



Sept 2014-Dec 2015, Organizational Development

Over the course of the last seven years, the Center for Ocean Solutions has transitioned from an interdisciplinary start-up to a mature organization capable of adaptively managing its role and contributions in pursuit of its mission. In April of 2015, our director, Meg Caldwell, accepted a position with the Packard Foundation. Because of her unique set of skills and expertise, Caldwell's departure required us to identify new leadership roles within the Center, reconfigure our organizational structure, and critically examine and focus our portfolio of work based on our primary mission.

The Center underwent a series of staffing transitions in summer 2015, with Rebecca Martone being promoted from ecosystem health program lead to assistant director for science and research and Ashley Erickson being promoted from the policy and education manager to assistant director for law and policy. In addition, Lindley Mease was promoted from research analyst to senior research analyst, Eric Hartge was promoted from senior research analyst to research development manager and Laura Good was promoted from the MARINE program coordinator to education manager.

In the fall of 2015, we began the process of hiring two mid-level research associate positions. In the winter of 2015, we hired Angee Doerr to be our coupled human-natural systems research associate and promoted Lisa Wedding from early career science fellow to research associate for spatial ecology and analysis.

The Center currently hosts six active early career fellows (ECFs) in science, law and policy and communications. We have reduced the number for full-time ECFs from nine to six in the last year as they transition to other full-time positions within and outside of the Center. The Center also tested a new funding model in January 2015 for new fellows by sharing some of the early career science fellows with researchers in the partnership. For example:

- Science Fellow Michael Squibb works closely with the Center's partners to maintain and expand projects involving the Kelp Forest Array at Hopkins Marine Station. Squibb holds a dual appointment as a post-doctoral researcher with Stephen Monismith in Stanford's Department of Civil and Environmental Engineering.
- Social Science Fellow Elena Finkbeiner holds a dual appointment as a post-doctoral researcher in Fio Micheli's lab at Hopkins Marine Station.

Other ECFs include:

- Science Communications Fellow Kristen Weiss, who joined the Center in September 2014. She works with Center staff to support the communication of their programs through online, multimedia, and print outreach materials and reports.

- Sarah Reiter, a law & policy fellow since August 2013, accepted a position as an ocean policy analyst with the Monterey Bay Aquarium in June 2015.
- Social Science Fellow, Christina Hicks, transitioned from her joint appointment between the Center for Ocean Solutions and the ARC Centre for Coral Reef Excellence to a tenure-track faculty position in Environmental Social Science at the University of Lancaster in the UK in September 2015..

In March 2015, the Center hired Kristi Boosman as the new communications manager. Boosman has been helping to hone our strategic messaging to more clearly define who we are and what we do. In addition, she and the communications team have also launched a quarterly e-newsletter to keep our advisors and audiences better informed about our work.

Outreach activities conducted in 2015 included hosting a reception at the American Association for Advancement of Science in February 2015, sponsoring and attending the Capitol Hill Ocean Week conference in Washington, D.C. in June 2015, hosting a booth at MBARI's open house in July 2015, and contributing content to the Monterey Bay Aquarium's Conservation and Science blog as part of the lead-in to the PBS/BBC worldwide three-day broadcast of "Big Blue Live" in late August and early September 2015. We also publicly launched our new website in March 2015, which provides a clearer, more concise and engaging presentation of the Center's work.

In April 2015, we held the inaugural meeting of our Advisory Council. We invited a dozen experts, spanning multiple disciplines, to Monterey to provide strategic guidance to the Center. The Council's input heightened our understanding of the Center's strengths and opportunities and provided insights that are informing our 2016-2019 strategic planning process. Our second Advisory Council meeting was held in April 2016.

Over the summer 2015, the Fisheries Leadership & Sustainability Forum (Fisheries Forum) transitioned to its new home at Duke University's Nicholas Institute for Environmental Policy Solutions.

The Center supported eight internships in the 2014-2015 year. The internships provided professional development experiences for emerging ocean leaders to work in interdisciplinary teams on priority ocean challenges. Experiences ranged from year-long program support, to course assistants, to project-based research and summer legal posts.

2016 Updates:

In the first six months of 2016, the Center has been laying the organizational groundwork to effectively advance its mission through a number of important efforts including:

- Supporting the Stanford Woods Institute to conduct a thorough search for a new director. The process is ongoing and we expect to announce the new director by fall 2016.
- Advancing the 2016-2019 Strategic Planning Process with two key goals: to review and hone our portfolio of projects and to develop a strategy for long-term sustainable funding. In fall 2015 Stanford Woods Institute Co-Directors Jeff Koseff and Buzz Thompson launched a

visioning committee to establish strategic clarity and refine COS's focus to maximize its impact. The committee comprised representatives from the partnership and advisory bodies. They consulted more than 100 people, conducted six small group sessions at the partner institutions and issued an online survey. The final report of recommendations was released in March 2016.

- Welcoming two new early career fellows: Early Career Science Fellow Collin John-Eric Closek, and Early Career Law and Policy Fellow Jesse Reiblich.
- Bidding a fond farewell to Early Career Fellow Jesse Port, who completed his fellowship; Early Career Science Fellow Lauren Saussuobre who accepted an assistant professor position at the State University of New York at Buffalo; Early Career Law & Policy Fellow Molly Melius who accepted a fellowship at the Stanford Law School; Senior Research Analyst Lindley Mease who is traveling the world and exploring new opportunities; Rebecca Martone, who had a baby in late May and is living in British Columbia with her partner; and Visiting Fellow Whitley Saumweber who rejoined the White House Council on Environmental Quality as their new Associate Director for Ocean and Coastal Policy with the Center for Environmental Quality.