglades Restoration Research and Application	Tiffany Troxler David Rudnick	20	1:45 pm – 2:05 pm
Ex. 4: Hernando County Marine Management Area	Tom Ankersen Keith Kolasa	20	2:05 pm – 2:25 pm
Ex. 5: Connecting Communities with Environments	Brittany Hall-Scharf Jim Davis	20	2:25 pm – 2:45 pm
Question and Answer Session	Sherry Larkin	15	2:45 pm – 3:00 pm
<b>Break</b>		<b>15</b>	<b>3:00 pm – 3:15 pm</b>

**C. COLLABORATIVE NETWORK ACTIVITIES**

**3:15pm-5:00pm**

**NOAA Linked Partnerships**

Introduction	Charles Sidman	10	3:15 pm – 3:25 pm
Ex. 1: Community Partnership Initiative	Charles Sidman Whitney Gray	20	3:25 pm – 3:45 pm
Ex. 2: Regional Islands Initiative	Darren Lerner (Z)* Ruperto Chaparro Milton Haughton (Z)*	20	3:45 pm – 4:05 pm
Ex. 3: Oil Spill Outreach	Monica Wilson LaDon Swann (Z)*	20	4:05 pm – 4:25 pm
Ex. 4: Regional Resilience Program	Sherry Larkin Rick DeVoe	20	4:25 pm – 4:45 pm
Question and Answer Session	Charles Sidman	15	4:45 pm – 5:00 pm
<b>Break</b>		<b>30</b>	<b>5:00 pm – 5:30 pm</b>

**PRODUCT DEMONSTRATIONS AND RECEPTION**

**5:30pm-7:00pm**

- Sustainable Fisheries and Aquaculture: New hook design to reduce shark bycatch Dean Grubbs
- Sustainable Fisheries and Aquaculture: Sunray venus clams and off-bottom oysters Leslie Sturmer
- Healthy Coastal Ecosystems: Living shorelines planning and restoration Savanna Barry
- Healthy Coastal Ecosystems: Sponge and benthic habitat restoration Shelly Krueger
- Resilient Communities and Economies: Products for strengthening homes Arindam Chowdhury
- Resilient Communities and Economies: Storm surge modelling system Peter Sheng
- Environmental Literacy: Coastal habitat restoration curriculum Shelly Johnson

**Adjourn Day 1**

**7:00 pm**

(Z)\* indicates that a participant will join remotely by Zoom

**Day 2 – Wednesday, November 20**

Activity	Responsible	Minutes	Time
<b>Breakfast for SRT, Director and UF Leadership*</b>		<b>60</b>	<b>7:30 am – 8:30 am</b>
<b>Break</b>		<b>30</b>	<b>8:30 am – 9:00 am</b>
Review and Preview	Sherry Larkin	15	9:00 am – 9:15 am
Rotary Club Award Presentation (Karl Havens)	Jim Skiles Perry Persell	15	9:15 am – 9:30 am

**D. PERFORMANCE 9:30am-5:00pm**

**Leadership**

Board and Committee Participation	Sherry Larkin	15	9:30 am – 9:45 am
<b>Break</b>		<b>15</b>	<b>9:45 am – 10:00 am</b>

**Productivity**

<b>Sustainable Fisheries and Aquaculture</b>	Introduction	Bill Lindberg	5	10:00 am – 10:05 am
	Ex. 1: Red Tide Monitoring for Shellfish	Angela Collins Leanne Flewelling	20	10:05 am – 10:25 am
	Ex. 2: Sustainable Fisheries	Betty Staugler Doug Gregory	20	10:25 am – 10:45 am
	Ex. 3: Florida’s Artificial Reef Program	Scott Jackson Keith Mille	20	10:45 am – 11:05 am
	Ex. 4: Innovations in Shellfish Aquaculture	Leslie Sturmer Tim Jordon	20	11:05 am – 11:25 am
	Ex. 5: Advancements in Finfish Aquaculture	CJ McGuigan Doug Gregory	20	11:25 am – 11:45 am
	Question and Answer Session	Bill Lindberg	15	11:45 am – 12:00 pm

**Lunch (provided) 60 12:00 pm – 1:00 pm**

<b>Healthy Coastal Ecosystems</b>	Introduction	Rhett Register	5	1:00 pm – 1:05 pm
	Ex. 1: Florida Bay Sponge Restoration and Industry Perspective	Shelly Krueger Josh Patterson Jim Cantonis	40	1:05 pm – 1:45 pm
	Ex. 2: Sea Turtle-Friendly Lighting	Erik Lovestrand James Moyers	20	1:45 pm – 2:05 pm
	Ex. 3: Resilient Shorelines and Environments	Tom Ankersen Whitney Gray	20	2:05 pm – 2:25 pm
	Ex. 4: Invasive Lionfish Control	Maia McGuire Lad Akins Ruperto Chaparro	20	2:25 pm – 2:45 pm
Question and Answer Session	Rhett Register	15	2:45 pm – 3:00 pm	

**Break 15 3:00 pm – 3:15 pm**

\*Breakfast buffet provided for other participants in the lobby outside the meeting room

**D. PERFORMANCE (continued)**

Activity	Responsible	Minutes	Time	
<b>Environmental Literacy and Workforce Development</b>	Introduction	Charles Sidman	10	3:15 pm – 3:25 pm
	Ex. 1: Environmental Literacy: Ocean Education for At-Risk Youth	Kathleen Elliott April Thompson-Williams Robert O’Bryant	20	3:25 pm – 3:45 pm
	Ex. 2: Environmental Literacy: Citizen Science Programs	Maia McGuire Lisa Krinsky	20	3:45 pm – 4:05 pm
	Ex. 3: Workforce Development: Caribbean Fisheries Training Program	Charles Sidman Milton Haughton (Z*)	20	4:05 pm – 4:25 pm
	Ex. 4: Workforce Development: HACCP Training for Seafood Industry	Steve Otwell	20	4:25 pm – 4:45 pm
	Question and Answer Session	Charles Sidman	15	4:45 pm – 5:00 pm

*Adjourn*

**5:00 pm**

**Day 3 – Thursday, November 21**

Activity	Responsible	Minutes	Time
<i>Breakfast buffet (provided)</i>		<b>30</b>	<b>7:30 am – 8:00 am</b>
Review and Preview	Sherry Larkin	15	8:00 am – 8:15 am

**D. PERFORMANCE (continued)**

**8:15am-10:00am**

<b>Resilient Communities and Economies</b>	Introduction	Charles Sidman	10	8:15 am – 8:25 am
	Ex. 1: Resilient Economies: Oyster Recovery and Community Support	Andrew Kane Shannon Hartsfield	20	8:25 am – 8:45 am
	Ex. 2: Resilient Communities: Climate Outreach and Engagement	Libby Carnahan Maya Burke	20	8:45 am – 9:05 am
	Ex. 3: Resilient Structures: Supporting the Risk Insurance Industry	Arindam Chowdhury Jean-Paul Pinelli (Z)*	20	9:05 am – 9:25 am
	Ex. 4: Adaptation Planning: “Salty Urbanism”	Jeff Huber	20	9:25 am – 9:45 am
	Question and Answer Session	Charles Sidman	15	9:45 am – 10:00 am
<b>Break</b>		<b>15</b>	<b>10:00 am – 10:15 am</b>	

**E. PROGRAM CHANGES** **10:15am-11:00am**

<i>Activity</i>	<i>Responsible</i>	<i>Minutes</i>	<i>Time</i>
Changes Since the Previous Site Review	Sherry Larkin Rick Stumpf (Z*)	30	10:15 am – 10:45 am
Question and Answer Session	Sherry Larkin	15	10:45 am – 11:00 am

**Adjourn Site Review: Visitors and Participants** **11:00 am**

**REVIEW TEAM DELIBERATIONS AND REPORT** **11:00am-5:00pm**

<i>Activity</i>	<i>Responsible</i>	<i>Minutes</i>	<i>Time</i>
Charge to SRT	Kelly Samek	10	11:00 am – 11:10 am
Deliberations	SRT	50	11:10 am – 12:00 pm
<b>SRT Lunch (provided)</b>		<b>60</b>	<b>12:00 pm – 1:00 pm</b>
Deliberations (continued)	SRT	120	1:00 pm – 3:00 pm
<b>Break</b>		<b>15</b>	<b>3:00 pm – 3:15 pm</b>
Deliberations (continued)	SRT	45	3:15 pm – 4:00 pm
SRT Report to FSG and UF Leadership	SRT	60	4:00 pm – 5:00 pm

**Adjourn Site Review: SRT, FSG, and UF Leadership** **5:00 pm**