

communications and outreach Plan

2015-2016

Draft 1

# Center for the Blue Economy

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# Overview

## Mission Statement and Core Values

**The CBE’s mission is to provide education, research, and data for valuing the oceans and coasts.**

The CBE’s mission is premised on the simple truth that “as go the oceans, so goes the world”—the state of the ocean and coasts are one of the main determinants of humanity’s overall prosperity. Therefore, the core value driving the CBE is that policies and practices affecting ocean and coastal resource management decisions should be informed by the perspectives and tools of economics, and based on reliable, consistent, and comprehensive data. The CBE functions as a leader in the creation and distribution of unique economic data, development of new approaches to applying economics to ocean and coastal resources, and development of capable young leaders through our academic program.

## Marketing and Communications Goals

1. Influence decision makers in government, NGOs and business to make informed decisions to improve ocean health, human welfare, and long-term economic prosperity.

2. Increase public awareness of ocean and coastal issues, and the unique role economics plays in sustainable management.

3. Recruit students to the International Environmental Policy Studies program, specifically those taking the Ocean and Coastal Resource Management concentration.

4. Recruit individual donors and foundations in supporting the Center for the Blue Economy.

5. Recruit partners in our work including visiting scholars, formal partnerships and informal partnerships with marine organizations.

6. Advance knowledge in the field of Ocean and Coastal Economics.

# Goal Metrics

## Goal#1: Influence decision makers

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Target** | **Agreed Metric** | **Establishing Baseline** | **2015 Goal** | **Actions/Comments** |
| **NGOs** | # Graduates in positions of influence | 14 students of 30 from grad year 2011 | Increase by 3 |  |
| #Associates/Colleagues in positions of influence |  |  | Jason and team—lists of contacts to establish baseline, establish goal |
| #NGO contacts on outreach lists: newsletter, twitter, facebook followers |  |  | Rachel to count # on established lists; team to establish goal for year |
| # Decisions or actions based on our data |  |  | Send survey to those on user list with .org to establish baseline |
| **Government** | # Graduates in positions of influence | 5 students of 30 from grad year 2011 | Increase by 1 |  |
| #Associates/Colleagues in positions of influence |  |  | Jason and team—lists of contacts to establish baseline, establish goal |
| #Gov. contacts on outreach lists: newsletter, twitter, facebook followers |  |  | Rachel to count # on established lists; team to establish goal for year |
| # Decisions or actions based on our data |  |  | Send survey to those on user list with .gov to establish baseline |
| **Business** | # Graduates in positions of influence | 2 students of 30 from grad year 2011 | Increase by 1 |  |
| #Associates/Colleagues in positions of influence |  |  | Jason and team—lists of contacts to establish baseline, establish goal |
| #Gov. contacts on outreach lists: newsletter, twitter, facebook followers |  |  | Rachel to count # on established lists; team to establish goal for year |
| # Decisions or actions based on our data |  |  | Send survey to those on user list with .com to establish baseline |

Reference: Appendix 1

## Goal#2: Increase Public Awareness

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Target** | **Agreed Metric** | **Establishing Baseline** | **2015 Goal** | **Actions/Comments** |
| **Public** | # News stories featuring CBE | 2012: 5 News Stories;  2013: 7 News Stories;  2014: 8 News Stories | 9 News stories |  |
| #Unique web visitors |  | Increase by 20% | Request in to Melissa for analytics looking at 2012-2014 for annual baseline |
| #Twitter followers | 2012: no info  2013: 128  2014: 216 | 500 |  |
| # Facebook followers | n/a | 100 | Facebook page just established |

Reference: Appendix 2

## Goal#3: Recruit Students

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Target** | **Agreed Metric** | **Establishing Baseline** | **2015 Goal** | **Actions/Comments** |
| **Prospective Students** | # of students in IEP taking and graduating with OCRM concentration | 2012: 4 OCRM grads  2013: 7 OCRM grads  2014: 9 OCRM grads of 12 IEP | 10 OCRM grads of 37 IEP | Need percentages of OCRM to total IEP enrollment |

Reference: Appendix 3 and Appendix 4

## Goal#4: Recruit Donors

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Target** | **Agreed Metric** | **Establishing Baseline** | **2015 Goals** | **Actions/Comments** |
| **Prospective Donors** | # of donors and amount of donations | 2012: $272,012 from 8 donations ranging from 20 to 250K;  2013: $709,000 from 8 donations ranging from 500 to 250K;  2014: $505,000 from 4 donations ranging from 5000 to 300K | Recruit donations sufficient to trigger matching grant—300K in FY 2015-16 to trigger 600K distribution in FY 2016-17  Moore Foundation funding for symposium  Support from Hank Paulson’s Risky Business group  Support from Tom Steyer’s NextGen Climate group  NSF Grant    Sea Grant  SF Fundraising Event | We have already garnered donations in FY 14-15 to trigger match for FY 15-16 |

Reference: Appendix 5

## Goal#5: Recruit Partners

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Target** | **Agreed Metric** | **Establishing Baseline** | **2015 Goals** | **Actions/Comments** |
| **Visiting Scholars** | # of scholars and diversity of regions represented | 3 in AY 11-12: one from Europe, two from China;  3 in AY 12-13: two from Korea, 1 from China  1 anticipated in AY 14-15 from China | Launch recruiting effort in Latin America and Africa; Have one scholar from each of those areas in AY 15-16 |  |
| **Formal Partnerships** | # MOUs/MOAs | Currently three: 1) Korea Maritime Institute; 2) the Ocean University of China; 3) Clean Blue Ocean Leadership Initiative (CBOLI) |  | Team to decide what goal should be—Are there any MOUs in process? |
| **Informal Partnerships** | # of informal partnership and impact of partnership |  |  | Team to decide what goal should be ; What is it we seek with partnerships? Create rubric for impact of partnerships? |

## Goal#6: Advance Knowledge in the Field

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Target** | **Agreed Metric** | **Establishing Baseline** | **2015 Goals** | **Actions/Comments** |
| **Ocean and Coastal Economics Professionals & Academicians** | # of CBE related publications; #of citations of our publications | NOEP 2014 State of the US and Coastal Economies  Unknown number of citations | Increase # of citations and publications by X%  Annual NOEP report  Launch of JOCE  Additional datasets added to NOEP  Symposium to draft consensus document for ocean accounts  Five year research plan that includes re-imagining the coast, redesigning the economy of the coast, doing a meta-analysis of the many cost-benefit analysis (CBA) studies on climate change adaptation | Baseline research needed |

# Target Audiences

## Target Audience #1: Decision Makers

**Who and where they are?**

* Who are the decision makers we want to reach locally, state wide, nationally and internationally?
* Who are those in the government sphere that have influence on ocean and coastal budgets?
* Who are those in the business sphere with economic interests in the oceans and coasts?

*The following questions are for discussion with team, and may be addressed once we have list of decision makers we compile in hand:*

**What are their behaviors and attitudes?**

**What are their demographics?**

**How many are there?**

**What is the desired behavior?**

* To make informed decisions to improve ocean health, human welfare, and long-term economic prosperity.

**Why might they do it? What is their motivation?**

* To be good leaders, to be good stewards of public or private resources

**Why might their peers approve or disapprove?**

* Pressure on either side to be “pro-development” or “pro-environment.” Political pressure regarding “global warming” or it’s human cause

## Target Audience #2: The Public

**Who and where they are?**

* “Public” is too broad—let’s narrow this down:
  + Environmentally minded/sustainability minded public
  + Those who make contributions to environmental causes
  + Those who sign petitions and are civically minded
  + Question: Are we trying to reach “non-believers”?

**What are their behaviors and attitudes?**

* + They listen to NPR
  + They get news on the internet, TV, and less and less the newspaper
  + Many studies look at overall media behaviors—this study is from Gallup current to 2013:

|  |  |
| --- | --- |
| **Behavior** | **% of Americans** |
| Receive snail mail | 95% |
| Own a cell phone | 91% |
| Use the internet, at least occasionally | 85% |
| Send/receive email regularly | 76% |
| Use search engines | 76% |
| Use social networking sites | 72% |
| Own/Use a landline | 62% |
| Own/Use a smartphone | 56% |
| Watched TV news “yesterday” | 55% |
| Got news from internet “yesterday” | 39% |
| Read a newspaper (print or online) “yesterday” | 29% |
| Do not access the internet at all | 15% |

**What are their demographics?** (Rachel’s ballpark )

* More females than males
* 30-60
* More affluent
* More educated

**How many are there?**

* A brief search on “Info USA” direct marketing website—with search criteria narrowed to California, all ages, genders, all income levels, home ownership and wealth levels, limited by the following: Politically liberal, Wildlife and Environment donor, and Interest in Current Events: **1,495,015** leads

**What is the desired behavior?**

* To give to the center
* To share news stories about or written by the center
* To sign petitions and advocate for sustainable development of oceans and coasts
* To take personal steps to live sustainably

**Why might they do it? What is their motivation?**

* Because they feel a connection to the environment
* Because they understand that the health of the ocean affects everyone, including them personally
* Because they want to contribute to reasonable solutions to environmental problems

**Why might their peers approve or disapprove?**

* Because they don’t make the connection between the coasts and inland environments and economies
* Because they don’t want to appear to be “pro-development” or “pro-environment.” Political pressure regarding “global warming” or it’s human cause.

## Target Audience #3: Prospective Students

*For this section, I have a request in to Devin Lueddeke to give us his take on these questions, and will set up a brief presentation on IEP recruiting methods. We do have some general IEP numbers:*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Year** | **# Applicants** | **# Admits** | **# Deposit Paid/Waived** | **Admission %** |
| 2012 | 64 | 55 | 12 | 85% |
| 2013 | 112 | 86 | 37 | 75% |
| 2014 | 109 | 42 | 36 | 38% |

*Note the drop in the acceptance rate in 2014: 38% from 75/85% in years prior. Were we holding to higher standards in our admission criteria, or was the applicant pool significantly worse than prior years?*

**Who and where they are?**

**What are their behaviors and attitudes?**

**What are their demographics?**

* Age range seems to be late 20s to early 30s
* Mostly female
* Mostly white

**How many are there?**

* A search of InfoUsa with parameters including all US, 18-34, income 30K-100K, female, white, politically liberal, and wildlife and environment donors: 275,169

**What is the desired behavior?**

* They inquire, apply, and ultimately enroll in the IEP program
* They choose the OCRM concentration
* They graduate and take influential positions with major marine organizations

**Why might they do it? What is their motivation?**

* They care about the environment and want to affect change to protect and preserve it
* They are altruistic
* They want a professional education with real-world applications, rather than a PhD program

**Why might their peers approve or disapprove?**

## Target Audience #4: Donors

*We will seek the assistance of the Institutional Advancement Office for this research*

**Who and where they are?**

* Foundations with the desire to steward ocean and coastal resources—Judy’s list (includes Moore Foundation, NSF and SeaGrant)
* Individuals with connections to Middlebury or the environment (Includes Hank Paulson’s Risky Business group and Tom Steyer’s NextGen Climate group)
* Question: Do we want to seek many smaller donations? Solicit smaller or ongoing contributions?

**What are their behaviors and attitudes?**

**What are their demographics?**

**How many are there?**

* InfoUSA search of individuals in California with incomes in excess of 250K per year, home values of 1Mil+, and the one behavior “wildlife and environmental donor”: 15,515

**What is the desired behavior?**

* Financial support for the CBE

**Why might they do it? What is their motivation?**

* They care about the environment and want to affect change to protect and preserve it
* They are altruistic

**Why might their peers approve or disapprove?**

* Because they don’t make the connection between the coasts and inland environments and economies
* Because they don’t want to appear to be “pro-development” or “pro-environment.” Political pressure regarding “global warming” or it’s human cause.

## Target Audience #5: Prospective Partners—Visiting Scholars, Formal Partners, Informal Partners

**Who and where they are?**

* Visting scholars: PhD trained academics or professionals with the desire to do research in ocean and coastal economics
  + Related fields: international environmental policy, energy policy, coastal zone management, marine policy, water resources management, fisheries management
  + Question: What other fields are related?
  + We wish to target Africa and Latin America, but scholar applications may come from any country or region
* Formal partnerships
  + The CBE is exploring major partnerships with organizations working on coastal resilience data and analysis, including The Nature Conservancy (TNC) and NOAA; the goal is to merge their hydrological and engineering models with the CBE’s economic work.
* Informal partnership
  + What are examples of our current informal partnerships? What do we mutually benefit?
  + Do we have any informal partnerships we are seeking?

**What are their behaviors and attitudes?**

**What are their demographics?**

**How many are there?**

**What is the desired behavior?**

* Visiting scholars: to apply and join the CBE doing original research
* Formal partnerships: substantive work toward shared goals
* Informal partnership: need more clarity here on what constitutes an informal partnership and what the desired behavior is.

**Why might they do it? What is their motivation?**

* Visiting scholars: for sabbatical, furthering a research passion, to travel to the US, to strengthen a resume
* Formal Partners: filling in gaps in the work or research of the partner
* Informal Partners: mutual benefit in terms of publicity, non-monetary support, other?

**Why might their peers approve or disapprove?**

* Question: Do we have competitors who could provide the same economic analysis?
* Question: Are we in any way a political liability?

## Target Audience #6: Ocean and Coastal Economics Professionals & Academicians

**Who and where they are?**

* PhD trained academics or professionals with the desire to do research in ocean and coastal economics

**What are their behaviors and attitudes?**

* Working at universities or in think tanks
* Doing original research or writing summary pieces
* Citing our work

**What are their demographics?**

* 40s-60s
* White, male
* Highly educated

**How many are there?**

* We can address this question with a survey of PhD programs worldwide for ocean/coastal economics, environmental economics, and related fields international environmental policy, energy policy, coastal zone management, marine policy, water resources management, fisheries management

**What is the desired behavior?**

* To contribute to JOCE
* To cite our publications

**Why might they do it? What is their motivation?**

* To advance knowledge in the field
* To fill gaps in their own research

**Why might their peers approve or disapprove?**

* Because they don’t want to appear to be “pro-development” or “pro-environment.” Political pressure regarding “global warming” or it’s human cause.

# Messaging

## Spheres of Influence—Possibilities for repeated and well-received impressions

**The CBE Staff and Faculty**

* Can each and every CBE staff and faculty member quote compelling stats and clearly state our mission and importance? Do we all have our elevator speeches at hand?

**Building:**

* Signage to quickly and visually say who we are, what we do, why they should care
* Signage (in bathrooms and elsewhere) with upcoming lectures and events
* Professional look that says to visiting donors and partners that we are serious about our work

**MIIS Community**

* We have access to the full email list for faculty, staff, students and alumni
* We have a signage/flyer system on campus, digital signage, and email newsletters
* Events that are short/succinct/fun/informative will attract the MIIS community—they need to know who we are, what we do, and why they should care. We can do so creatively with events that promote health, creativity, and allow people to mix between departments.

**MIDD Community**

* They need to know we are connected and doing important work
* In what ways can we collaborate with MiDD?
  + GIS professor working with us on NOEP site
  + MiDD interns in the summer
  + Feature in MIDD magazine or in the news section of the MIDD website
  + Write story to inspire undergraduates to work in the field of OCRM—publish in “Middlebury Campus”

**Monterey Crescent**

* We have significant reach within the research and academic community of the Monterey Bay via the COS MARINE network and their weekly calendar/newsletter, and the MBCORC organization (although that org seems defunct).
* Through MIIS, we have access to mailing list of larger public—part of the MIIS outreach effort with lectures/events, etc.
* We have contacts within the Monterey/California political world (Jane Parker, Monterey County Supervisor, Bill Monning, State Assembly, and Sam Far, US Senate).
* Local businesses that hire our interns and are sustainability minded or have a vested interest in the ocean and coastal economy.

**Academics and Professionals in the Economic/Environmental Policy Studies world**

* Have we maximized the contacts that Jason/Judy/Charlie and all CBE faculty have in order to get the word out about our mission?

## Messaging to Decision Makers

#### Background actions needed:

**Baseline research:**

* Rachel or Assistant reviews our newsletter/twitter/FB contacts and calculates how many fit in each category

**Building our email lists:**

* NGOs:
  + Capture all past OCRM speakers
  + Capture all alums working at NGOs
  + Jason and team give lists of contacts of associates/colleagues in NGOs
  + Research NGOs to expand our list and outreach/introduce our work to—those dealing with ocean and coastal issues
* Business:
  + Capture all IEP employers
  + Capture all alums working in business
  + Jason and team give lists of contacts of associates/colleagues in business world
  + Research business who should know our work—those with stake in ocean and coastal economics
* Government:
  + Jason and team give lists of contacts of all current government contacts (Parker, Monning, Mayors of Carmel, Monterey, Seaside, Farr)
  + Research government officials and organizations that need to know who we are—suggestions for team
  + Question: are there any current bills or policies we need to be tracking and silently advocating for?

**Website Updates**

* We put our best foot forward with CBE, NOEP, and JOCE websites
* Our websites are “branded” to look like they go together

**NOEP User Survey**

* Design survey to send to all our current contacts to elicit any testimonials of decisions made based on our data

**NOEP User Boot Camp**

* Flesh out idea to train people in how to use and interpret NOEP data and to provide feedback for how to improve NOEP. Many different delivery mechanisms possible, including in-person courses at MIIS, webinars, MOOCs. Course can bring people in who have used NOEP to demonstrate its applications as well as training those new to NOEP.

**Website Hosted Contact Lists**

* CBE, NOEP, JOCE contact sign up revised to include:
  + Name
  + Email
  + Phone
  + How did you hear about us?
  + Would you like to stay in touch? (Options for newsletter, twitter, fb)

**Newsletter**

* Bi-annual newsletter is not likely frequent enough to keep us in the minds of our constituents—increase frequency to monthly or quarterly

**NOEP Report**

* Suggestion from Advisory Council to do an annual NOEP report

#### Outreach Methods--Overview

#### **Email with links to:**

* + Newsletter
  + NOEP Report
  + NOEP User Survey
  + Invitation to events as appropriate
* **Events:**
  + NOEP Symposium
  + East Coast Meeting
  + NOEP Boot Camp
  + COS MARINE Course
  + Employer Appreciation Event
* **Phone calls**
  + In conjunction with events—encouraging participation
* **Traditional Media**
  + In conjunction with events that are newsworthy—contact to local, state, national, international press
* **Social Media**
  + All contacts identified in the decision maker category are sent invitations to Linked In so we can track their professional positions
  + We follow them on Twitter/FB—which will encourage them to follow us

#### Outreach Methods--Details

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Decision Makers** | | | | | | | |
| Outreach Method | Method Goal | Conversion | Conversion Metric | Cultivation #1 | Cultivation #2 | Cultivation #3 | Cultivation #4 |
| CBE Website leading to Email | Increase from last year | They sign up for our contact list | # of contacts | Thank you by email within 24 hours | Monthly or Quarterly Newsletter | Annual NOEP Report | Invitation to Events as appropriate |
| NOEP Website leading to Email | Increase from last year | They sign up for our contact list | # of contacts  # surveys | Thank you by email within 24 hours | Monthly or Quarterly Newsletter | Annual NOEP Report | Survey sent 1 month after contact |
| JOCE Website leading to Email | n/a | They sign up for “beAlert” or RSS | # contacts | Thank you by email within 24 hours | ? | ? | ? |
| CBE HTML Email Campaign—Trigger=New Website | 20% Open rate | They open our email, click on links | Email analytics |  |  |  |  |
| NOEP HTML Email Campaign—Trigger=New Website    Survey Sent as part of Email campaign | 20% Open rate | They open our email, click on links  They take our survey | Email analytics  # Surveys | Survey reminder 2 weeks after campaign |  |  |  |
| Symposium Event | 3 reporters respond | traditional Media covers event | # of stories | Thank you by email after story published | Reporter sent Monthly or Quarterly Newsletter | Reporter sent Annual NOEP Report |  |
| Boot Camp Event | 50 people participate | Participation | # attendees | Thank you within one week of event | ? | ? |  |
| LinkedIn | 30% accept invitation | Invitation accepted | # of connections | Thank you sent within 24 hours |  |  |  |

## Messaging to the Public

#### Background actions needed:

**Baseline research:**

* Rachel or Assistant to check that Google Alerts are set up to track all CBE staff faculty names, and the terms most commonly associated with us (ocean economics, center for the blue economy, MIIS, etc).
* Jason to outline how we know for sure that all CBE faculty are making us aware when published
* Rachel and team to decide upon media targets
* Rachel or Assistant to create rubric to gauge importance/impact of news articles
* Rachel or Assistant to create lists online groups and forums that we can join
* Rachel to follow up with Melissa on baseline Website analytics
* Note of caution: Regardless of media outlet, the public distrusts media  
  

#### Outreach Methods--Overview

#### **Website**

* + Search engine optimization
  + Sign up function, share functions, clear action buttons

#### **Email campaigns with links to:**

* + Newsletter
  + NOEP Report
  + Invitation to events as appropriate
* **Events:**
  + Fall OCRM speaker series
* **Traditional Media**
  + Cultivation with local, state, national and international press
  + Table at Society of Environmental Journalist annual conference
  + Invitation to small number influential reporters to come to campus as speakers
  + Invitation to small handful of reporters to cover symposium and interview principal
  + Pitch symposium story to Kai Rysdall, Market Place and/or David Brancaccio, Market Place Morning Report
* **Social Media**
  + Garnering twitter and FB followers through share functions on our websites
  + Posting weekly on twitter and FB, sharing our original stories and stories related to OCRM issues (climate change, ocean health, coastal health)
* **Online Groups and Forums**
  + Having identified groups we can cultivate, we have RA follow what those groups are talking about, and post to group when we have something of substance to share

#### Outreach Methods--Details

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Public** | | | | | | | |
| Outreach Method | Method Goal | Conversion | Conversion Metric | Cultivation #1 | Cultivation #2 | Cultivation #3 | Cultivation #4 |
| CBE/NOEP/JOCE Websites | Increase # of unique visitors | People visit our website | Website analytics | n/a |  |  |  |
| Website to Email list | Same as outlined for decision makers | | | | | | |
| CBE and NOEP HTML Email campaign | Same as outlined for decision makers | | | | | | |
| OCRM Speaker Series Event | 5 members of public attend | Public attends | Head count | Capture any attendees contact info—send thank you | Newsletter | NOEP report | Events as appropriate |
| Traditional Media Cultivation | 3 strong relationships  with reporters | Reporter responds | Head count |  |  |  |  |
| Facebook | 100 followers | Follow | Facebook analytics | Weekly to biweekly posts | Promotion of events as appropriate |  |  |
| Twitter | 500 followers | Follow | Twitter analytics | Weekly to biweekly posts | Promotion of events as appropriate |  |  |
| Online Groups and Forums | 10 groups joined  1 post accepted by each group | They accept our joining  They post | Database and keeping count | Thank you to forum/group moderator |  |  |  |

## Messaging to Prospective Students

#### **Background actions needed:**

* Rachel to coordinate meeting with Admissions/Enrollment on how we can be better partners in recruitment –early March.
* Suggestions from Rachel:
  + Admissions to notify Rachel of upcoming campus tours to CBE building
  + Hand-written thank you to visitors
  + Current OCRM students call IEP applicants with interest in OCRM
* Website to reflect improvements made to Summer Fellows stories and Alumni profiles highlighting prestigious positions
* Suggestion from AC break out group:
  + create J term classes for MIDD students in Monterey and Middlebury
  + determine whether the NESCAT schools would be candidates for attending a J term CBE class offering.

#### Outreach Methods--Overview

#### **Website**

* + Engaging Summer Fellows and Alumni stories
  + Clear links to IEP website for full scoop on MA, application, financial aid, etc.

#### **Add Prospective students (those at inquiry and application stage) to Email campaigns with links to:**

* + Newsletter
  + NOEP Report
  + Invitation to events as appropriate
* **Events:**
  + Visit days
  + Campus Visits
* **Mail**
  + Thank you cards to visitors
* **Phone**
  + Current OCRM students reach out to applicants who indicate OCRM interest (assuming there is a way to indicate that on the application)
* **Social Media**
  + Getting connected with prospective students via FB, Twitter
  + Posting weekly on twitter and FB, sharing our original stories and stories related to OCRM issues (climate change, ocean health, coastal health)

#### Outreach Methods--Details

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Prospective Students** | | | | | | | |
| Outreach Method | Method Goal | Conversion | Conversion Metric | Cultivation #1 | Cultivation #2 | Cultivation #3 | Cultivation #4 |
| CBE Website | Increase # of visitors to student pages | Prospective students visit our website | Website analytics |  |  |  |  |
| Visit Days | CBE participation and capture of all students contact info | Students show up and share contact info | Head count | Hand written thank you | Newsletter | NOEP report | Invite to events as appropriate |
| Campus Visits | CBE is notified and student meets with Jason or faculty—no unannounced visitors | Students show up and share contact info | Head count | Hand written thank you | Newsletter | NOEP report | Invite to events as appropriate |
| Phone | Increase connection bet. Current and prospective students | OCRM students volunteer to call  Students answer/have meaningful conversations | # of calls  Notes from calls  # of prospective students added to CBE contact list | Newsletter | NOEP report | Invite to events as appropriate |  |
| Facebook | Connect to prospective students | Prospective students Follow | Facebook analytics | Weekly to biweekly posts | Promotion of events as appropriate |  |  |
| Twitter | Connect to prospective students | Prospective students Follow | Twitter analytics | Weekly to biweekly posts | Promotion of events as appropriate |  |  |

## Messaging to Donors and Foundations

#### Background actions needed:

* Improve CBE website including appeals to donors on landing page, a donor page, easy giving form, addition of fellows/alumni stories, and addition of synopsis of courses
* Improve NOEP website including easy to visualize statistics and testimonials of use
* Notes from Advisory Council:
  + Create a weekend program which would include:
    - 1) a class which would include a panel discussions with CBE professors and well known marine economics names
    - 2) putting people on the water while having someone indicating what is and could be in the future and how the economy would be affected.
    - 3) distribute passes to the Monterey Aquarium
  + Get Bill McKibben to pitch for CBE
  + Sylvia Earle film gala
    - include SE at dinner with potential donors
  + testimonials from past/present CBE students
  + testimonials from NOEP users
  + explain possible tangible ways that donors could help
  + Tap into the board members possible contacts to achieve grants, access to donors
  + Geraldine Knatz suggested the OPC and OST as potential funding sources
  + Multiple members said they would help look over Judy’s list of 38 foundations to see which are best fits for CBE (keeping in mind that these days Foundations like funding projects with workforces and that relationships needs to be developed over years). Geraldine Knatz suggested adding community grants from banks, including Wells Fargo and Rabobank (Dan Cort is on the Board) to our list of potential funders.
  + Jim Boyd also pointed out that if you ask for money you get advice but if you ask for advice you get money, and that it’s best if other people advocate for you to get you a foot in the door.

#### Outreach Methods--Overview

#### **Personal Contact**

* + Advancements looking over Judy’s list, seeing if there is any MIDD connection we can leverage
  + Tap into the Advisory Council members possible contacts to achieve grants, access to donors
  + Moore Foundation funding for symposium
  + Hank Paulson’s Risky Business group
  + Tom Steyer’s NextGen Climate group

#### **Formal Application:**

* + NSF
  + SeaGrant
* **Events:**
  + SF Event
  + Weekend Workshop

#### Outreach Methods--Details

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Prospective Donors** | | | | | | | |
| Outreach Method | Method Goal | Conversion | Conversion Metric | Cultivation #1 | Cultivation #2 | Cultivation #3 | Cultivation #4 |
| CBE Website | Increase # of visitors to donor pages | Prospective donors visit our website | Website analytics |  |  |  |  |
| Personal Contact | Increase # of donors and amount of donations | People donate | # of donors  $ amounts | Hand written thank you | Invitation to CBE—meet students/faculty | Add to mailing lists—keep informed | Invite to events as appropriate |
| Formal Application | Grants obtained | Grants funded | # of grants  $ amounts | ? | ? | ? | ? |
| SF Event | Cultivation of new donors | Perspective donors show up | Head count | Hand written thank you | Invitation to CBE—meet students/faculty | Add to mailing lists—keep informed | Invite to events as appropriate |
| Weekend Workshop | Cultivation of new donors | Perspective donors show up | Head count | Hand written thank you | Invitation to CBE—meet students/faculty | Add to mailing lists—keep informed | Invite to events as appropriate |

## Messaging to Prospective Partners

#### Background actions needed:

* + Team to decide on all PhD fields appropriate to research: international environmental policy, energy policy, coastal zone management, marine policy, water resources management, fisheries management, etc
* Rachel or Assistant to research PhD programs in Latin America and Africa and globally to find contacts including name, email, address
* Team to decide on goals for MOUs and informal partnerships
* Team to discuss what defines a partnership of impact
* Team to create rubric for what defines partnership of impact

#### Outreach Methods--Overview

#### **Website**

#### Improved CBE visiting scholar pages to make it easy to see the application, past scholars and their working papers

#### **Email**

* + Outreach to prospective visiting scholars that describes who we are, what we do, and invites application
* **Mail**
  + Postcard prompt to invite application

#### Outreach Methods--Details

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Prospective Partners** | | | | | | | |
| Outreach Method | Method Goal | Conversion | Conversion Metric | Cultivation #1 | Cultivation #2 | Cultivation #3 | Cultivation #4 |
| CBE Website | Increase # of visitors to visiting scholar pages | Prospective scholars visit our website | Website analytics |  |  |  |  |
| Email Campaign | 5% of those contacted apply | Application | # Applications | Prompt reply to application and decision | Clear steps and transparency on costs and obligations |  |  |
| Mail Campaign—postcard with QR code and traceable URL | 2% of those mailed follow link | Link followed | Traceable URL  QR code |  |  |  |  |

## Messaging to Prospective OCRM Academics and Professionals

#### Background actions needed:

*This target audience is the same as our Visiting Scholar target—so exact same outreach—a dual campaign that extends and invitation to become a VS, and invitation to contribute to JOCE or share articles*

* + Team to decide on all PhD fields appropriate to research: international environmental policy, energy policy, coastal zone management, marine policy, water resources management, fisheries management, etc
* Rachel or Assistant to research PhD programs in Latin America and Africa and globally to find contacts including name, email, address
* Editorial Assistant to research contributors to *Journal of the Association of Environmental and Resource Economists.*

#### Outreach Methods--Overview

#### **Website**

#### Improved JOCE website—clear way to interface with site; clear channel to contribute; etc.

#### **Email**

* + Outreach to prospective JOCE contributers that describes who we are, what we do, and invites contribution
* **Mail**
  + Postcard prompt to invite contribution

#### Outreach Methods--Details

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Prospective OCRM Academics and Professionals** | | | | | | | |
| Outreach Method | Method Goal | Conversion | Conversion Metric | Cultivation #1 | Cultivation #2 | Cultivation #3 | Cultivation #4 |
| JOCE Website | Increase # of application to contribute | Application to contribute | Website analytics | ? | ? | ? |  |
| Email Campaign | 5% of those contacted apply | Application | # Applications | Prompt reply to application | Clear steps and transparency on decision |  |  |
| Mail Campaign—postcard with QR code and traceable URL | 2% of those mailed follow link | Link followed | Traceable URL  QR code |  |  |  |  |

# Appendices

## Appendix 1: Students in Positions of Influence

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Students in positions of Influence in NGOs** | | |  | | | | | |
| **Grad Year** | **Name** | **Position** | **Employer** |  |  |  |  |  |  |
| 2011 | Sackett, Amanda | Coastal Program Analyst | California Coastal Commission |  |  |  |  |  |  |
| 2012 | Johnston, Lisa | Research Analyst | World Resources Institute |  |  |  |  |  |  |
| 2012 | Reynolds, Frank | Program Manager | Friends of the Sea Otter |  |  |  |  |  |  |
| 2013 | Anderson, Whitney | Community Development Manager | Sea Sanctuaries Conservation Trust; Update on 2.5.15: Conservation International as the Senior Program Officer for the Coral Triangle Initiative. She's got a hardship posting--Hawaii. |  |  |  |  |  |  |
| 2013 | Fielding, Samuel | FulbrightResearch Fellow | Fulbright Program China |  |  |  |  |  |  |
| 2013 | Fullerton, Adam | Program Analyst | National Marine Fisheries Service at Earth Resources Technology |  |  |  |  |  |  |
| 2013 | Pacheco, Erich | Manager,Ocean Health Index-Moor Center for Science&Oceans | Conservation International |  |  |  |  |  |  |
| 2014 | Kiritz, Gabe | Audubon consultant @ Centro de Estudios y Conservación del Patrimonio Natural (CECPN) | National Audubon Society |  |  |  |  |  |  |
| 2014 | Maynard, Nathaniel | Fulbright Research Fellow | [National Museum of Marine Biology and Aquarium, Taiwan](https://www.linkedin.com/vsearch/p?company=National+Museum+of+Marine+Biology+and+Aquarium&trk=prof-exp-company-name) |  |  |  |  |  |  |
| 2014 | Wright, Justin | World Surfing Reserve Fellow | Save the Waves |  |  |  |  |  |  |
|  | Lui, Anna | Environmental Justice Fellow | Asian Pacific Environmental Network |  |  |  |  |  |  |
|  | Weiss, Tami | Organic Handler Certification Specialist | California Certified Organic Farmers (CCOF) |  |  |  |  |  |  |
|  | Yeh, Cynthia | Sustainability Coordinator | Royal Hawaiian Seafood |  |  |  |  |  |  |
|  | Sanchez, Silvia | Corporate and Foundation Relations Officer | Lindsay Wildlife Museum |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| **Students in positions of influence in Government** | | |  | | | | | |
| 2012 | Beye, Colleen | Board Aide to Supervisor Jane Parker | County of Monterey |  |  |  |  |  |  |
| 2013 | Henson, Laura | International Affairs Fellow/NOAA Knauss Marine Policy | National Oceanic and Atmoshperic Administration |  |  |  |  |  |  |
|  | Schueler, Kelsey | Marine and Coastal Resource Consultant | Inter-American Development Bank |  |  |  |  |  |  |
| 2013 | Henson, Laura | International Affairs Fellow/NOAA Knauss Marine Policy | National Oceanic and Atmoshperic Administration |  |  |  |  |  |  |
| 2012 | Pohl, Alyssum | NOAA Digital Coast Fellow | Tridec Technologies, LLC |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| **Students in positions of Influence in Business** | | |  | | | | | |
| 2013 | Sands, Margaret | Project Manager | The South Carolina Environmental Law Project (SCELP) and SC Thrive |  |  |  |  |  |  |
| 2014 | Carlson, Tiffany | [International Environmental Regulatory Research Analyst](https://www.linkedin.com/vsearch/p?title=International+Environmental+Regulatory+Research+Analyst&trk=prof-exp-title) | [Beveridge & Diamond, P.C., Autin, TX](https://www.linkedin.com/company/48423?trk=prof-exp-company-name) |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| **Not counted as positions of influence** | | | |  |  |  |  |  |  |
| 2014 | Graeven, Rainey | 10/17/14--sent email; 2.6.15 sent another email | Nothing listed on LinkedIn since CBE internship; 2.12.15--she replied: Thanks for checking in. The only career centered position I currently hold is an internship with NOAA. I am in intern with the Ocean Guardian School programs. |  |  |  |  |  |  |
| 2014 | Johnson, Malcolm | Teacher/Naturalist | Echo Hill Outdoor School, Washington DC |  |  |  |  |  |  |
| 2014 | Montano, Nereyda | Training Coordinator | Rape Crisis Center in Santa Barbara |  |  |  |  |  |  |
| 2014 | Muegge, Hanna | GIS/Planning Intern | The Association of Monterey Bay Area Governments; Notice on 2./18/15 new job with Bay Bikes as Sales/Admin/Social Media |  |  |  |  |  |  |
| 2014 | Robinson, Samantha | 10/17/14--sent email; 2.6.15 sent another email | Nothing listed on LinkedIn since CBE internship |  |  |  |  |  |  |
|  | Tsou Wong, James | Environmental Policy Specialist | Greater Seattle Area |  |  |  |  |  |  |
|  | Mondragon, Anja | English Language Teacher | Unidad Educativa Liceo de las Americas (Santo Domingo, Ecuador) |  |  |  |  |  |  |
| 2.6.15 | Cindy Jimenez | Not on the list, no email--sent her request on Linked In |  |  |  |  |  |  |  |
|  | Sarah Cowen | Not on the list, no email--sent her request on Linked In |  |  |  |  |  |  |  |
| Total # Students Tracked: | | 30 |  |  |  |  |  |  |  |
| # of students in positions of influence in: | | |  | | | | | |
|  | NGO | 14 |  |  |  |  |  |  |  |
|  | Government | 5 |  |  |  |  |  |  |  |
|  | Business | 2 |  |  |  |  |  |  |  |
| # of students not in relevant positions: | | 9 |  |  |  |  |  |  |  |

## Appendix 2—CBE News Stories

|  |  |
| --- | --- |
| 2014 | |
| 1 | October 2014:  Dr. Scorse, CBE Director is featured in [*International Innovations*](http://www.internationalinnovation.com/center-for-the-blue-economy/) magazine, discussing the Center for the Blue Economy, and the economic principles that govern ocean and coastal resource management. |
| 2 | September 2014:  Dr. Scorse and Dr. Michael Schapiro co-author piece in Yale 360 entitled:  [Oil Companies Quietly Prepare for a Future of Carbon Pricing."](http://e360.yale.edu/feature/oil_companies_quietly_prepare_for_a_future_of_carbon_pricing/2807/) |
| 3 | August 2014:  Dr. Jason Scorse is interviewed by CNBC regarding "Surfonomics" |
| 4 | July 2014:  Dr. Jason Scorse, CBE Director, releases statement on President Obama's proposed expansion of the Pacific Remote Islands Marine National Monument |
| 5 | May 2014: CBE and NOEP's *State of the U.S. Ocean and Coastal Economies* report is quoted in the National Geographic, [*News Watch*](http://newswatch.nationalgeographic.com/2014/05/16/another-drop-in-the-oceans-bucket/). |
| 6 | March 2014: *The Atlantic* runs a story called America's Ocean-Powered Economy: Seven ways to think about money and the sea featuring CBE's new State of the U.S. Ocean and Coastal Economies 2014 report and quoting Dr. Scorse. |
| 7 | March 2014:  The CBE released the *State of the U.S. Ocean and Coastal Economies 2014* report |
| 8 | February 2014:  Dr. Scorse was quoted in [*The Atlantic*](http://www.theatlantic.com/business/archive/2014/02/bloombergs-new-plan-save-the-ocean-feed-the-world/283546/) in an article entitled: *Bloomberg's New Plan:  Save the Ocean, Feed the World* |
| 2013 | |
| 1 | October 2013:  Dr. Scorse participated in the Climate One Blue Economy panel; [Monterey Herald article: *Ocean seen as key to economy, Action urged on climate change*](http://www.montereyherald.com/localnews/ci_24407426/ocean-seen-key-economy) |
| 2 | September 2013: Jason Scorse appeared in [Your Town Your Sanctuary](http://www.youtube.com/watch?v=0Rj3BHl5tjw&feature=youtu.be). |
| 3 | September 2013:  Dr. Mike McGinnis and Meghan Collins published [*A Race for Marine Space: Science, Values, and Aquaculture Planning in New Zealand*](http://www.tandfonline.com/doi/full/10.1080/08920753.2013.822284#.UijqRj8qI_s) in the journal [Coastal Management](http://www.tandfonline.com/toc/ucmg20/current#.UijpyD8qI_s). |
| 4 | September 2013:  Surfer magazine featured Dr. Jason Scorse's research on real estate values and surf breaks in Santa Cruz, California.  [Surf Estate BubbleSurf Estate Bubble](http://www.miis.edu/media/view/34181/original/surfestatebubble.pdf) |
| 5 | July 2013:  Dr. Judy Kildow spoke about flood risk and insurance with Mitch Carr on [KRLD](http://dfw.cbslocal.com/personality/mitch-carr/) news radio in Dallas, Texas. |
| 6 | June 2013:  *Fortune* featured [Surfonomics 101](http://features.blogs.fortune.cnn.com/2013/06/05/surfonomics-101/) by Dr. Jason Scorse. You can find the study described in that article on our [working papers](http://www.miis.edu/academics/researchcenters/blue-economy/research/workingpapers) page. |
| 7 | June 2013:  In celebrating World Oceans Day, Representative Sam Farr (D-Carmel) noted the [groundbreaking work](http://www.santacruzsentinel.com/opinion/ci_23419916/rep-sam-farr-celebrating-our-oceans-and-blue) we're doing at the Center for the Blue Economy in an opinion piece in the Santa Cruz Sentinel. |
| 2012 | |
| 1 | December 2012:  Dr. Scorse contributed an [article on gas prices](http://finance.fortune.cnn.com/2012/12/06/cheap-gas-hurts-the-middle-class/) to *Fortune* magazine. |
| 2 | November 2012:  Dr. Judy Kildow and Dr. Jason Scorse contributed an [Op-Ed piece to the New York Times](http://www.nytimes.com/2012/11/29/opinion/end-federal-flood-insurance.html). |
| 3 | August 2012:  Dr. Charles Colgan and Dr. Jason Scorse were quoted in the [Washington Post article about surfonomics](http://www.washingtonpost.com/surfonomics-quantifies-the-worth-of-waves/2012/08/23/86e335ca-ea2c-11e1-a80b-9f898562d010_story.html). |
| 4 | July 2012:  Dr. Jason Scorse, Director of the Center for the Blue Economy, published an [opinion piece](http://www.insidebayarea.com/opinion/ci_21046606/my-word-must-never-take-coasts-economic-value) in the *Oakland Tribune*. |
| 5 | June 2012:  The *San Jose Mercury News* published an article about our alumni founders of [Local Catch Monterey Bay](http://www.localcatchmontereybay.com/). This augments the growing recognition of seafood fraud and community supported fisheries, as reflected on the LCMB [media coverage](http://www.localcatchmontereybay.com/?page_id=1552) page. |

## Appendix 3: Total OCRM Grads/Anticipated Grads by Year 2011-2016

|  |  |
| --- | --- |
| **Grad Year** | **Name** |
| 2011 | Sackett, Amanda |
| 2012 | Beye, Colleen |
| 2012 | Johnston, Lisa |
| 2012 | Pohl, Alyssum |
| 2012 | Reynolds, Frank |
| 2013 | Anderson, Whitney |
| 2013 | Fielding, Samuel |
| 2013 | Fullerton, Adam |
| 2013 | Henson, Laura |
| 2013 | Olsen, Nancy |
| 2013 | Pacheco, Erich |
| 2013 | Sands, Margaret |
| 2014 | Carlson, Tiffany |
| 2014 | Graeven, Rainey |
| 2014 | Johnson, Malcolm |
| 2014 | Kiritz, Gabe |
| 2014 | Maynard, Nathaniel |
| 2014 | Montano, Nereyda |
| 2014 | Muegge, Hanna |
| 2014 | Robinson, Samantha |
| 2014 | Wright, Justin |

OCRM Students Expected to Graduate in 2015

|  |
| --- |
| Bell, Victoria E. (Vicky) |
| Farnum, Maren Gardiner |
| Hodges, Trent Edward |
| Leinberger, Amanda Jean |
| Miller, Mary Elizabeth (Mairi) |
| Morten, Jessica Anne (Jess) |
| Pfeifer, Sara Nichols |
| Richardson, Kelsey |
| Sanchez, Jordan Leopoldo |
| Shipley, Matthew Andersen |

OCRM Students Expected to Graduate in 2016

|  |
| --- |
| Jennifer Adams |
| Whitney Berry |
| Marina Binsack |
| Rachael Confair |
| Nick Hecker |
| Christie Heyer |
| Saba Ijadi |
| Chelsea Jordan |
| Melis Okter |
| Emma Tonge |
| Heidi Williams |

## Appendix 4: IEP recruitment #s

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Year** | **# Applicants** | **# Admits** | **# Deposit Paid/Waived** | **Admission %** |
| 2012 | 64 | 55 | 12 | 85% |
| 2013 | 112 | 86 | 37 | 75% |
| 2014 | 109 | 42 | 36 | 38% |

## Appendix 5: Donor profiles

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Address Name** | **Combined Addr Name** | **Street Line1** | **Street Line2** | **Street Line3** | **City** | **State** |
| Deborah and Robin Hicks |  |  |  |  | San Francisco | CA |
| Mr. Rory B. Riggs | Ms. Margaret M. Crotty^Mr. Rory B. Riggs | | | |  |  |
| Linda Hothem |  |  |  |  | Sausalito | CA |
| Dr. William Sharpe | Dr. and Mrs. William Sharpe | 225 Crossroads Blvd Box 403 | | | Carmel | CA |
| The Honorable Susan A. McCloud | | P. O. Box M-1 | |  | Carmel | CA |
| Mr. Kenley J. Butler |  | 475 Larkin Street | |  | Monterey | CA |
| Mr. William G. Doolittle | Mr. and Mrs. William G. Doolittle | PO Box 400 | |  | Carmel | CA |
| Mr. Lee F. Spivak |  |  |  |  |  |  |
| Mr. Peter B. Fippinger | |  |  |  |  |  |
| Dr. William Sharpe | Dr. and Mrs. William Sharpe | 225 Crossroads Blvd Box 403 | | | Carmel | CA |
|  |  |  |  |  |  |  |
| Mr. Peter B. Fippinger | |  |  |  |  |  |
| Mr. Frederick M. Fritz | Mr. and Mrs. Frederick M. Fritz | | |  |  |  |
| Dr. William Sharpe | Dr. and Mrs. William Sharpe | 225 Crossroads Blvd Box 403 | | | Carmel | CA |
| Ambassador John A. Bohn | Ambassador and Mrs. John Bohn | PO Box 5997 | |  | Carmel | CA |
|  |  |  |  |  |  |  |
| Mr. Peter B. Fippinger | |  |  |  |  |  |
| Mr. Frederick M. Fritz | Mr. and Mrs. Frederick M. Fritz | | |  |  |  |
|  |  |  |  |  |  |  |

## Appendix 6: CBE Partnerships

The Ocean University of China (MOU)

Korea Maritime Institute (MOU)

Socio-Economic Marine Research Unit at the National University of Ireland, Galway

One Reef

World Ocean Council

China's National Marine Data and Information Service (NMDIS) under the State Oceanic Administration (SOA)

Stanford's Center for Ocean Solutions and the MARINE network; NOAA's coastal services center