

Action/Deliverable	Lead	When	Additional Resources	Status	Notes
Goal 1: Build capacity of the National COSEE Network					
Objective 1.1: Improve Planning, Reporting and Evaluation					
1. Develop draft Annual Operating Plan (AOP)	SBPWG	Sep 2010 - Nov 2010	N/A	Completed	
2. Review and approve AOP with NCC, NAC, NSF	ExComm	Nov 2010	N/A	Completed	
3. Track AOP implementation	NCC	Dec 2010 – Nov 2011	N/A	On schedule	
4. Gather participation, program, and product data (from Centers)	Centers & DRWG	Jul 2011	N/A	On schedule	Includes data from annual survey of scientist participation in COSEE to address NSF metrics
5. Gather impact data (from Center evaluations and Decadal Review process)	EWG, DRWG & NNE	Jul 2011	N/A	On schedule	
6. Review progress on a quarterly basis (Feb, May, Aug, Nov)	NCC	Dec 2010 – Nov 2011	N/A	On schedule	
7. Make adjustments and develop next AOP (then repeat steps # 2-6 annually)	SBPWG	Sep 2011 – Nov 2011	N/A		
Objective 1.2: Support Strategic Partnerships					
8. To retain the strongest partnerships and activities from Centers whose funding has ended, create 2-3 collaborations with currently funded Centers to support these "legacy" programs	GWG & NCC	Nov 2011	Needs funding	On schedule	Identify possible funding sources, integrate with #9 and #19. Governance structure now contains a provision to retain centers, R&D knowledge is being captured at best practices workshops, and cosee.net will have a "legacy centers" section.
9. Develop a Partnership Working Group to identify and vet potential partners, create templates for partnership agreements, and help to create a balanced portfolio of COSEE network level partnerships.	GWG, PWG & CCO	May 2011	[Received NSF funding]	On schedule	GWG can develop a "workflow" and the PWG can help to selectively seek out and develop new partnerships. There are ongoing discussions with other professional societies (TOS, ASLO, AGU, MTS) to produce/distribute relevant COSEE products at conferences, and for joint proposals. PWG is now active.
Objective 1.3: Enhance Leadership and Accountability					
10. Develop concise list of expectations and responsibilities for Center PIs and staff (including "deep bench" staff beyond the PI's) participation in Network level activities	ExComm	Dec 2010	N/A	Completed	Table of responsibilities has been completed.
11. Identify changes in "Network architecture" needed to support vision and goals	GWG	Dec 2010	N/A	Completed	No changes were identified that need to be made at this time. Current architecture does facilitate (1) addition of new centers, (2) transition of existing centers to non-NSF funding, and (3) orderly closure of centers with disposition of IP.
13. Incorporate expectations (#10), operating agreements (#12), and Center responsibilities to the Network into the COSEE website, for new PIs or those applying for COSEE funding.	CCO	Dec 2010	N/A	In progress	Underway, will be completed soon.
Objective 1.4: Build COSEE's Profile Among Key Constituencies					
15. Continue to develop and enhance COSEE's web presence to facilitate partnership building and outreach	WWG	Nov 2011	[Received NSF funding]	On schedule	Integrate new centers; enhance ability of centers to update content; create "community center"; build out blog and resource functions
16. Develop 13 multimedia case studies of successful scientist engagement	SEWG/MMWG	May 2011	[Received NSF funding]	On schedule	Ongoing project, 5 case studies completed, remained will be done by 12/31/11.
17. Establish/maintain COSEE "presence" at 4-6 key national professional meetings per year (esp. ocean science and science education)	CCO	Nov 2011	[Received NSF funding]	On schedule	Ongoing work.
18. Develop annual award program for scientists or private sector entities who contribute to COSEE's success	CCO	Nov 2011	[Not funded]	Deferred	Seek funding, or identify ways to recognize contributions at low or zero costs (e.g. certificate), and deliver at 2012 Ocean Sciences meeting
Objective 1.5: Increase fundraising capacity					

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19. Obtain \$50-100K in non-federal resources to support fundraising activity	CCO	Nov-2011	May need seed-funding	On schedule	Gail Scowcroft has raised \$10K to set up a COSEE Foundation, papers have been filed with the state of RI, a bookkeeping system is being set up, and an initial prospect list is being developed.
20. Develop local/regional business partnerships	Centers	Nov 2011	N/A		May be realistic for some centers but not all.

Goal 2: Propagate effective practices, innovations, and products					
Objective 2.1: Identify					
22. Agree on criteria for "excellence" (see "excellence" under Values and description of "excellence" under Goal #2)	NCC	Dec 2010	N/A	In progress	Underway, will be completed soon.
23. Choose annual focus topic/theme for 2011	NCC	Nov 2010	N/A	Completed	Focus on Diversity
24. Produce literature review or "white paper" for engaging scientists	EWG	Dec 2010	N/A	Completed	A draft report including a literature review has been completed and submitted for incorporation into the Decadal Review report.
24. Produce literature review or "white paper" for 2011 topic	EWG	Mar 2011	N/A	Deferred	There will be no white paper produced this year due to the heavy demands from the Decadal Review. However, Phil Bell produced a literature review on diversity in November 2009 that will be included in the Decadal Review report.
25. Survey of Center activities and evaluation results (Survey Monkey)	CCO	Jun 2011	N/A		Focus on Diversity
26. Summarize activity and evaluation data, including data from CCO/NSF site visits	CCO	Jul 2011	N/A		Focus on Diversity
27. Conduct effective practices workshop	CCO	Sep 2011	Funding was redirected to Decadal Review at NSF's request	Deferred	Deferred until 2012. In consultation w/ NSF, funds in 2011 reallocated toward CCO participation in Decadal Review
28. Produce workshop proceedings	CCO	Oct 2011		Deferred	Deferred until 2012. In consultation w/ NSF, funds in 2011 reallocated toward CCO participation in Decadal Review
29. Document 1-2 repeatable, proven, "mature" effective practice outreach programs in which scientists as well as educators can engage to fulfill broader impact	CCO with relevant Centers	Nov 2011	May require some additional funding	On schedule	Discussions underway with AMS and several other professional societies re dissemination of relevant COSEE products at conferences. Other activities may need to be deferred pending funding.
Objective 2.2: Adopt within the Network					
30. Implement ongoing internal professional development on the annual topic/theme (e.g., via webinar, miniconference, study group, or self-assessment tools), involving external partners as appropriate	NCC	Jan 2011 - May 2011	TBD	On schedule	Focus on Diversity. Webinars planned with the Institute for Broadening Participation.
31. Include internal professional development on the annual topic/theme at the May Network meeting	NCC	May 2011	N/A	On schedule	The Institute for Broadening Participation will be conducting professional development at the May meeting on Diversity.
32. Implementation of program(s) (from #29) on small, medium, and/or large scale as appropriate -- teacher professional development	Centers and/or Network	Nov 2011	Depends on scale of implementation	On schedule	Discussions underway with AMS and several other professional societies re dissemination of relevant COSEE products at conferences. Partnering with AMS to conduct a professional development webinar series on hurricane science.
32. Implementation of program(s) (from #29) on small, medium, and/or large scale as appropriate (see Considerations above)	Centers and/or Network	Jun 2011 - Dec 2011	Depends on scale of implementation		Focus on diversity
Objective 2.3: Disseminate beyond the Network					
33. Develop 1-2 strategic partnerships to extend COSEE practices to reach additional ocean scientists (e.g., through professional societies)	CCO/Network/ Centers	Mar 2011	Depends on scale of implementation	On schedule	Memoranda of understanding have been completed with AMS and ASLO.

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34. Identify opportunities within NSF (beyond OCE) and other federal agencies to extend COSEE practices or programs to other disciplines (e.g., in NSF/GEO, geology, atmospheric scientists)	CCO/Network/ Centers	Nov 2011	Depends on scale of implementation	On schedule	Discussions underway with NSF ITEST program
36. Institutionalize successful programs	Centers	Nov 2011	N/A		
Objective 2.4: Compile Evidence, Evaluate, and Publish					
37. Document evidence that multiple COSEE effective practices, innovations, and products are being used broadly within and across COSEE Centers and externally through strategic partnerships	NNE (as it relates to Decadal Review)	May 2011	N/A	Deferred	Focus on Scientist Engagement. This activity is deferred until Network evaluation work is resumed.
37. Document evidence that multiple COSEE effective practices, innovations, and products are being used broadly within and across COSEE Centers and externally through strategic partnerships	NNE (as it relates to Decadal Review)	Nov 2011 (as part of annual review)	N/A	Deferred	Focus on Diversity. This activity is deferred until Network evaluation work is resumed.
38. Create 1-3 peer-reviewed publications per year on COSEE effective practices, innovations, and products	Centers	Dec 2010	N/A	Completed	A list of publications from the Centers is included in the Decadal Review report.
38. Create 1-3 peer-reviewed publications per year on COSEE effective practices, innovations, and products	Centers	Nov 2011 (as part of annual review)	N/A		Focus on Diversity

Goal 3: Create strategic partnerships to extend COSEE's reach					
Objective 3.1: Scientific Community					
40. Increase quality engagements within the academic, private, and government scientific community (leveraging effective practices from Goal #2)	NCC	May 2011	[Leverage new NSF-funded COSEE initiatives]	On schedule	Liesl Hotaling is working with NSF to include COSEE in ITEST meetings. The CCO is working with the Inner Space Center to provide professional development to staff at South Carolina and Mystic aquariums, and is also working with NOAA fisheries to develop a program for the 2011 SACNAS conference.
42. Establish a COSEE presence in major ocean science graduate programs	Centers	Nov 2011	N/A		CCO is addressing deans of oceanographic institutions re addressing diversity in ocean sciences.
43. Increase COSEE's profile in relevant ocean science agencies and organizations. Identify 2-3 additional strategic partners (industry, NGO's, federal agencies), and establish partnership agreements	PWG	Nov 2011	[Received NSF funding for Collab. & Partnerships Coordinator]	On schedule	The Partnerships Working Group is addressing this.
Objective 3.2: Underrepresented Audiences					
44. Evaluation demonstrates COSEE's progress towards use of innovative and effective approaches to overcome barriers to access and participation for underrepresented and underserved audiences	NNE	Nov 2011	TBD	On schedule	Initial diversity survey has been completed. Awaiting further data from Decadal Review.
45. Increase diversity in the NAC	NAC	May 2011	Nominating Committee	Behind schedule	This should be addressed in future recruitment efforts.
46. Increase diversity in the NCN	Centers	Nov 2011	TBD		Consider survey to identify diversity not captured via meeting attendance. Consider creation of opportunities for more junior staff to attend COSEE meetings.
47. Develop 2-3 quality partnerships that focus on underrepresented/underserved groups	DWG	Nov 2011	TBD		Institute for Broadening Participation in partnering with COSEE-OS to reach out to scientists and underrepresented groups. Considering partnership with Boys and Girls Clubs, and collaboration w/ IBP on diversity in NSF REU programs.

Action/Deliverable	Lead	When	Additional Resources	Status	Notes
				Future task	
				Completed	
				On schedule	
				Behind schedule	
				Needs attention	
				Carryover from previous year	
				Deferred	