



**MLML Governing Board Meeting  
27 May 2016**

**MINUTES**

**Governing Board Members Attendees:**

Jim Harvey (MLML, Director)  
Kathleen Donahue (MLML Asst. to Director)  
James Lindholm (CSUMB, MLML Governing Board chair)  
Ivano Aiello (MLML, Chair, Geological Oceanography)  
Nick Welschmeyer (MLML, Biological Oceanography)  
Michael Graham (MLML, Phycology and Aquaculture Center)  
Manny Gabet (SJSU)  
Michael Parrish (SJSU)  
Pam Stacks (SJSU)  
Shannon Bros (SJSU)  
Michael Lee (CSU East Bay)  
Jim Murray (CSU East Bay)  
Jason Singley (CSU East Bay)  
Mathieu Richard (CSU Fresno)  
Andrew Lawson (CSUMB)  
Ron Coleman (CSU Sacramento)  
Amy Wagner (CSU Sacramento)

**Additional Attendees:**

Tom Connolly (MLML, Physical Oceanography)  
Colleen Durkin (MLML, Research Faculty)  
Jocelyn Douglas (MLML, Health & Safety Officer)  
Jane Webster (*Schuytema*) (MLML, SJSU State)  
Jeff Arlt (MLML, IT department)  
Sandeep Muju (SJSU Research Foundation)

Start: 9:45am

**Minutes:** Elizabeth Ramsay (MLML, Student Assistant)

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**James Lindholm:**

Motion to approve minutes from previous meeting; minutes approved.

**Faculty/Staff Updates**

*Jim Harvey and Kathleen Donahue reporting*

- Joan Parker (former MLML Faculty Librarian) retired in January but generously agreed to remain on contract to consult and assist MLML until the new Librarian, Katie Lage arrives in July. Katie is moving to MLML from the University of Colorado Boulder's Earth Science Library and is bringing her experience with GIS and spatial data to the MLML community.
- MLML hired Captain Brian Ackerman as the Marine Operations Manager. Brian Ackerman was selected because of his long history with local marine research vessel operations experience. MLML is on a trajectory to acquire a new, larger vessel. Brian brings a wealth of knowledge and experience as a captain in our local waters, retrofitting research boats, scoping out potential research vessel requirements, outfitting boats as well as running his own charter boat business out of Moss Landing. Brian led the MBARI team for bringing the R/V Rachel Carson into the MBARI fleet.

Background

When NSF and UNOLS decided to retire the R/V Pt. Sur, MLML was forced to sell her to the University of Southern Mississippi (USM). The vessel was turned over in perfect, turn-key condition as a resource, ready to launch. Harvey pointed out this was why MLML fought so hard to keep the R/V Pt. Sur. The USM was very appreciative and report that the vessel is exceeding their expectations. With the loss of the Pt. Sur, MLML had to let all the crew and the Marine Superintendent go. This left a small staff to run Small Boats. JD Douglas has done an extraordinary job of keeping MLML's Small Boat Operations going by acting as Coordinator and Captain.

- MLML hired a new Help Desk Administrator in the ITech Department, Michael Radojovic
- Dr. Michael Lee from CSU East Bay will be the Visiting Scientist at MLML during AY16-17. He is actively engaged with the Center for Aquaculture so his appointment will primarily consist of working to develop the Center's capabilities.
- Dr. Patrick Gagnon, a Benthic Ecologist from Memorial University in Newfoundland will join the MLML community as an International Scholar in Ay16-17
- There have been no consortium applicants for the Visiting Scientist AY17-18. The posting was expended until 1 August. Only 3 candidates have applied to date, all are

from outside the CSU. MLML aims to advertise for the Visiting Scientist opportunity well in advance (2 academic years in advance) so that interested CSU Faculty planning for sabbaticals have enough lead time to make arrangements with their home campus.

- Aiello and Harvey discussed additional researcher affiliations with MLML and explained that oftentimes scientists from the outside CSU are seeking Post-Doc opportunities, they are not Faculty at any institutions so having PI status at MLML provides them an avenue to apply for research grants.. Former and current candidates offer unique and qualifying backgrounds such as Iliana Ruiz-Cooley from UCSC who works with food webs and stable isotopes and is interested in managing or advising graduate students. She will be working at MLML as a base for applying for grants to support her work. Others could broaden the diversity at MLML.
- Dr. Rick Starr, MLML Research Faculty Member and 30+ year appointment as the CA Sea Grant Specialist onsite will be retiring from CA Sea Grant in July. He will remain on as a Research Faculty member at MLML continuing his research using fish tagging to understand the ranges of fishes.
- This creates a gap at MLML. They still want a specialist here so MLML proposed bringing a person with a strong background in Aquaculture. Although MLML is losing Rick Starr, they will be gaining a specialist in the field of Aquaculture; an area they growing.
- The new Aquaculture Specialist will be funded 75% by CA Sea Grant at UC San Diego and 25% by MLML. The new specialist will teach and mentor students. The position will be posted at the end of summer 2016, recruitment will be conducted in the Fall and Winter with the start date in Summer 2017. MLML and CA Sea Grant is expecting a large pool of candidates as this is a burgeoning area and MLML has recently opened a Center for Aquaculture which it intends to be a state-of-the-art facility.

## **MLML Graduate Program**

*Jim Harvey*

- The Governing Board packet contains details on FTE's
- Spring 2015 = 71 registered graduate students, 3 undergraduates
- This pattern has been consistent for the last 3-4 academic years
- Bulk of students continue to come from SJSU and CSUMB because most potential students choose the campus that is located closest to MLML
- MLML needs to conduct outreach at the other consortium campuses to attract students from the other consortium campuses.
- New/potential students are informed about benefits to applying through other consortium campuses besides SJSU and CSUMB and those advantages are also listed on the MLML Graduate program website
- MLML's Graduate program Coordinator has built strong connections to the Registrars at the consortium campuses and makes sure students are aware that they do not need to visit

their home campus; she can handle any business required while they are enrolled at MLML

- Graham pointed out that information about the other campuses is not up to date so when a new student investigates these options they are misinformed so MLML faculty are hesitant to promote advantages of applying through other campuses.
- Also discussed and considered was the value of choosing one campus over another and who gets the student fees
- Harvey explained that MLML keeps much of these details nebulous online to avoid emphasizing that is also cheaper to apply through certain campuses versus others and he wants to continue making regular visits to the consortium campuses to increase recruitment
- All agreed this illustrates the complexities of MLML
- Having onsite advising POC's representing MLML could both increase awareness and applicants, creating a stronger connection between MLML and the consortium campuses.

**ACTION ITEM:** Identify 1-2 POC's at each campus, Kathleen will collect and distribute

- Enrollment is down by about 10% due, in part, to new Faculty who are just starting and, secondly, because MLML is pushing students out faster
- Enrollment should increase over time as new Faculty get their labs and research going and attract new students
- Funding for graduate students continues to be a challenge
- The AY15-16 Scholarship reception was a huge success, this year students gave in depth talks about the research the awards will support
- The donors were extremely appreciative and many expressed how little they actually knew about what students were working on and enjoyed the presentations

**ACTION ITEM:** Add amounts of awards to Graduate program report and send to Governing Board

**ACTION ITEM:** Invite Governing Board to future Scholarship Award receptions

## **Digital Learning – New Online Course**

*Ivano Aiello*

Ivano Aiello presented the model for an online course on basic oceanography being developed in order to collect feedback and gauge interest from the Governing Board. He seeks ideas and collaborations from the consortium campuses.

- This online course in basic oceanography using the Monterey Bay as the emphasis will be a great way to recruit new students and familiarize them with all disciplines of marine sciences.
- It can serve as a mechanism to expand MLML's reach and publicize it to a wider audience throughout CSU.
- The goal is offer this course in Fall 2017 as GE but first requires the Board's approval.

- MLML did thorough research to ensure the course does not overlap with courses being taught by consortium campuses.
- The online course design contains multi-media, animations, and an interactive roadmap so students can choose the area of study to work on; each area linking to the others so that students can learn about the interaction of land-sea interfaces and how these processes are interconnected.
- The course will be taught by 2 Faculty members and will be a self-contained module in two parts: Content and Lab/Tests, including virtual and real field trips. \
- Students will be tasked with taking a field trip in their own community to observe nature and report back.
- Content will include open source materials from NOAA, USGS, and other NGO's and be shared with the consortium.
- The course will also require students to come to Moss Landing for the weekend to attend lectures, go on more field trips, get out on the boats and work in the lab.
- Students will be housed in the Seminar Room.
- The course will not affect FTE's, the teaching load is minimal.

There was discussion about how MLML courses are approved and it was confirmed that they get vetted by the MLML Governing Board. It was pointed out that the CSU system for classifying GE courses is nuanced and should be considered as this course is developed. Treating it as a transfer course could alleviate this challenge. MLML can ask that the GE specialist at each consortium campus review the course to make it sure it will qualify as GE. Some Board members suggested making it a one-day course that would make coming to MLML easier and could attract hundreds of undergrads. Richaud reminded the group that MLML must remain a graduate school, therefore, the course capacity must be capped, the weekend classes need to be two days to be successful and MLML cannot be burdened by teaching 100 undergrads. The distance and remoteness of MLML will be major contributing factor to the course's success.

**ACTION ITEM:** Ivano and Kathleen will distribute the syllabus to the Board.

## **Weekend Course**

*Jim Harvey*

### Background

The weekend course was generated to bring students from other consortium campuses and enjoyed many years of success. The goal is to bring it back:

- It will be offered as a 1 unit course
- 16 hours of instruction: pre-work prior, weekend at MLML, followed by some final assignments after the weekend concludes.
- MLML uses a pre-existing, generic, 1-4 unit course already on the books.
- Will have some lectures but mostly the students will go on field trips

- It differs from the online course in that it focuses on a single discipline of marine science such as marine mammals, the intertidal zone, or geology.
- MLML's ability to teach weekend courses is useful to maintain a connection to the consortium campuses.
- Traditionally it has been co-taught by MLML Faculty but MLML is proposing that consortium campus faculty consider teaching too.
- WTU's would go to consortium campus Faculty.
- MLML wants to identify the 1<sup>st</sup> weekend that this course would be taught and the discipline that would be taught.

The Board members discussed if this could also be a platform for the distance learning effort and interest in co-teaching was gauged.

**ACTION ITEM:** Board members will provide input to MLML on what they think the course should look like and their faculty requirements for 1 WTU.

## **Center For Aquaculture**

*Jim Harvey*

### Background

A number of years ago, Dr. Kenneth Coale (MLML) received a Packard grant to rebuild MLML after the earthquake. Some of those funds were used to build the current Aquaculture Facility where the previous shore lab was located.. The vision is to have a bigger, more robust aquaculture program that involves all CSU campuses and other stakeholders including private industry. The concept for its capabilities and mission will be to broaden and incorporate education, research, and policy in aquaculture.

- MLML submitted a proposal through SJSU to be considered as an Organized Research and Training Unit (ORTU) so that the facility can be officially called the "Center for Aquaculture"(CFA), emphasis being on a "Center" for all CSU campuses.
- Goal is to build robust partnerships with federal and state agencies, NGO's, academia, private industry.
- Mike Graham informed the board that all of the consortium campuses were surveyed about their interest in aquaculture studies and education, they were invited to the January COAST and Sea Grant funded meeting and that many participated. Overall feedback from the surveys was very supportive of the CSU-wide concept.
- MLML is starting to develop the infrastructure both at the CFA and elsewhere to work on aquaculture research and policy in this region.
- CSU does not currently have a good model to support a CSU-wide consortium.
- Curriculum development will follow, thinking broadly in terms of economics, business, nutrition – all integrated and demonstrating interconnectedness.
- Graham described MLML's goal to make the CFA a one-stop shop with no redundancy and to leverage programs for a greater impact in an integrated manner.

The discussion that followed focused on ways to engage private industry such as memberships to the CFA and forming a steering committee that reflects a CSU-emphasis.

## **SJSU-CSUMB**

*Jim Harvey*

### Background

In Fall 2014 CSUMB's President, Eduardo Ochoa, and SJSU's President, Mo Qayoumi, interacted with the CSU Chancellor to discuss MLML moving its administrative campus to CSUMB. CSUMB President Ochoa declared his desire to take over administration of MLML. ] SJSU has always been the administrative campus for MLML but the By Laws state that any campus can lobby to be the administrative campus. It is expected that the Chancellor will not be revisiting the issue until the new SJSU President is settled in. At the Fall 2015 Governing Board meeting it was decided that the MLML Governing Board would submit a letter to the Chancellor requesting that the Governing Board be a part of this discussion.

- Harvey confirmed that the letter was sent via current SJSU Interim President Martin to Chancellor White but there has been no response.
- Harvey pointed out that MLML is a consortium of CSU campuses, but in reality is very much an SJSU department with Faculty and Staff who are heavily invested in retirement plans at SJSU, all of MLML research funding is held at SJSU, SJSU or the Research Foundation owns MLML boats, vehicles, and properties.
- MLML started out having students and Faculty from all seven campuses but evolved over time to where all Faculty being appointed through SJSU.
- Harvey pointed out that MLML is looking to change back to a model that supports all consortium campuses and make a stronger connection to the consortium campuses and not be so SJSU-centric.
- Stacks reported that the Chancellor has five new Presidents and is methodically building a new team. SJSU invited the Chancellor to campus and he gave a very positive pep talk, he talked about how much student success is tied to research and his talk emphasized the need to optimize resources. Stacks advised MLML to capitalize on this new theme by continuing to connect the Chancellor's office with MLML's value to CSU. The CFA can be a perfect model to illustrate this..
- Dean Parrish concurred saying Interim President Martin has discussed the issue with incomng president Mary Papazian and he will work with Stacks to urge President Papazian to be involved in the decision.

*Lunch Break: 1200-1300*

## **BUDGET REPORT**

*Jim Harvey and Kathleen Donahue*

### Background

MLML has an operating budget that includes funds through SJSU, the partial return from indirect costs generated by grants through the Research Foundation, and donations through the Tower Foundation. The operating budget is complicated and complex because MLML is a research-oriented facility that is a hybrid operation supported by both SJSU and grant funded personnel. Furthermore, MLML is not operated like a typical campus. For example, MLML has its own Science Library.

- This academic year the Dry Classroom was remodeled to be more modern and functional and the Norte building had to get a new roof.
- MLML also gave the support staff cost of living increases out of their existing operating budget, and several SJSU staff received increases through CSU/union negotiations.

### *State budget:*

A large portion of this budget goes toward Faculty and staff salaries and benefits. A little money funds the visiting scientist. Each consortium member pays in \$4,200 which goes to funding the visiting scientist. CSUMB pays \$50,000 for additional use of MLML. This budget also encompasses faculty start-ups, administration, instructional supplies, the science diving program, health and safety, facilities, IT services, marine operations, utilities, and library services. Only half the library costs are represented here. MBARI funds the additional half (approximately \$100,000).

### *Research Foundation:*

All grant money awarded to MLML goes through the SJSU Research Foundation. MLML produces about one-third of the contracts and grant activity at SJSU (\$15-17 million). MLML gets three sources of income through the Research Foundation:

1. F&A Return which fluctuates from year to year based on MLML's performance/awarded grants
2. Annual funding the Research Foundation provides MLML to cover support costs for research administration, IT, and facilities.
3. Rental income from MLML properties. MLML has two houses they rent to visiting faculty and students and they rent one of the docks to the Del Mar Seafood Company.

The F&A Return projected for next fiscal year is only a third of what MLML requires to operate so MLML will have to dip into reserves to supplement salaries and operational services.

- Sandeep Muju pointed out that you have to spend money to make money. (i.e. one year MLML spends a lot so the Research Foundation costs go up but the next year MLML makes more so the research Foundation costs go down).
- Harvey reported that MLML brings in an average of \$17 million in awards, there is some variability but the trend over 5 years has been consistent.

- Donahue and Harvey also reported to the Governing Board that they used about half of the MLML reserves to purchase an instrument for the WPCL group housed at the CA Fish and Wildlife HQ in Rancho Cordova who perform analytics on water pollution.
- WPCL brings in about \$2-\$3 million in contracts per year, but they had no funds for the new instrument - all of their indirect cost recoveries are given to MLML.
- The new machine will pay for itself over 4-5 years, a good ROI.

## **MLML 50th Anniversary**

*Jim Harvey and Kathleen Donahue*

In 2016 MLML will be 50 years old. A large event is planned for August of 2016. On the evening of Friday August 5th there will be an exclusive party for the Chancellor, Congressman, CSU Presidents, MLML Governing Board and potential high level donors. Saturday August 6th will have a mini-Open House for alumni, former and current faculty and staff to attend. On the Saturday evening there will be a large BBQ party with live bands in the field at the bottom of the hill. MLML has been producing a 50th Anniversary blog on the MLML website. The weekly blog posts are fun and insightful looks into the history of the lab. Governing Board members are encouraged to read them and attend the festivities.

- Harvey reported that MLML raised \$16,000 to produce a commemorative book which will incorporate photos and pieces from the weekend event. The book is expected to be produced at the end of 2016.
- MLML was encouraged by SJSU Advancement to use their crowdfunding page to launch a campaign for new Library furniture which ended up raising over \$14,000. The page included a short video produced by Donahue showing pictures of the same furniture over 35 years that originally came to MLML from a jail. With these funds, MLML hopes to purchase chairs and tables worthy of the beautiful spaces in the MLML Science Library.

## **MLML Web and Media**

*Jim Harvey and Kathleen Donahue*

- MLML has formed a Web Committee to spread the work needed to revamp MLML's web presence
- The website should reflect the complexity of the lab to the public and potential students
- The difference between Faculty, Research Faculty, and Research Affiliates should be clear
- MLML IT will work with the new Librarian to propose a new digital media management system to the Faculty that captures and catalogues images and videos.
- This new system will be managed in a way that can be easily accessed

The Governing Board raised concerns about intellectual property and student's thesis work being used by MLML. Stacks reported that the CSU is developing an overarching policy so no changes should be made. All agreed that at a certain point the CSU must vet the policy through the Student and Faculty unions.

**Action Item:** The MLML Graduate Program Coordinator will ensure students sign a contract stating they acknowledge the “your data is our data” policy and that Federally-funded student work is open-source.

### **MLML Film**

*Jim Harvey*

Harvey screened the six-minute outreach film MLML produced and asked the Governing Board members for feedback. The film will be used to recruit new students, as an outreach tool, to solicit donors, and to communicate to the CSU community and general public what the MLML are, what they do, and highlight their proximity to the Monterey Bay.

### **CSC Proposal**

*Jim Harvey*

MLML is applying for an NSF grant to be designated as a CSC; these funds award campuses that introduce science, especially the marine sciences, to under-represented students. The award will fund 5-6 students per year for 15 years.

- This will aid recruitment in oceanography, a subject area where it is challenging to attract new students with no promise of funding when they can get support at a different graduate school.
- This award and the 5-6 students funded will stimulate all the oceanography programs at MLML

### **New Governing Board Chair**

*James Lindholm*

James Lindholm’s term as Chair of the MLML Governing Board is up. The Chair serves for two years. Harvey nominated Michael Lee from CSU East Bay. He will be the Visiting Scientist at MLML in AY16-17, he is already active and engaged with the CFA and MLML students. Graham nominated Mathieu Richaud from CSU Fresno for Vice Chair. He is a vocal supporter of MLML, maintains strong ties with the faculty and has been serving on the Governing Board for several years.

Lindholm called a motion to accept the nominations by acclimation.

- None opposed.
- Motion accepted.

**Action Item:** Updated list of members will be distributed by MLML along with the Minutes.

## MLML By Laws (BL) and Rules of Operation (ROO)

### *All Members*

Discussion followed a motion to accept new Chair and Vice Chair about reviewing the By Laws and Rules Of Operation. These documents have not been changed since 2007. When MLML submitted their Annual Report to the Chancellor's Office in Fall 2015, they pointed out that MLML's BL and ROO contain no mechanism to dissolve and need to be fixed. Harvey drafted a paragraph to address this issue and it was immediately rejected by the Chancellor's Office. The Board members proposed forming the following review committee who will draft proposed amendments:

Harvey  
Dean Parrish  
Lindholm  
Lee

**Action Item:** The review Committee will submit revised renditions of the BL and ROO to the Governing Board prior to the Fall 2016 meeting. The Board will vote at that time to accept and amend. The Governing Board will seek guidance from the CSU General Counsel prior to finalizing.

*1445: Meeting Adjourned*