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To: Phyllis Wise, Provost
Ana Mari Cauce, Executive Vice Provost
Office of the Provost, Box 351237

From: Suzanne Ortega, Vice Provost and Dean
Melissa Austin, Associate Dean for Academic Programs
The Graduate School

RE: School of Marine Affairs (SMA) 10-Year Review

At its meeting of March 2, 2006, the Graduate School Council met with members of the team that reviewed the School of Marine Affairs (Richard Startz, Professor of Economics and Divisional Dean for Infrastructure, College of Arts and Sciences, and Alison Cullen, Associate Professor, Daniel J. Evans School of Public Affairs), Arthur R. M. Nowell (Dean, College of Ocean and Fishery Sciences), Thomas M. Leschine (Professor and Director, School of Marine Affairs, and Marc J Hershman (Professor, School of Marine Affairs).

The Master of Marine Affairs (M.M.A.) program in the School of Marine Affairs was last reviewed during the 1994-1996 academic years, and the continuing status of the degree program was affirmed at that time. The review site visit was conducted on October 31 and November 1, 2005, at which time the review committee met with School faculty, students, and staff.

The review committee congratulated the School of Marine Affairs for the success of its professional masters program and for the contribution made by members of the SMA faculty in the formulation of marine policy around the world. The committee noted that the highlight of the review were the students, who are enthusiastic and well trained. The review committee noted that the school is well positioned to maintain its reputation nationally, if it is able to successfully address several challenges it now confronts.

During the discussion, it was noted that the School needs to develop a revised curriculum, consistent with emerging trends in the field, and to capitalize on strategic research and teaching partnerships with other policy-related units on campus, for example the Evans School of Public Affairs and the Law School. More broadly, SMA faculty need to implement a strategy that allows both the College of Ocean and Fishery Science (COFS) and the University to build on the School's capabilities to train and place high-level resource managers and to promote stronger linkages between policy-related units, both in research and educational arenas.

Specifically, the School needs to develop a curriculum more closely linked to student learning objectives, and that leads to student research and thesis projects that culminate in scholarly publications or widely disseminated technical reports. Current strengths and emphases in the School are well suited to refocusing the academic program around the theme of *human dimensions of global change in the marine environment*, as proposed by the Director. Because the School provides a bridge between social and natural scientific modes of inquiry, it needs to develop appropriate benchmarks for improving and measuring the quality and impact of scholarly productivity

The lack of diversity in the student body is of concern. It was suggested that the School work with GO-MAP in developing a recruitment plan for fostering a deeper and more diverse applicant pool.

It was also noted during the discussion that a series of senior faculty retirements are expected over the next several years. Thus, it is critical that the School, in consultation with the Office of the Dean, provide leadership in developing a clear understanding of how potential new hires might more firmly buttress intra-collegiate or inter-collegiate collaborations and build an integrated and collegial program. The School should think carefully about the full range of organizational realignments that might foster the goal of increased interdisciplinarity and collaboration in areas of emerging interest. It also needs to create an incentive structure that would more fully reward high quality, broad impact classroom teaching and graduate support/mentoring, and for improving the student/faculty ratio. If the School can develop such a focused plan, authorization of two faculty bridging appointments should be considered by the Dean and authorized when retirement plans make bridge appointments feasible.

For more detailed information on the review of this School, please see the Review Committee's written report, submitted in November, 2005, and the response from the School, submitted in February, 2006.

The review committee recommended continuation of the Master of Marine Affairs program, with the next review to be conducted in the 2015-2016 academic year. However, given the current changes in the field and the fact that master's program is in a state of flux, the Council recommended that a progress report be submitted to the Graduate School in 5 years, during the 2010-2011 academic year, addressing the specific points noted above. The Graduate School concurs with these recommendations.

c: Mark Emmert, President
Arthur R. M. Nowell, Dean, College of Ocean and Fishery Sciences
Thomas M. Leschine, Professor and Director, School of Marine Affairs
Augustine McCaffery, Senior Academic Program Specialist, The Graduate School
Adam Grupp, President, Graduate and Professional Student Senate
Members of the School of Marine Affairs Review Committee
Graduate School Council