

# **FISHERIES**

Leadership & Sustainability

## **FORUM**

### **Workshop Summary** **Stanford's Woods Institute, September 22-24, 2008**

#### **ABOUT THE FISHERIES FORUM**

Effective fishery management harmonizes society's needs for ocean conservation, jobs, and healthy coastal economies. To help current and future leaders achieve this vision, the Fisheries Leadership & Sustainability Forum offers participating regional fishery management council members continuing education and professional development opportunities through semiannual workshops and the ongoing support program throughout the rest of the year. The Fisheries Forum is a resource for information and a network of, and for, council members.

The September 2008 Workshop was the first for the Fisheries Forum. We are extremely pleased with the outcome of this convening—the workshop was a resounding success in terms of the learning experience provided to council members and the quality and diversity of those assembled.

The sixteen council members included both new and veteran members, representing all sectors including commercial and recreational and almost every regional fishery management council. This diversity underscores the critical niche the Fisheries Forum fills in advancing council members' professional development. Rounding out the knowledge of those assembled were some of the best faculty and experts in the nation, including the forum's partners at Duke University and Stanford University, a former NOAA Fisheries administrator, and a legislative aide to a U.S. Senator.

#### **WORKSHOP GOALS**

The goals of the inaugural September 2008 Workshop were to provide:

- Dialogue and active learning from experiences in other councils;
- Training in negotiations and consensus building skills; and
- Increased understanding of uncertainty and limited access privilege programs.

The workshop was a collaboration—where participants bore as much responsibility for the discussion as the assembled experts—wherein the objectives included critical thinking, problem-solving and leadership development. The atmosphere of the workshop was active and discussion-oriented, affording a highly personal learning experience.

#### **CURRICULUM AND PRESENTATIONS**

The Fisheries Forum adopted the case method as a primary teaching tool. The case method draws on the complexities of real life as a powerful tool to learn the skills essential to leadership. In the context of the Fisheries Forum, presenting the specifics of a particular case, whether actual or fictionalized for pedagogical purposes, allows participants to grapple with realistic decisions and dilemmas they confront everyday.

Professors Buzz Thompson (Stanford University) and Josh Eagle (University of South Carolina Law School) led the introduction to the case study, by asking participants what they viewed as the central elements and facts presented in the case study “The Cymbal Fishery,” a fictitious fishery. After lunch, the group delved into uncertainty in fisheries management with short presentations by Drs. Larry Crowder (Duke University) and Louis Botsford (University of California Davis).

Dr. Janet Martinez (Stanford University) led a skills-building exercise in negotiation that included an overview of three-dimensional negotiation as well as a small group exercise of teams of two vs. two representing two different companies (Riggs and Vericomp). Professor Martinez focused on understanding the tactics use at the negotiating table, and ensuring that the interested parties are present and identify their needs clearly. Then the participants were able to work on their skills by negotiating a business deal. During the debrief, participants were able to assess the outcome and dissect their team’s tactics.

On day two, participants delved into the design of limited access privilege programs (LAPP). Presentations by Dr. Michael Orbach (Duke University), Arne Fuglvog (office of Senator Lisa Murkowski) and Phil Smith (formerly with NOAA Fisheries Alaska Region), generated a lengthy discussion of LAPPs from a broad perspective. In response to interest in this topic, the agenda was amended in order to further explore allocation issues and the mandate of ending overfishing.

The small group exercise proved to be the highlight of the workshop for many participants. Three break-out groups were assigned the task of developing a LAPP program for the cymbal fishery—the design (e.g., what type of LAPP), duration of the program, transferability, and consolidation cap. Each group handled these issues differently, which generated a lively discussion about what the future of this fictional fishery would look like under each scenario. For instance, two of the groups seized on the high level of juvenile cymbal bycatch in another fishery and incorporated this into the LAPP for the directed cymbal fishery. Meanwhile, one group made it clear this issue would be dealt with under the other fishery’s fishery management plan (FMP). Some of the groups included provisions on the immediate sale and/or transfer of quota shares. Two legal issues were raised—the first involved the legality of holding an auction under the Magnuson-Stevens Act, and the second involved capturing windfall profits after an IFQ program is implemented.

## **CHALLENGES AND THEMES**

At the beginning of the two-day workshop, participants were asked to state a key challenge they are facing or that they see as looming. A few ideas were expressed by more than one individual, and seemed to recur throughout the two-day workshop. The top three topics cited by participants at the workshop were:

- Ending overfishing
- Issues related to data collection and monitoring, and
- Allocation

We will be incorporating these issues into the curriculum of future workshops. Uncertainty—when it occurs and how to deal with it—and the design and different types of limited access

privilege programs will also likely be expanded on in future workshops, owing to their complexity and the level of interest in these expressed by participants.

### **SOCIAL GATHERINGS**

As has been mentioned above, one of the goals of the Fisheries Forum is to foster cross-pollination and learning from others' experiences. Therefore, careful attention was given to providing ample networking opportunities—both structured and unstructured—during the breaks, free time, meals and field trip. Council members were encouraged to mingle with each other and the experts during these times.

Dr. William Hogarth, NOAA assistant administrator of fisheries, gave the keynote address imparting words of wisdom from his seven-year tenure as agency leader.

On the final day, participants toured Stanford's Hopkins Marine Lab and the Monterey Bay Aquarium. Beginning at the Hopkins Marine Station's library, PhD candidate Rebecca Martone led participants on a tour of the facilities, history and research of Hopkins. Highlights included exploring the coastal site, historic classroom and laboratory buildings and viewing the "tuna tanks" (including other species like mola mola and mackerel) of Dr. Barbara Block, whose research tagging bluefin tuna and sharks focuses on how large pelagic fishes utilize the open ocean environment. More information on this and other projects at Hopkins Marine Station can be found at <http://www-marine.stanford.edu/>.

Adjacent to Hopkins is the Monterey Bay Aquarium. The group was led on a personalized behind-the-scenes tour of the aquarium that included the kelp forest, sea otters and exhibits. Visit the aquarium's website to explore its offerings at <http://www.mbayaq.org/>.

### **CONCLUSION**

It is worth remarking on the exceptional expertise the Fisheries Forum workshop convened in one room. The idea that Council members from the different regions might come together and share their experiences, challenges and different practices in order to learn from each other was overwhelmingly met with approval. Specific aspects of the workshop that received high marks from participants included:

- Use of a case study
- Exposure to new perspectives
- Allowing for adequate discussion
- Composition of the group

We look forward to keeping the momentum going strong in future workshops, beginning next spring at Duke University.

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