



COSEE

**CENTERS FOR OCEAN SCIENCES
EDUCATION EXCELLENCE**

**COSEE National Network Meeting
Consortium of Oceanographic Research and Education
Washington DC
April 5 – 6, 2007**

**COSEE National Network Meeting
April 5 - 6, 2007
COSEE Central Coordinating Office, CORE
Washington, DC**

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COSEE National Network Meeting
 April 5 - 6, 2007
 COSEE Central Coordinating Office, CORE
 Washington, DC

DAY 1

9:00 a.m.	Welcome and Introductions
9:15 a.m.	Summary of the Results of our Needs Assessment (Janice)
9:30 a.m.	Agenda – goals and objectives for the meeting (Billy)
9:45 a.m.	Questions and/or concerns
10:00 a.m. 10:15 a.m.	CCO Status Report: Plans for the Future (Sue Cook) <u>Analysis of activity database:</u> Where is COSEE the strongest with regard to the Blueprint? Where are we the weakest? What does this mean for future network evaluation? (Michael Seaman)
10:45 a.m.	Break
11:00 am.	<u>Blueprint Goal #2: Next step – How do we advance engagement of ocean scientists?</u> Sharing highlights from selected COSEE centers in panel format Here is what we’re doing at my center to accomplish blueprint goal “2” --Engaging Scientists COSEE-NE (Andrea), COSEE-OLC (Veronique); COSEE-GL (Roseanne) – 5 minutes each
11:15 a.m.	<u>Small group discussions:</u> What can we do together as a network to take a big leap forward with regard to engaging scientists in COSEE? (How can we develop model “engaging scientists” programs that we evaluate and promote? What other strategies should we use? <i>Participants will receive any available notes from past strategic planning efforts to help with this exercise – use available computers to take notes</i>
12:15 p.m.	Lunch
1:00 p.m.	Groups report on progress/plans for Big Leaps Forward with Respect to Engaging Scientists
1:30 p.m.	<u>Blueprint Goal #1: Next step – How do we advance ocean literacy?</u> Review of where we are now – COSEE–CA (Craig) Review of different approaches to OL within COSEE Network Review of ideas that have been presented in past network meetings Review of relevant expertise and resources at the CCO (Kevin Wheeler)
	<u>Small group discussions:</u> How do we achieve, as a network, much more than the sum of our individual efforts with regard to advancing ocean literacy? How can each center contribute? How we can build momentum using short-term strategic opportunities?
2:30 p.m.	Break
2:45 p.m.	Report out

3:15 p.m.	<p><u>More ideas... How can we increase our visibility and impact using an “in the news” topic area? How can we leverage other ocean science initiatives?</u></p> <p>Ocean Observing Systems – present/discuss results of needs assessment (Janice or Chris)</p> <p>Global Climate Change – ideas for integrating global climate change initiative for COSEE (Annette)</p> <p>Links to other NSF initiatives – Cyberinfrastructure, Ocean Science and Tech Centers, etc. (Don)</p>
3:30 p.m.	<p>Participants develop a “poster” on flip chart paper – What are COSEE strengths/assets in developing these hot topic areas? What elements of existing COSEE programs can we capitalize on in the short-term that will contribute to a network level effort?</p>
5:00 p.m.	Adjourn – meet at local restaurant

DAY 2

9:00 a.m.	<p>Review of Day 1</p> <p>Framing of Day 2</p>
9:30 a.m.	<p><u>Operating Agreements/Governance</u></p> <p>Veronique, Annette, Roseanne, and Barbara report out</p> <p>Discussion</p>
10:30 a.m.	Discussion re selection of new Council chair
10:45 a.m.	Break
11:00 a.m.	<p><u>Share expertise and build cross network collaborations over the long-term.</u></p> <p>K-12 Teaching; Diversity; Ocean Careers – Identify barriers and concerns to developing network BIG LEAPS on these areas</p>
12:00 p.m.	Lunch
1:00 p.m.	<p>Generate Action plans for each of these areas for how we will make BIG LEAPS... How can we develop cross-center collaboration or network-wide centralized efforts to accomplish blueprint goals 3, 4 and/or 5?</p>
2:00 p.m.	Break
2:15 p.m.	<p>Each Participant Responds: How do we stay connected and aligned? How do we feel about the work we have done? What will your center commit to do?</p>
3:00 p.m.	Adjourn

The COSEE Network Strategic Business Plan

March 2006

The COSEE Network Strategic Business Plan – March 2006

Mission - Our Collective Purpose

Spark and nurture collaborations among scientists and educators to advance ocean discovery and make known the vital role of the oceans in our lives

Values - What We Stand For

Leadership

- We are passionate and tenacious about delivering quality results that matter to the world
- We are strategic visionaries and catalysts for change
- We are committed to the generation and dissemination of new knowledge

Collaboration

- We recognize the value of diversity and the power of our collective work
- We build effective partnerships to leverage greater outcomes than we could achieve alone
- We foster information sharing and open communication

Innovation

- We embrace natural curiosity and inspire learning
- We are creative, resourceful problem-solvers
- We encourage risk-taking that leads to new ideas and novel solutions

Vision - Our Picture of the Ideal Future

The COSEE Network is a sustainable force ...

- The public values the ocean as an integral part of the Earth system
- A vibrant and effective COSEE Network has expanded its partnerships and influence throughout the Nation
- The COSEE Network is well-funded by multiple public and private institutions
- Ocean scientists, ocean engineers, educators and public and private leaders have forged powerful partnerships to deliver relevant, exciting products and services that inspire and inform the public
- Diverse people of all ages are learning about the ocean and pursuing careers in science
- Science discoveries are contributing to effective ocean policy decisions as well as science education reform
- We have internationally recognized spokespersons and exciting, ongoing media coverage about the ocean

...we are firing up the world's imagination!

Goals – Our Focus for the Next 3 Years

Goal #1: Catalyze interactions among scientists and educators to enhance ocean sciences literacy for target audiences

Goal #2: Establish and expand an effective Network infrastructure to support collaboration and leverage diverse strengths

Goal #3: Build stable funding and support for program sustainability

Goal #1: Catalyze interactions among scientists and educators to enhance ocean sciences literacy for target audiences

Key Results:

- The COSEE Network speaks with a common voice about ocean sciences literacy
- The COSEE Network delivers coherent program to advance ocean sciences literacy
- Increase in participation of diverse audiences in all COSEE programs by 2007
- There is consistent growth in the number of collaborations among scientists and educators that are qualitatively rich and sustained
- The COSEE Network provides mechanisms for rapid translation and dissemination of recent discoveries and events to the public

Key Strategies:

- Develop and promote an array of strategies, identify effective practices, and partner with professional organizations to engage scientists in education
- Promote the use of the ocean literacy concepts
- Develop coherent delivery system to advance ocean sciences literacy
- Survey COSEE Network with web-based tools to identify and analyze products and services
- Increase recruitment, retention and opportunities for networking for under-served and under-represented audiences
- Influence Federal agencies' policies regarding reporting results

Action/Deliverable	Lead	Completion
COSEE Network Voice on “Ocean Sciences Literacy”		
1. Develop sample ocean science questions for NAEP and state assessments. Review science content framework.	Craig Strang	November 2005
2. Post framework on “ocean sciences literacy” on COSEE website.	Lee Larkin	Completed
3. Build stable funding and support for program sustainability for dissemination of ocean literacy concepts within COSEE Network and with external targeted audiences in coordination with key external stakeholders. Draft outline of plan completed.	*Sarah Schoedinger Craig Strang Sharon Walker	November 2005
4. Promote and monitor inclusion of ocean science concepts into national and state standards and assessments.	*Sarah Schoedinger Craig Strang Sharon Walker	April 2006

Partnerships between Ocean Scientists and Educators		
5. Develop a plan for engaging scientists and educators. Include a web-based guide, professional development related to using the guide, a system for dealing with referrals, and a system for tracking the number of facilitated engagements / COSEE services.	Cheryl Peach*, Sharon Franks, Andrea Thorrold, Janice McDonnell, Eric Simms	December 2005
6. Investigate mechanisms for rapid translation and dissemination of recent discoveries and events to the public. (Notes imply this includes the Network taking advantage of more lines of communication and access to media sources. All part of an effort to increase visibility to target groups including scientists...HH)	Carolyn Levi, Linda Duguay, Bruce Stewart, Paula Keener- Chavis	April 2006
COSEE Network Program Delivery		
7. Develop criteria of excellence for COSEE programs.	Billy Spitzer*, Janice McDonnell, Sue Cook	Completed
8. Create template for activities descriptions.	Mike Seaman, Gisele Muller- Parker	Completed
9. Develop and begin to implement a plan to document, publicize and market COSEE results / impact. Consider how to best use the criteria to select case studies of "significant programs" that COSEE offers. Purpose is to create a snapshot of COSEE Network and its impact.	Sue Cook*, Cheryl Peach, Laura Murray, Sharon Walker, Lisa Rom, Tomoka Rawlings, Susan Ganter	February 2006
Increase Participation by Under-served and Under-represented Audiences		
10. Analyze the survey in order to obtain an inventory of COSEE Network activities and programs related to increasing diversity of participants.	Lundie Spence, Michael Seaman	December 2005
11. Analyze inventory for effective practices and biggest impediments within COSEE Network programs and activities. Identify best partners and strategies for retaining under-served and under-represented audiences.	Craig Strang, Lundie Spence, Michael Seaman	December 2005

Goal #2: Establish effective Network infrastructure to support collaboration and leverage under-served and under-represented strengths

Key Results:

- The COSEE Network responds quickly to opportunities and challenges as the voice of the entire Network
- There are twice as many scientists and educators involved in COSEE Network as there were in May 2004
- There is consistent growth in the number of collaborations among scientists and educators that are qualitatively rich and sustained
- COSEE partners are satisfied with being part of the Network umbrella
- A national evaluation demonstrates that COSEE is meeting its goals
- The web portal is being used effectively for internal and external communication

Key Strategies:

- Define an organizational structure and internal operating agreements for the COSEE Network
- Centralize the development and/or dissemination of Network tools, products, and effective practices
- Develop and fund a National COSEE Evaluation Plan that includes: defined corporate metrics, centralized data collection, and integrated evaluation products
- Develop and implement a plan for getting buy-in from Centers, CCO, and NAB to the COSEE Network Strategic Business Plan
- Provide strategic technical assistance to Centers and facilitate communication across the Network

Action Plan (Next 12-18 Months):

Action/Deliverable	Lead	Completion
COSEE Network Structure and Operating Agreements		
12. Complete search and hire Executive Director.	Sue Cook	Completed
13. Expand NAB by July 2005. Convene quarterly calls / contact with all NAB members.	Sue Cook	July 2005 Quarterly
Centralized COSEE Network Tools, Products, and Best Practices		
14. Implement web development as described in CCO proposal. Designate a web portal contact at each regional Center.	Lee Larkin, Vicki Clark	August 2006
15. Compile an up-to-date, accurate description of program activities at each Center and implement internal online database for COSEE activities. (Check notes for group intentions on... resources, and expertise for Center input and use. (notes imply that the plan should include resources and expertise..HH)	Mike Seaman	December 2005

COSEE Network Evaluation Plan		
16. Define protocols, tools, and procedures for data collection. Implement the evaluation plan.	Mike Seaman, Sharon Walker, Billy Spitzer, Barbara Spector	Completed

Goal #3: Build stable funding and support for program sustainability

Key Results:

- 12 COSEE and well-funded CCO with Executive Director
- Participation and substantial contributions from all agencies at all levels of government identified in the Ocean Commission Report as well as from foundations and ocean-related industry (\$15 million in annual support by FY08 from organizations such as NSF, ONR, NOAA, and NASA)
- The COSEE Network has national identity and visibility

Key Strategies:

- Encourage legislation to implement Ocean Commission recommendations
- Support Federal actions to establish interagency office for coordination of ocean educations
- Cultivate prospective funders from all sectors (Federal, states, local, private foundations, business and industry, NGOs – e.g., USGS, NIEHS, EPA, DOE, NOIA, MTS, Exxon-Mobil, Boeing, Raytheon, etc., Ocean Engineering Society, Oceaneering, Chevron, Texaco, BP)
- Develop and implement a comprehensive communication and marketing plan including branding
- Develop fundraising plan for COSEE Network targeting foundation, industry, NGOs, etc.

Action Plan (Next 12-18 Months):

Action/Deliverable	Lead	Completion
17. Draft resolution from COSEE Network that ties its strategic plan to ORAP/NOPP.	Lisa Rom	February 2006
18. Develop 5 year business / network development plan. <ul style="list-style-type: none"> • Number of centers (build out) – what will Network look like in the future? • Geographic distribution • Thematic foci • Governance • Funding formula/mix 	Rick DeVoe Billy Spitzer Sue Cook Lisa Rom Sharon Walker, Paula Keener- Chavis, 4 COSEE Folks 2 Board	July 2005

• Budget projections	Members	
19. Work with Dick West and James Watkins to ensure that ocean education is a priority and that COSEE has a direct link to the new ocean policy governance structure.	Carolyn Thoroughgood, Marlene Kaplan, Sue Cook, Lisa Rom, Beth Day, Sarah Schoedinger	October 2005
20. Develop and implement legislative strategy to inform Congress of the role COSEE can plan in implementing US ocean action plan.	Penny Dalton	October 2005

OTHER Actions

Action/Deliverable	Lead	Completion
21. Incorporate ongoing planning, sharing, and discussion of programs and issues at Network meetings (gallery walks, break-out groups, etc.)..	Sue Cook*, Sharon Walker	Ongoing
22. Develop and implement a proposal on Network participation at national meetings and conferences.	Laura Murray, Barbara Spector, Linda Duguay	May 2005
23. Distribute and communicate COSEE Network Operating Agreements.	Peggy Hamner	May 2005
24. Share strategic planning meeting results with Centers and NAB and provide feedback through COSEE Council. Post plan on blackboard.	Craig Strang	May 2005
25. Finalize Strategic Plan and begin monitoring implementation.	Sharon Walker	May 2005
26. Work with Centers to identify and prioritize technical assistance needs of Centers. Identify expertise to meet stated needs. Develop and implement technical assistance plan and identify funding.	Henry Hope, Sue Cook	May 2005
27. Convene a forum at the May Network meeting to solicit feedback and input on the national evaluation plan	Mike Seaman, Patricia Kwan, Rena Dorph	Completed
28. Host a reception for new centers and Executive Director at an upcoming Network meeting. Provide new Director and Centers with "New Neighbor Package" including the strategic plan, evaluation plan, white papers,	Sue Cook	TBD

etc. Assign mentors from “existing” centers. Add the protocol for incorporating new Centers to the Operating Agreements.		
29. Create a plan / feasibility study to support cross-center mini sabbaticals.	Sue Cook	Sept 2006

**COSEE Special Issue of *Current*
Update for the COSEE Network
Prepared by Susan Ganter, Issue Editor
April 1, 2007**

The process for publication of COSEE's special issue of *Current*, highlighting the achievements of the Network over the past five years, has been very smooth. We are still on schedule for publication and distribution in May 2007. Many thanks to all authors and Center personnel who have contributed to the exciting and thorough content of the issue.

I have been working closely with Lisa Tooker, Managing Editor for *Current*, and she has been very helpful in the development and submission of the text. All articles and one-page highlights for the Centers went through an editing process, completed collaboratively between me and the authors. Eight of the twelve articles were completed in time to submit to the *Current* Editorial Board for additional reviews and comments. Lisa said this was not required for a special issue, but I requested this extra step and believe it has made the issue even better.

All materials were submitted to Lisa by March 15, and she reviewed the content for any last clerical or style changes. The entire issue, including final text, photos, figures, and images, were sent to the designer on March 23. A first layout in PDF form will be sent to Lisa and me by April 4. At that time, there will be one week to respond with any requested changes. It is assumed that most of these changes will involve layout and design issues, not content; however, all articles also will be reviewed one last time for minor changes. Authors will have the opportunity to complete this review during the COSEE Network meeting on April 5-6; I will work with Henry Hope to have hard copies of the articles in PDF form available at that meeting (authors not attending the meeting will receive copies via email). I will take your written notes on the articles and combine them into one document for submission to Lisa during the week of April 9. I believe this will be the easiest way to give you the opportunity to look at your articles without delaying the short timeline for this review process.

The corrections will be completed by the designer, and a second layout will be sent to Lisa and me on April 16. Unless the corrections for the first layout are major, the authors will not be reviewing their articles again (i.e., make sure you indicate any final changes you want when you mark up the first layout on April 5-6). Lisa and I will review this second layout, make any last changes, and submit these to the designer by April 20. The designer will then finalize the issue and release it to the printer by April 27. The printer will provide blueines for Lisa and me to review on or about May 2, with printing to be completed shortly after that. NMEA will receive the issue in mid-May, with the NMEA members receiving their copies by May 28.

As part of our agreement with NMEA, the COSEE CCO will receive 500 copies of the issue. In addition, given the appropriate credits to NMEA, I have made arrangements with Lisa to display any parts or all of the issue on the COSEE website and make the one-page Center highlights available for local, regional, and national printing and distribution. The CCO will maintain the PDF files for all articles and one-pagers, and will work with NMEA and the Centers upon request to write appropriate acknowledgments and make them available.

CURRENT: COSEE Special Issue
Table of Contents
March 12, 2007

- **COSEE: The evolution of a national network and its strategic goals**
William Spitzer (lead author), Susan Ganter
- **Collaborations Between Formal and Informal Education Within the COSEE Network**
Sharon Walker (lead author), Susan Cook
- **Can You Be Science Literate Without Being Ocean Literate?**
Craig Strang (lead author), Annette deCharon, Sarah Schoedinger
- **Strategies for Engaging Scientists in Ocean Sciences Education**
Sharon Franks (lead author), Janice McDonnell, Cheryl Peach, Eric Simms, Andrea Thorrold
- **Ocean Sciences and the Sensor Revolution: Implications for the Educational System and Workforce**
Deidre Sullivan (lead author), Liesl Hotaling
- **More than a Pipeline: COSEE professional development efforts to increase diversity**
Elizabeth Rogers Joyner (lead author), Lundie Spence, Pam DiBona
- **Ocean Sciences and STEM Education: Rethinking science teaching**
Barbara Spector (lead author), Karen Blyler, Mike Spranger
- **COSEE Network Evaluation**
Michael Seaman (lead author), Rena Dorph, Patricia Kwon, Chris Parsons
- **COSEE Partnerships: Building lighthouses for ocean literacy**
Gordon Kingsley (lead author), Veronique Robigou
- **COSEE and Ocean Observing Systems: The wave of the future**
Chris Parsons (lead author), Steve Stewart, Rosanne Fortner, Sage Lichtenwalner
- **COSEE in a National Context: A federal perspective**
Paula Keener-Chavis (lead author), Elizabeth Rom, Don Elthon
- **Leveraging COSEE: Going above and beyond**
Judith Lemus (lead author), Laura Murray

- COSEE Centers (one-page summaries from each Center; person responsible in parentheses)

COSEE-CA	(Strang)
COSEE-CGoM	(Walker)
COSEE-FL	(Spector)
COSEE-GL	(Fortner)
COSEE-MA	(McDonnell)
COSEE-NE	(Spitzer)
COSEE-OLC	(Robique)
COSEE-OS	(deCharon)
COSEE-SE	(Spence)
COSEE-West	(Lemus)
CCO	(Ganter)

Other:

--Sponsors' Page
--Current log



Understanding and Predicting Changes in the Ocean Sciences, Technology, and Operations Workforce

www.marinetech.org/OSTOworkforcestudy/

Project Summary

Project funding by



National
Oceanographic
Partnership
Program

We are conducting an initial two-year research project designed to: (1) produce a more complete description of the present state of the ocean science, technology, and operations (OSTO) workforce; (2) anticipate future developments in this workforce; and (3) characterize the educational programs that will be needed to respond to those developments. The project will focus on the workforce required to support current and future ocean observing systems (OOS), but will also examine related sectors of the ocean economy that require similar knowledge and skill sets (KSS), such as the oil and gas industry, telecommunications, navigation, hydrographic surveying, ocean engineering, and basic and applied ocean research. We will use existing workforce studies and collect new workforce information when adequate data does not currently exist. Methods for collecting new information will include: (a) online workforce surveys; (b) focus groups to define occupations in detail; and (c) workshops to provide insight into present and future workforce and educational needs. We will also compare the OSTO workforce to those for similar non-oceanic fields (e.g., space-based Earth observing systems; weather observation, analysis, and forecasting). These comparisons will be used to improve our analysis and prediction of the evolution of the OSTO workforce, and our identification of effective practices for the education and training of the OSTO workforce.

Data analyses will be conducted to: (1) quantitatively describe the major characteristics of the present OSTO workforce; (2) identify major temporal, geographic, and demographic patterns in the workforce; (3) assess the major factors that determine the supply of and demand for workers; (4) describe the main relationships between educational programs, the KSS required for employment, and employment patterns; (5) anticipate future developments in OSTO and the workforce that will be needed to support those developments; and (6) describe the educational programs that will be needed to prepare that future workforce.

The results of our analyses will be used to identify the most probable scenarios for the evolution of the OSTO workforce, and to recommend methods for monitoring and predicting this evolution on a continuing basis. Drawing from effective practices in industry and related sectors of the economy undergoing rapid changes and increasing pressures from globalization, we will also identify the educational practices that appear to be best suited for supporting this evolution, and propose methods for testing and monitoring the effectiveness of OSTO educational programs. The major deliverable products of this project will be: data from, and reports on results from, project surveys, focus group, and workshops; online databases; project web site with access to project data and reports; and conference papers and journal articles.

Project Leadership

Deidre Sullivan	MATE Center, Monterey Peninsula College, PI	dsullivan@mpc.edu
Tom Murphree	Naval Postgraduate School, Project Director, Co-PI	murphree@nps.edu
Leslie Rosenfeld	Naval Postgraduate School	lkrosenf@nps.edu
Lisa Campbell	Texas A&M University, Co-PI	
Sharon Franks	Scripps Institution of Oceanography, Co-PI	
Bruce Gilman	Marine Technology Society, Co-PI	
Janice McDonnell	Rutgers University, Co-PI	
Drew Michel	ROV Technologies, Inc., Shell Oil, Co-PI	
Cheryl Peach	Scripps Institution of Oceanography, Co-PI	



Certification for Oceanographic Professionals: A Needs Assessment Study

Project funding by
NOAA NOS and OAR



Project Summary

Deidre Sullivan, Leslie Rosenfeld, and Tom Murphree
Marine Advanced Technology Education (MATE) Center

There has been rapid growth in recent years in operational oceanographic activities, especially in association with the growth in ocean observing systems (OOS). At the same time, the attention given by the public to ocean issues has greatly increased. These factors indicate that the need for certification of oceanographic professionals may also be increasing. Certification is a way to recognize that an individual has demonstrated professional competence and integrity in an occupational field. In this project, we are assessing the need for a certification program for oceanographic professionals (CPOP). Currently, only a very small fraction of what oceanographic professionals do is covered by existing certification programs (e.g., certifications in the ocean related aspects of meteorology, fisheries, engineering, hydrography, and ecology).

Some of the potential benefits of a CPOP include:

1. definition of a professional body of knowledge
2. accepted standards for determining qualifications
3. aid in evaluation of job applicants, employees, and peers
4. broadening of career opportunities
5. increase in professionalism by encouraging professional development and advancement
6. establishment and maintenance of standards of professional practice and ethical conduct
7. increase in awareness, understanding, confidence, and reliance on the oceanographic community by the users of oceanographic products and services

Our assessment of the needs for a CPOP will be accomplished through surveys and interviews with employers, employees, and the users of oceanographic products; meetings with professional societies; a facilitated workshop; and exploration of the pros and cons of certification programs in similar fields of expertise. If warranted by the needs assessment, we will draft an overview plan for a CPOP. A detailed implementation plan, and actual implementation of such a plan, would occur in future phases of an overall CPOP development program.

We plan to address the needs for a CPOP from the perspectives of oceanographic professionals working in a wide variety of capacities, including research and applied, or operational, occupations. We will address issues related to the diversity of disciplines within oceanography (e.g., biology, chemistry, geology, physics, engineering, technology), the different levels of expertise of oceanographic professionals, the different types of employers, and the different users of oceanographic products and services.

The overall goal of this project is to collect and analyze data, report our analysis results, and make recommendations to the oceanographic community in order to:

- Improve ocean-related education
- Enhance professional development for ocean professionals
- Help meet national ocean-related workforce needs
- Assist users of oceanographic products and services in making well-informed decisions

We encourage the participation of the oceanographic community in the project surveys, interviews, and workshop. We especially welcome the opportunity to coordinate and collaborate with people working on related efforts. More information, including contact information, can be found at the project web site: <http://marinetech.org/pcpo>.

This project is funded by the National Ocean Service (NOS, <http://www.nos.noaa.gov/>) and the Office of Oceanic and Atmospheric Research (OAR, <http://www.oar.noaa.gov/>) of the National Oceanic and Atmospheric Administration (NOAA).

COSEE Network Operating Agreement - Governance Review

A. deCharon, R. Fortner, and V. Robigou

April 2007

This review is representative of the state of the network as of the first quarter of 2007. It reflects the natural evolution of a large experimental partnership among ten centers (dozens of individuals) located throughout the U.S. and in various stages of funding, programs implementation, and growth.

Network Needs - Today for a better Tomorrow

Well-structured Leadership - clear decision-making path

- Executive Committee?
- Executive director ?
- National COSEE Council?
- National Advisory Board?
- Central Coordinating Office?

AND

Effective Communication - supportive of network

- Web?
- Briefing Books?
- Blackboard?
- Listserv, Email?
- Meetings? (Network, Council, Others)

AND

Unifying Network Themes - unifying projects

- Themes that spark the imagination & compel centers to work together
- They are the engine, the driver of the network efforts
- They should drive the choice of leadership, choice of projects, choice of meetings, etc.
- They should be informed by “world-need” evaluation (informed by non-COSEE world’s needs and centers’ approaches, successes and challenges)

Governance

"The act of affecting government and monitoring (through policy) the long-term strategy and direction of an organization. In general, governance comprises the traditions, institutions and processes that determine how power is exercised, how citizens are given a voice, and how decisions are made on issues of public concern." [From the Institute of Governance]

REMEMBER: The strength of COSEE is in its Centers

Dedicated, innovative individuals could better “cross-fertilize” and enhance the network (with a funding structure for support)

- *Many network efforts are volunteer-based*
- *What are we willing to invest in to move the network forward?*

Questions and Next Steps?

This review is a preliminary compilation of issues/concerns as a framework for discussion of governance. Governance is complex: issues, entities, and functions are overlapping and intersecting.

- How can we reconcile all these issues with a reconfigured governance?
- Does reconfiguration of governance help COSEE become more flexible and responsive to the needs of the outside world?
- How does reconfiguring governance facilitate direction of the COSEE network's long-term strategy?
- Blueprint is one step forward but is it time to revisit the network long-term strategy?

COSEE Network Meeting Participant List
Thursday, April 5 – Friday, April 6, 2007
Joint Conference Room, CORE Offices, Washington, DC

Dan Brook
COSEE Central Gulf of Mexico
danb@ext.msstate.edu

Rosanne Fortner
COSEE Great Lakes
fortner.2@osu.edu

Susan Bullerdick
COSEE Ocean Learning
Communities
susan@aquariumsociety.org

Susan Ganter
Central Coordinating Office
sganter@coreocean.org

Bob Chen
COSEE New England
bob.chen@umb.edu

David Ginsburg
NOAA
david.ginsburg@noaa.gov

Amy Cline
COSEE Ocean Systems
amy.cline@unh.edu

Cynthia Hagley
COSEE Great Lakes
chagley@umn.edu

Paula Coble
COSEE Florida
pcoble@marine.usf.edu

Catherine Halversen
COSEE California
chalver@berkeley.edu

Sue Cook
Central Coordinating Office
scook@coreocean.org

Peggy Hamner
COSEE West
phammer@ucla.edu

Annette deCharon
COSEE Ocean Systems
annette.decharon@maine.edu

Henry Hope
Central Coordinating Office
hhope@coreocean.org

Pam DiBona
COSEE New England
pdibona@neaq.org

Liesl Hotaling
COSEE Mid-Atlantic
Liesl.Hotaling@stevens.edu

Don Elthon
NSF
delthon@nsf.gov

Paula Keener-Chavis
NOAA
paula.keener-chavis@noaa.gov

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Julie Lambert
COSEE Florida
julielambert@att.net

Sarah Schoedinger
NOAA
sarah.schoedinger@noaa.gov

Judy Lemus
COSEE West
jdlemus@usc.edu

Michael Seaman
Central Coordinating Office
mseaman@sc.edu

Abby Manahan
COSEE Ocean Systems
abigail.manahan@maine.edu

Kathy Sider
COSEE Ocean Learning
Communities
kathy.sider@seattle.gov

Janice McDonnell
COSEE Mid-Atlantic
mcdonnel@marine.rutgers.edu

Barbara Spector
COSEE Florida
spector@coedu.usf.edu

Laura Murray
COSEE Mid-Atlantic
murray@hpl.umces.edu

Lundie Spence
COSEE SouthEast
Lundie.Spence@scseagrant.org

Chris Parsons
COSEE Mid-Atlantic
CP@word-craft.com

Billy Spitzer
COSEE New England
bspitzer@neaq.org

Juanita Pelt
COSEE SouthEast
jpelt@sc.rr.com

Craig Strang
COSEE California
cstrang@berkeley.edu

Veronique Robigou
COSEE Ocean Learning
Communities
vero@ocean.washington.edu

Deidre Sullivan
COSEE California
deidres@marinetech.org

Lisa Rom
NSF
elrom@nsf.gov

Andrea Thorrold
COSEE New England
athorrold@whoi.edu

COSEE Network Meeting Participant List
Thursday, April 5 – Friday, April 6, 2007
Joint Conference Room, CORE Offices, Washington, DC

Sharon Walker
COSEE Central Gulf of Mexico
sharon.walker@usm.edu

Lynn Whitley
COSEE West
lwhitley@usc.edu

Timothy Zimmerman
COSEE California
timzim@berkeley.edu