

**Chincoteague Bay Field Station**  
**Fall Meeting of the Academic Advisory Council**  
**September 21, 2018**  
**Dixon University Center, Harrisburg, PA**  
**Administration Building, Boardroom**  
**8:30 AM-4 PM**

**Attendees:**

**AAC Faculty**

Adrienne Oakley – AAC Chair; Kutztown University  
Wendy Ryan—Kutztown University  
Matt Stone—Kutztown University (*late AM/Zoom*)  
Aaron Haines – Millersville University (AM)  
Ajoy Kumar – Millersville University  
Jay Hunt— East Stroudsburg University  
Shawn Hu— East Stroudsburg University  
Tracy Whitford— East Stroudsburg University  
Sean Cornell – Shippensburg University  
Nathan Thomas— Shippensburg University  
Pablo Delis— Shippensburg University (*late AM*)  
Anne Boettger – West Chester University  
John Hranitz—Bloomsburg University  
Cindy Venn—Bloomsburg University  
Steve Seiler – Lock Haven University  
Mohamed Khalequzzaman – Lock Haven University (*Zoom*)  
Mandi Martino—Saint Francis University



**CBFS Staff**

Sarah Bartle –University and Research Coordinator, Chincoteague Bay Field Station  
Kelsey Gustafson—University and Research Assistant Coordinator, CBFS  
Alex Ramey —Interim Education Director, CBFS  
Alverne W. Chesterfield (Chet)— Executive Director, CBFS

**Guests**

Joanne Bruno –Provost, East Stroudsburg University (*Zoom*)  
Scott Barton – Senior VP of Administration and Finance, Shippensburg University  
Lesley Brown – Associate Dean, College of Arts and Sciences, Shippensburg University  
Ian Langella—Chair, Dept. of Finance and Supply Chain Management, Shippensburg University  
Anne E. Zayaitz—Provost, Kutztown University (*Zoom*)  
David Beougher— Dean, Liberal Arts and Sciences, Kutztown University (*Zoom*)  
Mike Jackson— Dean, College of Science and Technology, Millersville University (*8 – 10 phone/Zoom*)  
Robert Aronstam— Dean of the College of Science and Technology at Bloomsburg University  
Irene Wolf— Associate Dean, School of Science, Technology, Engineering, Arts, and Mathematics, Saint Francis  
Carina Howell— Chair, Biology Department, Lock Haven University (*Zoom*)  
Jonathan Lindzey—Dean of Natural, Behavioral, and Health Sciences, Lock Haven University (*Zoom*)  
Mary Rita DuVall—State APSCUF  
Clifford Johnston—State APSCUF  
Jim Dillon— Vice Chancellor, PASSHE

**Students**

Veronica DiFuccia—Marine Science Major, Kutztown University  
Leah Bergman—Marine Science Major, East Stroudsburg University  
Joao Silveira Meyers— Graduate Student, Dept. of Geography and Earth Science, Shippensburg University  
Caitlyn Collins—Graduate Student, Biology Department, Bloomsburg University

## MINUTES

8:30AM

- I. Adrienne Oakley (AO) - Opens meeting. Change items 11/12 (switch positions of discussion)

Jay Hunt (JH) / Wendy Ryan (WR) Motion to accept Agenda, Unanimous Approval

Sean Cornell (SC) / JH – Motion to approve Spring 2018 AAC meeting minutes, Unanimous approval.

AO gave ‘Thank you’ to Bob Vaillancourt for serving as secretary for many years & Welcome to our new secretary, Steve Seiler.

- II. Welcome and Introductions

AO – Welcome and thanks to all administrators, staff, and faculty for attending.

- III. Viewed the short marketing videos produced by PASSHE undergraduate student interns at CBFS and posted online

<https://www.youtube.com/watch?v=sEJqF82xdbE> (We Are Chincoteague Bay Field Station)

<https://www.youtube.com/watch?v=lnOd4lngTNE> (Thank You Donors!)

[https://www.youtube.com/watch?v=JhAJ\\_WeUiLA](https://www.youtube.com/watch?v=JhAJ_WeUiLA) (College Hype Video)

- IV. Very brief history of how we got to this point.

- a. 50 year history in one-page summary (*see timeline PDF*)
- b. 2006 Summit meeting (*see PDF*)
- c. MACRI MOU
- d. Review of CBFS organizational tables (Executive Board, CAA, AAC) (*Please see PDF*)

AO and SC gave history of the MSC/CBFS with supporting documents. Pre 1968- Formation of MSC (1968) included several PASSHE Universities plus other member Universities.

WR – gave summary of 2006 Summit to address aging facilities and how to upgrade the MSC for longer term plan for the field station. Partnerships built with NASA and the Chincoteague National Wildlife Refuge (CNWR) and commitment to build new teaching facilities/cafeteria.

AO/SC = Mid Atlantic Coastal Resiliency Institute (MACRI). SC gave brief history of MACRI = Group of partners including NASA/CNWR to combine resources for coastal research and education. CBFS sale announcement caused distress/perception issues with partners – restricts/cuts out ongoing discussions with partners on the eastern shore.

AO Recapped the CBFS organizational chart as described by the 2006 Summit

CBFS employees are nonprofit staff.

AAC faculty interface with staff, plan courses, coordinate research, etc.

CAA Council of Academic Administrators – Interface between faculty and the Executive Board

Executive Board – University Presidents of all Member Universities

LEVELS OF MEMBERSHIPS Established

Establishment of levels → loss of membership from several PASSHE Schools

- e. Timeline of recent events
  - i. First Board of Directors meeting with Faculty Representation (AAC Chair, Oct. 2016)
  - ii. Brailsford & Dunlavey conduct an external review, publish PASSHE CBFS Operations Analysis, Draft Dec. 2016, Final Jan. 2017
  - iii. CBFS Executive Director resigns, Feb 2017

- iv. Board of Directors vote for Sale of Asset, March 2017
- v. AAC faculty informed of Board's decision June 2017
- vi. Realtor identified, CBFS placed on market "For Sale" as of 1/25/2018

AO recapped timeline of recent events.

Brailsford & Dunlavy external review – NOT commissioned by PASSHE (Jim Dillon)

i-iv Happened RAPIDLY and with no communication from executive level to AAC level.

V. Status of sale

- a. Update was requested from Ken Long
- b. Greenbackville has an education usage restriction through 2024, there are no deed restrictions on the main campus (Board confirmed with DOE this month)
- c. Board of Directors controls all MSC, Inc. assets

AO gave update that main campus is for sale, Greenbackville not for sale because it has EDUCATIONAL restriction until 2024. Inquiries have been made and tours given by realtor. One offer made, but rejected by realtor. Inquiries made about putting the field station for auction sale. Asking Price is NOT being disclosed by the Realtor.

VI. Largest problems for the administration are the 11.5 million dollar (as of 6/30/2018) debt service and unequal membership fees—ESU and KU are carrying the burden for all member universities

AO gave update to current debt service. PASSHE holds the bonds, but the mortgaged debt is allocated to ESU/KU through internal agreements.

Unequal membership fee –	\$100,000	ESU/KU/MU per year
	\$70,000	Shippensburg
	\$5,000	all other members pay only 5K

- a. PASSHE is paying the 1.2 mil annual debt 7/1/2018 - 6/30/2019 and 7/1/2019 - 6/30/2020—**Thank you BOG and Chancellor!**

AO gives THANK YOU to BOG and Chancellor – PASSHE will pay the annual debt for 2 years

Unequal membership fees remains a big problems- fee structure remains as it was in 2006. Restructuring the membership fees can help fix some debt problems AND attract new Universities.

SC, AO, and Jim Dillon - Discussion ensued about membership

Jim explained the thought process on how membership fee structure was decided back in 2006 → Debt service was a planned verbal agreement to be shared across campuses. Membership fees were planned to cover debt service before the 2008 financial crisis. Verbal agreements by Universities presidents were not formalized and turnover at president positions left verbal agreements unfulfilled.

SC – Universities joining/dropping out of membership is not sustainable.

JDillon – Facilities were built in 2006 to attract/maintain higher participation from PASSHE and other Universities

AO – Gave recap of the CBFS vision/mission/opportunities emphasizing that the work done by faculty, staff, and students at the CBFS remains a strong reflection of what PASSHE call for in education programs. CBFS is an asset across all of PASSHE

Aaron Haines (AH)/Cindy Venn (CV)/WR/JH – Questioned how the Presidential agreements to pay membership fees were made verbally but not followed through. Why/how was a low \$5000 membership made? Can the debt service portion of the CBFS be refinanced?

JDillon: Explained that a cascade of reasons caused Universities to feel pressured to NOT be members.

Nonprofit refinancing is trickier, but PASSHE is interested in this option (if possible). Main problem is that membership fees did not come in (fees to reach \$700,000).

AO/Sarah Bartle (SB): Stated the difficulty of attracting new members when the facility is for sale.

SB: Question: Can the CBFS be taken off the market?

AO: The decision to sell/not sell is held with Executive board (sale being pushed by ESU/KU).

WR: Since there was NOT success bringing in new members before listing for sale, what is the barrier to bringing in new members?

SC: Stated that he has had discussions with small, private schools about membership – Interest exists, but being ‘For Sale’ is a barrier to these new members joining.

SB: If membership a problem (membership fees), how to attract new? How long would it take to attract new members?

AO: Question/Discussion: How does the CBFS attract new members and distribute debt equitably across all PASSHE members? University Administrators have consistently reminded AAC faculty to maintain the current teaching and research activities including the planning of future summer courses.

SC: Individual Universities will probably weigh costs/benefits of membership => stay as a member or withdraw support based on individual financial circumstances. BROADER VALUE of the CBFS lies in the shared expertise and resources across all CBFS member Universities.

JH: Reemphasized that further values of CBFS membership is in providing student and faculty access to appropriate field sites = Essential for CBFS faculty to conduct research with students.

SC: Described Program Impact Synopsis Matrix ->

*By University Matrix: For each school, which programs rely on the CBFS for coursework, field trips, High Impact Practices (research projects, internships, etc.) # of students*

*Across campus summary:*

*9 programs require courses at the CBFS*

*44 classes require weekend field trips.*

*~160 students take courses each summer*

*98 Undergraduate researchers – research Required*

*MOUs with CBFS partners*

## VII. STEM/STEAM Program impact review

- a. Summary of current programs
- b. College Values Online Top Degree Programs listing- highlights importance of field stations/marine labs and hands on experiences (*see attachment*)
- c. The effects the loss of the CBFS would have on our STEM programs

AO: Loss of field station would have dramatic impact on our programs. ALL ranked Oceanography and Marine Biology programs LIST their field station as a value to their program. If CBFS is lost, the rankings of highly ranked Oceanography and Marine Biology programs will be lost (as will the high impact experiences from ALL schools that use the CBFS).

## VIII. The student perspective

Each student gave testimonial about how experiences at the CBFS shaped their careers.

Joao Meyers (Shippensburg M.S. Student)- Undergraduate college did not have a coastal field station. Master's thesis research taking place on Wallops Island. Choose Shippensburg because of access to a coastal/marine field station. Is student at Shippensburg, but has Adrienne Oakley (Kutztown) on graduate committee. Research being presented at two conferences (with Shippensburg and CBFS on the presentation).

Leah Bergman (East Stroudsburg Student)- Student from New Jersey, but came to ESU because of CBFS. Took CBFS classes from West Chester and Lock Haven faculty. Marine Biology experiences led to invitation to join international research cruise in northern Pacific Ocean (she was the only undergraduate on professional/graduate student cruise). Stated that the student experience at the CBFS is better than most other Marine Biology programs.

Veronica DiFuccia (Kutztown Student). Grew up in Maryland, but decided to go to PASSHE school because of the Marine Program – experience at Maryland Universities would not have provided her with high impact courses/activities. Field experiences and (shared) equipment at the CBFS was invaluable.

Caitlyn Collins - Bloomsburg Graduate Student (completed undergraduate degree at ESU). Choose ESU because of ability to take classes at the CBFS. Took classes from professors at 4 different PASSHE schools. Entered graduate program at Bloomsburg because of ability to continue using the CBFS.

SC: Read letter from Margaret Dunkelberger (Shippensburg University Honor's student) that took classes (not required for her program) and high impact experiences and field skills not possible at home campus.

AO – Shared example of student from Miami who is enrolled at Kutztown for an undergraduate degree in Oceanography because of he would get hands on, feet wet experience (The CBFS recruited him to PASSHE).

10:00-10:15am Morning Break

IX. Options to ease the financial burden for the future AND retain asset.

- a. Business case presentation-- Ian Langella, SU
- b. Changes to membership levels/cost
- c. Increase # of member universities
- d. **PASSHE takes over debt service from universities and funds field station**
  - i. Requires support from numerous universities, students, and faculty

Ian Langella gave overview of membership costs/debt service from a Finance point of view. Also a range of options (7 different scenarios) on how to change membership fees and debt service.

If the CBFS is sold (Cut and Run = sale of assets) there would still be money owed on principal. This option was listed in the Brailsford Analysis as 'Very risky' and not given much discussion in the report = 1 paragraph. Brailsford report stated that this option 'Will likely result in loss and hurt students'

IL stated that the CBFS is well positioned to grow. Partnerships possible. With more utilization by Universities and partners, benefits to all members increases. CBFS is strategic investment = clearly fits the vision of PASSHE and provides tremendous positive impacts on students (tricky to quantify, but not impossible). Education is a core area identified by scientists studying climate change research.

Joanne Bruno: Field experience at CBFS are valued but fiscal challenges are real. Restructuring of debt/fees needed to build a sustainable future. Increasing recruitment and enrollment will be critical.

Anne Zayaitz: Administrators at PASSHE value the field experiences at the CBFS, but financial challenges are real for PASSHE.

WR/AO/JH/SC/ others: Discussion about situation of being pressured to increase membership and student enrollments while also dealing with a field station with a 'For Sale' sign. 'For Sale' status is holding back our chances to get buy in from more schools. Auction sale comes at an immediate cost → If CBFS is sold, multiple University PROGRAMS die immediately.

Question to Administrators in the room/on Zoom: Since PASSHE is paying the debt service for two years, can the CBFS be taken off the market to provide time to restructure the membership and attract new partners?

Jim Dillon: Recognized the commitment of CBFS affiliated faculty, but commitment by campuses to NOT join the CBFS is strong. Sentiment to say NO is very large.

WR/Others: Discussion has focused on college level programing, however Precollege programs should not be undervalued. Middle school/high school trips to the CBFS are primarily (~60%) students from Pennsylvania schools → an opportunity to bring middle school/ high school students into the PASSHE system. Captive/eligible audience with a positive experience at the CBFS.

#### X. Moving forward and **increasing utilization** of the CBFS

*Premise: We have to move forward with our programs, summer classes, continue recruiting students into our majors, BUT the status quo is not sustainable and will not be supported by the administration. Therefore we need to determine what can be done differently and where there is room for improvement.*

- a. Increase visibility of our marine science, environmental science, sustainability, etc. programs outside of home campuses
  - i. Highlight opportunities available for students and faculty across PASSHE and for partners outside of PASSHE
- b. Increase the visibility of our programs/Universities at the CBFS= pre-college recruitment
  - i. **Request for banners from member universities for display in the cafeteria**
- c. Sale status is holding us back from increasing utilization—the uncertain future creates difficulties in recruiting new member universities, collecting capital donations, working on large NSF grants, committing to multi-year research projects, etc. It has also affected CBFS staff turnover and contributed to decreased usage across all programs.

AO: Gave request to better brand member universities to the CBFS – Banners in the cafeteria. CBFS staff and other discussed better ways to increase connections to PASSHE universities for recruiting precollege to college campuses.

AO: Reiterated – point C above. As AAC, can we ask the Executive Board to remove the CBFS from sale so that we can pursue the opportunities?

JH/WR/Others: Is it possible to ask executive board to suspend the sale?

Ajoy Kumar (AK): Strongly recommend AAC faculty to have discussions with deans/provosts/presidents about the value of the CBFS to home Universities.

Alverne Chesterfield (Chet): The Field Station is NOT operating as if it will close. CBFS staff is trying to figure out how to maintain the field station until changes are made to keep field station solvent. Was told the CBFS was for sale on his first day as interim director. Made sacrifices to keep the CBFS solvent. Has built a strong understanding of the CBFS finances. Is looking for ways to cut costs and plan for future costs.

- d. **Centralized registration!**
  - i. Update on status of common fees across all PASSHE campuses.

- ii. Update on status of charging one CBFS course fee that covers tuition, station fees, and campus fees.

JH: Student enrolling in summer courses at the CBFS always pay fees that are NOT going to CBFS. Example technology fees, bus fees, health center fees that are not able to support their classes at the CBFS

AO: Common Tuition and Out of State Tuition fees were recently set to reduce cost hurdles for students. Proposed new FEES schedule to address CBFS courses is being worked on. A common registration and a way to bill the students on their home University would lead to an increase in participation. Planned to be in effect in spring 2019.

Pablo Delis(PD)/John Hranitz (JH)/WR/Nathan Thomas (NT)/ Others: PASSHE administrators care about students (as do the faculty). Supporting the CBFS = supports the students. Intangible benefits also include faculty recruitment to PASSHE campuses. Executive and Faculty meetings need to happen frequently with open communication to steer the CBFS into the future. Given the past several years without open communication, how do CBFS affiliated faculty open these lines of communication? How does this line of communication happen rapidly to the executive board for action?

#### Lunch Break 12:07- 12:42:

#### XII. CBFS Finances and General Announcements —Chet

- a. Overview
- b. Status of fundraising
- c. 2019 fees?

Chet: Emphasized that he is transparent/honest with the CBFS staff about financial situation. Reiterated that he has been focused on accounting for income/expenditures to make sure the CBFS remains solvent. Chet also emphasized that he stays at the CBFS position because he is passionate about the CBFS mission and its staff. 2019 Fees for field trips, meals, etc. → Board of Directors has to approve the fees for field trips/meals/other usage. No update.

SC/PD/others: Expressed worries about the loss of students who worry about the CBFS status as 'FOR SALE'. A key concern is the status of the Operating Budget is not shared with the AAC readily.

PD/AO/others: Inquired whether Chet thinks the presidents/BOG have the interests of PA in mind as they make decisions. Passionate discussion throughout the audience continued that the BOD has not been acting in good faith by withholding the status of selling the CBFS from faculty, from the CBFS staff, and from the Executive Director Search process. The AAC recognizes that Chet is in a difficult situation in reporting to the Board of Directors.

WR/AO: Drafted an email to the BOD to ask to suspend the sale of the CBFS for 18 months as a first step toward improving the direction of the CBFS. The For Sale sign is seen as a serious problem to our student and partner recruitment efforts. Discussion included ways to increase new non-PASSHE memberships and field trip use at the CBFS.

#### XI. Marine Science Consortium/CBFS 50th Anniversary – October 19-21, 2018

- a. Registration is up! Please advertise widely!  
<http://www.cbfieldstation.org/anniversary-weekend.html>
- b. Faculty and student volunteers
- c. Current registration numbers?
- d. Needs from the field station?

Chet: Goal of \$15000 (\$50,000?) with about \$6000 online already. Approximately 40 individual people have donated. Plan in place to ramp up advertising to donate for the 50<sup>th</sup> event and to attract more participants to the 50<sup>th</sup> Weekend.

Alexandra Ramey gave synopsis of the 50<sup>th</sup> anniversary celebration. Registration for the weekend is only at 17 people so far (More people are needed to keep the event happening as scheduled). EMPHASIS to register soon (Oct 3 at latest) so that food and events can be planned effectively. A request was made to faculty to communicate what is needed from CBFS for activities, boat trips, excursions.

Tracy Whitford and others: Discussion about the possibility for Commonwealth of Pennsylvania University Biologists (CPUB) to sponsor a trip for interested PASSHE faculty to attend the 50<sup>th</sup> Anniversary Weekend or other trip to the CBFS. Sponsor = subsidize the trip for faculty to visit the CBFS. Nathan Thomas (CPUB President) will discuss with CPUB at an upcoming meeting.

### XIII. Summer Courses- Planning

- a. Finalize Schedule for Summer 2019
  - i. Propose switch from Coastal Marine Biology (Boal has retired) to Marine Biology (Ryan)
  - ii. Could Ichthyology fit in session 1?
  - iii. New course proposals
    1. Coastal and Marine Mycology, Chris Smyth, LHU
    2. Selected Topics in Communication Design – Creative Placemaking, Karen Kresge, KU-Summer session 1, 1-2 weeks at CBFS

2020 Schedule/2021 Schedule

- b. Look at Summers 2020 and 2021, Update 3-year plan
- c. Marketing summer classes: Embed key words in all websites to get Google hits

2019 Course schedules for each session were discussed and changes to tentative schedule were made.

New courses proposed and placed onto 2019 schedule:

Communication Design Course (Hybrid course from Kutztown = online component, field station visit). NT/JH first, second. Unanimous vote to include in 2<sup>nd</sup> session.

Coastal and Marine Mycology (Traditional field station course from Lock Haven). JHunt/JHranitz propose to accept. Unanimous vote to include in 3<sup>rd</sup> session.

2019 Schedule: SC/JHunt move/second to accept 2019 schedule. Unanimous vote to accept.

Tentative 2020/2021/2022 schedules discussed. Short discussion took place to increase the internet visibility of summer courses on internet search engines.

### XIV. College Program—CBFS Staff

- a. Summer 2018 Statistics
- b. Alternative Spring Break 2019
- c. Disciplinary action/protocols
  - i. Prohibiting students from taking classes? Time limit? Concerns about students who have required classes.
- d. Housing options: How are off campus students charged? What is the policy?
- e. Budget concerns:
  - i. Summer session boat trips. Max #?
  - ii. Summer courses with off campus trips—policies, extra charges?
  - iii. Research student billing—Requirements, expectations, NASA scholarship
    1. What is the research committee policy?
    2. What are the current costs?
- f. Other policy changes
- g. Marketing



Sarah Bartle gave summary of enrollment for 2018 courses by session. General discussion about how to encourage enrollment in all courses, but especially into new courses and general education courses.

Discussion about resource use by each class/what is the normal 'budget' for courses → cost of boats. An internal CBFS review is happening and will be reported at the Spring AAC meeting. General discussion ensued about how membership fees lead to subsidized field trip costs (full members receive field trip cost discounts). Chet gave some updates on the operating budget and shortfall for 2018 and his goal to make sure costs of the programs are covered by fees charged to participants.

SB: Stated that the CBFS is undergoing a policy review concerning field trip scheduling, safety protocols, and weather policies. Boat captains suggested a formal risk assessment plan for specific activities. An update will be brought to the Spring 2019 AAC meeting for discussion.

Field trip/sampling permits were discussed. Some activities need 1 month notice for NPS or USFWS. Use of gated areas or publicly used areas need 3 weeks' notice.

#### XV. Research and Grant updates

- a. Jay Hunt—REU
- b. Infrastructure Capacity for Biology (ICB)- NSF solicitation
- c. NASA collaboration- NASA liaison
- d. MACRI update—MOU up for renegotiation soon

JHunt gave brief update on a NSF Grant (REU) that was submitted and includes a budget of ~\$80,000 for field station resources/upgrades. AO encourages trying for field station infrastructure grants from NSF

AO/SC working on new NASA Collaborations

#### XVI. New Business

JHunt expresses thanks to AO and SC for all their hard work over the past 6 months.

#### XVII. Spring 2019 meeting, February 22, 2019 – Harrisburg 8:30-4 PM

