

LOBSTER INSTITUTE STRATEGIC PLAN 2020-2024

Fostering collaboration and communication in support of a sustainable and profitable lobster industry in the Northeast U.S. and Canada.



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EXECUTIVE SUMMARY

Since 1987 the Lobster Institute has been a center of research, scholarship and outreach at the University of Maine. Our vision is to be a leader in ensuring a sustainable and profitable American lobster industry by fostering transparency in communication among stakeholders; and championing credible scientific research supporting lobster and ecosystem health, conservation management and industry sustainability. We aspire to a University of Maine community engaged to its full potential to work collaboratively with lobster industry members, resource managers and policymakers, along with the international marine research community.

The Lobster Institute's principle asset is the faculty, staff and students at the University of Maine, which provide access to scholarship in a diversity of lobster-related topics. Additionally, our long history of building relationships with external researchers and industry members has produced substantial programmatic and financial support.

This strategic plan has redefined the Institute's mission: "To foster scientific collaboration and communication in support of a sustainable and profitable lobster industry in the Northeast U.S. and Canada." To that end we have identified three strategic goals:

- (1) To be UMaine's center for information and opportunities in lobster research;
- (2) To enhance faculty and student incentives to engage with stakeholders; and
- (3) To increase outreach and visibility to stakeholders through traditional and new media.

The Lobster Institute is well-positioned to build on its past successes and confront new challenges and opportunities that are on the horizon. With our melding of international, Canadian-U.S. lobster interests we are uniquely situated to forge a dynamic membership of academic and industry partners; and to become the authority on lobster industry needs for applied research and development. As we look to the future, we will continue to build our reputation as a facilitator of relevant lobster research within UMaine, regionally and internationally. We will be a conduit between University of Maine facilities and resource, and the hub that connects industry, students and faculty to address relevant issues facing the lobster resource and the industry.

The Lobster Institute will strengthen its position as a energetic and involved leader in facilitating research and convening of relevant assemblies, and keeping communication channels open between all sectors of the lobster industry and academia. Strategic actions planned include: developing a sustainable business plan that provides for an annual revenue stream able to support administrative needs of the Institute to implement research and outreach priorities; and producing and pursuing an annual plan of work. We will solidify a group of associate faculty and students, and create pathways for collaboration and communication with our associates and industry.

We intend this strategic plan to be an evolving document. We envision a nimble, responsive Lobster Institute that will initiate and share knowledge: linking industry expertise with academic resources that are essential to solving problems and facing challenges together.

VISION

The Lobster Institute re-envisioned its direction for the future in 2018, building upon current strengths and assets to address ongoing and emerging areas of concern and opportunity for the lobster industry.

The Lobster Institute's vision is to be a leader in ensuring a sustainable and profitable North American lobster industry by fostering transparency in communication among stakeholders; and championing credible scientific research supporting lobster and ecosystem health, conservation management and industry sustainability. We aspire to a University of Maine community engaged to its full potential to work collaboratively with lobster industry members, resource managers and policymakers, along with the international marine research community international marine research community.

MISSION

The Lobster Institute's initial charge in 1987 was to "conduct research and provide information to protect, conserve, and enhance the Maine lobster resource and its environment in order to ensure the continuance of a viable lobster industry that will benefit Maine people." This mission has evolved over the years, but holds true to these founding concepts. A revised mission statement was composed as part of the strategic planning process and reads as follows:

"To foster collaboration and communication in support of a sustainable and profitable lobster industry in the Northeast U.S. and Canada."

For the Lobster Institute to deliver on its mission it must have a clear vision and a realistic strategic plan that capitalizes on the significant research and outreach capacity at the University of Maine.

INTRODUCTION

The Lobster Institute is a center of scholarship and outreach in the College of Natural Sciences and Agriculture (the College) at the University of Maine. Since 1987 it has conducted and facilitated research related to lobsters, primarily *Homarus americanus* and its fishery. The Institute quickly grew from a Maine-focused entity to serve the entire domain of the lobster fishery from New York to Newfoundland & Labrador. The Institute has also served as a central clearing-house for lobster-related information. Institute staff worked with the lobster industry, scientists, fishery managers, health regulators, and legislators to address industry priorities through collaborative research, educational workshops and conferences. As the lobster industry continues to grow in size and importance to the State of Maine and the region, so too must the University's Lobster Institute. With new challenges facing the lobster industry and fishery managers in the 21st century, the Lobster Institute is uniquely positioned to find novel and effective ways to enhance research and promote education, innovation, and communication among stakeholders, while promoting the sustainability of the lobster resource and the communities that rely on it. The Institute is headed by a Director appointed by the dean of the College. A Board of Advisors provides counsel to the director in identifying/establishing priorities for research and other activities; and on administrative matters relating to the Institute. They also provide assistance as necessary to Institute scientists, educators and students in carrying out their research and projects. Further, they are charged with developing, maintaining and seeking to enhance the base funding for the Institute and its initiatives.

METHODOLOGY

In 2017-2018 the Institute initiated a series of meetings with groups of key stakeholders – harvesters, dealers, processors, fishery managers and UMaine faculty and administration – to understand how it could better address existing and emerging lobster industry priorities. All stakeholders clearly acknowledged the important role the Lobster Institute could take on with a new vision, and by expanding on past success to become even more responsive to industry needs.

Using the information gathered from this needs assessment, “A New Vision for the Lobster Institute” (available at <https://umaine.edu/lobsterinstitute/about/>) was developed by a Lobster Institute working group composed of UMaine faculty and Institute staff (See Appendix 1). This group identified the Institute’s current strengths, assets, and challenges. Next, it outlined the Institute’s vision for the future with realistic goals; and finally, it laid out a basic business plan to acquire the resources it needs to deliver on its mission over the coming decade. The visioning document was endorsed by the Lobster Institute’s Board of Advisors in the fall of 2018.

In 2019, a strategic planning committee was formed, composed of both members of the Institute’s Board of Advisors and others from industry-connected businesses and organizations (See Appendix II). The services of the University of Maine’s Office of Organizational Effectiveness (OOE) was employed to assist Institute staff in coordinating and facilitating a strategic planning process. The committee, using the visioning document as a springboard, conceived the basic tenants of a strategic plan. A fully developed plan was presented to the Lobster Institute Board of Advisors and approved on November 15, 2019.

WHERE WE STAND NOW: STRENGTHS, ASSETS AND OPPORTUNITIES

Today the Lobster Institute is well positioned to build on its past successes and confront new challenges and opportunities that are on the horizon. The 2018 visioning document identified the following strengths, assets and opportunities:

Strengths:

Key strengths of the Lobster Institute that emerged from stakeholder meetings include:

- The Lobster Institute comprises a unique international membership of US-Canadian lobster interests;
- Its Board of Advisors (Appendix III) has deep and broad stakeholder representation, comprised of industry members, resource managers, and scientists from all regions of the fishery from the U.S. and the Canadian Maritimes;
- It benefits from University of Maine's leadership, reputation and connection with its qualified faculty and their students;
- It has a solid reputation as a facilitator of communication and convener of stakeholder groups;
- It is a central clearinghouse for information on the lobster and the industry;
- It has strong outreach capability – linking qualified consultants with businesses and policy makers;
- It is involved in several research areas, especially related to lobster health and pathology as well as value-added product development;
- It is a facilitator of research – connecting industry needs with qualified researchers and helping to find funding for needed studies;
- Its staff (Appendix IV) has experience and credibility;
- It has well-established working relationships with harvesters as well as key players within the industry.

University of Maine Assets:

The Lobster Institute's principle asset is the faculty, staff and students at the University of Maine, which provide access to scholarship in a diversity of lobster-related topics. Additionally, its long history of forging relationships with external researchers and industry members has produced substantial programmatic and financial support.

Over the five year period from 2013-17, the Lobster Institute has:

- Assisted UMaine faculty and outside companies in preparing successful grants totaling \$987,462.
- Collaborated in the writing of the successful proposal submitted by UMaine for funding of the Alliance for Maine's Marine Economy, which resulted in \$7 million in state bond funding and at least equal matching funds from Alliance members.
- Raised \$227,440 in annual gifts and sponsorships, and \$57,580 in merchandise and events income.
- Grown its six endowed funds, held at the University of Maine Foundation (UMF), with a combined fair-market value of \$714,151 (UMF Annual Report 2017).

In 2019, the Lobster Institute secured an ongoing graduate fellowship funded by the College of Natural Sciences, Forestry and Agriculture; and established the Ready Seafood Fund for a second fellowship thanks to a \$50,000 gift from Ready Seafood.

Additionally, between 2013 and 2017 UMaine's Office of Research Administration reported more than \$2.8 million in grant support secured by UMaine faculty on research related to lobster biology and fisheries. These projects supported numerous graduate and undergraduate students, resulting in over 13 graduate theses and 25 peer-reviewed publications. Research topics, ranging from stock assessment to shell disease to socio-economics, often represent close collaborations with industry members and policy makers, and in some cases were interdisciplinary. Details are available in "A New Vision for the Lobster Institute": umaine.edu/lobsterinstitute/about/

Priority Issues and Opportunities:

Stakeholder meetings conducted by the Institute's visioning working group identified a number of areas where UMaine's Lobster Institute could more effectively support the lobster industry and resource managers in Maine and the wider region. Both industry members and resource managers interviewed saw the need for the Institute to place a stronger emphasis on industry-identified research priorities. Stakeholders identified the following un-prioritized list of specific areas in which the Lobster Institute could have a positive impact over the short and long term:

- Enhancing survival in lobster holding facilities.
- Enhancing product value.
- Whale entanglements in lobster gear.
- Offshore energy development.
- Stock assessment and forecasting.
- Understanding and adapting to climate change.
- Barriers to women in the harvesting sector.
- An aging fishing fleet and next generation leadership.



GOALS & OBJECTIVES

"A New Vision for the Lobster Institute" outlined the following three strategic goals to serve as the foundation for developing the objectives and strategies of this strategic plan:

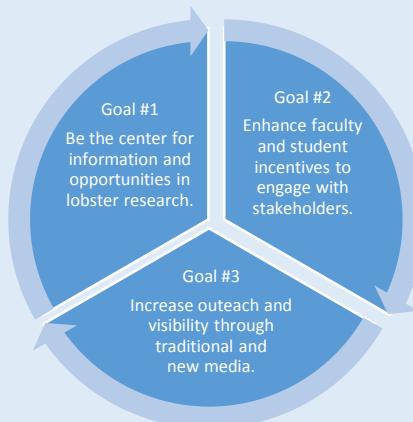


Figure 1. Lobster Institute Goals

STRATEGIC GOAL #1 – “Be the center for information and opportunities in lobster research.”

Objectives

- 1.1.** To become the authority on lobster industry needs for applied research and development.

Strategies:

- 1.1.1** Help organizations survey lobster industry members to set priorities for research to formulate research questions for topics that matter to them.
- 1.1.2** Re-engage the Board of Advisors and industry organizations to share their members'/constituents' research priorities.

- 1.2.** To interest UMaine and external researchers in industry priorities.

Strategies:

- 1.2.1.** Organize sub-groups of researchers with complementary expertise that can also recruit other researchers as needed.
- 1.2.2i** Create graduate fellowship and undergraduate internship opportunities available to faculty on a competitive basis.

- 1.3.** To convene regular meetings of researchers and industry leaders to prioritize research, forge collaborations, and communicate research results.

Strategies:

- 1.3.1.** Arrange “awareness missions” (similar to trade missions and reverse trade missions) between researchers and industry i.e. “researchers’ day at sea” and “lobstermen’s day in the lab”.
- 1.3.2.** Consult with industry organizations prior to developing grant proposals to ensure collaboration and relevance.
- 1.3.3.** Continue the Canadian/U.S. Lobster Town Meeting as a forum that encourages dialogue between fishermen from the Canadian Maritimes and Northeastern U.S., together with researchers, other industry sectors, and policy makers.



- 1.4.** To build the Lobster Institute's reputation as a facilitator of relevant lobster research within UMaine, regionally, and internationally.

Strategies:

1.4.1. Increase engagement with organizations outside of UMaine i.e. the Canadian Lobster Node, Fishermen and Scientists Research Society, and others.

1.4.2. Strengthen relationship with UMaine faculty through an Associate Faculty program,

1.4.3. Continue enhancing relationship with Maine Sea Grant

- 1.5.** To continue to heighten the awareness among harvesters and other industry members of the purpose of the Institute and the availability of its services.

Strategies:

1.5.1. Continue presence at ME Fishermens' Forum, Mass. Lobstermen's Weekend, Fishermen & Scientist Research Society conference and other opportunities, including a session at each event every year if possible – include an opportunity for industry to meet faculty and student researchers, and vice versa.

1.5.2 Build a relationship with Maine Zone Councils and the Lobster Advisory Council

1.5.3 Explore having a regular column in industry publications.

- 1.6.** To become a conduit for resources needed to address research issues

Strategies:

1.6.1. Provide links via website to UMaine facilities and other resources that may be accessed research.



STRATEGIC GOAL #2 – “Enhance faculty and student engagement with stakeholders and policy makers”

Objectives

- 2.1.** To be a facilitator for multi-disciplinary, industry-based applied research.

Strategies:

2.1.1. Develop a co-construction model for collaborative industry/academic research: industry and scientist working together to define project goals and implementation plans

2.1.2. Build a comprehensive and active Associate Researcher’s program; first with UMaine faculty and students, and then broadening regionally and internationally.

- 2.2.** To become the hub that connects industry, students and faculty to collaboratively address relevant issues.

Strategies:

2.2.1. Reach out to faculty regularly (at their departmental meetings, etc.)

2.2.2. Participate in new faculty orientation.

2.2.3. Create “Did you know” fact sheets for faculty and students focusing on the importance of the lobster industry and opportunities for career pathways and research topics.

2.2.4 Provide “Did you know” fact sheets for industry about research.

- 2.3.** To engage UMaine undergraduate and graduate students early in their studies and encourage them to frame their thinking within the context of the lobster industry and/or lobster resource management.

Strategies:

2.3.1 Have students meet with industry to help guide them toward lobster-related thesis and capstone projects and internships.

2.3.2 Recruit fishermen/industry mentors to work with students

- 2.4.** To incorporate the Lobster Institute and lobster research focus areas into the UM curriculum across disciplines and incentivize student and faculty engagement.

Strategies:

2.4.1. Provide a “challenge” opportunity for students – provide a list of research priorities and challenge students to undertake a research topic from the list. Provide incentives/competition.

2.4.2 Develop internships for students at lobster-related businesses.

2.4.2. Explore UMaine course offerings.

STRATEGIC GOAL #3 – “Enhance outreach and visibility”

Objectives

- 3.1.** To brand the Lobster Institute, defining our story and how to tell it.

Strategies:

- 3.1.1** Answer the question, “What is the space we want to occupy?”
- 3.1.2** Develop a process to identify the Lobster Institute’s role and be credited as a collaborator/organizer/convener on specific projects. Define expectations of this type of acknowledgement before engaging with others on research/projects.
- 3.1.3** Be sure our name and story are front and center at the Lobster Town Meeting and other Institute events.
- 3.1.4** Include in the definition of Board member responsibilities that they should identify themselves as Lobster Institute affiliates and reference that fact when commenting on lobster-related issues
- 3.1.5.** Include in MOUs with all Associate Faculty that it is their responsibility to identify themselves as Lobster Institute affiliates (i.e. letter signatures, grant proposals, research reports, publications, etc.)

- 3.2.** To develop a comprehensive communications plan (internal and external) by improving existing and pursuing new avenues of communicating Institute research and outreach activities to the industry, policy makers and the general public.

Strategies:

- 3.2.1** Organized an ongoing schedule of blogs, articles, releases, etc.
- 3.2.2.** Better utilize the Lobster Institute’s Twitter and Instagram accounts.
- 3.2.3.** Tie in other organizations (i.e. professional lobster industry associations, management entities, and research organizations) to our communications network—recruit more voices to promote the Institute.
- 3.2.4.** Communicate research outcomes and their benefits to industry region-wide in understandable language.
- 3.2.5.** Rework existing fact sheets and develop new ones as needed — providing information on economics, best practices, quality, safety, etc.
- 3.2.6** Continue to update and enhance the Institute’s web site

- 3.3.** Continue the Canadian/U.S. Lobster Town Meeting as a forum that encourages dialogue between fishermen from Atlantic Canada & Quebec and the Northeastern U.S.

- 3.4.** Organize and collaborate in research symposia, workshops and conferences designed to communicate research findings and priorities for future research.

- 3.5.** Increase the Institute's participation in federal, regional, state, and other committees that deal with issues surrounding lobster research to put the Institute in a position to inform decision makers.
- 3.6.** Communicate the Lobster Institute's mission and vision to ancillary industries to boost involvement and support, to include among others:

 - Banks
 - Tourism (inn keepers, restaurant owners, hospitality associations, etc.)
 - Boat builders
 - Engine dealers
 - Marine supply
 - Chambers of Commerce
 - Municipalities

Strategies:

 - 3.6.1.** Continue the Institute's presence at trade shows at the Maine Fishermen's Forum and the Massachusetts Lobstermen's Weekend and explore other venues
 - 3.6.2.** Schedule a series of personal visits with these types of businesses.



ORGANIZATIONAL STRUCTURE & FISCAL SUSTAINABILITY

The Lobster Institute intends to strengthen its position as a energetic and involved leader in facilitating research and convening of relevant assemblies, and keeping communication channels open between all sectors of the lobster industry and academia. The key to realizing the Institute's vision is to maximize the engagement of University of Maine assets—faculty, students and facilities – with stakeholders in the lobster fishery in the U.S. and Canada.

Central to accomplishing our goals is for the Lobster Institute to serve as an organizational platform that serves all segments of the Lobster Institute's stakeholders. Here we divide them into two broad categories:

- External stakeholders:
 - Harvesters
 - Supply chain sectors (dealers, processors, distributors, end-users)
 - Fishery managers
 - Policy makers
- University of Maine stakeholders (this may be widened to include other academic or research institutions):
 - Faculty/Researchers
 - Graduate and undergraduate students
 - Administration

The strategic goals, objective and strategies in this Strategic Plan are designed to grow the Institute's value to these stakeholders by better understanding and meeting their needs. For example, we serve our external stakeholders by facilitating connections to researchers through grants and partnerships to undertake projects addressing their priorities. In turn, these grants and partnerships provide applied research opportunities for faculty and practical training opportunities for graduate and undergraduate students. We anticipate these research-practice partnerships will trigger a network effect of attracting more stakeholder participation, collaboration and support. It is incumbent upon the Lobster Institute to create an organizational structure that enables linkages between industry priorities and the services and assets of the Institute and the University of Maine...their people, their programs and their resources.

Current Situation

The Lobster Institute is currently a unit within the University of Maine's College of Natural Sciences, Forestry and Agriculture (the College). Fiscal and governance issues are the responsibility of the dean of the College and the director of the Institute. A Board of Advisors, representing sectors of the US and Canadian lobster industry, fishery management, and academia, provides guidance to the Institute on research and outreach needs. They also serve as a conduit of information between the Institute and these stakeholder groups.

The Institute reports to the dean of the College. Current staff includes:

- Director: This is currently a part-time position, supported as 5 months of a standard 9 month academic appointment. Support for this position is at the discretion of the dean of the College. Should current the director, Dr. Wahle, leave his position there is no guaranteed base-budget dedicated to the director position.
- Associate Director: A full time professional position supported by the Maine Economic Improvement Fund. This is the only full-time position in the Lobster Institute. Support for this position is at the discretion of the dean of the College. .
- Administrative Specialist: This is a part-time (though full time would be preferable), soft-money position. Wages & benefits must be raised annually by the Institute (~ \$30,000)
- The College provides a graduate research assistantship to the Institute annually, disbursed through a competitive process open to UM researchers. We anticipate this will continue.

Figure 2. shows the current organizational structure of the Lobster Institute.

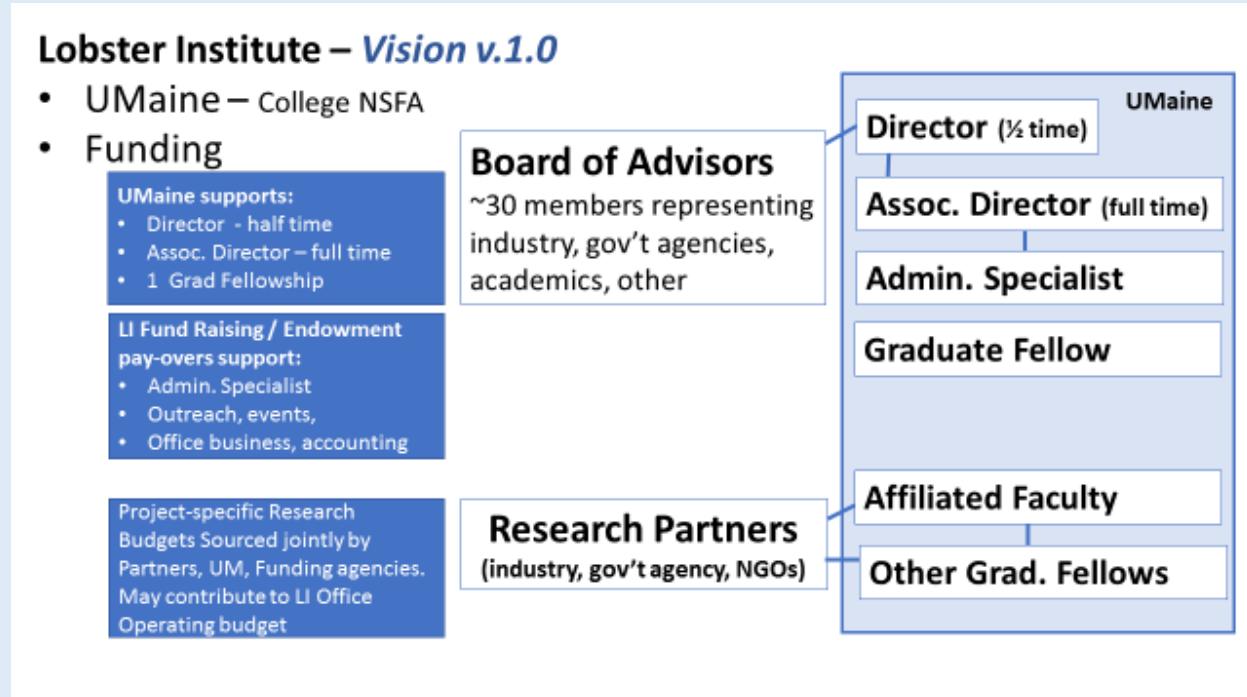


Figure 2. Lobster Institute Organizational Structure 2019

STRATEGIC ACTIONS TO STRENGTHEN CURRENT STRUCTURE

STRATEGIC ACTION #1: Develop a sustainable business plan that provides for an annual revenue stream able to support administrative needs of the Institute to implement research and outreach priorities.

Implementation:

- Develop a membership base of industry companies/organization that benefit from the Institute's work that will in-turn financially contribute and guide research priorities.
- Secure annual support for a full-time Administrative Specialist
- Lead or facilitate public/private funded research, outreach events/workshops and other activities that engage stakeholders and raise awareness of Institute impact.
- Pursue funding for the addition of an outreach/communications staff member.
- Develop annual and long-term fund-raising plans to secure administrative costs and to support Institute activities that enable us to better fulfill our mission.
- Appoint a fundraising committee.

STRATEGIC ACTION #2: Produce an annual “Plan of Work.”

Implementation:

- Create action items to sustain the goals and objectives of the Strategic Plan.
- Work within available resources, while also working to increase resources.
- Aggressively pursue current income-generating programs; seek out new revenue sources.

STRATEGIC ACTION #3: Solidify a group of Associate Faculty and Students

Implementation:

- Develop MOUs for both internal and external members.
- Actively recruit faculty, initially from UMaine, then from other organizations.
- Define mechanisms to forge collaborations between Associates and industry.
- Hold regular gatherings between Associate Faculty, students and the Advisory Board or stakeholder groups.

STRATEGIC ACTION #4: Re-configure and re-engage the Board of Advisors (Board)

Implementation:

- Continue Board Revitalization ad-hoc committee's work to recruit active members.
- Director appoint Executive Committee from the membership of the Board.
- Define Board member roles: emphasize their responsibilities in communicating the Institute's goals, objectives and accomplishments to their colleagues/ constituents; and conversely the needs of the industry to the Institute.
- Enhance Institute staff communication to the Board and other industry leaders to better understand industry needs and inform them of Institute services and accomplishments.
- Amend the by-laws.
- Form standing and ad-hoc committees as needed to concentrate efforts of qualified and interested members on specific aspects of Institute goals and objectives (i.e. an academic committee, research committee, fund raising committee, etc.)
- Add student participation to the Board.

STRATEGIC ACTION #5: Pursue adding a communications & outreach staff person.

Implementation: Pursuant to success in finding funding per Strategic Action #1.

MEASURES OF SUCCESS AND RELEVANCE

An outcomes and impacts monitoring process will be devised and implemented to enable the Institute to track its progress in achieving its mission and vision.

Lobster Institute programs, services and financial status will be reviewed annually to ensure the Institute's programs continue to serve its mission and are justified through measurable positive impacts from the perspective of its stakeholders. Periodic reviews will be undertaken by the Institute in coordination with the College, and external advisors as deemed necessary. The Institute director will produce an annual report consisting of a financial statement, and a full disclosure of outputs and impacts as outlined below. Every five years a programmatic review will be conducted by the College or the University of Maine, and updates to the Institute's Strategic Plan will be made as needed.

Board composition will be regularly evaluated to guarantee appropriate geographic and sector representation and a commitment to the Institute.

A Plan of Work will be established each year, to be measured annual by defined outputs and outcomes. Additionally, for the five years of this Strategic Plan the following outcomes and impacts, or indicators of success will be evaluated:



- The Lobster Institute, and by extension UMaine, is recognized as a center for lobster research and the “go-to” center for lobster-related information.
- A proactive coalition of UMaine researchers and students is involved with external stakeholders in setting and addressing priority needs.
- Research and other relevant information is shared with all sectors of the industry in a timely manner and there is greater understanding by stakeholders of the topics addressed by the research.
- Industry and management decisions are informed by Lobster Institute research outcomes.
- The Lobster Institute, and by extension UMaine, has a state, regional, and global reputation for a robust core group of lobster researchers and a portfolio of research-practice partnerships.
- Participation in Institute-sponsored events is increased.
- A vibrant and up-to-date website is maintained, and new media is employed as outreach tools.

Pre-assessments of new programs and services will also be conducted to determine compatibility with the Institute's mission. A research and programs committee representing the appropriate parties may be formed to review such proposals, and assess their success. A cost analysis, and when possible a cost-benefit analysis, will be conducted prior to implementation of proposed programs and services, or expenditures to evaluate whether resources are being employed effectively, and whether new investments are consistent with the mission of the Institute.

APPENDIX I

Lobster Institute Vision Working Group

- Richard Wahle (Research Professor, School of Marine Sciences – Marine Biology; Lobster Institute Board of Advisors)
- Robert Bayer (Director, Lobster Institute, Professor, School of Food & Agriculture – Animal Science)
- Cathy Billings (Associate Director, Lobster Institute)
- Heather Hamlin (Associate Professor, School of Marine Sciences - Aquaculture; Aquaculture Research Institute)
- Joshua Stoll (Assistant Research Professor, SMS – Marine Policy; Maine Center for Coastal Fisheries)
- Fred Servello (Dean, Natural Sciences, Forestry and Agriculture)

APPENDIX II

Lobster Institute 2019 Strategic Planning Committee

Note: (AB) following name means they are on the Institute's current Board of Advisors.

Demographic Segment	Name	Organization Represented
Chair of Advisory Board	Annie Tselikis (AB)	Exec. Director Maine Lobster Dealers Assn.
Lobster processor	Ben McKinney (AB)	Plant Manager, Cape Seafood, ME
MLA /Lobsterman	Kristan Porter	Lobsterman from Cutler, Maine/MLA president
UM Faculty –Marine policy	Josh Stoll (AB)	UM School of Marine Sciences
Management	Kathleen Reardon	Maine Dept. of Marine Resources
Financial planner/banker	Joe Pratt	Bar Harbor Bank & Trust VP Joe Pratt
Canadian representative	Michel Richard (AB)	Representative, MFU
Massachusetts representative	Beth Casoni	Exec. Director, Mass Lobstermen's Association
Canadian academic	Remy Rochette	UNB – Lobster Node
UM NSFA	Chris Gerbi	Associate Dean-Research NSFA, UM
Processor/distributor	Curt Brown (AB)	Lobster Biologist, Ready Seafood, ME

APPENDIX III

Lobster Institute Board of Advisors 2019-2020

Chair

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APPENDIX IV

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