

COASTAL ECOSYSTEM LEARNING CENTERS

2019 Educators Workshop



October 23-25, 2019
NOAA Headquarters
Silver Spring, MD

Summary Report

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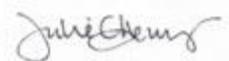
EXECUTIVE SUMMARY

The Coastal Ecosystem Learning Centers (CELC), five years into a re-engaged and strengthened network evolution, convened their third Educators Workshop to bring together Education leadership and further their collective goals and impact. The Agenda and design of the workshop was collaborative with input gathered from the participants and NOAA leadership both pre- and during the workshop to ensure maximum efficiency and results.

NOAA Headquarters graciously hosted the 2 ½ day workshop in Washington, D.C. in October, 2019. Participants were thrilled with the location as they were able to not only fully engage in conversations face-to-face with CELC members but also interact with NOAA personnel and similar agencies and nonprofits located in D.C. This generated excited energy and concrete action items on how to continue building on their collective impact moving forward.

Key aspects of this workshop included the current CELC initiatives which were assessed and determined to have been completed or the next phase was identified. The Evaluation Map was met with great enthusiasm to help propel and measure this work. A review of the CELC strategic plan determined that it is still reflective of their work but an implementation plan needs to be considered in the future to add timebound elements. The connection to NOAA continues to be an important point-of-differentiation for this network so a discussion generated ideas on how to continue leveraging this connection for the good of both the network and NOAA. Finally, the next step in CELC's evolutionary journey has spawned Communities of Practice in addition to Working Groups. These boots-on-the-ground initiatives form the practical work and impact of the network while Best Practices continue to be identified and implemented to move the network forward.

As always, the key is now in the follow-up and implementation from the workshop. The palpable enthusiasm and passion for their work coupled with an allegiance to practical action steps ensure that the network will continue down a path of collective impact for the ocean. Onward!



Julie Henry, President
Finish Line Leadership

6:30 pm CELC Dinner at [Gar-E-Kebab](#)
944 Wayne Ave, Silver Spring, MD 20910

Friday, October 25

Please allow at least 15 minutes to pass through security

8:30 am Morning social time and coffee

9:00 am Convene Day 2 / Icebreaker

9:30 am Initiatives / Working Group time

10:30 am Break

10:45 am Initiatives / Working Group time

11:15 am Big picture / future ideas

12:00 pm Lunch

12:45 pm Three-year Implementation Plan discussion

1:30 pm Engaged membership criteria / expectations

2:00 pm Flex time for additional discussions as needed

2:30 pm Day 2 reflections

3:00 pm Adjourn

6:30 pm Optional Dinner



CELC INITIATIVE CHECK-IN

Working Group leaders – as identified during the prior workshop in October, 2017 – gave an overview of their initiative’s activity to date as well as a recommendation as to if the initiative should continue (GREEN), be discontinued (RED), or be discussed to determine viability (YELLOW). The workshop participants came to consensus on each initiative’s current status and added key comments to kick-off the meeting.

Initiative	Status	Comments
Strategic Plan	Green	Include DEI
Asset Map	Green	How often should we do this? 2 years? 3 years? Other?
Aquaculture	Green	What is the messaging around aquaculture?
Youth Summit	Green	
Resiliency	Yellow	Can this be an example of 1+1=3? Are there resources from NOAA? External funding? Maybe 85% of members don’t have to participate?
Public Events	Yellow	1+1=3?
Storytelling	Yellow	Synergy with Public Events?

- Are some initiatives regional?
- Is Community of Practice an initiative?
- How do we interpret the Asset Map and get the back data?
- Who did the Asset Map and can we redo?

CELC EVALUATION PLAN

NOAA’s Senior Education Evaluator reviewed the upcoming plan to evaluate the formation and progress of the network. Small group discussion resulted in the following input. The Evaluation Map from the presentation is Appendix 1.

- Have strategic objectives/initiatives (these are the “bubbles” in the framework)
- Every initiative needs a logic model
- Performance management yields performance metrics
- We need clear metrics at an institutional level that will help with CELC
- Define CELC purpose so metrics can be created/managed
 - What is the timeframe?
 - How do we know we succeeded?
- Prioritize the “bubbles”

CELC STRATEGIC PLAN

The CELC members who spearheaded the strategic plan gave an overview as to the current status and impact of the plan. Small group discussion resulted in the following input.

- Think intentionally about DEI
 - In order to achieve what we want to achieve we must reach expanding communities
 - Remove barriers to participation
 - Without defining specific metrics
 - What is language that should be added to strategic plan
 - What are actions that need to be taken
 - Think of process – goals are important but how we function is equally important
 - Co-creation with youth can help
 - Programming will reflect community value statement
- Be more explicit in leadership role
- Use expertise to create/communicate successes
- Examine working groups to better accomplish strategic goals/objectives
- What is the timeframe for the strategic plan? Knowing this will facilitate evaluation efforts
- Re-examine strategies
- Do we need this plan or parts of the plan (i.e. objectives or strategies) to be time-bound? Implementation plan?
- Do we need to be more deliberate/intentional in how we approach DEI in our strategies or does current language (i.e. underserved audiences) imply this priority
- Are we at a point where we are ready to include ‘values’ or ‘mission’ of CELC in this plan?
- Working groups charged with connecting your projects to the plan (implementation strategy)

NOAA CONNECTION

During breakout sessions, one group considered how the connection to NOAA can be leveraged and vice versa for the collective good of both the Aquariums and the network as a whole. The group represented their conversation in a diagram that is Appendix 2.

Key discussion thoughts:

- How do we continue to integrate NOAA assets into existing efforts?
- What is in the ‘sweet spot’ in the intersection of NOAA, CELC, and the individual aquarium(s)?
- Ask (CELC) before act (institution)
- We need to continue to identify synergy across NOAA resources
- Individual aquariums current drive CELC (through sharing) which drives NOAA actions – but what about the reverse?
- How do we inform NOAA about programs and initiatives we see as important?

- Our staffs are networking to make programs better – how do we measure this and give NOAA the metrics?
- We have strategies, but are they unified?
- How does the CELC strategic plan integrate with the NOAA strategic plan?
- Do our staff know that they/we are part of CELC (as an Aquarium)?
- How does NAAEE fit in now? What are the possibilities here?
- CELC is the center of discussion; NOAA has content plus Knauss Fellows; what are the possibilities going forward?



NETWORK EVOLUTION

As the Network has evolved, the way in which the members work, interact, and measure progress has naturally evolved as well. At this workshop, three categories emerged reflective of current efforts and future growth opportunities under the guiding umbrella of the strategic plan.

Working Groups	Network Operations	Communities of Practice
Youth Summit Communication and Collaboration	Best Practices Evaluation	Community Resilience Aquaculture
<ul style="list-style-type: none"> ▪ Task-oriented ▪ Measurable goals ▪ Consistency/accountability ▪ Collaborative ▪ End date 		<ul style="list-style-type: none"> ▪ Share resources (e-mail) ▪ Not producing something new ▪ Quarterly Zoom meetings ▪ Write articles / case studies ▪ Sessions at conferences ▪ Grant opportunities

WORKING GROUP: YOUTH SUMMIT

Members: Samantha Norton (Lead), Symone Johnson, Kim Swan, Jack Carr, Ellie Fallaize, Windy Arey-Kent, Heather Deschenes, Raelene Child, Danika Strecko, Sean den Bok, Tristin Ware, Jonathan Ismail, Sarah Falkowski

The whole network engaged in discussion provided the following input. Additional more detailed notes from the working group breakout sessions are provided in Appendix 3 as related to the upcoming summit in October, 2020.

- Rooming situation?
- Funding opportunity for Aquariums?
- How to best use extra money
- Parents/chaperones?
- Local Aquarium/Zoo connection?
- Virtual network?
- Micro-grants for projects led by kids following Summit?
- Risk management
- Remote participation?
- Can we ask our organizations' PR teams to push out highlight stories about the teens (and the CELC network) to local media?
- ELP grant in the future to support our work?
- Is there some way that we can kick off the youth summit with a goal so that we can take it to youth and youth can share at the summit?
- Need to decide logistics of future meetings
- Overnight at local zoo/aquarium? Dorm rooms?
- Sean to create Trello group
- To be determine in the future:
 - Identify roles of individuals in working groups
 - Onboarding document to answer staff questions
 - Professional Development with staff attending summit
 - Peer organization support
 - Summit toolkit
 - Introductory invitation (video)
 - Application - common questions



WORKING GROUP: COMMUNICATION AND COLLABORATION

Members: Kelly Matis (Lead), Jeff Dillon, Lisa Ostrego, Tina Miller-Way, Patricia Estrada-Morales

What? Communication and Collaboration

Why?

- Showcase the collaborative impact and collective work of the Network.
- Amplify the integration of NOAA resources, and sharing of the integration of the resource use between CELC members.

How?

- By hosting educational experiences that integrate NOAA or formal NOAA partners or assets/resources.
- Reporting relevant experiences/programs to the network for collective data.

We are answering these questions through this work-

- What is the value of the CELC network
- How can we incorporate NOAA resources and the CLEC network into our regular events
- How do we share/show how we are a network

Strategies-

- Commit to reporting event news to network for CELC communication and goals
- Leverage a collective voice- theme of we are all connected/ one ocean

Goals/Needs/Deliverables-

- 2 times per year (June, December) each CELC member will provide information about an event, activity or program that utilized a NOAA resource or partner. Need to provide-
 - Photo
 - Headline and brief description
 - Highlight NOAA resources/assets or other CELC member that was used/collaboratively worked with
 - Social media post #CELC
 - Metrics on engagement
- Amplification
 - Use of social media- other CELC organizations could “retweet”
 - Need to distribute appropriate social media hashtags.
 - Could try to drive views to something in particular (podcast, website etc)
- To accomplish this, will need to develop a data base to easily house/organize the information

- Could help other CELC members see how a NOAA asset or partner was utilized.
- A reference to CELC and/or NOAA Strategic Plan could provide good data.
- Could keep a CELC event calendar but that could be cumbersome, without a clear goal.
- NOAA would use this information to produce at least 1 photo story a year focused on the CELC network.
- Make sure CELC website is up to date
 - Update the map based on engaged membership criteria
- Organize grant proposals and/or sessions.

Accountability-

- These events/programs/activities would be discussed on monthly calls. Celebrate those that are contributing, encourage those that need it.

Timeline-

- Host 1 call with the Community of Practice between now and end of calendar year to be set up for a successful launch in 2020.

COMMUNITY OF PRACTICE: COMMUNITY RESILIENCE

Members: Dave Bader (Co-Lead), Brian Thill (Co-Lead), Leslie Peart, Sean den Bok, Jared McGovern

- Sea Grant connections
- Case studies in resilience article
 - NOAA collaborative article
 - Grassroots support / understanding
 - From reactive to proactive
 - Resilience to election cycles
 - Social vulnerability
 - Inclusion of less affluent communities
 - Role of Aquariums in the community
- Connections to NOAA Office of Education's grantees
- Quarterly calls
 - Sharing
 - Best practices
 - Issue recognition
 - NOAA offices
 - Workshops / sessions at conferences

COMMUNITY OF PRACTICE: AQUACULTURE

This is a NOAA-driven effort and several members have express interest in participating. It will remain a Community of Practice for now, until NOAA makes dedicated funding available. This would allow perusing specific projects and at that point, the effort could evolve to a Working Group.

- Funding through NAAEE
- CELC membership for grant eligibility
- Engaging the public in the merits of sustainable seafood
- Connection to Aquariums doing aquaculture for sustainable collections?
- Seafood consumption is important to NOAA

NETWORK OPERATIONS: BEST PRACTICES

Members: Alyce Todd, Celeta Thomas-Watson

Items we will accomplish in the next few months or for the start of 2020:

- Keep same schedule of calls but alternate between professional development (1 hour) and logistics (1.5 hours) so staff know to go to professional development calls
- Intro calls used as catch up and role in CELC; set stage for future calls
- Packet to handout – contract and expectations outlined
- Consider recording webinars
- Invite staff when we feel appropriate and have them present
- Virtual meetings; use Zoom for monthly calls?
- Shout outs from community members about other members
- Google Drive – someone needs to take the led to categorize and curate it (virtual internship/intern)
- Operational challenges – access to resources and accountability
- Monthly meetings / calls – better to use some of the time for working groups to meet and work on projects (every other call model)

Ideas going forward:

- Use staff as speakers and share expertise
- Directors come up with topics to help shape agendas
- Define roles and objectives for staff involvement
 - Professional development
 - Rep. of aquariums in CELC
- Annual meet-up at AZA, NMEA, NAAEE?
- Directors define areas of need and areas of interest (set topics for professional development)
- Sub-committee support from NOAA

- Staff exchange either virtually or in person (professional development opportunity)
- Branding as CELC partner (pins, logos, stickers); outcomes and expectations; who we serve
- Calendar of Events = access to all and see where it is relevant to partners (Directors submit, NOAA cleans up)



APPENDIX 1: EVALUATION MAP

This information was presented to participants as an overview of NOAA’s plans to evaluate the evolution and progress of the network moving forward.

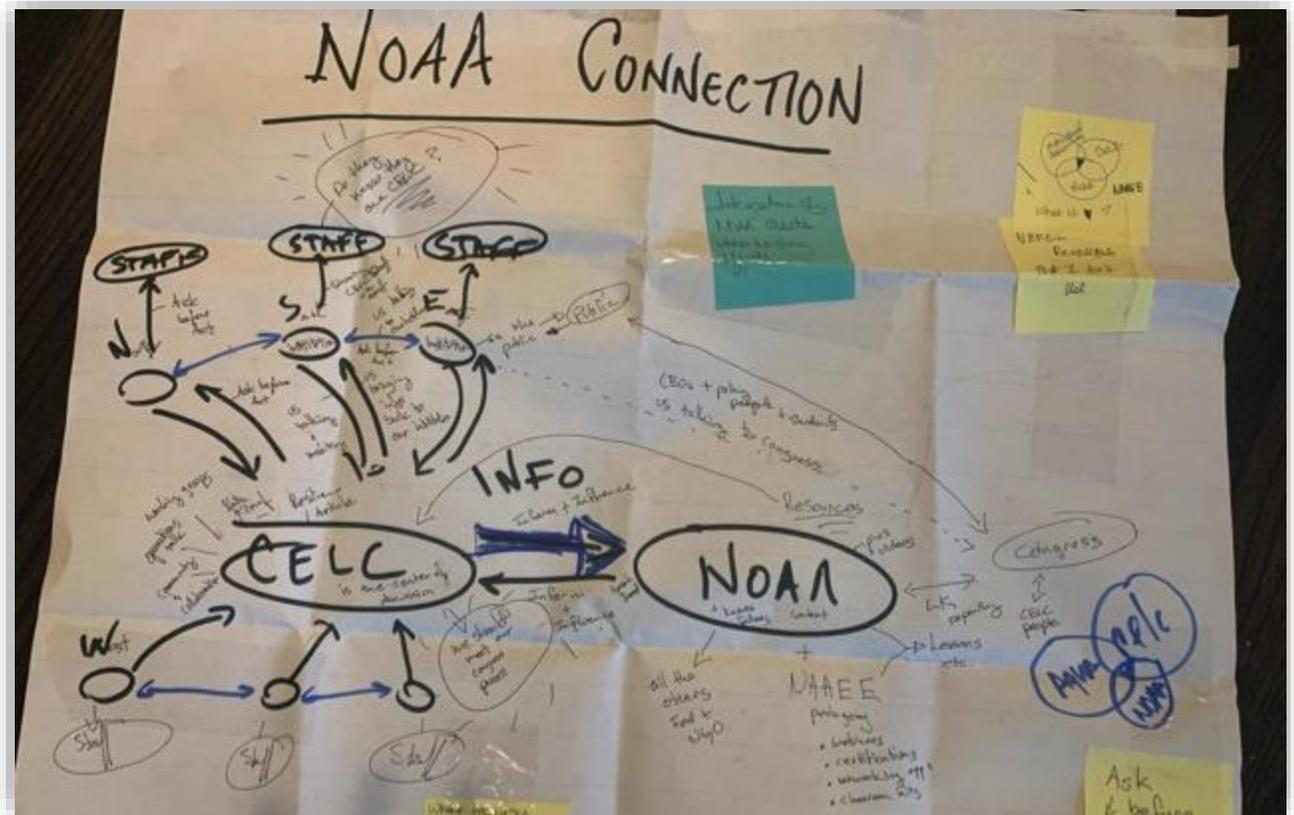
CELC Evaluation Map

What is CELC?	What else defines CELC?	How many do we reach?	What was achieved?	Was it worth it?	What difference did it make?
27 Institutional Members	Strategic Plan	Visitor Attendance	Aquaculture Education	Education Directors	The public benefits with increased ocean literacy on high-priority topics.
EDs, CEOs, and NOAA OED	Member-driven Projects		Youth Engagement	CEOs	
Network Initiatives	Network Brand/Identity	Participation in Initiatives and Projects	Community Resilience	NOAA	Members rely on a strong network to becoming global ocean leaders.
Staff and Youth	Meetings and Convenings	Meeting Attendance	Community of Practice	Public	
					Staff
				Youth	

Caption: CELC Evaluation Map (John Baek, NOAA Office of Education's Senior Education Evaluator)

APPENDIX 2: NOAA CONNECTION

A working group brainstormed ways to both leverage the connection with NOAA and enhance NOAA's work through the CELC network. The energy of their discussion and spirited ideas are captured in this diagram.



APPENDIX 3: YOUTH SUMMIT DISCUSSION NOTES

These notes were taken during the Youth Summit working group breakout sessions which occurred on Day 2 of the workshop and are included as an appendix due to the level of detail in discussions leading up to the workshop in October, 2020.

- Timeline
 - February 1: NOAA sends survey to see who to find as keynotes
 - All aquarium teens can take this survey to indicate what type of people they'd like to hear from at the summit
 - NOAA will use this information to start reaching out to and scheduling keynotes and workshops
 - Aquarium staff will give regular updates on their students' idea development to make sure workshops align with their needs
 - NOAA staff will also ensure that a variety of career lines are represented by the speakers
 - June 1: Students selected
 - August 1: Needs assessment complete
 - Do this as a full youth aquarium group (not just the summit attendees)
 - Allows for a common context / foundation of understanding for the action project
 - September 1: Project issue / area of focus selected
 - Students don't need to have a specific project in mind yet here, but they do need to know what issue they want to be addressing
 - Deliverable
 - Video to share issue of focus with other teams
 - Optional webinar to discuss, knowing that there will be issues with timing that don't allow all to attend
 - Discussion board
 - October 23: Summit!
 - Students should come to the summit knowing both what issue they want to focus their project on and what aspect of the issue they want to hone in on
 - What specific policy or practice do students want to change?
 - December 1: Project plan solidified and submitted to NOAA
 - Students will have from the end of the summit until December 1 to come up with a thorough project plan, including implementation steps, budget, and evaluation plan
 - Students will submit this to NOAA. It will act as the application for project funding.
 - January 15: NOAA sends the money to the aquariums
 - March 15: Mid-project check-in
 - Video?
 - Optional webinar to discuss, knowing that there will be issues with timing that don't allow all to attend
 - Discussion board
 - May 15: Project and project evaluation complete
 - June 8: Share-out for World Ocean Day
- How do we want to work the application?
 - We can create a common document, and each aquarium can tweak it as needed
 - NOAA needs students to meet a few common requirements for eligibility. Selected students:
 - Will be in high school as of October 23, 2020

- Will be 14-17 years old as of October 23, 2020
 - Can commit to attending the summit in DC on October 23-25, 2020
 - Are associated with the aquarium in some meaningful way (volunteers, interns, etc.) and will continue this association through April 2021
 - Can commit to presenting major summit takeaways to the rest of their aquarium peers (if there is a larger program they're a part of)
 - Can commit to carrying out an action project between the October 2020 and April 2021
- Aquariums can choose their method of application, as long as students selected for the summit acknowledge the common criteria above
 - Video
 - UCAN (National Aquarium)
 - Old Coastal America YouTube channel
 - Written
- Housing
 - Having two people in a room may be a problem for some aquariums
 - Alternatives that aquariums are already comfortable with:
 - Dorms (would be difficult in October)
 - Overnights at zoos or aquariums
 - Can we get a poll going to see who is comfortable with what? We have limited options in Silver Spring.
- Implementation toolkit
 - Onboarding doc
 - Lauren can write an intro letter and attach a PowerPoint explaining the summit to implementers
 - This can go out in anticipation of an implementers kickoff call (December? January?)
 - One-pager that can be tweaked and rebranded depending on audience
 - Marketing teams
 - Parents
 - What are the rest of the pieces in this toolkit?
 - How to do a community needs assessment
- Legal / protocol questions for the NOAA team
 - When does NOAA need to have a list of names of students attending?
 - What is our situation with international participants?
 - Does NOAA have guidelines around youth social media participation? (Some aquariums can only require it of those over 13)
 - What can or can't we fund, project-wise?
 - Assuming that these small grants go out to the aquariums directly?
 - Reimbursement or up-front process?
 - What do we need to do to set up this flow?
 - Liability
 - What does NOAA need aquariums to cover, in terms of liability?
 - What does NOAA cover, liability-wise?
- Other thoughts
 - Can we assign a NOAA mentor to each group? Perhaps either someone in the physical area, someone with subject matter expertise, or a connector (maybe an Office of Education staff person?)
 - Is there a way for aquarium teens not traveling to DC to participate in the summit remotely?
 - Ask Jen Kretser about streaming keynotes live
 - How can we best set up a virtual network for students?

- Social media platform?
- Slack channel?
- Facebook group?
- What would be the best use of extra summit money, if we end up with any?
- How can we make sure that the aquarium staff attending the summit also learn from it?
 - Adult professional development workshops at the summit
- Should we use a Trello board for task management? (Sean den Bok)
 - Try it out for the first meeting, perhaps, and then see what people think
- How can we spread this model, if it's successful? Publication?

APPENDIX 4: ENGAGED MEMBER CRITERIA

New member criteria:

1. The facility must meet all federal and local requirements regarding construction, safety, and licensing.
2. The organization must demonstrate a commitment to engaging the public in protecting coastal and marine ecosystems through their exhibits, education and outreach programs, and science and research programs.
3. The organization must be a not-for-profit institution. The term “not for profit” includes facilities that are governed by a state or local government agency.
4. The organization must include a public aquarium that devotes the majority of its floor space to educational, interactive coastal habitat/ecosystem exhibits, including aquatic displays and terrestrial displays related to aquatic ecosystems.
5. The facility staff must have a permanent, full-time, professionally trained senior employee in charge of education and outreach activities.
6. The facility must have:
 - a. An auditorium or room able to host meetings of at least 50 people.
 - b. Dedicated space for education, including the ability to host meetings/visiting groups.

If an institution meets the majority but not all of these criteria, NOAA Office of Education, in consultation with the CELC Steering Committee, reserves the right to waive specific requirements and grant membership on a case-by-case basis.

Criteria for active membership (existing members):

To remain in good standing as a full member and to be eligible for participation in CELC governance, an institution shall be expected to:

1. Continue to meet the CELC selection criteria
2. Designate a representative to the network
 - a. If a given representative can no longer maintain a member institution’s active participation in network business, it is the responsibility of the member institution to select and train a new representative
3. Be active in network business, including:
 - a. participation in at least 50% CELC Education Directors monthly calls per year
 - a. participation in at least one working group or network initiative
4. Have their CEOs or equivalent participate in at least one network meeting a year*

*The steering committee strongly felt it will be beneficial for the continued growth of the network to have some engagement from CEOs. Thus, we recommend that CEOs attend at least one network meeting a year

Membership status will be reviewed on an annual basis. A decision will be taken as to whether institutions unable to meet these requirements will be listed as inactive. NOAA will only financially support travel to the CELC Education Directors Workshop for active CELC members.

APPENDIX 5: PARTICIPANT FEEDBACK AFTER WORKSHOP

This input was gathered anonymously through Survey Monkey after to the workshop, to provide accurate feedback on the workshop and valuable input in the creation of the next workshop.

1. I think the most successful part of the Educators Workshop was:

- Networking, small groups, speed NOAA resource thing
- The most successful component was going back through the priorities and then having time to work through them. I also really appreciated the NOAA experts and the time to learn more about their work and resources.
- Time together, the outside guests
- Working group time with colleagues
- Having NOAA and other organization presentations
- Do I have to choose one thing? Working groups made lots of progress and the quick talks from other agencies were terrific
- Working on action plans associated with various elements of the strategic plan
- Cross collaboration among different aquariums and organizations
- Working groups and lightning talks
- Collaborative working group time
- Getting to see everyone in person
- Reaffirming expectations for participation, updating the working groups
- Meeting the NOAA partners and other institutions
- Having unstructured face to face time with my peers that I only communicate with via e-mail the rest of the time. What better way to build relationships and partnerships?
- Working and networking with other participants and the NOAA CELC team
- Connecting with the aquariums to so many resources face to face
- Creating action plans for the working groups and community of practice groups
- Networking with other colleagues, strategic planning which felt like it had tangible action steps, learning about NOAA and other federal resource people who did actively reach out in replay communication and proactively
- Getting to organize ourselves – building buy in and connections for what we might become
- For me, as a first time attendee, I really enjoyed getting to meet the other attendees. Learning about the NOAA resources was also helpful.
- Time dedicated to working groups.

2. As a network, I am most looking forward to implementing this idea/component discussed at the workshop:

- Teen Event
- Youth Summit and re-working the monthly calls
- Sharing best practices, advancing UN Decade
- Youth Summit
- Teen Summit; new formatting of calls
- The youth summit and resilience plans
- Student Summit
- Components of supporting the youth summit and operations for the group
- Operationalizing our working groups and the teen summit
- Increasing network communication to strengthen our assets, individual missions, and intentional conservation messaging
- Making our staff more aware of CELC and the resources that NOAA offers
- Youth programming planning for the summit and monthly video calls
- Student Summit and NAAEE certification
- Participating in the Youth Summit. My facility hasn't ever embarked on anything like it and we're excited to join the pack!
- A joint proposal where members of the network could work together on a project (outside of the Student Summit)
- Hosting a shared database where we all enter at least 2 programs per year that included a collaboration with each other or NOAA. This will be a great way to ensure we are actually collaborating as well as having information at our fingertips about what each other are doing
- Video meetings
- Teen youth summit
- Climate Resilience and Aquaculture – this is Dave BTW if you can't guess
- The youth summit is particularly exciting for me but I also hope that the energy derived from the workshop leads to some new opportunities for the network
- Pursuing the youth summit

3. If an Educators Workshop is held within the next 1.5 – 2 years, I would like it to:

- Assess how we're doing and ID emerging trends
- Allow for networking time (loved this component), time to work through initiatives and learn more about resources. This workshop had the perfect blend of topics.
- Help, share send staff.
- Dive further into working groups, strategic initiatives, etc.

- Give CELC members a chance to share what their programming looks like so that we can know who to contact when trying to build or improve programs
- I am not sure – maybe science talks from researchers and/or science program administrators. I have had enough discussion of evaluation.
- Have a collaborative project funded!
- Learn more about program evaluations and strategic planning
- Build on a current project and add a new one
- Contain a stronger evaluation component. Let's gather strategic data to support that CELC is a meaningful and accomplished network of institutions
- Be in an accessible location and provide time for group brainstorming about next steps. How do we expand past the youth summit coming up in Oct '20?
- Host!
- Work on initiatives like the Summit or Contests that integrates all of the Aquariums and Centres
- Be at another CELC so we can see how we all do things and meet staff/see exhibits
- Continue engagement with other NOAA staff and related funders
- Have aquariums report out with the NOAA resource on how they incorporate that resource at their aquarium
- Be on best practices and content
- **important: hosting at Vancouver Aquarium – whether this is true or rumor – will be expensive and a barrier to access for my organization. The increased cost will not enable us to send a supplemental staff member if not covered by NOAA
- Continue to define our deliverables – set action plans to accomplish them
- Support PD for other in our home institutions who are not part of the leadership but rather in roles supporting direct program implementation
- Have 5 minute lightning discussions on each aquarium, its education programs, focus, etc. While all the facilities have missions revolving around Ocean stewardship, our practices, goals and limitations often vary greatly

4. I would like to add these additional thoughts:

- Would love directors to bring org chart and metrics of programming
- The cocktail hour was a little chaotic and hard to navigate. I appreciated the time to talk to the individual NOAA experts but it might have been easier to have them stationed at a table with a table card of who they were and the programs they oversaw. OR, just Q&A more broadly. Some of our deepest thinking happened on the 2nd day in the afternoon, perhaps we flip so we are not as tired 😊
- I know this has been done from the beginning and it is hard when members do not speak up, but NOAA OED – please keep asking what members would like to see and how you can help. I think some members still have a hard time understanding why we have CELC and I am not sure how to address this so that everyone is on the same page

- It was nice to see new faces and pairs of folks from various CELCs
- The evident buy-in from many NOAA entities (as well as Office of Education) was appreciated
- Great workshop
- Lightning talks were great. Towards the end I was exhausted. I would not object to adding a day.
- The group is composed of so many positive, energetic, and bright individuals that represent diverse organizations
- Really looking forward to the succession planning documents and to bring educators onto some of the calls
- I think everything was very well organized and productive...just to be on it to follow up.
- Julie was great – we would not have accomplished as much without her expert facilitation skills
- I thought this workshop was organized and facilitated extremely well to make the most of our time together as a network and as PD for us as individuals
- I feel like the aquariums took a bit more ownership this year instead of just looking to NOAA to lead the way. We need NOAA to guide the direction (which you are!) and we need to be active participants beyond just this meeting. It feels like now more than ever this will happen.
- Very well planned and executed. Only issue was folks feeling tired and tuckered out by Fri afternoon. Perhaps change workshop structure/agenda slightly.
- Thank you!
- It was a fantastic meeting. Gone are the days of asking “who we are and why are we here”, being replaced with more direct actionable projects (youth summit). I believe this will grow considerably by the next workshop.

5. Please comment on the workshop logistics such as meeting location, food, travel, etc. This will help us in planning for future workshops. Thank you!

- Thought it was great. The in person component is crucial in my opinion. Without it I see participation falling off. Well done all around!
- Everything was very well planned and the food was more than enough. I felt very spoiled and appreciated the details that went into this workshop. Awesome job!!
- Great job, well done
- Everything was great! Thanks to NOAA and NAAEE for the opportunity.
- The food was great! Very long days which I understand, but I think it was tough for some people to push through especially if traveling coast to coast.
- Nice to be in DC. Should do so somewhat regularly. All of the arrangements were terrific.
- Location was easily accessed – thank you. Having travel arrangements done by someone else worked well for me, but I understand that was not universal. Food was awesome as always.

Hotel was wonderful and had a place for folks to hang out and chat after hours. And it was walking distance of the meeting venue which was very nice!

- Great workshop. Well planned, great location.
- For the most part all went well. Some confusion with travel but all went well.
- I appreciated the variety of food options throughout the workshop. Traveling to and from D.C. was cumbersome, but was well-worth it to network with NOAA resources. Distance between NOAA HQ and the hotel was ideal.
- Travel and hotel was easy – thanks for covering those NOAA was a nice facility but it would be nice to have more space to move around. Food was great – thank you
- The logistics were all amazing. I really appreciated booking through NAAEE and the group dinners together. It would have been nice to get outside more but I understand the security restrictions.
- In my experience everything was on time and well scheduled. Bravo guys!!!
- Food was awesome! Location was easy to get to and neat to see NOAA HQ! Evening reception at SOS was the icing on the cake!
- I had an incredibly easy time with booking flights, hotels, etc. Would do it all the same way again.
- Everything was very easy! I appreciated everything was within walking distance. We felt very well taken care of! Thank you!
- Food was great. Travel for me was easy. Setting up the travel was a bit difficult at first, but once it got going it was pretty easy.
- Everything was wonderful. I would like to see if we can meet with our congressional reps next time we are all in Silver Spring/DC. Never done that.
- More opportunities to move outside of the meeting space, i.e. visiting the wave pool. Thank you for getting Diet Coke the second day.

APPENDIX 6: PARTICIPANT LIST

First and last name	Institution	Position/Title
Patricia Estrada-Morales	Acuario de Veracruz	International Education Programs Coordinator
Jeff Dillon	Alaska SeaLife Center	Senior Education Manager
Dave Bader	Aquarium of the Pacific	Director of Education
Raelene Child	Aquarium of the Pacific	Manager of Youth Volunteers and Internships
Jack Carr	Center for Aquatic Sciences	Director of Education
Tina Miller-Way	Dauphin Island Sea Lab	Chair, Discovery Hall Programs
Celeta Thomas-Watson	Georgia Aquarium	Director of Education
Kim Swan	Monterey Bay Aquarium	Teen Programs Manager
Kelly Matis	Mystic Aquarium	VP Education & Conservation
Symone Johnson	National Aquarium	Urban Conservation Education Program Lead
Jonathan Ismail	National Mississippi River Museum and Aquarium	Education Manager
Windy Arey-Kent	NC Aquarium at Pine Knoll Shores	Education Curator
Ellie Fallaize	NC Aquarium at PKS	Educator
Heather Deschenes	New England Aquarium	Director of Community Engagement
Stephanie Joseph	New York Aquarium	Curator of Education
Danika Strecko	Ocean Wise	Ocean Literacy Manager
James Bartram	Ocean Wise	VP Education & Youth
Sarah Falkowski	Rookery Bay Research Reserve	Education Coordinator
Sean den Bok	Seattle Aquarium	School and Public Programs Manager
Lisa Ostrego	Shedd Aquarium	Director of Guest Engagement
Samantha Norton	Shedd Aquarium	Sr. Director of Learning Programs
Brian Thill	South Carolina Aquarium	Director of Education
Alyce Todd	Texas State Aquarium	Director of Education
Leslie Peart	Texas State Aquarium	VP for Education and Conservation
Tristin Ware	The Florida Aquarium	Director of Education Operations