



## Overview of the Summer Institute in Advanced Coastal Management June 9 - June 27, 2008

Coastal Resources Center, University of Rhode Island  
Narragansett, Rhode Island, USA

Summer Institute: Advanced 2008

**Theme:** Planning and Implementation of Regional and Place-based Coastal Management

**Skills:** Leadership, management and analysis skills to effectively run projects, programs and governance processes

**Core Topics:** Systems thinking and design of governance for successful implementation  
Incorporating economic development and livelihoods programs  
Adaptation to climate change in coastal areas

This document serves as a supplement to the Summer Institute in Advanced Coastal Management 2008 (SI:A) brochure. Please carefully review the course goals and format to ensure that you meet the requirements and are prepared to fully participate in all of the assignments and activities. This is a demanding course that can reward you with a lifetime of personal growth and advancement with your career.

### **What is the Summer Institute Advanced Course?**

The Summer Institute in Advanced Coastal Management (SI:A) is an intensive three-week program for coastal resources management professionals. The Coastal Resources Center (CRC) at the University of Rhode Island (URI) has been offering an introductory version of this course (also known as Summer Institute) biannually since 1992, with over 200 alumni working in 60 countries. 2008 will be our first advanced course. The introductory course is a survey of integrated coastal planning issues and approaches. **The advanced course focuses on the planning and implementation challenges associated with regional place-based coastal management. For this course we define regional as the next scale up from community-based and a level down from national. Examples include bays, islands and watersheds.** The advanced program provides mid-career professionals with a unique opportunity to understand emerging issues, learn about good practices, and gain practical skills to help them design, implement, and evaluate integrated coastal management (ICM) programs. The format of SI:A provides ample opportunities to share experiences and reflect on future challenges with peers from around the world. An emphasis is placed on effective coastal planning and implementation, building partnerships, governance analysis, and program assessment.

## Why an Advanced Coastal Management Course?

An integrated approach to coastal management and governance means reaching a new level of knowledge and applying of lessons from experience to emerging issues. Managers working in centralized programs need to adapt national rules and regulations to the specific needs and concerns of coastal ecosystems and shoreline areas. Leaders working primarily at the community level must engage more partners and layers of government to make progress. In both situations coastal practitioners are ready to expand their programs to the regional place-based level. This advanced course is tailored to their level of experience, educational background and need for advanced skills.

The intensive three week SI:A course provides an inspiring setting for a small group of experienced practitioners to share ideas, lessons and strategies to forward the art of designing and implementing regional place-based coastal management.

This course meets the demands of an advanced group by:

- Drawing together participants with experience and skills in coastal management
- Performing at a deeper level of analysis and processing of program content
- Structuring activities so that participants can lead the discussions and share critical thinking, assessment and problem-solving with peers
- Offering an opportunity for mentoring to apply knowledge and skills learned in the course

## Benefits from the Advanced Course

The advanced course personalizes content to meet individual learning needs and provides valuable and constructive feedback from peers and faculty. This is a rare opportunity for reflection, learning and networking.

### *Benefits*

- Learn from experienced practitioners from CRC and other international leaders
- Enhance capacity to perform technical elements of your job
- Earn credit towards the ICM Certification Program (soon to be established)
- Improve your professional skills related to implementation activities

### *CRC Alumni Network*

- Gain access to CRC's global network of professionals
- Receive mentoring as you apply your "learning pact" project (optional)
- Engage in timely discussions on current issues
- Find and share good practices and case studies in the field of ICM
- Discover small grants funding opportunities

### *Leaders of the Advanced Course*

Course instructors are drawn from coastal management practitioners at CRC as well as faculty from URI and other international partner organizations. CRC has multiple field sites in Asia, Africa, Latin America and the U.S. to provide current case materials. Practitioner-trainers from CRC include its director, Stephen Olsen, as well as training program leader Virginia Lee and coastal specialist Don Robadue, who have worked together in the United States and internationally for more than 30 years to improve management of coastal resources.



## Participant Requirements

This course is for individuals actively engaged in the field of coastal management and whose work is increasingly affected by the particular issues faced by coastal development. This is not an introductory course to the concepts and tools of ICM. **This advanced course is for those who are experienced in managing coastal resources and are seeking to develop their skills for performing place-based management.** Please use the requirements below to assess your skills and needs. We strongly encourage Summer Institute Alumni to consider participating in this advanced course.

Minimum Requirements for entry into the course are:

- **Employment.** Currently employed in a coastal management program or involved in coastal decision-making processes at a mid to senior level position
- **Experience.** At least three years of professional experience in coastal management or a related field.
- **Communication.** Very good communications skills in English for class discussions and writing
- **Vision and motivation.** Clear vision of how you intend to apply the course lessons to your work and personal commitment to innovation and change

Participants suited to this program may play a number of different professional roles, including, but not limited to:

- Mid-level supervisor or in authority positions with program responsibility
- Directors of new coastal projects undergoing program design
- Managers of mature coastal programs that need to change to be more successful
- Leaders of site based coastal programs working across multiple organizations
- Liaisons with non-environmental agencies and coastal businesses

Participants come from a diversity of academic and professional backgrounds, for example:

- Professionals in natural resources, fisheries, hazards and the corporate sector
- University lecturers and researchers with extensive applied experience in ICM
- Staff from non-governmental organizations addressing community development
- Project managers in development organizations and regional development banks
- Alumni of past intermediate Summer Institutes ready for an advanced program



## Course Format and Services

SI:A is a three week course with fieldtrips to local sites to meet with professionals and resource users. Weekends are a combination of field trips and personal time. Since this is an advanced course, please anticipate doing some occasional reading and assignments in the evenings. There are also social events for colleagues to get to know each other and enjoy cross-cultural exchanges.

The course uses an experiential, adult-learning approach and style, combining short lectures with exercises and activities that draw out and apply the considerable wealth of knowledge and wisdom possessed by the class as well as the trainers. We cannot emphasize this point enough to applicants. The Advanced Summer Institute is not the place to come to hear canned lectures and view dozens of slide shows. Participants are just as much in charge of the discussions and learning as the session leaders and facilitators. It is our combined experience, group work and thinking that offer a unique opportunity for reflection, generating insights and getting feedback from peers.

### Week One

The course starts with a brief review of core ICM terminology and status of initiatives around the world. Then, using a mix of case studies and group activities, we will assess the skills and needs of each participant. This enables us to tailor the course as much as possible. Much of the first week will be addressing the participants experience from local/community-based coastal management programs and thus building a strong foundation to advance to regional place-based programs. Major issues global change issues will provide the context for discussion and analysis.

Examples of some likely topics the course will emphasize throughout include:

- Design and analysis of governance frameworks for ICM implementation
- Fostering economic development and diversifying livelihoods
- Linking social and ecological factors through systems thinking and modeling
- Adapting to coastal climate change by designing regulatory procedures and systems to ensure wise development and reduce vulnerability to natural hazards and sea level rise
- Avoiding past mistakes related to mariculture, tourism and shorefront construction
- Incorporating equity into coastal governance
- Ensuring that national and local scale efforts are mutually supporting and interacting with each other.
- Assessing orders of outcome

### Week Two

The second week of the course focuses more on the professional management skills required to address the major issues analyzed in the first week. Leadership skills will be central to the week. The class will be divided into two tracks to offer participants some options that best fit their needs. These tracks will enable smaller group discussions and more attention to individual needs. Potential tracks include government agency administration and leadership, incorporating science into management decision-making, and mainstreaming ICM into multiple sectors and institutions. Breaking into tracks will allow the course to focus on the unique suite of professional skills that are necessary for effective ICM. The class will reunite throughout the week to discuss leadership, systems analysis and negotiation skills.



### Week Three

The final week includes a culminating experience that offers participants an opportunity to work in a group setting to resolve real substantive program policy development and implementation challenges. Participants will be confronted with very practical management crises in which they need to apply their new skills and knowledge. CRC staff and guest trainers will be available to guide the group process and debate strategies for resolving the issues.

## **Specific Skills and Knowledge Development**

Enabling coastal practitioners to effectively perform a suite of professional skills within a policy context is at the core of the SI:A Program. These skills form the bedrock upon which a practitioner can manage staff, analyze complex issues, synthesize information for decision-making and exhibit leadership to motivate others. SI:A will offer participants opportunities to improve their capacities in these specific areas through the use of our core topics and related case studies. Please be aware that the emphasis of SI:A is on policy and management, thus is not primarily focused on natural science research and data analysis skills, since many professionals already possess them or have access to in-country technical staffs and research assistance.

Examples of professional skills highlighted in SI:A includes:

### *Leadership*

- Personal assessment of leadership styles and abilities
- Insights and concepts about leadership of coastal programs
- Practice leadership skills in group exercises with feedback from peers
- Applying leadership skills to the design and implementation of ICM programs

### *Success in Public Processes*

- Negotiation and consensus building
- Communication –personal skills and strategies for ICM programs
- Gaining influence and finding leverage points
- Group dynamics, effective policy networks and creating social capital

### *Analysis*

- Problem assessment
- Applying systems thinking and modeling to planning processes
- Comparing options and structuring realistic solutions
- Evaluations for funding opportunities and political change

### *Synthesis of plans, policy and programs*

- Incorporating social and natural sciences into policy
- Communicating analysis and synthesis findings in written form such as plans, profiles and outreach materials



## A Mentoring Program

For an additional fee, CRC is offering an exclusive opportunity for course participants. Mentoring is one of the best ways to apply new skills. Each mentoring experience will be personally designed to suit the specific needs of the participant in combination with the skills and experience of senior CRC staff.

- *Amount of Time:* 10 hours of personal attention and support from CRC senior staff
- *Duration:* Usable all at once or in two hour increments up to six months from the end of the course.
- *Types of Assistance:* The assistance can be a combination of types of activities based on the agreement between the participant and CRC. Below is just a sample of the types of assistance that CRC can provide.
  - Developing a policy statement
  - Outlining and editing a proposal
  - Reviewing and commenting upon work programs for an agency
  - Providing leadership coaching
  - Co-authoring a publication
  - Providing strategic analysis of a site based situation
  - Systems analysis
- *Learning Contract:* CRC will work with the participant to craft a learning contract that will be tailored to his/her needs. The contract will specify the type of assistance the participant would like to receive and from which CRC staff member(s). An agreed upon schedule for the mentoring activities will be developed. This contract will be written during the course and finalized either at the end of the course or within two weeks of the participant's return to work.
- *Form of Engagement:* CRC will communicate with mentees through email and Skype. Mentee will pay long-distance communication charges.



## Course Venue and Accommodations

The SI:A course is held at the campuses of the University of Rhode Island. Participants stay in a comfortable residence on the Kingston Campus and have access to a wide range of University facilities. Much of the class work takes place at the Bay Campus conference facilities overlooking Narragansett Bay and the site of CRC's offices. Fieldtrips will be to local sites around Rhode Island. URI is located less than two hours from Boston and three hours from New York City and is served by train and bus service.

## Fees

Participants have two options from which to choose.

### **OPTION 1: Course Only**

**Fee: US \$5,000**

This covers the cost of tuition, meals, housing, field trips, reading materials, special events, and limited health and accident insurance (if needed). Fees do not cover personal expenses or the cost of travel to and from Rhode Island.

### **OPTION 2: Course and Mentoring**

**Fee: US \$6,000**

This covers the costs in Option 1 plus post course mentoring to assist you in applying your new skills and knowledge to your work. This is a rare opportunity often open to only our project partners. As the course will highlight, knowledge provides a strong foundation, however coastal management is an art. Each situation is unique. That is where a mentorship is helpful in providing you assistance on the job.

### **For application information, please contact:**

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***NOTICE:** This SI:A Program Overview is still in draft form. CRC will be amending the course materials to best suit the needs of the final course participants. We reserve the right to change course topics and formats if necessary to benefit the participants.*

