



**MLML Governing Board Meeting
4 May 2018**

MINUTES

Governing Board Voting Members in Attendance:

Michael Lee (Chair, CSU East Bay) *via ZOOM*
Mathieu Richaud (Vice Chair, CSU Fresno)
Jim Harvey (MLML, Director)
Ivano Aiello (MLML, Chair, Geological Oceanography)
Nick Welschmeyer (MLML, Biological Oceanography)
Emily Pierce (MLML)
Manny Gabet (SJSU)
Michael Kaufman (SJSU)
Pam Stacks (SJSU)
Raj Prasad (SJSU Research Foundation)
Karina Nielsen (SFSU)
Michael Lee (CSU East Bay)
Jim Murray (CSU East Bay)
Jason Singley (CSU East Bay)
Andrew Lawson (CSUMB)
James Lindholm (CSUMB)
Brian Sardella (CSU Stanislaus)
Dave Evans (CSU Stanislaus)
Joanna Mott (CSU Sacramento)
Amy Wagner (CSU Sacramento)
Chris Scholin (MBARI)

Governing Board Alternates and Additional Attendees :

Kathleen Donahue (MLML Asst. to Director)
Shawn Hannah (MLML)
Krista Kamer (COAST)
Beth Pardieck (COAST)
Leslie Ponciano (CSO Chancellor's Office)
Terra Eggink (MLML Graduate Program Coord.)
MJ Donohue (SJSU-MLML)
Pat Iampietro (CSUMB)
Corey Garza (CSUMB)
Rikk Kvitek (CSUMB)
Carrie Bretz (CSUMB)

Start: 9:34am

Minutes: Shawn Hannah (Vice President, MLML Student Body)

Mathieu Richaud:

Motion to approve minutes from previous meeting; minutes approved.

Message from MLML Director:

Thank you everyone for coming to spring meeting

Summary of happenings at the lab - personnel changes

Quick recount of changes at MLML. Kenneth Coale retired at end of January. Max Grand selected as replacement, got his PhD from University of Hawaii. Max works with mercury and iron in physical oceanography. He will be joining MLML in August. Jon Geller to retire soon. His reduction in pay and retirement allowed for another higher of Amanda Kahn. Currently doing post doc at MBARI with Jim Barry and will join MLML AY19-20. These two invertebrate advisors will be working simultaneously until Jon fully retires. Amanda works with deep sea invertebrate species, mostly sponges. Rick Starr retired as well; he was a CA Sea Grant extension specialist. We hired a new CA Sea Grant extension specialist, Luke Gardner, who started in March 2018. His expertise is in Aquaculture; he will help us expand our facility. CA Sea Grant pays ¾ of his salary and MLML pays the other quarter. He will be teaching Aquaculture courses at the lab. Our new visiting scientist is Katlin Bowman from UC Santa Cruz, she works with genetics of microorganisms and mercury. We have applications for AY 19-20. This post closes 1 July 2018. The AY 20-21 post is up on the website and closes 1 July 2019

Aquaculture:

Luke Gardner is the new CA Sea Grant Extension Specialist. Three projects are currently funded. Culturing oysters to see how populations are failing in SF Bay and Elkhorn Slough. We want to study these oysters and get them to a point where they can be transplanted back into the wild in these areas. NOAA Sea Grant funds the project to mitigate ocean acidification using algae and bivalves. Can oyster farms deal with changes in pH with algae's capability to pull CO₂ out of water? Scott Hamilton is looking at OA effect on juvenile rockfish. These three projects are in the early stages. We are now growing microalgae to feed the Olympia oysters. We have two industrial partners on campus. First, Monterey Abalone Company uses MLML's Aquaculture Center as a hatchery and nursery and they pay a fee for using our facility. We not only get funding from them but we get access to their expertise. Second, Monterey Bay Seaweeds, Mike Graham's company, grows seaweeds for human consumption. To make this a legal relationship, MLML and SJSURF have a 15% equity stake in his company and are partners.

MLML is in the last stages of forming an Organized Research and Teaching Unit (ORTU) that would create a Center for Aquaculture. The Cooperative Ecosystems Studies Unit (CESU) is an

organization that is nationwide; MLML is in the process of joining the California CESU unit. Joining CESU will give MLML access to more restricted funding. Our membership is in Wash DC awaiting final approval. Cal State Monterey Bay, Cal Poly, and Humboldt are just a few CSU's who are already a part of CESU.

MLML has spent the last year redesigning the website. The website went live around November 2017, where they added new content and updated previous content.

The 50th Anniversary of MLML was a year and a half ago. A 50th Anniversary book is being made to document the first 50 years of MLML. Funding came from a variety of sources. Nora Deans is helping produce the book. MLML would like to publish it for almost zero cost if enough funding is provided. MLML expects to have it ready within a year.

MLML Graduate Program

Terra Eggink, MLML Graduate Program Coordinator provides comments

Current enrollment for this semester and last semester: 70-75% CSUMB and 20-25% SJSU, and a few from other campuses. 11 students expected to graduate this semester. Last semester 15 students graduated. Scholarships are currently being selected, and \$25,000 will be awarded. 86 applications were admitted to graduate program, about 25 offers extended, and 19 currently have confirmed. Generally, the applications came from 60% out-of-state, 40% in-state, and 2 international students. Most students who decline cite lack of funding for their thesis and research as the main reason. Those who have confirmed are all SJSU, CSUMB, and only one East Bay. There is a pipeline from SJSU, CSUMB and Humboldt State from their undergraduate students. The CSU that has the most representation of applicant pool is Humboldt state, SJSU, and then CSUMB. From UC, there are many applicants from Irvine and LA. Around 90% who turn us down were offered funding from a PhD program.

Curriculum Committee

Jim Harvey and Terra Eggink in Ivano's absence

Ivano and Terra surveyed students to get an idea of how the students are doing here at MLML. This survey was used to get feedback from the students on how they are doing personally. There was a meeting with the student body after the survey and an additional meeting with the student body officers. Female graduate students are 4 times more likely to suffer from depression and anxiety than the rest of the population. Academically the results were good, but personally the results were alarming. Tuition entitles students to resources on campus but SJSU students are at a disadvantage being an hour away from that campus. "How satisfied have you been at MLML so far?" 83% were either generally or very satisfied. "Knowing what you know now would you choose MLML again?" 80% said yes. Most feedback was about financial struggles or communication with advisors. MLML is dealing with these issues to reduce the stress on students. One option being discussed is lowering the course load on the students. In addition,

coming up with new ways to manage student time. MLML needs to find new ways to support students getting a thesis proposal in earlier so students graduate earlier. There have been two courses already changed to implement these ideas. MLML is in the early stages of providing an online GE course that would increase access to undergraduates. This course would have lab and field components to local areas, but a majority of the work would be online. These lab sections would increase the need to have housing at MLML, but for now, students camp out in the Seminar Room. This would allow undergraduates from more campuses to access MLML. Currently the average is 4.2 to graduation time. Ideally it is 3 years, and we currently have a few students on track to finish in this time. Two years ago the average completion time was 4.5 years.

Degree continuation program at SJSU provides students who are done with their mandatory course requirement to pay less. They do not have to pay for extra course requirements to be considered a student. CSUMB has a similar program.

Brian Ackerman, Marine Operations Manager

A Small Boating course is being proposed at MLML. Marine operations offers a light course on how to safely use the assets at this facility. The work between the graduate students and staff at Marine Operations provides enough support to maintain this relationship. Marine Operations have been asked to teach students outside of MLML, but there is not support for these other students. The course offered to MLML students currently is not in depth enough for outside people to come and use the facility assets. For this reason, a one-unit course at MLML could be a good alternative to provide enough safety training to support outside people to use the assets. MOCC certification could also be added to this course. The course would be available to all consortium campuses. The number of students for this course would most likely be less than 12. The current course offered to MLML allows for 3 students at a time. MLML would like the governing board's opinion on whether they would like to support this course. If supported, MLML would like members of the governing board to advertise this course at their campus. This is step one to potentially list this course on the MLML curriculum, therefore, on the consortium campus curriculums as well. Jocelyn asked MLML if this would replace the present course offered to MLML graduate students. Brian and JD both ensured that both courses would coincide. Does MLML have approval to pursue this course; Yes.

ACTION: For the Fall 2018 meeting, MLML will have a proposal with course details, curriculum and training involved.

MLML Development Update

MJ Donohue, Development Officer at SJSU, assigned to MLML

SJSU Development builds relationships with people, foundations, corporations, and the community in order to build an affinity with these people towards MLML. This process can take time before they are willing to gift to MLML. MJ Donohue offered to help members of the governing board reach out to people or organizations that the board thinks may be potential

donors. MJ promised confidentiality and discretion. MJ also speaks with students at MLML to understand how we may address their needs. MJ then talks to faculty in order to determine how to meet these needs, and then he approaches donors about supporting MLML. MLML would like some donors willing to make multi-year commitments. MJ spoke with an MLML donor and asked that funds be provided for a 4-year period, and now there's a \$100,000 pipeline to provide support to fund students. There is also progress on providing a student emergency fund. Within the next 12 months this fund should be up and running. This would be \$25,000 a year that would be put into this emergency fund for students at MLML. Identifying foundations and people who would be willing to do this 4-year funding cycle is the next step. One local community foundation came to MLML and were very pleased with what they learned.

Budget Reports

Kathleen Donahue, Academic Program and Operations

Historically, MLML has maintained a cash flow balance in our General Fund from \$60000 - \$100000. A quarter of the CA Sea Grant salary and IT Student Assistant salaries added \$55k to our budget. This leaves MLML with almost no cash flow for emergencies. MLML does not have extra cash flow. There are a lot of facility projects that MLML are not being. Areas MLML is holding off on are: security, lighting, and building of the shore lab (3 buildings and power grade).

On SJSU Research Foundation side, MLML is running a negative \$250k balance. F&A revenue drastically decreased in AY16-17 and AY17-18. F&A return to MLML to support administration and operations dipped from average \$55k-\$600k to \$25k this year. It takes about a year and a half for MLML to see revenue generated by F&A returns from grants awarded. MLML hopes to end this year with a -\$45k by July 1st. However, AY17-18 will begin with a negative \$250k balance.

Tower Foundation: Donations were at \$111k this time last year compared with our current level of \$360k. This is great news for MLML researchers and for scholarships. Kathleen pointed out that while the donations are great, the majority are for specific reasons and cannot be used to support the academic program and operations where we have serious needs (facilities projects, security and lab instrumentation). Kathleen gave a brief summary of MLML's outreach activities this year (all listed in the meeting packet (social media, SC Warriors game, WhaleFest, Tours, visiting high school and undergrad classes)

Open House 2018

Jim Harvey

1500-1600 people came through MLML this weekend. MLML made over \$9000. The crowd-funding is currently at \$3000 and is still open. The design and management of the weekend is student run. People in the community provided great feedback about the students and MLML.

COAST said they would be happy to advertise the crowdfunding page before it closes this year and for future Open Houses.

Message from President Ochoa (CSUMB)

Ochoa has been in the CSU system since 1981 and has become fully committed to the CSU mission. Interest in MLML was driven by faculty interest and relationships. There is an interest in CSUMB becoming the administrative campus for the consortium facility, given that Monterey Bay is so close to MLML. There are benefits of locality to facilities, resources, and faculty. In addition, there are a large portion of MLML students who are CSUMB students. President of SJSU would like to keep SJSU as the administrative campus, and expect that all students at MLML be registered through SJSU. CSUMB does not want to lose students and is not keen on this absorption happening. A letter from the Governing Board to the Chancellor's Office looking for answers and information is when President Ochoa decided to explore an alternative by proposing that CSUMB become the administrative campus and that the consortium model be maintained (as discussed in his letter to the CO). President Ochoa would like to discuss the proposal from his letter. CSUMB thinks that since marine science is a key degree at their campus, the locality of their campus, and the number of students enrolled through them makes his proposal a good proposition. MLML is a high priority for CSUMB and is part of their identity. The will to support MLML is there and it's not a matter of "if" it's a matter of "how".

Mathieu will be directing questions to President Ochoa:

- Lack of housing is a key issue for students, so how might CSUMB housing be offered to MLML students?

OCHOA: There are already a number of MLML students housed in CSUMB Housing facilities, specifically East Campus. If CSUMB become administrative campus, and even if not, East Campus can become more available for MLML students. Monterey Peninsula College is reaching out to CSUMB to do a joint enrollment where students do preliminary courses at MPC and then transfer to CSUMB. This would open up even more housing.

- How can consortium campus relationships be improved?

Dean of CSUMB: Talks of summer programs for graduate and undergraduate students at MLML, a "semester abroad" at MLML for students at consortium campuses, and providing housing locally are some ways to increase the relationships to all campuses.

Michael Lee:

- Pointed out issues if shifted to CSUMB: All academic and funding issues would remain in a new admin structure; in theory funding from CSUMB students would then be going through SJSU. What about the transfer of assets (e.g., mortgages)? He pointed out that MLML's tenure-track faculty are funded via SJSU too. The Research Foundation funds staff at MLML, how would this transfer be handled?

Ochoa: In terms of academic and funding issues, how it is now is not sustainable in the long run. The fact that CSUMB does get most of the enrollment charges from students but is not providing a majority of the funding is a problem. But this fact would also help if the transfer to CSUMB proceeded. There would be a re-negotiation with the consortium campuses so that students are coming to MLML and the minimum would be that campuses that have students coming to MLML for classes would provide FDS funding. The assets are held by the CSU and are managed by CSU board of trustees. It is perfectly acceptable for one non-profit to transfer ownership of assets to another non-profit with similar aspirations. The assets that are fully owned by SJSU Research Foundation would be transferred over to CSUMB and CSUMB could pay out SJSU Research Foundation until there is no more debt. The about 1.7 million dollars that SJSU has for MLML would be freed up and SJSU could use it for other parts of their university. The faculty would simply be transferred to CSUMB with all of the tenure status and history. The PERS system should be able to be transferred campus to campus. The SJSU staff that are working at MLML could also be transferred to CSUMB as well. The endowment and grant work that is done through the CSUMB corporation does not have PERS. This will be an issue that we would have to work through. All of the existing grants would continue to go through SJSU Foundation until completed, but new grants would come through CSUMB Corporation.

Dean Lawson, CSUMB: There are two other pieces of CSUMB that may help with the funding issue. One, marine science is a focus and an institutional priority of CSUMB; the undergraduate marine science program is the largest in the CSU system. Two, having the undergraduate program increases MLML's graduate program success.

- Where would the money come from that would be lost if SJSU leaves (~\$1.7 million)?

OCHOA: The details of where this money comes from are not worked out yet. Subsidies, new revenue opportunities, and external support are a combination that is expected to cover this deficit.

- Would tuition itself be able to uphold MLML if the size were to be increased?

OCHOA: Graduate programs are more costly than undergraduate programs. They are not necessarily the most cost effective. The question is how much institutional will is there to create subsidies for a program? The great value of MLML is that there is a large institutional will to maintain the quality of the program. This means not trying to force MLML to meet these funding needs, but providing them.

Follow up: Would MLML suffer from larger class sizes?

MLML optimal size is 10-12 based on the actual size of the classrooms on how many students they can fit comfortably. MLML is not striving for a class size of 3 students by any means. It does depend on the course, but additional students would be welcome from consortium campuses. Especially if there are to be online courses.

- SJSU has committed to helping raising fund for Marine Operations and other development, will CSUMB adopt this commitment?

OCOAH: The answer is yes, and CSUMB already has the relationships created for the organizations that would be a part of making certain plans happen. CSUMB thinks it would be in an excellent position to support this. In addition, CSUMB has their own boat needs, so additional motivation comes from needs for their own undergraduate program.

SCHOLIN: MBARI does want to be a part of the solution for vessel resources and funding for MLML.

- Would it not be easier for SJSU to continue as administrative institution and transfer FDS from CSUMB to SJSU?

Larry: At the last meeting with SJSU President here, it was made clear that was not an option. SJSU would only like to end the consortium and become the sole CSU of MLML.

President Ochoa: CSUMB has never been asked to increase the contribution from FDS. The conversation started with SJSU years ago was about having CSUMB assume the role of administrative campus due to proximity.

SJSU will only provide investments if the consortium was dissolved and MLML became a department at SJSU. However, it seems that CSUMB would allow the consortium to remain and would invest for the same projects at MLML.

- What do you think of MLML role as both a research institution and as an educational facility?

OCHOA: CSUMB would like to enhance the active engagement of the various campuses to maximize the research aspects of MLML.

BREAK FOR LUNCH

Commence time: 13:01

Loren Blanchard, CSU Executive Vice Chancellor (*via Zoom*)

There has been a bit of transition at SJSU, and the idea of what MLML could be for SJSU has transitioned as well. The EVC discussed the two “proposals”. It is because of the strong work within MLML that has caused the stir around it and informed us as to how we should proceed. One thing we do know is that there are complications with the financial model. The financial model is relatively uneven with revenue and expenditure, but in addition there is more of a unified vision in terms how we might move forward in better understanding the actual potential of MLML. Based on the SJSU and CSUMB Presidents’ thoughts, we do believe that we are in a position now to stop and have an external review done of MLML. This will determine what MLML will look like 10 years from now. How might we position MLML to reach the most appropriate goals? Not necessarily looking at one model or another. This review will provide an opportunity for those at MLML to express what the future might hold and what the values and

potentials are that are currently in place. Not just for the state of California, but internationally and nationally as well. One area that cannot be neglected is the potential in terms of the academic side and research side of the work currently being done, how might we build on that to become the iconic center of the work we do in marine science? The Chancellor does want to move forward with this review. The goal is that by mid to ¾ way through the fall semester the review will be done. Goal is to close out the calendar year knowing how we will be moving forward with MLML.

Pam discussed issues around the assets the CSU has and how to not only optimize what we are doing at MLML but how this might interface with other marine laboratories and how this will be maximized. Vice Chancellor replied that we should look towards other Affinity Groups to see how or how not MLML would fit in.

Jim asked about the involvement of faculty of MLML. Vice Chancellor replied that they do want to be fully open, interviews will be held that will either be individual or groups with both faculty of MLML and the governing board.

Discussions on whether a review of this nature has been discussed yet, and no prior knowledge was known.

CSUMB President discussed the bylaws of the governing board and that the Board's role would be a recommendation to the Chancellor. The Chancellor would make the final decision and that being as inclusive as they are now is a positive step forward and is appreciated. The Vice Chancellor replied by stating the primary goal is to make MLML an even greater institution.

Michael Lee asked about the process of how the review will be held. The Vice Chancellor could not provide too many details quite yet, but that the final decision rests with the Chancellor but they would like to be as inclusive as possible. The results of the review will be heavily taken into account.

Discussions on the team of reviewers. The Chancellor does want to be involved on who will serve on the review panel. People who are experts in marine science and oceanography but also individuals who are familiar to us. A number has not been finalized; they do not expect a large group. Who the individuals are have not yet been determined. There will be a meeting with the Chancellor to discuss how to proceed. The Chancellor's office will keep the board involved along the way.

Continuation of discussion about Administrative Campus

There were hopes that there would be a clear path forward, but it does not seem that way. As of right now the thought is that we must hold tight and wait for more information and for more direction. Things to consider when moving forward was discussed among the Governing Board

and faculty. For instance, what role we would like to have as a Governing Board. It is important for the Governing Board to get clarification on what their role is and when we come into the process. The process from the Chancellor office will be that the reviews will be held but the Governing Board recommendation could be taken into account. The review is for the Chancellor's office become more knowledgeable about the situation and MLML.

Members discussed whether there would be another Gov Board meeting before the typical fall meeting in order to have input in this process since the timeline is so short. It was said it may be a missed opportunity not to discuss our ideas now and during the summer time to prep for the recommendation. If the Governing Board does not make moves now and waits, there may be no opportunity to provide a recommendation. Summer or early fall would be a good time to meet again to discuss what information to provide the reviewer and if the Governing Board would have a meeting with the reviewers.

Nick W.: It is important and that if the reviewers would like to change MLML they would need to know how it is here at MLML. A working group in the Governing Board could be used to have multiple meetings over the summer using Zoom. The Governing Board should also keep in mind that the proposals are not set in stone and that the recommendation from the Gov Board should include values, goals, and hopes for whatever outcome is reached. How to keep MLML maintained, but also improved upon, is an important aspect of what the Governing Board can provide in their recommendation, and what the difficulties would be trying to change it. It would be nice to know what the Chancellor's Office envisions MLML to become in oceanography and marine science, and to determine how the Governing Board can prioritize that in the recommendation.

MLML as a community needs to come together and offer their own vision in this process as well. Before adjourning today it would be a good idea to draft a letter and set milestones on what we hope to achieve as a Gov Board. Jim discussed how MLML could provide the reviewers a statement of the priorities of MLML within a month. Members discussed providing a letter to the Chancellor's office stating what the Gov Board's plan is, goals for MLML and then finding out what their plan is. It is important to discuss what the consortium campuses goals are as well and what they would like.

Krista Kamer: Could this be an opportunity for COAST to poll across the CSU about how MLML could serve as an asset for marine science?

A possible idea is a consortium of all 23 campuses. What should MLML be, upon what we know about CSU, the state, and marine science? The consortium bylaws state that institutions can be added to or taken away, so this idea should be in the boundary of discussion. Sacramento's overriding constraint is that there are no dormitories available. If dorms were available here at MLML or CSUMB, it would make the ability of campuses to come here and participate in MLML greater. COAST would be happy to reach out across the CSU using Google forums to

ask questions that the Gov Board forms. The Chancellor's Office asks that COAST think about how it can support MLML. Need written or concrete information from Chancellor's office so that each campus knows how to respond. For the consortium campuses, things to think about are how involved you would like your campus to be (more or less) and that there should be a financial aspect that should be taken into account depending on the role they would like. The Presidents from each campus will have their own conversation with the Chancellor, so the Governing Board should take an opportunity to provide more insight on how, as a whole, what are the goals. MLML has been able to be entrepreneurial in research and education but now we are at a plateau, and housing should be a major discussion to move MLML forward. The Chancellor's Office has not seen the MLML's Strategic Plan written in 2017. Has an analysis been done on how additional housing will affect enrollment at MLML? If we had housing, this is what MLML could become. Jim responded that though this has not been done as an analysis, there is some surveyed data that indicates there could be more students who would come from other campuses. The approval of the MLML Strategic Plan at SJSU is due to the uncertainty with administrative campus. Members discussed sending a letter to the Chancellor's Office thanking them for their involvement and asking what they would like from the Governing Board. In the circumstance that the Chancellor's Office responds with no further information and that they will be in touch, the Governing Board will use their right from the bylaws to give a recommendation during this process.

ACTION ITEM: Jim will request from the SJSU President that the MLML Strategic Plan be shared with the Governing Board to reference in this process.

ACTION ITEM: Mathieu and Michael will draft the first letter. Deadline on when the second letter will be drafted and sent to the Chancellor's office will be determined by the response to the first letter from the Chancellor's Office

A call for volunteers who would like to serve on the working group was put out for a representative from each of the seven campuses, one MLML faculty, one MLML student, MBARI and Jim's representation of MLML as either voting member or exofficio:

WORKING GROUP: Michael Lee, Mathieu Richaud, Ivano Aiello, Karina Nielsen, Michael Kaufman, Andrew Lawson, Joanna Mott, Chris Scholin, Jim Harvey, MLML Student Body President or Vice President (Emily Pierce), and Brian Sardella.

Meeting Adjourned: 14:23