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September 4, 2013

To: Sheldon Axler, Dean, College of Science and Engineering

From: RSO Review Committee for the Romberg Tiburon Center

Jane DeWitt, Professor of Chemistry and Biochemistry (Chair)

Mike Goldman, Professor of Biology

Marilyn Lanier, Senior AVP for Physical Planning & Development

Andrew Oliphant, Professor of Geography and Environment

Jaylan Turkkan, AVP Research

Re: Five year review of the Romberg Tiburon Center

Summary of the Review

The following six-year review of RTC is conducted in accordance with the RSO review process, to ascertain whether RTC is “functioning in a manner that justifies the space and support it receives”. The review process “considers the RSO’s original goals, present functioning, future plans and continuing development”. The Dean of the College of Science and Engineering met with the members of the RTC review committee on April 8, 2013 to initiate the review process. Materials available to the review committee included the 2006-2012 six-year report prepared by Dr. Toby Garfield, Director of RTC, the Advisory Committee review of RTC and its director, the 2011 Site Development study, annual reports and the prior RSO review.

After review of these materials, the committee met on May 20 to plan the review, and went to RTC on May 22, 2013 and June 5, 2013 to meet with the RTC community. At these meetings, the committee had a tour of the site and separate meetings with the Director, the administrative, facilities and marine operations staff, PIs and faculty, research staff and postdocs, the Advisory Board Executive Committee, students, and individuals. The review committee met on June 10 and June 12 to discuss findings and begin drafting the report. A first draft was completed on July 11 and the committee met on July 25 to finalize the report. A review of the director was prepared separately.

The review committee has seven overall recommendations for RTC, summarized here:

1. Address current issues of facilities and space usage, communication, staff workload, safety and training.
2. Plan for a national search for a Director of RTC.
3. A scientific and educational vision for RTC needs to be defined and developed into a strategic plan for the future direction of RTC.

4. Modify the organizational structure to allow the Director's position to focus on implementation of the strategic plan, outreach and fundraising efforts; review the funding model for RTC operations.
5. Define a mechanism to facilitate hires of research and tenure-track faculty at RTC.
6. Continue to work on the coordination of campus and RTC efforts for facilities and infrastructure maintenance and utilization.
7. Establish a strong working relationship between RTC and the Office of University Development to invigorate fundraising efforts to support RTC's strategic plan.

These recommendations are fully described in this review.

Introduction

RTC has three major areas of strength. First, it hosts a thriving and well-respected research community of faculty, associate faculty, post-docs and students. Their research is well recognized internationally as well as at the state and local levels and has important applications in regional environmental management. Education at RTC is connected to research directly and effectively, and it is clear SFSU Masters' students get a high level of education working at RTC and many go on to careers in marine sciences, management and/or education. This merging of research and education impacts growing numbers of students, and both faculty and students working at RTC are highly productive, as measured by numbers of publications, grants and awards. Table 1 provides a comparison of total active awards to RTC PIs compared to total active awards for the University.

Table 1. RTC and SFSU Total Award Data
(For grants and contracts active 7/1/2012 and after)

Sponsor Type	Award Amount	Award Amount
	RTC	Total University
FEDERAL	\$10,005,992	\$90,102,738
STATE	\$3,617,353	\$24,214,980
NON-PROFIT	\$67,326	\$7,092,116
FOR PROFIT	\$145,280	\$261,513
INTERNATIONAL	\$62,591	\$458,805
<i>GRAND TOTAL</i>	<i>\$13,898,542</i>	<i>\$122,130,152</i>

The second strength of RTC is the community of personnel who work at RTC. Comments by RTC faculty, staff and the advisory board executive committee almost universally reflected a strong dedication to the success of RTC and its impact in research, teaching and outreach. As is perhaps typical of isolated work communities, staff members frequently work beyond their job descriptions or hours and in this case with limited resources and challenging facilities. Despite this, the staff is generally positive and enthusiastic about their jobs. The advisory board has strong visions of RTC's future capabilities and is eager to work to support RTC's future.

Third, RTC's campus is in a strategic location with large potential for growth and great natural beauty. It is the only marine lab on SF Bay, the largest estuary on the west coast of North or South America and an acclaimed

biodiversity hot spot. The physical connection with the Bay is critical for activities such as vessel operations, marine monitoring and sampling programs and Bay water pumping facilities and it has the potential for one of the few deep-water ports in the Bay. The physical layout also lends itself well for growth both of RTC's research and educational facilities and for housing appropriate revenue generating tenants, such as existing relationships with SF-NERR, Taxon Biosciences and the Smithsonian Environmental Research Center.

The mission of RTC is to “advance understanding of the world’s complex marine and estuarine environments through research, education, and outreach, with a focus on San Francisco Bay.” The review committee finds that RTC is functioning in a manner that is consistent with the mission, and that the space and support received by RTC is justified. The 2006-2012 report has a detailed account of the many partnerships, programs and research accomplishments of RTC that demonstrate success in carrying out the mission of RTC. This review will focus on recommendations that originate from the candid and thoughtful conversations during the site visits about current and future needs and the future direction of RTC.

Recommendations

1. Address current issues of facilities and space usage, communication, staff workload, safety and training.

A. Increase the usage of the guest house and conference center for revenue generation, preferably for events with a general focus on science, environment, SF Bay and marine studies Unused capacity could bring these facilities to a break-even budget. To increase marketing visibility to the SF State community, discussions to centrally schedule these facilities by the University Events Coordinator in University Property Management have taken place and will be implemented.

B. Research space allocation and review policy The mechanism by which research space is requested, reviewed and allocated should be reviewed and evaluated for effectiveness in addressing research space needs at RTC. Use of research space should be linked to carrying out the mission of RTC, based on a combination of student training, research funding, research productivity, and service to RTC. Some flexibility is needed for times when investigators are between grants or during extreme budgetary downturns beyond the investigator’s control, but a mechanism to repurpose existing research space must exist to allow RTC to manage limited laboratory space effectively in support of the scientific vision. This mechanism needs to address changing space needs of existing faculty, changes in the level of funding or training activities by faculty, space requirements for post-docs transitioning to independent research faculty positions, and requests for space for campus faculty who wish to move their research program to RTC or use RTC to store equipment.

C. Include research staff in staff meetings The grant-funded research staff expressed an interest in being included in the staff meetings at RTC to improve lines of communication about operations, facilities, and administration issues with the research staff. The research staff suggested having one representative at staff meetings. The name of the representative should be communicated to the Director or Administrative Coordinator for inclusion in any staff communication and meetings. We encourage two-way communication at these meetings – issues of concern to research staff should be placed on the agenda of the staff meeting for discussion.

D. Evaluation of job descriptions and classifications In conjunction with any evaluation of the organization of RTC, staff job descriptions and job classifications need to be reviewed and modified to reflect current levels of responsibility.

E. Request in-range progressions Although previous requests may have been denied in the past, staff should request in-range progressions. The climate on campus has changed, the budgetary outlook is more positive, and such requests may receive more support at higher administrative levels than in recent history.

F. Review lines of reporting and protocols for laboratory emergencies Research staff noted that laboratory safety and hazardous waste training and compliance issues are well defined at RTC. However, several staff expressed concern about emergency response protocols given the distance between campus and RTC. We suggest that research staff and the lab coordinator discuss these concerns, with the CoSE Health and Safety Specialist and Directors of Operation both at RTC and CoSE, and define lines of reporting and protocols for laboratory emergency situations.

G. Provide on-going training to facilities staff. RTC facilities staff are encouraged to take advantage of relevant safety training sessions offered by campus F&SE in conjunction with EHOS for facilities staff to meet risk management requirements and allow more flexibility or latitude in capabilities of facilities staff housed at RTC.

H. Pursue the new graduate degree in marine sciences at SFSU. Support for the creation of a graduate degree in Marine Sciences housed entirely at SFSU was expressed at the PI meeting. Such a degree program would increase the visibility of RTC as a center of excellence in graduate education within SFSU. Work has begun on the creation of this program and we encourage that work to go forward in the coming academic year. Concerns were raised about the coordination of the program and the ability to offer the appropriate breadth of coursework for the degree. In addition to the design of the degree program, the administrative issues associated with the implementation of the program (application process, review of applicants, student advising, class scheduling) need to be worked out and clearly defined for this program.

2. Plan for a national search for a Director of RTC

With the announcement that Dr. Toby Garfield, the current Director of RTC, will be leaving RTC and SF State to take a new position, RTC needs to plan for a national search for a new Director. However, before a search can be conducted, some attention needs to be paid to the organizational structure of RTC and especially to the position description for the director (see Recommendation 4 in this report). These issues need to be addressed so that the next Director of RTC can be the outward-facing leader desired by the RTC community. Additionally, any growth of RTC requires a mechanism to hire research faculty. The definition of this mechanism needs to be given a high priority prior to conducting a search if one of the responsibilities of the Director is to oversee the growth of RTC.

We recommend that a committee of staff, faculty and advisory board members work on a profile describing the current state of RTC. Such a profile could describe current programs and research themes and summarize current thoughts on possible directions for future development of RTC. This could be used to introduce RTC to the candidates for the position of Director, and perhaps serve as the starting point for the development of the strategic plan for RTC.

3. A scientific and educational vision for RTC needs to be defined and developed into a strategic plan for the future direction of RTC.

A. Develop a Scientific and Educational Vision of RTC. RTC functions in many ways as a department, and as such, RTC needs to define its own research and educational goals and articulate to the University how RTC fits into the larger strategic goals of the University. The current strategic plan for the University has a goal of creating graduate programs of excellence - this is one clear way in which the strengths of RTC contribute to the success of the strategic plan of the University.

We are happy to hear that the executive committee of the advisory board and RTC faculty have plans to meet to articulate a vision for RTC. We strongly encourage this work to go forward as the RTC community has been frustrated at operating without this vision. This vision should include a broad description of the scientific themes currently being investigated at RTC and the existing expertise at the center. It also needs to communicate possible future scientific directions of RTC. Are there research focus areas that RTC faculty want to develop at RTC? Is the long-term goal of RTC to develop into a comprehensive marine science institution or to become a center of research excellence focusing on the SF Bay and Estuary? Should a long-term goal of RTC be to develop a policy arm to use scientific expertise to influence public policy? Should the name of RTC be changed to more clearly define its mission. Should co-branding with SFSU be done to define the link of RTC to SFSU?

There was unanimous agreement amongst all groups that an overwhelming strength of RTC is in the area of graduate student training and graduate research and education. There has also been growth in science education outreach activities at RTC over the past few years (summer high school internship programs, teacher training programs, REU program) and this growth has created some issues associated with coordinating all of these meritorious training activities. As part of the development of a broad strategic plan for RTC, the RTC community needs to develop a vision for the educational program of RTC that articulates the types of training and outreach programs that fit into that vision and identifies areas in which RTC wishes to continue or expand its efforts. The growth of training and outreach programs needs to be done in a coordinated fashion between those organizing the programs and those working to accommodate the participants to maintain the quality of the experience for all involved.

The vision developed should be the idealized scientific vision of RTC, unencumbered by fiscal or administrative limitations. With a view of where the RTC community wants RTC to grow, a strategic plan for growth at RTC can be developed.

B. Develop scientific and education vision into strategic plan With the scientific and education vision in hand, begin a strategic planning exercise to identify the staff and facilities development that will be required to implement the RTC vision. This plan needs to be detailed and include goals, resources needed to realize those goals, and then mapped to a timeline over perhaps a 3-10 year period. A reasonably flexible attitude about the goals and timelines needs to be maintained to adjust priorities to changing conditions. Grow tenured/tenure-track faculty and research faculty as facility space grows following the strategic plan.

C. Project hiring needs based on RTC strategic plan Staff positions to support the growth of RTC in accordance with the strategic plan need to be identified, prioritized and communicated to the Dean.

D. Link a site development plan to the strategic plan for RTC Based on the strategic vision, a plan needs to be developed for each building with respect to the feasibility of building upgrade and renovation from a program priority and cost/investment standpoint. A good starting point would be the updating of a facilities assessment based on previous assessments that have been completed, such as the summary provided by AVP Capital Planning, Design and Construction in 2010. Buildings can be assessed based on the potential for current or future utilization: 1) buildings that can be occupied today, or with minor tenant improvements; 2) buildings that require significant capital renovation and/or structural repairs; and 3) buildings targeted for future demolition. Building plans must identify the possible sources of funds: the CSU capital outlay program, the University, tenant improvements through lease(s), public/private partnerships, or private donors. Estimated design and construction costs, as well as operating costs, should be considered in the feasibility analysis for each building.

4. Modify the organizational structure to allow the Director's position to focus on implementation of the strategic plan, outreach and fundraising efforts; review the funding model for RTC operations.

When asked what the role of the RTC director should be, the answer was to raise funds for RTC, to participate in significant outreach in the community, to form partnerships and to provide leadership in implementing the scientific vision of RTC. This defines a more outward-looking role for the RTC director than is currently defined by the most recent position description, or suggested by the current organizational chart. The current position of the director and organization chart is suitable for RTC as it was a decade ago, but given the growth of the programs and types of activities at RTC over the past decade and projecting the future growth of RTC, the role of the director and the organization of RTC needs to be modified to position RTC to operate more efficiently and free up the director for the outreach, fundraising and planning activities most feel is appropriate for the director moving forward.

Additionally, the relationship between the RTC organization and other campus departments, RSOs such as NERR or tenants housed at RTC needs to be clearly defined in any proposed reorganization of RTC, especially with respect to space utilization and infrastructure requirements.

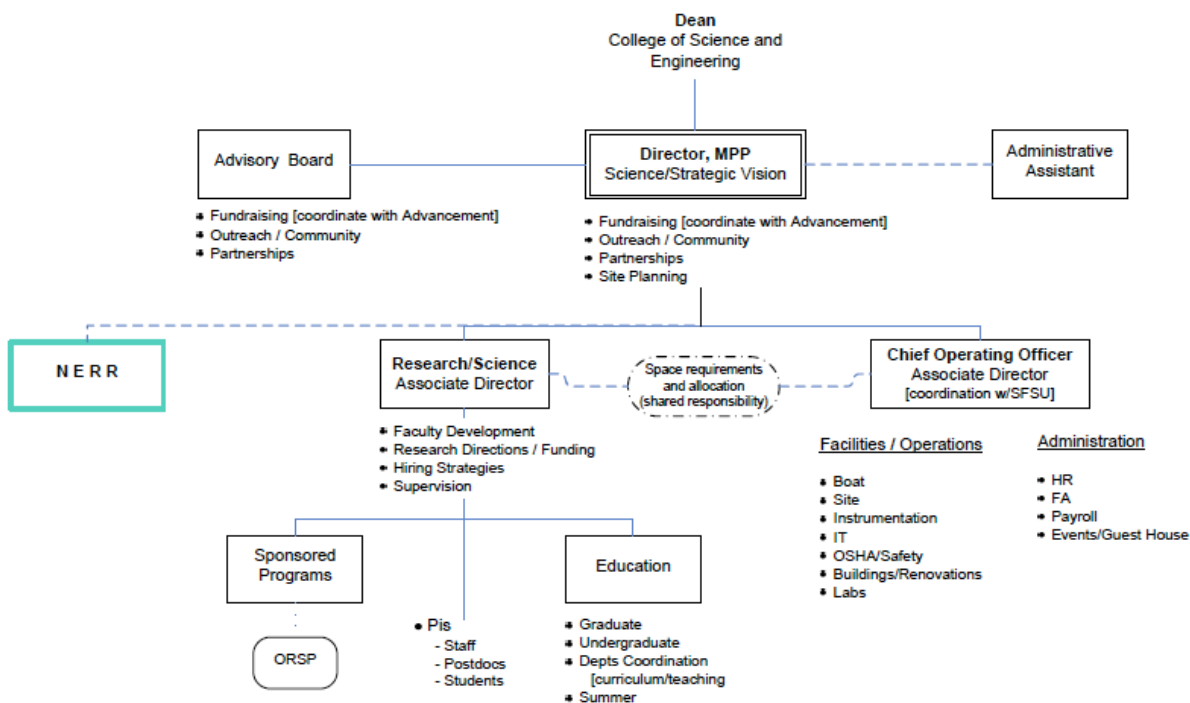
A. Suggested reorganization of RTC We suggest a new organization for RTC that consolidates facilities/operations and administrative activities under an Associate Director of Operations (existing position but currently vacant), and science and education activities under an Associate Director of Research (Figure 1. Suggested Reorganization of RTC). Those more intimately familiar with the operations at RTC can better implement an efficient organizational structure that will facilitate moving RTC into the future. However, it is clear that some attention needs to be paid to the lines of reporting and responsibility of RTC. Our suggestions are:

i. Create a position for an Associate Director of Research Reports to the Director and is responsible for issues relating to the operation and coordination of research, training and educational programs at RTC. We imagine that this could be an assigned time position for RTC faculty, and it would require someone familiar with the research and training activities being conducted at RTC.

ii. Hire an Associate Director of Operations Key RTC stakeholder groups were virtually unanimous in expressing their belief that this position is essential to the successful day-to-day operations of RTC given the nature and complexity of the facilities. It is also essential to free up the Director to focus on the scientific mission and the development of a viable funding strategy to execute the mission. This position is directly responsible for operations on site, including administrative issues, and must deal with both the day-to-day operations of RTC, as well as planning for future needs. Additionally, the Director of Operations will coordinate with campus units to facilitate communication and clarify the procedures to access campus resources when needed, or the procedures to get things done when campus resources are not available. The classification and pay scale for this job needs to reflect the challenges and the 24/7 commitment to the position.

iii. Conduct an evaluation of staff classifications during the reorganization process Many of the facilities and administrative staff described increased workloads and changes in responsibilities of their jobs over the past several years. Such changes in workloads were typical on campus as well. An evaluation of job descriptions and classifications should be undertaken during any reorganization and modified as needed to accurately reflect current levels of responsibility.

Figure 1. Suggested Reorganization of RTC



B. Transition the role of the Director to a more outward facing role With the implementation of a new organizational structure for RTC and with a Director of Operations in place, the Director's role can transition to the following:

- Provide leadership in the implementation of the strategic plan

- *Articulate the scientific and educational vision for RTC to main campus, the advisory board, development office, advancement and the local community*
- *Work closely with the advisory board and the SFSU development office and the President to increase fundraising capabilities*
- *Establish partnerships to benefit RTC and the scientific community either with collaborations or to provide a mechanism for new laboratory space, a greenhouse, dock or other facilities.*

C. Review the funding model for RTC operations RTC is currently classified as a research and service organization and as a CSU Field Station, but it has a much larger operating structure than many of the RSOs on campus. RTC's operating budget is tied to indirect cost recovery (IDC) from grant funding that has been translated into a more level annual operating budget approved by the Dean of the College of Science and Engineering (CoSE) each fiscal year, supplemented by revenues generated from leases and rentals, and from donations. RTC funds all site maintenance, repairs, general operating supplies and services and some support staff from this budget. The cost of utilities (gas and electricity) for RTC is paid centrally by campus F&SE. CoSE pays for several staff positions.

It is widely believed that the current funding mechanism and level of campus-funded support for site maintenance and repairs is tied to the Field Station designation of the facility. Many advocate for a change of RTC's designation from Field Station to campus in the belief that this would shift much of the site maintenance expenses to campus and perhaps improve the budgetary picture for RTC. It is not clear, though, if the current model results from the Field Station designation, from the physical distance between RTC and campus, from a prior arrangement with campus developed in an earlier era, or some combination of all of these. Supplies and services budgets for academic departments on campus are based on FTES and significantly lag IDCs generated by research grants in departments with significant levels of external funding. FTES-based funding may not be a viable model for RTC with a campus designation even if much of the site maintenance and repair expenses shift to campus. Both the benefits and limitations of the operation and funding model for RTC need to be carefully evaluated with any review of the designation of RTC.

Given the growth of RTC over the last 10 years and in anticipation of the strategic plan for RTC, a review of the funding and budget model for RTC seems appropriate. Campus responsibilities and RTC responsibilities with regard to maintenance and repair expenses should be reviewed and defined. Perhaps there are some maintenance and repair expenses associated with site safety or risk management that should be paid by campus, while expenses that are directly linked to the research and educational programs at RTC should be paid by RTC. How would such a change in fiscal responsibility for some expenses change RTC's operating budget? With any proposed change in the funding or budget model for RTC, attention needs to be paid to defining lines of responsibility for coordinating, overseeing and paying for work or services. The advantages and disadvantages of any change in the current model needs to be evaluated.

5. Define a mechanism to facilitate hires of research and tenure-track faculty at RTC.

A. Intentional Hiring for RTC Vision A means for replenishing or increasing the number of PI's is necessary for RTC's continued success. Such hires must be done in coordination with the scientific and educational vision for RTC and its strategic plan.

i. Establish Tenure-track hires in campus departments housed at RTC We believe that the earlier mechanism of hires in an academic department with research space at RTC has merit. RTC-specific positions could be allocated by the Dean to minimize perceived competition felt by departments for main-campus versus RTC appointments. This allocation mechanism is being used successfully to build a community of discipline-specific science educators across the College. If the University decides to go forward with 100 new tenure-track positions, perhaps some of these positions could be allocated for RTC hires. Hires must be consistent with the scientific vision and strategic plan of RTC as well as with the requirements for tenure and promotion in the home departments. These positions should be viewed as an opportunity to build breadth and training opportunities in the academic department. In consultation with the Dean, a formal agreement or memorandum of understanding should be developed between RTC and the campus department to clearly define campus and RTC teaching and service expectations for new faculty hired under this mechanism. Additionally, issues of assigned time, access to Department or RTC funds for equipment repair or research support, travel or other professional development support need to be defined.

ii. Define Mechanism for Grant-Funded Faculty Hires A mechanism to hire soft-money research faculty is desirable for future hires. In the absence of tenure-track hires, this is the only mechanism available to allow RTC to grow. The current hiring practice is ill defined. Such a mechanism could easily build on the existing procedure for grant-funded positions used by PIs to hire research staff on existing grants, however, if the goal is to hire someone as a new independent investigator there are details of support that need to be worked out. The requirements and expectations of the position (funding level, publications, student training, service to RTC, teaching) as well as the responsibility of campus and RTC to the PI (start up funds and salary, amount of research lab space, office space) need to be defined and a formal agreement about these issues developed. The mechanism of how a position is requested and approved, the classification of the hire and the associated working title, adjunct and PI status all need to be defined. The requirements that must be met in order to maintain the position must be clearly defined, and a review mechanism put in place (such as the existing staff performance review) so that both sides can evaluate the relationship and modify it as needed.

The above mechanism should also address the conversion of RTC post-docs to soft-money research faculty positions. Such conversions, however, need to be in accordance with the scientific and educational vision and strategic plan of RTC.

We suggest that the Director of RTC and ORSP staff meet to define this mechanism in consultation with the Dean. If adjunct status or joint appointments as lecturers will be part of the mechanism, Department chairs need to be notified of the requirement. We further suggest that Departments review the mechanism by which adjunct appointments are recommended within the department. Perhaps a common policy on adjunct status for RTC faculty can be developed across the college to further simplify the process.

iii. Research Scientist Classification at the CSU We encourage the SFSU AVP Research, in cooperation with other Chief Research Officers at other CSUs, to advocate for the creation of a research scientist classification within the CSU. If a research scientist classification is created within the CSU system, the mechanism for recruitment, review and advancement will have to be defined so that the ability to hire

under this mechanism can be implemented. Some of this may be defined as part of a collective bargaining agreement for the position.

iv. *Special Hiring Considerations* With a goal of implementing a strategic plan for RTC within the constraints of limited resources, RTC must be able to exert some control over hires as much as possible. However, situations do arise that involve the placement of faculty research programs at RTC. The faculty may or may not be a direct fit to the vision and strategic plan of RTC and therefore the addition of the program more opportunistic than intentional in nature, although not necessarily in a negative way. However, there has to be a clearly defined mechanism to review these sorts of placements, an agreement of how the space and resource needs for such a placement will be met, and of how this placement affects future hiring opportunities for RTC. It is very important that such additions to the faculty and PIs at RTC should not be a substitution for a future planned position, but should be an addition to the plan.

6. *Continue to work on the coordination of campus and RTC efforts for facilities and infrastructure maintenance and utilization.*

With the exception of Building 36 and a few other facilities currently in use, most of the facilities at the RTC are generally in bad condition and do not meet current CSU building codes for safe occupancy. Many of the buildings are on the CSU Seismic Priority Lists 1 and 2. Given this situation, plans for expansion of research activities and programs must be coordinated closely with the Capital Planning, Design and Construction (CPDC) department to ensure that appropriate renovation/repair actions are taken which ensure that targeted spaces are occupied within the desired parameters, or suitable alternative spaces located elsewhere.

Like SF State's main campus, all capital improvements to facilities at RTC are subject to the CSU building codes and requirements. The central reference document that applies to all CSU facilities improvements is the *State University Administrative Manual (SUAM)*. Any projects that are contracted out or built in-house must meet SUAM requirements. As the CSU Building Official, the Associate VP for CPDC is available to advise and consult with the RTC Director and other key operations/facilities managers on proposed projects to ensure they meet SUAM guidelines & requirements. In addition, CPDC will coordinate with the Procurement department on the competitive bid process and associated contract documents required.

In recent years, several large renovation and facilities improvement projects at RTC have been completed, including a Phase II renovation and addition of a second floor to Building 36 (\$3.4 million in 2007), and removal of a defective diesel fuel tank and connection of a new gas-fired boiler in Building 36 to a nearby PG&E natural gas line (\$233,000 in 2012/13). The University Office of CPDC assisted the former director on the grant application and cost estimates for the phased improvements to Building 36, and then provided design and construction services for them. For the first time in five years, the CSU Five-Year Capital Outlay Program (beginning FY2014/15) includes system wide state funding for minor capital projects and infrastructure improvements. Two large RTC infrastructure projects were included in SF State's submittal for CO approval, indicating these projects are a high priority for the University. In the interim, the campus acknowledges the urgency of these projects and has committed University funds towards their successful completion in FY2013/14. These infrastructure improvement projects are: 1) a sewerage connection to the local District #5 sewer system; 2) replacement of electrical power poles; and 3) installation of a perimeter security fence along a portion of Paradise Drive.

It was clear from our interviews with RTC facilities and operations staff that staff expectations of access to main campus resources and service support do not comport with the availability of campus resources, nor with campus practices and policies. The lack of a director of operations may have hindered the establishment of a relationship between RTC and campus facilities to work out effective access to campus resources, or establish the most effective way to move forward on a given project, whether that be the use of campus resources or hiring an outside contractor for a particular type of job. We think that with the hire of an effective operations director, who would cultivate a close working relationship with the appropriate campus units and establish the best way to get certain jobs done, many of the frustrations expressed would be reduced. It's a more than capable crew on-site at RTC, and with leadership to ensure that they are on the right path, they will be able to move forward with confidence.

A. Facilitate availability of main campus resources for facilities maintenance service support The Operations Director is expected to facilitate the coordination of campus resources at RTC and pursue the most time- and cost-effective path to get needed work done. It would be expected that the Operations Director would have a good working relationship with the Facilities and Service Enterprise (F&SE) for consultation on facilities-related maintenance and improvement issues, with the Environmental Health and Occupational Safety (EHOS) department on health, safety, training and risk management issues, with CPDC for capital improvements and with the University Property Management (UPM) office for leasing agreements and responsibilities with tenants.

Given the distance of RTC from the main campus in San Francisco, and limited availability of Facilities staff on the campus for off-site work, it is recommended that RTC continue to utilize on-site Facilities staff or contract for necessary site-specific services, as this is probably a more efficient way to get work done in a timely fashion. Specialized maintenance and repair projects involving specialty equipment may be more efficiently completed renting locally available equipment or hiring a company to do the work. Requests for use of campus equipment or services may be brought to the attention of the F&SE department and may be available through campus charge-back of services. Alternatively, selected pieces of maintenance equipment could be purchased for RTC, to minimize cost and risk management/liability issues.

In every case, RTC staff using specialized equipment must receive the proper training, as required by the SF State Risk Management office, to comply with federal, state, and local health and safety codes. RTC staff and managers are encouraged to participate in health & safety trainings scheduled by SF State. For example, the F&SE department in conjunction with the EHOS department holds monthly training sessions on a wide variety of topics designed to meet the specialized safety training for all Facilities skilled trades and custodial staff. The RTC Facilities staff will be placed on the campus notification lists for these training opportunities.

B. Transfer Building 86 from NOAA to RTC We recommend the University take the appropriate action to get the NOAA agreement changed to allow for occupancy by RTC-designated users. Building 86 has been identified as the most likely candidate for expansion in the medium term and could be used for storage in the short term to free up usable space in Building 36. This building does not meet CSU's seismic performance standards. Existing bracing system upgrade is needed to meet seismic requirements. We urge CPDC to work with the Director on a plan to take care of these seismic upgrades

C. Resolve the problem with Building 30 to keep tenants on site The tenants in Building 30 are an excellent fit with RTC and provide rental revenue to cover operating costs. Building 30 is on the seismic retrofit priority list as a priority list 2 building and was identified on the Flad site plan as a building to demolish and replace. We encourage the Director to work with the tenants, UPDC and UPM or other appropriate departments on campus to find a way to facilitate keeping these tenants in the long term. Perhaps a partnership for some tenant improvements could be established with the University providing some surge laboratory space for the tenants to occupy while those tenant improvements go forward.

D. Continue to request capital improvement projects to meet life/safety or seismic safety needs Capital improvement projects required to meet urgent life/safety or seismic safety needs can be requested in SF State's annual submission to the Chancellor's Office (CO) for the CSU 5-year Capital Outlay Program, in accordance with CO guidelines. The College generally coordinates this submission with input from college departments and facilities, and RTC should continue to submit requests through this mechanism. It should be emphasized that the number of undergraduate student FTEs served principally drives state-funded capital projects through the CSU Capital Outlay Program by the proposed renovation, addition, or new facility.

E. Pursue tenant improvements as a way to upgrade facilities Another potential source of funds for capital improvements and building upgrades is through rental of space to tenants who are willing to pay for tenant improvements, including structural work, in return for a longer-term lease arrangement. The terms and conditions of these arrangements can be negotiated by the RTC with the assistance of the Executive Director of UPM and the Director of Procurement.

7. Establish a strong working relationship between RTC and the Office of University Development to invigorate fundraising efforts to support RTC's strategic plan.

Close ties and coordination are needed between University Development, the Advisory Board and the Director to best cultivate potential donors for RTC. Based on our conversations, it sounds as if this coordination was difficult in the past, but the current situation is much smoother. The positive attitude of the new President towards RTC, the partnership agreement between SFSU and SERC, the recent commitment of capital planning funds for infrastructure support at RTC and the recent gift to establish the Rosenberg Institute for Marine Biology and Environmental Science have been significant and welcome developments. This would be a good time to establish the best way for the RTC community and development staff to move forward in fundraising and outreach efforts, taking advantage of the momentum generated by the events described.

A. Work with the development team to translate the scientific and educational vision of RTC into strategic messages Donor cultivation requires an easily communicated message about the future of RTC and what is needed to achieve that future. The strategic plan should highlight fundraising needs that can be targeted to help the development staff in cultivation of potential donors. University Advancement should continue to actively promote RTC and should be involved in promoting the public academic lecture series, the planned public forum on Marine Science and Discovery Day, supported through the Rosenberg Institute for Marine Biology and Environmental Science. Banners on street lights in Tiburon, if permitted, would be one way to promote the presence of RTC in the community, advertise the presence of SERC at RTC, and to promote the lecture series or forums that are open to the public.

B. Clarify the donor cultivation process Development has certain protocols that need to be followed and there are sometimes confidential projects being pursued by the office that could be sensitive. In this sense, it is important for individuals who wish to make a contact on behalf of RTC to discuss plans with development staff and coordinate logistics for any particular project. At whatever time deemed appropriate, perhaps the fund raising subcommittee of the advisory board should meet with development staff to clarify the donor cultivation process and communicate that process to the RTC community.

C. Partnerships for facilities development Several ideas were discussed about forming partnerships with local, state, federal or private partners to rebuild the pier or renovate buildings. This seems like a good mechanism to enable some substantial improvements to be done at RTC and one that should be investigated.

D. Campaign for a Greenhouse The need for a greenhouse was communicated several times. We suggest that a greenhouse be an early target of a coordinated fundraising effort involving the development office, the Advisory Board, RTC faculty and the Director. This facility would be a new structure, and so would not involve any rehabilitation of an existing building.