Appendix E Strategic Plan

Pacific Northwest

Cooperative Ecosystem Studies Unit

Strategic Plan

Fall 2014

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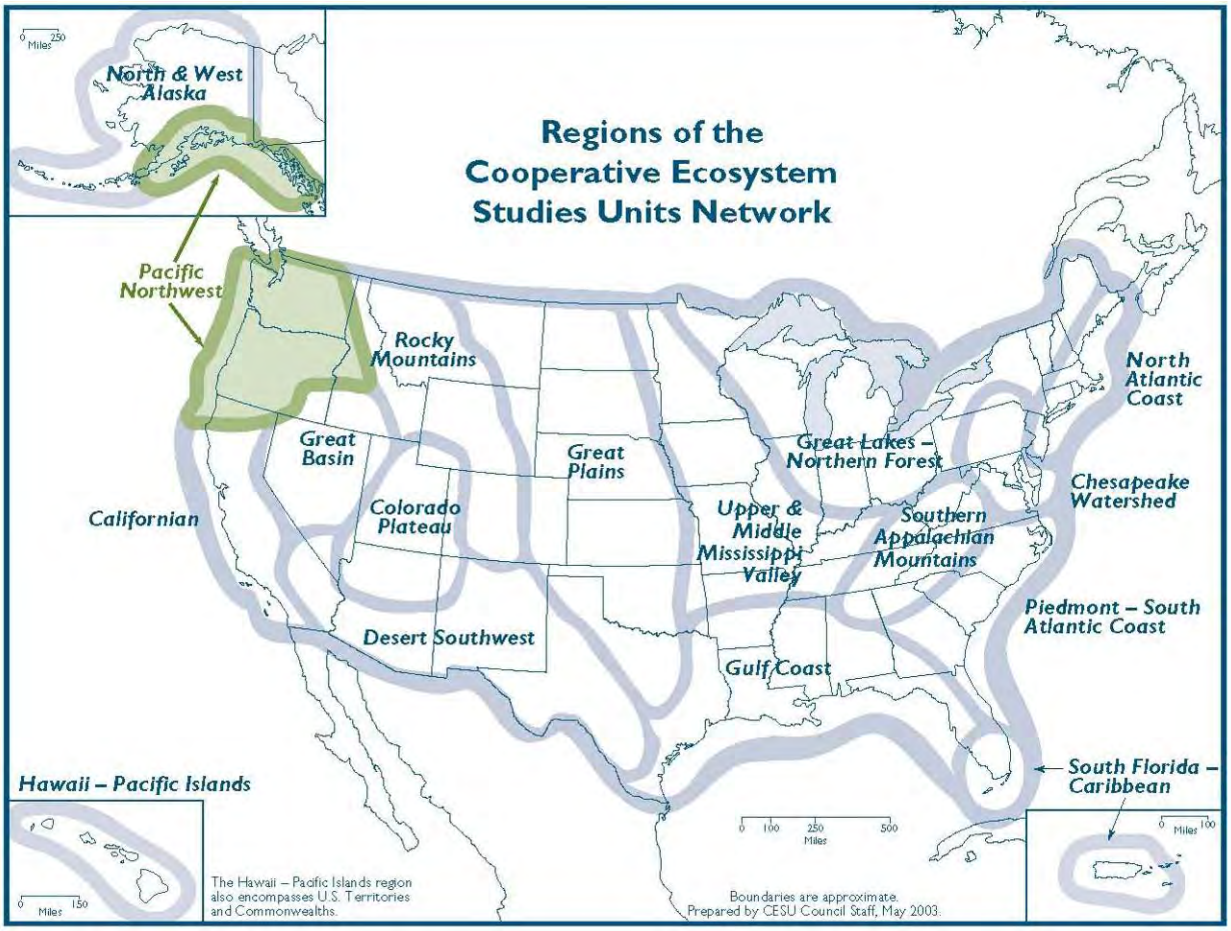
Introduction to the CESU National Network and the Pacific Northwest Region

Cooperative Ecosystem Studies Units (CESUs) are working partnerships among leading academic institutions, federal, state, and non-governmental organizations. A National Network of seventeen CESUs has been established, with each unit serving a separate bioregion. The goal of the CESU National Network is to improve the scientific base for managing federal lands by providing resource managers with high quality scientific research, technical assistance and education through their working partnerships.



The **Pacific Northwest Cooperative Ecosystem Studies Unit (PNW CESU)** encompasses a region extending across five states: Washington, Oregon, Northern California, Western Idaho and Southeastern Alaska. It is hosted by the University of Washington in Seattle. The PNW CESU operates as a clearinghouse to promote and conduct interagency and interdisciplinary research. The strength of the PNW CESU is its ability to bring together diverse groups from participating institutions and agencies, including minority institutions, to address common natural and cultural resource management issues. The CESU adapts to meet the changing needs of resource managers and institutions, and to reflect developments occurring in the Pacific Northwest region.

The PNW CESU Structure: A virtual organization

The PNW CESU is a virtual organization originally established in the fall of 2000 by cooperative agreement. Since 2000 the agreement has been amended nine times for the addition of new federal and university partners.

All member agencies and institutions have representatives who serve on an executive committee to help shape the organization's goals and direction. The PNW CESU executive committee meets yearly to update the strategic plan, explore opportunities for project collaboration, and review past year project activity.

PNW CESU Partners

Federal Agencies
- Bureau of Land Management
- Bureau of Reclamation
- Bureau of Ocean Energy Management
- Department of Defense
- National Oceanic & Atmospheric Administration
- National Park Service
- National Resources Conservation Service
- US Fish and Wildlife Service
- US Army Corps of Engineers
- US Forest Service
- US Geological Survey

State Agencies
- Alaska Department of Fish & Game

University Partners
- Central Washington University
- Eastern Washington University
- Heritage University
- Oregon Institute of Technology
- Oregon State University
- Portland State University
- Southern Oregon University
- St. Mary's University of Minnesota
- University of Alaska Anchorage
- University of Alaska Southeast
- University of British Columbia
- University of Idaho
- University of Oregon
- University of Vermont
- University of Washington, host
- Washington State University
- Western Washington University

Projects through the PNW CESU are distributed across the campuses of our partner institutions. Federal agencies work with university and state agency partners in disciplines as varied as landscape architecture, environmental studies, oceanography, biology, and anthropology.

Mission Statement

The Pacific Northwest Cooperative Ecosystem Studies Unit is a partnership for research, technical assistance and education to enhance understanding and management of natural and cultural resources.

Key Issues of the Pacific Northwest Biogeographic Region

- **Species and habitats at risk**
- **Landscape restoration and reclamation**
- **Developing ecological monitoring protocols**
- **Pacific Northwest Native cultural resource documentation and knowledge preservation**
- **Sustainable resource production**
- **Conserving biodiversity**
- **Human dimensions in public lands management, including urban and rural issues**
- **Influence of hydropower projects on endangered species and the removal of migration barriers**
- **Wind and wave energy development and analysis**
- **Ecological disturbance and fire**
- **Climate change**
- **Invasive species**

Sample of PNW CESU Projects

Biological

° Ecology of Upper Klamath Lake Shortnose and Lost River Suckers (BOR)

° Riparian Area Vegetation Monitoring in the Sprague River Valley (NRCS)

° Northern Spotted Owl Disturbance Study (FWS)

Social

° Illegal Dumping on Public Lands Database Project (BLM)

° Visitor Management and Carrying Capacity at Cumberland Island National Seashore (NPS)

Physical

° Climate Impacts on Burn Severity in Three Forest Ecoregions of the United States (USGS)

° Development of the Remote Area Soil Proxy Modeling Technique (NRCS)

Cultural

° Rehabilitation of Cedar Mesa Archaeological Collection (BLM)

° Inupiaq Landscapes and Architecture: Preserving Alaska Native Community Histories (NPS)

Interdisciplinary

° Protocols for Assessing Community Quality of Life for Land Management Planning (USFS)

° Continued Development of a National Biological Information Infrastructure Node for the Pacific Northwest (USGS)

° Human and Environmental Dynamics at Cape Krusenstern National Monument (NPS)

Visit the PNW CESU web site project library
For complete information on all PNW
CESU projects
www.cfr.washington.edu/research.cesu

Goals and Objectives

1	**Establish effective ongoing communication among all partners** • develop and maintain web site • publish PNW CESU newsletter • convene annual meeting of PNW CESU partners
2	**Demonstrate success in research, technical assistance & education** • develop research, technical assistance and education projects that: (a) provide well rounded participation across research, technical assistance and education arenas (b) have robust levels of involvement by partners and agencies (c) fulfill and enhance the collaborative ideal of the PNW CESU
3	**Increase minority involvement** • identify minority-institution partner strengths in the areas of research, technical assistance and education • link minority institutions with PNW CESU agencies
4	**Match agency needs with partner expertise** • regularly post agency needs and partner expertise on the web site • convene regular meetings of agency representatives to discuss training needs and ways of fulfilling these needs using the CESU structure • on an ongoing basis, develop mechanisms and explore opportunities for multi-agency collaboration
5	**Establish an effective and efficient organization** • develop executive committee operating principles and guidelines for: (a) addition of new members to the PNW CESU (b) composition of the managers committee (c) expected level of agency/partner participation (d) responsibilities of member agencies and institutions • meet yearly as an executive and managers committee • post information to the web site regarding cooperative agreement financial and administrative procedures specific to each agency or institution

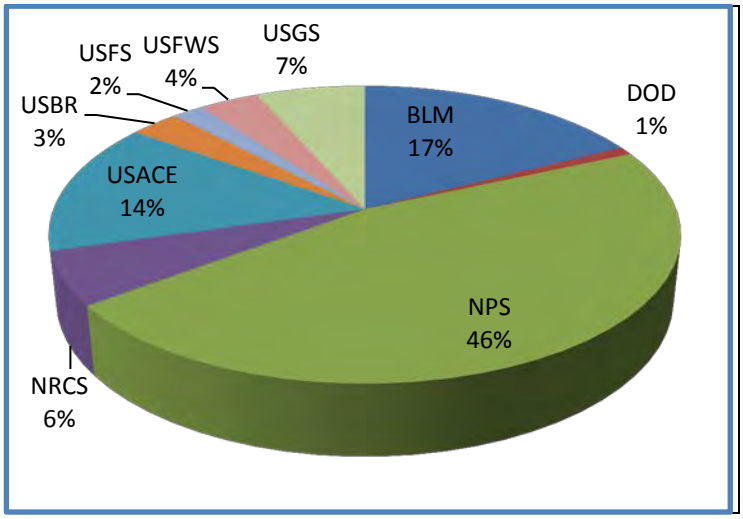
Milestones 2010 – 2014

- **Since program inception, nearly $82 million in project funds have been distributed to almost 700 projects.**
- **November 2011 Annual Partners Meeting**
- **April 2014 Spring Webinar**
- **November 2014 Annual Partners Meeting**
- **PNW CESU e-Newsletter January 2015**
- **Addition of new agency: Department of Defense**
- **Revised and improved PNW CESU database and project tracking procedures to provide current and comprehensive data.**
- **Revised and approved Strategic Plan.**

Project Activity FY 01-14 ($81,570,791)

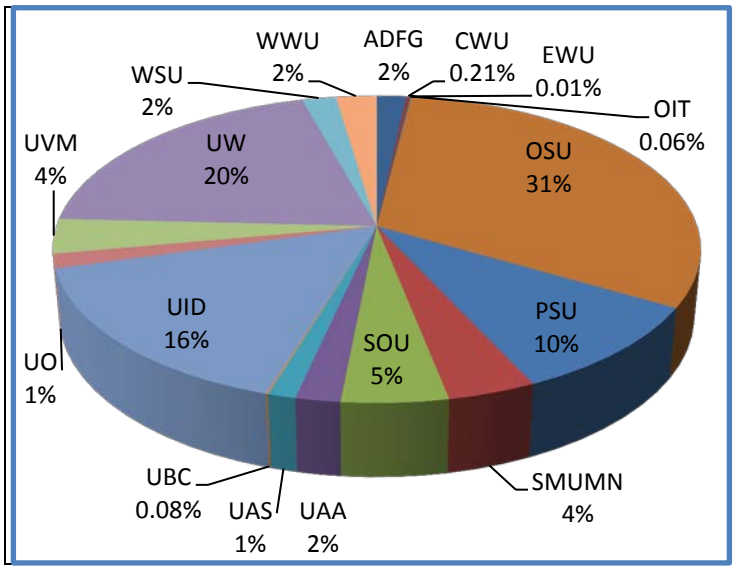
Activity by Agency

AGENCY	TOTAL
BLM	$ 27,301,152
DOD	$ 1,386,358
NPS	$ 72,864,825
NRCS	$ 9,131,622
USACE	$ 22,545,876
USBR	$ 4,685,622
USFS	$ 2,937,380
USFWS	$ 5,688,250
USGS	$ 10,302,946
BOEM	$ -
NOAA	$ -



Activity by Partner

PARTNER	TOTAL
ADFG	$ 1,408,365
CWU	$ 170,405
EWU	$ 7,245
HU	$ -
OIT	$ 46,783
OSU	$ 25,624,393
PSU	$ 7,873,317
SMUMN	$ 3,128,387
SOU	$ 3,779,264
UAA	$ 1,582,912
UAS	$ 987,673
UBC	$ 64,437
UID	$ 12,938,724
UO	$ 1,219,234
UVM	$ 2,981,725
UW	$ 16,254,472
WSU	$ 1,595,432
WWU	$ 1,908,023



Executive Committee Operating Principles

Purpose/Structure

- The purpose of the Executive Committee is to guide the work of the PNW CESU.
- The Executive Committee consists of one representative from each agency member and one representative from each partner institution member.
- The Executive Committee will meet at least yearly.

Responsibilities

- Agency members of the Executive Committee are responsible for ascertaining and coalescing research needs from within their agency and bringing these needs, as appropriate, to the PNW CESU. All research, education and technical assistance conducted under the auspices of the PNW CESU must be handled through the appropriate agency executive committee member or designated agency staff.
- Partner institution members of the Executive Committee are responsible for ascertaining and coalescing research, education and technical assistance expertise within their institution and making this information available to the PNW CESU.
- The PNW CESU co-leaders (one agency Research Coordinator resident at the Host University and one academic representative from the Host University) are responsible for the day-to-day management of the PNW CESU.
- All members of the Executive Committee commit to keeping pertinent information about their organizations' needs and expertise current on the PNW CESU web site.
- All members of the Executive Committee will attend the committee's annual meeting or send an appropriate representative to the meeting.

Decision Making

- The Executive Committee is responsible for bringing recommendations to the co-leaders regarding overall management of the PNW CESU. The committee will: a. Determine criteria for membership in the PNW CESU, b. Guide and refine processes for keeping members informed and up-to-date, c. Introduce other topics as appropriate.
- The co-leaders are members of the Executive Committee. In addition to their membership on the committee, the co-leaders are responsible for convening meetings, preparing meeting agendas and materials and keeping committee members informed.
- The Executive Committee will, whenever possible, operate on a consensus basis. If consensus is not possible, a simple majority can carry a decision or recommendation forward. Any decision or recommendation or recommendation carried forward without consensus will include information about the dissenting arguments.
- All PNW CESU members must approve admission of new partners or agencies to the cooperative agreement. This means that all members of the Executive Committee either support, or will not object to, decisions on new membership applications.

Composition of the Managers Committee

Every CESU is required to organize a Managers Committee to provide general advice and guidance and to assist in its evaluation from the viewpoint of the federal agency members. In the PNW CESU proposal submitted by the Host University and its partners, it was stated that the federal agency members of the Executive Committee should also serve as members of the Managers Committee. The proposal is silent on any additional participation in the Managers Committee.

Draft approved by agency members present at June 2002 executive committee meeting.

Federal agency members of the Executive Committee will also serve as members of the Managers Committee. Each federal agency member will also have the option of inviting one additional representative from that agency to the Managers Committee meetings, which will be held annually, immediately following the Executive Committee meeting.

Expected Level of Agency/Partner Participation

Each agency and partner member will identify a broker. The broker may be the same individual serving as the member representative on the Executive Committee.

Each agency and partner member must demonstrate long-term commitment to the PNW CESU.

Each agency and partner member must provide timely response (within 2 weeks) to PNW CESU administrative communications.

Each agency and partner member must participate in meetings. If an Executive Committee member cannot attend a meeting, an appropriate representative must be designated to attend the meeting.

Addition of New Members

CESU New Member Application and Approval Process

1849 C Street NW, Room 2737 | Washington DC 20240 | 202.208.5872 | cesu.org

Memorandum

To: CESU Directors and
Partners Through: CESU Network
National Coordinator From: CESU
Network Council
Subject: CESU New Member Application and Approval Process
Date: 30 November 2012

As of November 2012, the CESU Network includes 13 federal agencies, more than 240 academic institutions (including 56 minority serving institutions), and over 70 other nonfederal partners (e.g., tribal, state, and local government agencies; museums, aquariums, zoos, and arboretums; nongovernmental conservation organizations). The CESU Network Council welcomes the addition of new partners to the network. Periodic announcements may be issued (e.g., Federal Register notice) to enhance program awareness and direct interested parties to additional information.

As allowed under the CESU Memorandum of Understanding, the CESU Network Council may establish policies guiding the activities of the Network. This memo, therefore, establishes a standard new member application and approval process that is applicable to all Units. Each CESU is expected to implement these steps from this date forward.

Step 1: New Member Application

Interested parties are welcome to contact the CESU Network National Office and individual CESU director at any time with inquiries. The CESU director sets the deadline(s) for receiving an application (e.g., accepts new member applications throughout the year or on a semi-annual or annual basis). Additionally, the CESU director may invite an applicant to attend the annual CESU partner meeting for an in-person presentation and interview as part of the application process.

The following outlines the required elements for the application for enrollment in a particular CESU.

Federal Agency Partners

Federal agency applicants must be members of the CESU Network Council and signatories on the national CESU Network Federal Agency Memorandum of Understanding. These federal agency partners are eligible for enrollment in any individual CESU, to support collaborative activities aligned with the mission and goals of the CESU Network and individual CESU. The steps for the federal agency partner application process are:

1. Notify the CESU Network National Coordinator of intent to enroll in a particular CESU.
2. Establish initial contact with the host university CESU director to begin dialog regarding enrollment as a new federal agency partner.
3. Submit a formal letter of interest and application (e.g., no more than 10 pages) to the host university CESU director including:

- Expression of desire to enroll in the CESU as a new federal agency partner.
- Confirmation that the agency is a member of the CESU Network Council.
- Confirmation that the agency has read the CESU agreement and agrees to support the CESU mission and goals and fulfill the roles and responsibilities of a federal partner, as described in the CESU agreement.
- Description of the federal agency, its mission, and the primary focus of collaborative activities to be supported through the CESU in the context of the CESU mission.
- Description or list of the primary agency programs, departments, or other institutional divisions that will likely be engaged in CESU activities. Include website addresses for further information, as appropriate.
- Agreement to pay the required one-time $10,000 enrollment fee to support host university CESU administration (e.g., hosting annual meetings, maintaining website, facilitating communications among partners, coordinating periodic reporting).
- Designation of a technical representative (with full contact information – name, title, full address, phone, fax, email) to serve on the CESU's federal managers committee, participate in CESU annual/semi-annual partner meetings, and facilitate internal and external communication, promotion, and response to CESU correspondence and administrative actions (e.g., announcements, new member applications, processing agreements/amendments, five-year reviews).
- Designation of an administrative or grants and agreements representative (with full contact information – name, title, full address, phone, fax, email) to serve as financial assistance point of contact.
- Agreement to relay agency-specific research, technical assistance, and educational needs among CESU partners.
- Signature (or endorsement) from an appropriate agency official, with authority to commit agency resources in a binding multi-year federal cooperative and joint venture agreement (e.g., agency administrator, regional director, division or branch chief).

Nonfederal Partners
Tribal, state, and local governments, academic institutions, nongovernmental conservation organizations, and other nonfederal organizations are eligible to apply for enrollment in any individual CESU, to participate in collaborative activities aligned with the mission and goals of the CESU Network and individual CESU. (Note: Some CESUs do not currently include nonacademic nonfederal partners.) The steps for the nonfederal partner application process are:

1. Establish initial contact with the host university CESU director to begin dialog regarding enrollment as a new partner institution.
2. Submit a formal letter of interest and application (e.g., no more than 20 pages) to the CESU director including:
   - Expression of desire to enroll in the CESU as a new partner institution/organization.
   - Confirmation that the institution/organization has read the CESU agreement and agrees to support the CESU mission and goals and fulfill the roles and responsibilities of a nonfederal partner, as described in the CESU agreement.
   - Description of the institution/organization, its mission, and the primary focus of collaborative activities to be supported through the CESU in the context of the CESU mission.
   - Description or list of the primary programs, departments, or other institutional divisions of relevance to federal land management, environmental, and research agencies that will likely be engaged in CESU activities. Include website addresses for further information, as appropriate.
   - A list of and brief description of the staff or faculty with expertise in disciplines and subject areas of relevance to federal land management, environmental, and research agencies (do not submit CVs).
   - For academic institutions, include a description of student demographics and the institution's status as a minority-serving institution (e.g., as defined by the U.S. Department of Education).
   - Description or list of facilities, equipment, centers, or institutes that would provide support to the research, technical assistance, or educational activities of relevance to federal land management, environmental, and research agencies that will be engaged in CESU activities.
   - Description or list of past research, technical assistance, and educational services supported through federal financial assistance awards that are of relevance to federal land management, environmental, and research agencies that will be engaged in CESU activities.
   - Description or list of current formal agreements and informal relationships with federal agencies that are of relevance to federal land management, environmental, and research agencies that will be engaged in CESU activities.
   - Confirmation of the institution's/organization's willingness to accept a limited overhead rate of 17.5% and cost items to which the rate is applicable for activities conducted through the CESU, including research, technical assistance, and educational services (this overhead rate applies to the entire institution/organization for CESU activities).
   - Designation of a technical representative (with full contact information – name, title,

full address, phone, fax, email) to serve on the CESU steering committee, participate in CESU annual/semi-annual partner meetings, and facilitate internal and external communication, promotion, and response to CESU correspondence and administrative actions (e.g., announcements, new member applications, processing agreements/amendments, five-year reviews).

- Agreement to relay agency-specific research, technical assistance, and educational needs and associated funding opportunities to other institutional/organizational members (e.g., faculty, students).
- Signature (or endorsement) from an appropriate official, with authority to commit institutional resources in a binding multi-year federal cooperative and joint venture agreement (e.g., president, executive director, chief financial officer, vice president for research, director of sponsored programs).
- Letter(s) of support from one or more CESU federal agency partners sponsoring the new partner's application, including a description of successful past collaborative work supported through federal financial assistance awards.

Step 2: New Member Application Review

Following submission of an application for enrollment, the CESU director distributes the application package (via email) to all existing partner technical representatives for consideration. The CESU director determines the timeline and method for review (e.g., comments via email or in person at the annual meeting).

Step 3: New Member Approval (Nonfederal Applicants only)

Once existing partners have reviewed the new member application, the CESU director solicits a vote in favor/not in favor of selection of the applicant for membership. The CESU director shall determine the timeline and method of voting (e.g., via email or in person at the annual meeting). Voting requires a minimum of a quorum of 50 percent of partners. Approval is determined by a super majority (i.e., two thirds or greater) of returned votes in favor of selection for membership. The CESU director informs the applicant of the outcome of the review and approval process.

Step 4: Amending the Cooperative and Joint Venture Agreement

Upon enrollment of a new federal member or approval of a new non-federal member applicant for enrollment, the CESU director sends the application materials (via email) to the CESU Network National Coordinator with instructions to prepare an amendment to the CESU's master agreement. The CESU Network National Office prepares a draft amendment to the CESU master agreement, formally adding the applicant as a new partner. The draft amendment shall be prepared within four weeks of receipt of materials from the CESU director.

Step 5: Amendment Review and Signature Process

The CESU Network National Office sends the draft amendment to the new partner for review and signature. The new partner reviews and processes the amendment, returning the completed signature page by email to the CESU Network National Office. The amendment must be signed by an appropriate official, with authority to commit institutional resources in a binding multi- year federal cooperative and joint venture agreement (e.g., president, executive director, chief financial officer, vice president for research, director of sponsored programs).

Once the completed signature page has been received from the new partner, the CESU Network National Office works with the CESU director to circulate the amendment to existing partners for signatures. Existing partners shall have forty-five (45) days from receipt of the amendment to sign the amendment or provide comments in writing. The amendment is in effect upon receipt of the host institution's signature and 100% of partner signatures or after the 45-day signature period has expired, whichever occurs first. If a partner has not responded within the 45-day signature period, its signature will not be required.

Once the amendment is in effect, the CESU Network National Office works with the CESU director to distribute a digital copy of the fully executed amendment to all existing partners for their files and posts the amendment to the CESU Network national website.

Step 6: New Member Actively Participates

Once the amendment is in effect, the new partner is expected to actively participate in the CESU and CESU Network activities (e.g., support/conduct collaborative projects, respond to CESU correspondence and administrative actions, share announcements/funding opportunities with colleagues, participate in annual/semi-annual partner meetings, disseminate project outputs).