

Coastal Ecosystem Learning Centers Network

2022 Educators Workshop



October 19-21, 2022
Monterey Bay Aquarium
Monterey, CA

Summary Report

Contents

2022 Educators Workshop	1
EXECUTIVE SUMMARY	3
AGENDA	4
CELC CHECK-IN	7
BREAKOUT GROUPS	8
BREAKOUT GROUPS - SESSION 1	9
BREAKOUT GROUPS - SESSION 2	10
BREAKOUT GROUPS - SESSION 3	12
CLASSIFYING POSSIBLE CELC EFFORTS	14
WORKING GROUP: YOUTH	15
WORKING GROUP: CLIMATE LITERACY AND RESILIENCE	16
WORKING GROUP: CAPACITY BUILDING FOR CULTURE CHANGE	17
ADDITIONAL BREAKOUT TOPICS CLASSIFIED	17
Appendices	18
APPENDIX 1: PARTICIPANT FEEDBACK AFTER WORKSHOP	18
APPENDIX 2: PARTICIPANT LIST	24



EXECUTIVE SUMMARY

The Coastal Ecosystem Learning Centers (CELC) network convened in Monterey, CA in October 2022 for their fourth Education Directors Workshop. In the three years since they have last had the opportunity to meet in person, much has changed in the world - COVID brought unprecedented challenges which also spurred an evolution of digital programming and communication, personnel have shifted between positions, aquariums, and even in and out of the field, and the value of the network to provide both stability and professional comfort as new ideas were hatched and put into place was increasingly embraced.

As the group convened in Monterey, the energy and excitement to be together in person was palpable. The Monterey Bay Aquarium graciously hosted the educators in their new Bechtel Family Center for Ocean Education and Leadership for a two-day meeting and gave behind-the-scenes tours of both the Center and the Aquarium, including their newly opened Into the Deep exhibit. The educators were inspired, actively sharing experiences and new ideas, and enjoyed reconnecting with colleagues as well as building relationships with new attendees.

The strength of the CELC network and their unique niche as the connecting fiber between Aquarium educators and NOAA was as solid as ever. I found the group to be fully present and engaged as they reflected on progress, charting a future course in alignment with their strategic plan, and committed to channeling the positive energy of the experience both into their day-to-day work as well as throughout the teams they manage. They reconfirmed their commitment to youth as a target audience, climate literacy and resilience as a collective effort to continue spearheading and identified a new opportunity to fill a need in the community for professional development around capacity building for culture change.

I appreciate the opportunity to facilitate this spirited meeting for the fourth time and am always excited to see the ideas emerge and plans put into place. I am confident that following this in-person time in Monterey that the enthusiasm and passion will result in both concrete actions and outcomes as well as collective synergy and a supportive environment for future growth as only this network can provide. Onward!

Julie Henry, President
Finish Line Leadership

AGENDA

Guiding Questions:

- What are the current and upcoming opportunities for CELC as a network of engaged aquariums or in collaboration with complementary partners?
- How can CELC continue to leverage the collective influence and unique opportunities unique to this network (1+1=3 concept)?
- How can CELC member aquariums grow capacity and maximize their involvement in CELC?
- What are the evaluation and tracking best practices CELC can (and will) use to measure progress?

Wednesday, October 19

Monterey Bay Aquarium, 886 Cannery Row

6:30 - 9:30 pm Kick-off Reception

Thursday, October 20

Bechtel Family Center for Ocean Education and Leadership, 625 Cannery Row

8:00 am Morning social time at the Bechtel Education Center

8:30 am Behind-the-scenes tour of Monterey Bay Aquarium and Learning Labs

10:15 am Coffee and snacks at the Bechtel Education Center

10:30 am Day 1 kick-off and welcome
Cynthia Vernon, Chief Operating Officer, Monterey Bay Aquarium

10:45 am NOAA priorities and strategic plan overview (Christos, Maggie, and John)
CELC Steering Committee insights (Christos, Maggie, and Kelly)

11:15 am CELC state of the union / strategic plan / initiatives report out
(Kelly and Sam / Sam and Tina / Lisa Kim / Emily and Brian)

11:45 am Group rapid-fire brainstorming and discussion

12:00 pm Lunch

12:30 pm	Teambuilding activity
1:00 pm	Group discussion: aligning NOAA priorities and CELC direction
1:30 pm	Breakout groups: CELC initiatives
2:15 pm	Coffee and snacks break
2:30 pm	Breakout groups: complementary networks and opportunities for collaboration
3:15 pm	Breakout group report outs and discussion
3:45 pm	Working groups reconfirmed / established
4:15 pm	Feedback from NOAA (Christos, Maggie, and John)
4:30 pm	Individual reflections
5:00 pm	Adjourn
6:30 pm	Dinner <i>Hula's Island Grill, 622 Lighthouse Ave, Monterey, CA</i>

Friday, October 21

Bechtel Family Center for Ocean Education and Leadership, 625 Cannery Row

8:00 am	Morning social time at the Bechtel Education Center
8:30 am	Day 2 kick- off
9:00 am	Check-in: evolving what's possible into what's probable Tracking and reporting progress (John)
9:45 am	Working group breakouts
10:30 am	Coffee and snacks break
10:45 am	Working group report outs and discussion

11:45 am	Lunch
12:15 pm	Group discussion: <i>what have we missed?</i>
1:00 pm	NOAA + Steering Committee feedback and discussion
1:45 pm	Coffee and snacks break
2:00 pm	Bechtel Education Center tour
3:00 pm	Future steps and accountability – CELC priorities / signature initiatives Tracking and reporting progress – implementation plan (John)
3:45 pm	Individual reflections
4:15 pm	Meeting wrap-up (Christos and Maggie)
4:30 pm	Adjourn and explore on your own
6:30 pm	Optional group dinner (pay-your-own-way)

Thank you in advance for your honest input, ideas, and dedication to CELC! This will be a collaborative, productive workshop through which the CELC can continue to evolve.



CELC CHECK-IN

The meeting kicked-off with foundational presentations from NOAA and CELC leadership to provide a 'state of the union' for the network including current NOAA priorities, CELC strategic plan, initiatives, and Steering Committee input. The group then answered the rapid-fire brainstorming question: What's come up for you?

- Engaging youth in resilience
- Community
 - Communities of Practice
 - Engaging our community
- Evaluation and how to measure ROI (things that can't be counted)
- Empathy (how to measure)
- Empathy vs. compassion
- Being intentional (equity / inclusion)
- Beyond youth - other age groups
 - How to engage? DEAI
 - Related to resilient communities
- Intergenerational learning
 - Honoring community knowledge
- Power and referential points
 - Funding and knowledge
- Staff professional development
 - Resilience within aquariums / industries (especially as leaders)
 - Rediscovering joy / staff morale
- How to amplify voices of youth
 - Leaders from the Summit can/need to connect with each other, too
- Multiplying individual efforts to accomplish our goals
- Why CELC - to focus our conversations and decisions

BREAKOUT GROUPS

Building off of the foundational presentations, prior work of the network, and current brainstorming input, nine breakout topics were identified and then divided into three sessions. During each session, participants had the opportunity to join whichever breakout discussion they would like as well as move between groups. Three guiding questions provided a framework for the discussions to keep the groups on-task and allow for assessment at the end of all sessions to determine the future efforts of the network.

Session 1:

- ❖ Climate literacy and resilience
- ❖ Youth
- ❖ Aquaculture

Session 2:

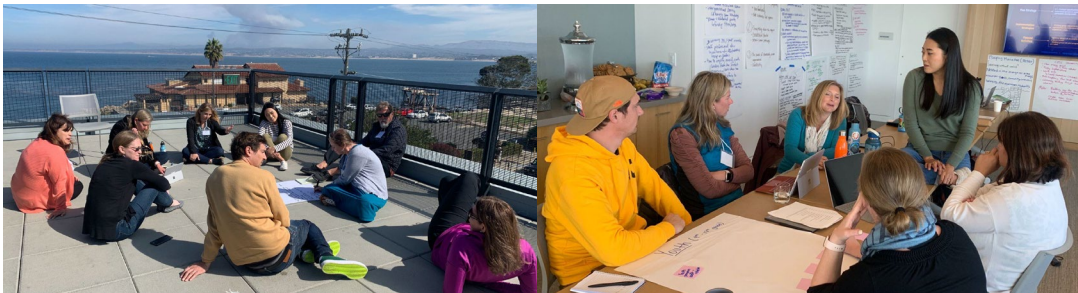
- ❖ Education evaluation
- ❖ Professional development / capacity building / leadership support
- ❖ AZA / ACP / NAAEE / NMEA

Session 3:

- ❖ Empathy
- ❖ Funding opportunities
- ❖ Beyond youth (intergenerational, etc...)

Questions to guide Breakout Group discussions:

1. Where are we now?
2. What's possible?
3. Why CELC?



BREAKOUT GROUPS - SESSION 1

- ❖ Climate literacy and resilience
 - Where are we now?
 - Diversity of efforts (prog, comm. sci, partnership)
 - Various levels of connection between our communities and what we do
 - What's possible?
 - Build institutional capacity to do community resilience work
 - Our organizations make assumptions about our ability to do this work. And we may not actually have capacity / buy-in to show up for our communities + neighbors
 - Is there a shared experience / language / value that can help us transform our organizations internally?
 - Revisit resilience theory of change
 - Why CELC?
 - AZA isn't engaged in climate work (as a key priority)
 - We have direct connection to NOAA (dedicated time with a federal agency committed to climate literacy and resilience)

- ❖ Youth
 - Where are we now?
 - Summit: virtual in 2021 - Spring 22
 - Wrapped up youth projects
 - Amplify youth voices
 - Teens as NOAA's priority
 - Reached currently knowledgeable youth
 - What's possible?
 - Making organizational partnerships and connections
 - Monthly / quarterly meetings that youth share projects with other youth
 - Reaching underserved populations
 - Workshop
 - Social media
 - Asking youth what they want next
 - Model for reaching youth adults; different age groups; growing professionals
 - Why CELC?
 - Networks for youth; funneling the resources appropriate for youth
 - Supportive network to deal with environmental and social stressors

- Network with other youth
- ❖ Aquaculture
 - Where are we now?
 - The beginning; small programs + low familiarity
 - Need sustainable food systems
 - What is possible?
 - Storytelling about the region
 - Conversation starter
 - STEAM + career pathways
 - Why CELC?
 - The power of community-driven organizations
 - Credibility

BREAKOUT GROUPS - SESSION 2

- ❖ Education evaluation
 - Where are we now?
 - At the beginning, different places
 - Assessment of learning, experience, relevance
 - What's possible?
 - Evaluative thinking
 - Improved theories of change
 - Why CELC?
 - Be able to discuss evaluation within network
 - Developing common program, what would be helpful to advances us all
- ❖ Professional development / capacity building / leadership support
 - Where are we now?
 - Education Directors monthly call
 - Every other year in person meeting
 - Annual AZA meeting
 - Shared resources + opportunities
 - Working groups
 - Connections to NOAA
 - What's possible?
 - Understanding DEAIJ NOAA objectives

- Rekindling joy
- Connecting to CELC extended networks
- Increase professional development / networking opportunities for other Ed staff
- Summit model opportunity for more staff at CELC institutions
 - Share individual knowledge + expertise
- Differentiating presentations by audience
 - Based on need + interest
- Staff exchange / site visit (within our facilities + NOAA)
- NOAA staff/intern at our facilities
- Why CELC?
 - Analysis of need - build these opportunities around that
 - Connections to NOAA (unique to this network)
 - NOTE - we get out of this what we put in

❖ AZA / ACP / NAAEE / NMEA

- AZA
 - Can get buy-in on unified messaging?
- ACP (advocacy)
 - Equip people with tools, go out and do work
- NAAEE (education)
 - Currently partners with NOAA / CELC on aquaculture and youth engagement
- NMEA (education)
 - Professional development for educators (esp. for junior level)
- ACSC (Aquatic Collections Sustainability Committee)
- Partner up with groups depending on project
- NMSF?
- Establish a CELC Foundation with funds from private donor?
- Pilot expansion of membership

BREAKOUT GROUPS - SESSION 3

❖ Empathy

- Compassion; action; lens
- Power of touch; involvement in experience; reflection
- Animals, staff, youth
 - State of the world
 - Lived experience; sense of loss; “empaths”
- Leader in place
 - Models / engage team can impact team
 - Our role in how it plays out
- Optimism
 - Conservation optimism - lens that needs to be used
- CELC
 - Could be leaders in conservation optimism through compassion
 - Compassion to those who don't have access
 - How to support those
 - What preconceptions might be barriers

❖ Funding opportunities

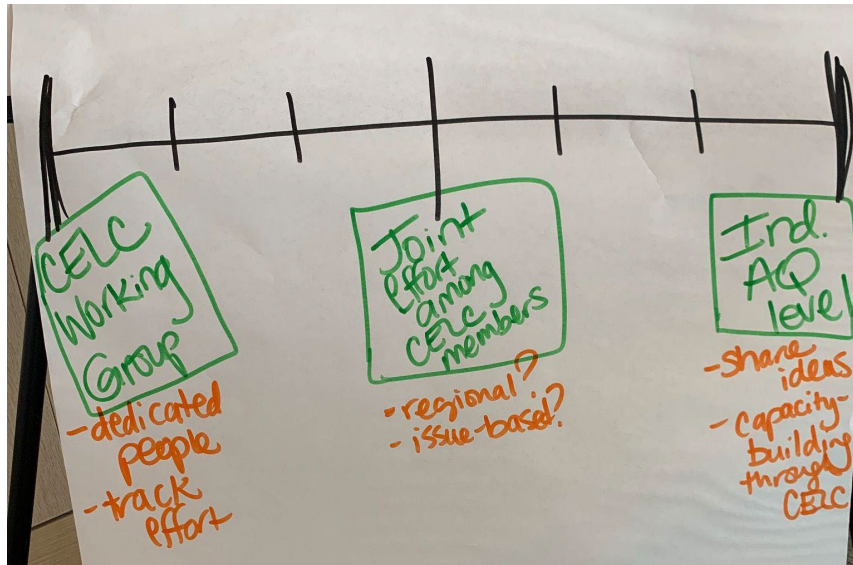
- Goal = \$250K annually
- Opportunities to secure a variety of funding to support CELC work
- Funding for network support
- Leveraging the network for other competitive funds (NSF, IMLS, private)
- Where are we now?
 - Fledgling
 - \$ for Youth Summit - opportunistic (\$120K; virtual = \$110K)
 - \$ for biannual network retreat (\$40K-\$50K)
 - Mini-grants for aquaculture (\$120K)
- What are the possibilities?
 - Mini-grant topics can vary
 - Expand portfolio to private sector
 - Exposure to new funders
 - NOAA collaborative proposal
 - Evaluation support
- Why CELC?
 - Focus on 1+1=3
 - Need assessment for topics - next step?
 - Youth climate corp./restoration
 - Workforce development

- NOAA ocean guardian
 - Increasing access
 - Expanding portfolio / exposure
- ❖ Beyond youth (inter-generational, etc...)
 - Where are we now?
 - Not engaging older generations (where are organizations with this? Can CELC help fill gap)
 - Not doing much on intergenerational connection
 - What's possible?
 - Building team capacities
 - Creating opportunities to honor everyone's knowledge
 - Incorporate this into strategic plan
 - Asking communities what they want



CLASSIFYING POSSIBLE CELC EFFORTS

To guide the decision-making process for what the collective focus and measurable effort should be for the network over the next two years, a sliding scale was used. On one end of the scale are the breakout topics that participants believed should evolve into a CELC Working Group with people listed as members who would do the work and measure progress (in collaboration with the NOAA team). The group was instructed to select up to three topics to be Working Groups. On the other end of the scale are the breakout topics that participants believe are important to the CELC but more appropriately implemented at the individual aquarium level. These topics could benefit from sharing ideas within the network and continued capacity building. The middle of the scale is reserved for breakout topics that should be a joint effort among particular CELC members, perhaps on a regional- or issue-based approach.



Participants began the process of selecting which breakout topic belonged whereby considering this first as an individual. After making their own decisions, individuals joined together to form a pair and made decisions together. Next two pairs joined together and so on until the group was divided in half and each half at the opportunity to present and make the case for their ideas. Finally, participants made collective decisions to come to consensus on the future work for the network.

WORKING GROUP: YOUTH

Members: Samantha (Lead), Toby (Lead), Stephanie, Amanda, Nicole, Kayla, Christina, Kelly (team), Oregon Coast Aquarium, South Carolina Aquarium, NC Aquarium on Roanoke Island

Activities listed below in order to be accomplished

Q1 + Q2 2023

1. Youth program audit + reflection
 - a. Include staff capacity assessment
 - b. Decide roles and responsibilities
2. Youth focus group
3. Team buy-in + feedback

Q3 + Q4 2023

1. Analyze data; identify recommendations; prioritize
 - a. Youth Council / Advisory
2. Develop pilot program model
 - a. Examples: regional youth summit, community-based service projects across network, innovations

2024

1. Program implementation

Ongoing

- Youth professional development + relationship building
- Professional development + evaluation + DEAIJ

CELC strategic plan alignment based on John's input - 2.3

Community of Practice: CLIMATE LITERACY AND RESILIENCE

Members: Emily (Lead), Brian (Lead), Tina, Kerry, Sam, Wei Ying, Andy G

Step 1:

- Potential collaboration with PD / Capacity Building Working Group
- Action – introduce NOAA ELP theory of change to CELC Education Directors (4.1)

Step 2:

- Create a CELC network statement on role of aquariums in building climate resilience (1.1)
 - Who are the experts to invite? NOAA Climate experts
 - CEO/Board conversation - funding potential; profile; answers/support illuminating outside of network

Step 3:

- Working Group structures activity for CELC network to benchmark (shares)
- Action - have individual CELC assess and share current state of climate resilience / literacy programming (4.2)

Step 4:

- Potential collaboration with Professional Development / Capacity Building Group (addressing DEAI)
- Working Group produces summary “State of Network” report identifying next steps / recommendations
- Action - CELC Climate Working Group assess gaps and needs from accrued state doc (3.2)
- Action - identify and produce climate info resource page for CELC; use in programming planning; ELP / Planet Stewards (3.2)

Step 5:

- Potential collaboration with Youth Working Group (for activity)
- Action - have CELCs offer one programming activity addressing climate resilience with specific audience (2.2, 2.3, 2.1)

CELC strategic plan alignment based on John’s input - 1.2 (long-term 1.1/1.3)

WORKING GROUP: CAPACITY BUILDING FOR CULTURE CHANGE

Members: Kelly (Lead), Stephanie, Wei Ying, Bailey, Jennifer, Emily, Amanda, Jenny, Kerry, Tristin, North Carolina Aquarium on Roanoke Island

Plan Objective - To provide the framework for capacity building for organizational change.

Plan Strategy - To support the development of the necessary knowledge, skills, and abilities to successfully advance NOAA and Aquarium priorities among a broad audience.

Planned Activities -

- Identify audiences to serve
- Asset mapping - creating peer-peer learning
- Focus - capacity building @ CELC initiatives, priorities in CELC strategic plan
- Build framework - alignment topic/audience/presenter
- Intentionally build networks, **staff exchanges, NOAA placements/fellowships** (two-way street)
- Showcase the value + importance of this work to create organizational priority
- Prepare for future grant opportunities

CELC strategic plan alignment based on John's input - 4.

ADDITIONAL BREAKOUT TOPICS CLASSIFIED

The participants classified the remaining breakout topics in the following categories.

Joint efforts:

- ❖ Funding
- ❖ AZA, etc.

Individual aquarium level:

- ❖ Aquaculture
- ❖ Education evaluation
- ❖ Empathy

Potential audience: Beyond youth

Appendices

APPENDIX 1: PARTICIPANT FEEDBACK AFTER WORKSHOP

This input was gathered through a Google form after the workshop, to provide anonymous feedback and valuable input for the next workshop.

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

- Connecting with each other and confirming goals
- Having a chance to meet in person with time for discussion.
- Return to face-to-face collaboration!
- Collaborative working group sessions and integrative aspect with the Monterey Aq
- Besides meeting all the fantastic people, I would say setting a new direction and goals for the network.
- Having the ability to bond, network and plan for the future in a really intentional way.
- meeting other leaders in education from similar facilities
- The working groups and networking in person. I met new people and loved hearing all of the diverse perspectives to help us narrow in on a focus for the next 2 years.
- I really enjoyed to opportunity to brainstorm and develop new ideas with my peers
- Collaborating with other Educators on needed priorities
- Being in person, connecting with colleagues and meeting new colleagues who'll be driving the work post pandemic. A reboot of sorts.
- coming together to define priorities
- To me, being able to meet in person, get to know the group and find inspiration in our group knowledge and passion was the greatest success. Having the dedicated time and space to focus our efforts on brainstorming potential improvements to current initiatives as well as thinking about new ideas. From my perspective as a new addition to this group, it felt like this workshop really provided a springboard to reinvigorate the network and I am so excited to see where everything goes!
- meeting 'newbies' and (re)confirming the strategic plan

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

- Continued work in the climate arena

- Diving into the working groups and looking forward to sharing organizational structures and seeing what others provide.
- New Professional Development Opportunities for staff
- Enhancing the youth opportunities
- The youth strategy! I can't wait to get started on this one.
- Staff and volunteer training
- Being part of a working group and continuing to learn from my peers. I also really appreciated conversations to retain and engage team members.
- Youth engagement, PD for our teams and the resilience work- it is hard to choose to be honest b/c they are all a different slice of work that are all equally important.
- Getting more youth involved and engaged through the use of workforce development
- Youth Summit
- Continuing to work on resilience planning with colleagues across the country.
- staff capacity building
- I am really excited about the youth engagement initiatives as well as the professional development and staff engagement initiative. I think there is so much potential for this network to provide
- partnerships!!

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

- Perhaps focus on pairs coming from the same institution so that implementation can be shared
- Provide a little extra time for "free" discussion on hot topics at the time.
- hear more from each participant about trends at their institution.
- be stable in the areas of focus, allowing us to really work on advancing the themes. I am confident that work will happen over the next 1.5 to 2 years on these topics, but you really cant beat the progress that happens in-person.
- Include time discussing programming and how to facilities incorporate NOAA messaging at their facility in more details
- I am not sure how this can happen but many of our teams help move this collective work forward. How can they also benefit from this gathering? Perhaps there is a virtual section for reflection on projects or some other type of team building across our teams. Or perhaps, we think about this during our monthly calls? Otherwise, I like having a segment on reflection on our successes and opportunities and then planning for the upcoming years. I might also like to have a PD opportunity built into the workshop that would help us collectively advance the work. Sometimes, in person PD is better.
- Involve a field activity as a learning tool
- Send a different Educator that can learn and implement the programs and changes.
- Have a moment to do some quick benchmarking (staff salaries, benefit, schedules, education organizational structures, staff numbers, other unique programming outside of CELC focus)

- build communities of practice, create shared understanding and practices for climate resilience, PD on communications on conservation topics
- Provide a chance to check in on progress of current projects, network and team build among the participants and continue to push forward on growing current initiatives and finding new ones. Utilizing this time to meticulously review our initiatives and make sure that we are strategically utilizing our combined efforts should be a priority with this time together.
- actually have outcomes (!!) on which to report - ex. active partnership programs/projects, successful youth summit, impacts of actions of resilience working group

4. We are compiling messages of gratitude to pass along to the team at Monterey Bay Aquarium - what would you like to say to them?

- Thank you for the hospitality and sharing your incredible facility! I left with ideas for enhancing my facility, an appreciation for your incredible exhibits and - I GOT TO TOUCH A DEEP SEA ISOPOD!
- Thank you for the amazing tours, the team was very knowledgeable and engaging. You have remarkable facilities and fantastic people.
- Appreciate their efforts to provide us with an intimate experience!
- Thank you for sharing your facility and knowledge with us!
- My mind was blown, several times, whilst visiting the Monterey Bay Aquarium. The thought that has gone into every minute detail was astounding and the staff were top notch! Thank you so much for sharing your space, expertise and city with us. It was a trip that I will never forget.
- Thank you for sharing your incredible educational facility, people and aquarium with us! The opportunities you have for the public to explore and learn about habitats from both right outside your doors and from the deepest of seas is inspiring!
- I loved your education building - it was great to see the thought that went into it. In general, I had a great time. Thank you for opening your facility to us!
- Thank you for hosting the CELC Educators Workshop 2022! Your kindness and hospitality made us feel like we were right at home. It was inspiring, it was fun and the location was gorgeous! Thank you.
- I would like to thank the team at Monterey Bay Aquarium for your hard work and hospitality during the workshop. Everything was wonderful and the facilities are amazing.
- Thank you for the hospitality and creating moments of comfort and learning for us. The opportunities you provide at Monterey Bay Aquarium to families and youth is extraordinary! Thank you again!
- Since entering the Aquarium world 15 years ago, I've heard of MBA and the amazing people, programming and work going on but never had a chance to visit. This was my 1st visit there. Did not disappoint. Thank you for opening your doors and staff to us. Keep up the great work!
- Thank you for being such great hosts - taking the time to share your work and space with us.

- Thank you so much for hosting us! Your animals and facilities are incredibly beautiful and every staff member I interacted with was passionate, welcoming and thoughtful. Letting us into your space for 3 days and making us feel so welcome was greatly appreciated.
- Thank you so very much for thinking highly enough of the network to share your time (Cynthia Vernon), for hosting the evening event, behind the scenes tour, and tour of the amazing Education Center, and for the use of your awesome meeting space.

5. We are working on a story to publish on our website describing the strength of the network and why this is unique and impactful to your work - what quote can you provide us with to include?

- Together the public aquariums community can make a collective impact at protecting our coastal and marine ecosystems by reaching new audiences, sharing accurate information, and engaging with youth- the leaders of tomorrow. This network also supports the professionals in the field with education, resources and the camaraderie needed to make a difference in the world.
- Having the opportunity to meet, collaborate and strategize with fellow educators to move the needle forward is priceless.
- Having met and getting to know the members of the network in person, I now feel that I have a network that I can lean on when needed and vice versa. Being around people that share such a strong passion for the work that we do was incredibly powerful, and I look forward to bouncing ideas and projects around in the months to come.
- The strength of the NOAA CELC network comes from its people. Together we are stronger, smarter and more inspired to provide an incredible educational experience for the millions of people we reach each year.
- I really appreciate this opportunity! It is great to have a network of people to connect to and bounce ideas off. I love how open and supportive everyone is in the group. I look forward to getting to know my peers more in future meetings.
- The strength of this network is found through trust and collaboration skills. The workshops allow us the opportunity to build both.
- It's great that NOAA brings together some of the top Education Leadership in the country to see where our work connects for the betterment of our communities.
- As a new addition to this network, I am so inspired and motivated by the collective passion, experience and knowledge that this group brings together. To see the incredible work being done across the country and to have the chance to identify how we can support and amplify that work with the support of NOAA is a unique and important opportunity.
- Conversing, discussing, and sharing with colleagues (in the field of nonformal EE) across the network allows me to reflect on our programs from a variety of perspectives. Regardless of whether program changes occur, this reflection ultimately strengthens our work and programs through a more intentional and inclusive understanding.

6. Please comment on the workshop logistics such as meeting location, food, travel, etc. to help us in planning for future workshops.

- The location, food, and facilitation were fabulous. It was slightly (just slightly) challenging working with the travel agency to make flight arrangements.
- Location was perfect, NOAA was extremely accommodating with lodging, food and travel.
- Easy and convenient location. Kept us well fed the entire time. Thank you!
- I LOVED ALL OF IT! Thank you so much again for inviting me down and I'm so excited to get cracking!
- Everything was super easy and smooth!
- I found working with the travel agent frustrating and had to do lots of follow up to actually get flights booked. Otherwise, things were great!
- It all seemed to work out well from my perspective- thank you.
- Everything was great. I have enjoyed more flight options, but everything else was great.
- Wonderful location and everything was great!
- Location, food all great! Flight selection was a little more challenging per options
- Everything was well organized and made it easy for busy people to show up and be present. appreciated the balance between challenging work time and networking time.
- The location, food and travel accommodations were great! The only slightly complicated part was figuring out the hotel stay between the aquaculture workshop and the CELC meeting. Otherwise everything was great! I so appreciate the support that funding for expenses provided to all participants!
- All was awesome - beautiful walkable city, forethought in lodging, interesting and enjoyable 'outside' meeting events - the planning team did a great job! It will be hard to beat, but the one thing I enjoy and would hope they continue to think about is going to a new aquarium / location each time. And perhaps consider continuing to integrate an educational experience (boat trip, program delivery, program quick overviews (as in Silver Springs, etc.) into each gathering / meeting.

7. I would like to add these additional thoughts:

- Thank you for such an engaging time together!
- Julie was a phenomenal facilitator; everyone was passionate and engaged in the workshop and NOAA was a fantastic host.
- Thank you to Maggie and the NOAA team!
- Thank you to Christos, Maggie and Julie for providing such an incredible experience!
- THANK YOU!
- When we were collaborating on narrowing down the themes for the work we would accomplish over the next 2 years, it was very apparent that many orgs had different areas of focus. (i.e., one org had an aquaculture focus while others didn't at all) and this

made it hard to sometimes agree on the top contenders. (Understandable- we will all have different areas of focus but we are not going to vote on something that we do not plan to move forward) Some topics didn't rise to the top because of the group we were in. I wonder if there is any type of pre-work to help us better identify our org's priorities so when we go into the meeting, we have a better sense of the topics we need to discuss as it relates to CELC priorities. Happy to chat more about what I mean if this does not make sense. Thanks for an excellent workshop!!

- Looking forward to the next workshop.
- This was a wonderful workshop that was rejuvenating and brought so much joy for me. Thank you so very much!
- Appreciate y'all!
- This was one of the most well-organized meetings I've been to on this scale. Productive work was done but didn't feel onerous and everyone was heard.
- I had such a wonderful time! Thank you!
- With the large number of new individuals, I felt a bit like the dynamics of the group were completely new and we needed a bit more time (re)walking the path earlier convenings of the network had walked (not fun icebreakers, but time to review, interpret, discuss priorities already established in plan - but not to extent of rewriting plan).

Understand why NOAA Ed is interested in having an evaluator present and understand the need to evaluate the work of the network, but evaluation comments were negative, not entirely clear and generally not helpful. Many individuals appeared to be familiar with the process of evaluation and so I think it would be sufficient to say 'we have to evaluate network action for its continued support. Here's what that means for the group.'



APPENDIX 2: PARTICIPANT LIST

First and last name	Institution	Position/Title
Wei Ying Wong	Alaska SeaLife Center	Chief Science and Education Officer
Emily Yam	Aquarium of the Pacific	Director of Learning and Public Engagement
Amanda Fyfe	Audubon Nature Institute	Education Manager
Tina Miller-Way	Dauphin Island Sea Lab, Alabama Aquarium	Chair of Discovery Hall Programs for Education and Outreach
Bailey Dawson	Georgia Aquarium	Director of Education
Jenny de la Hoz	Monterey Bay Aquarium	VP of Education
Kelly Matis	Mystic Aquarium	VP Education & Conservation
Jennifer Drayna	National Mississippi River Museum and Aquarium	Curator of Education
Laura Hensley	NC Aquarium on Roanoke Island	Education Curator
Stephanie Joseph	New York Aquarium	Curator of Education
Liz Baird	NC Aquarium at Pine Knoll Shores	Director
Wayne Justice	NC Aquarium at Pine Knoll Shores	Special Activities Coordinator
Toby Plant	Ocean Wise	Manager, Online Learning and Ocean Literacy
James Bartram	Ocean Wise	VP Education & Youth

First and last name	Institution	Position/Title
Kerry Carlin Morgan	Oregon Coast Aquarium	Director of Education
Samantha Norton	Shedd Aquarium	Sr. Director of Learning Programs
Brian Thill	South Carolina Aquarium	Director of Education
Nicole Gaertner	Texas State Aquarium	Education Manager
Tristin Ware	The Florida Aquarium	Director of Learning
Julie Henry	Finish Line Leadership	Facilitator
Brianna Shaughnessy	NOAA Education	Aquaculture literacy coordinator
Christos Michalopoulos	NOAA Education	Deputy Director
John Baek	NOAA Education	Senior Education Evaluator
Laura Diederick	NOAA Fisheries	External Affairs Lead, Fisheries Office of Communications
Lisa Kim	NOAA Education	Congressional Affairs Specialist, Youth Engagement Co-Lead
Maggie Allen	NOAA Education	CELC Coordinator and Grants Specialist