

**Marine Studies Initiative  
Faculty Governance Subworking group  
Final Report, 15 April 2015**

**Executive Summary**

Our working group was charged with proposing administrative structure and faculty governance models that support the highly integrative research, education and outreach mission of the Marine Studies Initiative (MSI). Faculty associated with the MSI will have academic homes on OSU's main campus and will have duties and responsibilities that differ significantly from others in their home units. Accurate position descriptions and carefully mentoring will be necessary to insure faculty success. We propose an organizational structure that will effectively support the unique mission and goals of the MSI. We offer the following recommendations:

1. Memoranda of Understanding between academic units should be established for each MSI faculty member with a joint appointment.
2. The Senior Vice-Provost for Academic Affairs should design and offer leadership training that specifically addresses leading units composed of faculty at different locations and with very different position descriptions.
3. Differences in accomplishments and norms from more typical academic appointments need to be embraced, supported and acknowledged in MSI faculty position descriptions, and specific outcomes for promotion and tenure should be identified.
4. Administrators should develop mentoring and career development support for MSI faculty that will ensure faculty success.
5. The Provost Office should monitor MSI hires in a manner similar to the recent Provost Initiative hires.

Our working group was charged with proposing administrative structure and faculty governance models that support the highly integrative research, education and outreach mission of the Marine Studies Initiative (MSI).

## **Process**

Our working group met on four separate occasions to discuss issues and working group charges. We reviewed administrative structures and organizational charts for comprehensive marine research and educational programs around the country, in Australia and New Zealand, Japan and Europe (Appendix A). We invited nominations for faculty participation from other colleges not represented by the working group, but did not receive any nominations. We discussed some of our ideas individually with faculty that we interacted with (Appendix A).

## **Governance Principles**

1. Develop governance structures that will facilitate, support and incentivize faculty who participate in the MSI's transformative educational models, transdisciplinary research and mentoring, engaged scholarship and coastal outreach and engagement.
2. Develop an organizational structure that effectively supports the MSI's unique programs.

## **Faculty Appointments**

Faculty will become affiliated with the MSI in two ways:

1. Current OSU employees working on campus, at Hatfield Marine Science Center (HMSC) or elsewhere along the coast, who have research, education or outreach expertise that is aligned with the MSI will begin participating in the MSI. This is a model similar to OSU's multiple Centers and Institutes, as well as others at benchmark institutions, where faculty with common interests are supported by a governance structure designed to facilitate interactions among members.
2. Faculty will be hired specifically to support the MSI mission and goals. These faculty positions will primarily be tenure-track appointments, but fixed-term appointments will also be needed to support the MSI. Faculty positions specifically hired for the MSI will come from four sources:
  - a. Provost hires where a faculty line is allocated specifically to participate in the MSI. The academic home of these faculty will be determined at the time a faculty member is hired following the model commonly employed by OSU's Centers and Institutes and may include joint appointments among units. These FTE will revert back to the MSI when the position becomes vacant (unsuccessful promotion and tenure case, moved to another university or retired). Thus, FTE will not reside permanently in the academic unit(s)/college(s) where a person was initially hired should the position become vacant.
  - b. Colleges proposed and supported positions that align with both the college and MSI mission. These may be joint appointments among two or more units.

- c. Endowed positions that are created via development activities associated with the MSI.
- d. Fixed-term appointments from MSI base budget or from grants and contracts.

All academic rank faculty associated with the MSI will have academic homes in colleges/units on campus. This is the model currently employed by OSU Cascades, Agricultural Experiment Station, Extension and HMSC. This model provides a promotion and tenure process where faculty are evaluated by their disciplinary peers. Importantly, though, the evaluation by disciplinary peers will be based on parameters that allow for effective evaluation of transdisciplinary work and these parameters should be clearly defined in faculty position descriptions.

Joint appointments pose special challenges for faculty hired into more than one academic home. Joint appointments for faculty hired for the MSI may result in additional challenges for these faculty as they conduct transdisciplinary research and teaching in service to more than one academic unit. ***We recommend that Memoranda of Understanding between academic units be established for each MSI faculty member with a joint appointment.*** These MOUs should outline expectations for the faculty member's duties in each academic unit, and should outline the process by which promotion and tenure will be implemented. Details about which academic unit will lead the process and how the different units' Promotion and Tenure Committees and the unit leaders' input will be provided should be detailed in the MOU.

Leading faculty with transdisciplinary research and teaching appointments that differ from other faculty within an academic unit and who are located off the main campus poses unique challenges that may require additional training for effectiveness in leadership. ***We recommend that the Senior Vice-Provost for Academic Affairs design and offer leadership training that specifically addresses leading units composed of faculty at different locations and with very different position descriptions.***

***Position descriptions*** developed for faculty associated with the MSI should specifically identify and acknowledge the unique nature of these appointments and the expectations for accomplishments. Transformative educational programs of the type envisioned for the MSI requires a higher level of engagement in learner-centered models than typical educational programs and thus a lower teaching load should be expected per FTE. Likewise, the transdisciplinary research envisioned for the MSI is likely to result in grants and scholarly outcomes that typically will have multiple principal investigators or co-authors. Lastly, it must be acknowledged that transdisciplinary work requires more time, in effort and in terms of securing publications and grants, as grants may come from non-traditional sources and 'research products' likely will take a variety of forms. When signing their position descriptions, MSI faculty will be committing to work in a highly transdisciplinary teaching and research environment. ***These differences in accomplishments and norms from more typical academic***

***appointments need to be embraced, supported and acknowledged in MSI faculty position descriptions, and specific outcomes for promotion and tenure should be identified.***

Position descriptions developed for specific MSI hiring initiatives should be thoroughly vetted among academic unit leaders and promotion and tenure committee(s) within the academic home(s) to ensure that everyone involved in these hiring decisions understand the purpose of the position and specific outcomes for promotion and tenure. ***We recommend that the Provost Office monitor these hires in a manner similar to the recent Provost Initiative hires.***

### **Faculty Mentoring, Promotion and Tenure**

Faculty associated with the MSI will have academic homes in units on the OSU main campus. However, these faculty, especially those hired to specifically support the MSI mission, are likely to have appointments and expectations that are different from their academic home peers. These differences should be specifically identified in position descriptions at the time of hiring and ***administrators will need to develop mentoring and career development support that will ensure faculty success.*** Faculty mentoring programs should be designed to address multiple needs of support for MSI faculty and we propose that mentoring should follow the model proposed by Kerry Ann Rockquemore of the National Center for Faculty Development & Diversity ([www.FacultyDiversity.org](http://www.FacultyDiversity.org)). Mentoring committees and programs developed for MSI faculty should include other MSI faculty in addition to peers in the faculty member's academic home. Likewise, Promotion and Tenure Committees evaluating MSI faculty should include other MSI faculty in addition to disciplinary peers in the faculty member's academic home. We recommend that the directors and/or VP be active members of the review process by providing a letter of support to the unit committee and the college review P&T committee reviewing the faculty. This letter should reinforce the role and expectations of faculty in the MSI.

### **Organizational Structure**

We propose an organizational structure (Figure 1) that will effectively support the unique mission and goals of the MSI—transformative educational programs, transdisciplinary research and outreach and engagement. Furthermore, the organizational structure needs to support faculty at multiple locations, a student body in residence at multiple locations (HMSC, main campus, Ecampus and global experiential learning locations) and an outreach and engagement program that is regional, national and international in scope. The structure we propose is similar to a branch-campus model but also addresses the multiple location nature of the MSI. This model assumes that the MSI will report directly to the Provost because of transdisciplinary nature of the enterprise potentially intersects all of OSU's colleges and the focus on undergraduate education. Our organizational structure proposes a series of positions that will be required to support the MSI (Table 1). The position titles we propose are hypothetical titles—the functions of the

positions are more important than what they are called. We acknowledge that these positions will need to be scalable as the MSI expands in extent and enrollment. Our organizational chart and proposed positions include professional faculty only. Many of these positions will also need classified staff to support their efforts. The appropriate level of support will need to be developed following a clearer understanding of the structure.

### **Unresolved Issues**

In developing our proposal, the relationship of the MSI to the organizational structure of the HMSC was unresolved and needs additional discussion. HMSC will be the primary location of the MSI, but units and buildings on the main campus and other locations along the coast will be involved. Will HMSC evolve into and become the MSI or might the MSI be just one of several activities, institutes etc. that occur at the HMSC? The Budget and Finance working group may provide additional insight into available resources that might also inform our proposed administrative structure.

### **Strengths, Weakness, Opportunities and Threats**

#### ***Strengths***

- Proposed transdisciplinary educational, research and outreach enterprise is fundamentally different from other marine studies campus in the world, which tend to be somewhat more discipline focused.
- OSU already has substantial depth in faculty expertise related to MSI and experience with transdisciplinary collaborations.
- No new school, college, or department needs to be established.

#### ***Weakness***

- Current faculty expertise related to MSI is distributed across multiple colleges resulting in crossed lines of authority and responsibility.
- MSI as envisioned requires engagement and commitment among some colleges that to date do not have broad connections to HMSC or coastal or marine issues, and there is no obvious structure towards ensuring/allowing their contribution.
- There is broad concern that OSU's Promotion and Tenure guidelines might not accommodate positions with the unique transdisciplinary teaching and research envisioned for the MSI.
- No new school, college, or department is established, yet a number of new support staff will have to be hired and supported. The mechanics of paying for those staff could be challenging.

### ***Opportunities***

- A unique transdisciplinary enterprise around marine studies is likely to attract substantial new resources from granting agencies, state and federal agencies, non-governmental organizations and foundation resources.
- Fostering new structures towards enhancing/ensuring dynamic, rigorous, meaningful transdisciplinary work at a research university.
- Diversifying faculty and the types of research that is conducted and valued provides a more diverse range of role models for OSU students and subsequent career paths for them to pursue.

### ***Threats***

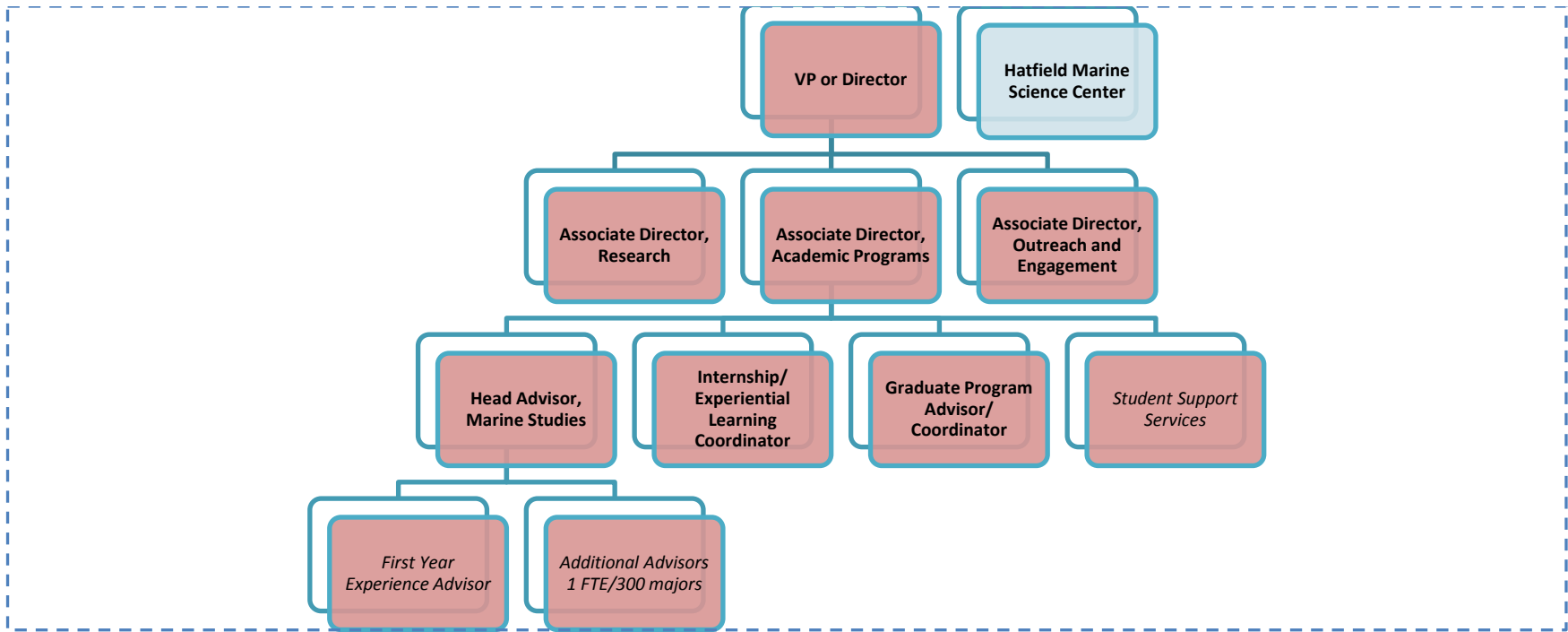
- MSI as currently envisioned may be too expansive for the available resources that OSU is able to commit.
- Broad engagement of all (most) colleges at OSU does not occur and MSI becomes just another marine science campus.
- MSI is not located in university structure in an appropriate place.
- Current rewards structures promote activity/results (especially concerning issues of promotion and tenure) counter to what is needed for MSI to become successful.
- This Initiative doesn't necessarily request current faculty move from Corvallis to Newport, but we might have a hard time recruiting new faculty to live in Newport (or they could commute, which poses its own challenges).

**Table 1. Position types required to support the Marine Studies Initiative.**

Title (FTE)	Hiring order	Likely duties
VP or Director for MSI	<ul style="list-style-type: none"> <li>• 1</li> </ul>	<ul style="list-style-type: none"> <li>• Overall supervision and accountability of MSI</li> <li>• Vision</li> <li>• Leadership</li> <li>• Strategic Planning</li> </ul>
Associate Director of Academic Programs (0.25-0.5 FTE initially, assigned to existing MSI faculty)	<ul style="list-style-type: none"> <li>• 1</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination among academic programs engaged in MSI</li> <li>• Reporting and coordination with APAA; Academic Program Reviews, Outcome Assessment and Accreditation</li> <li>• Supervision of MSI advising and student support staff</li> <li>• Coordinate writing or writing of educational grants and contracts (i.e., STEM)</li> <li>• Student recruitment</li> </ul>
Head Advisor (main campus) (1 FTE)	<ul style="list-style-type: none"> <li>• 1</li> </ul>	<ul style="list-style-type: none"> <li>• Campus visit for prospective students interested in MSI academic programs</li> <li>• Placement advising of students interested in MSI academic programs</li> <li>• Supervision of advisors for BS of MI major</li> <li>• Coordination among advisors with other academic programs associated with MSI</li> <li>• Coordinate undergraduate scholarships</li> </ul>
First Year Experience Advisor(s) (main campus) (1 FTE ~ 300 majors)	<ul style="list-style-type: none"> <li>• 2</li> </ul>	<ul style="list-style-type: none"> <li>• Placement advising of students interested in MSI academic programs</li> <li>• Student Success Counseling</li> </ul>
Advisor(s) (1 FTE ~ 300 majors)	<ul style="list-style-type: none"> <li>• 2</li> </ul>	<ul style="list-style-type: none"> <li>• Typical advising duties associated with BS of MI major</li> </ul>
Internship/Experiential Learning Coordinator(s) (1 FTE ~ 300 majors)	<ul style="list-style-type: none"> <li>• 1</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and advertise internship and experiential learning opportunities</li> <li>• Work with stakeholders to place students into programs</li> <li>• Develop and coordinate research opportunities for undergraduates</li> <li>• Reporting requirements associated with internship and experiential learning placement (i.e., how do students get credit?)</li> </ul>
Director of Student	<ul style="list-style-type: none"> <li>• 3</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate/coordinate housing at HMSC and</li> </ul>

Support Services (FTE???)---this might be an initial duty of 1 or several of the positions above, or coordinated with main campus		<p>other MSI locations</p> <ul style="list-style-type: none"> <li>• Coordinate with Housing and Dining in providing residential support</li> <li>• Coordinate student support services (health care, disability access, counseling, recreation and extra-curricular activities)</li> </ul>
Graduate Programs Coordinator (0.25-0.5 FTE)—initially, duties could be fulfilled by other adviser position(s) above	<ul style="list-style-type: none"> <li>• 3</li> </ul>	<ul style="list-style-type: none"> <li>• Campus visit for prospective students interested in MSI graduate programs</li> <li>• Coordination among graduate programs associated with MSI including academic appointments and tuition remissions</li> <li>• Coordinate graduate scholarships and fellowships</li> </ul>
Associate Director of Research (0.25-0.5 FTE initially, assigned to existing MSI faculty)	<ul style="list-style-type: none"> <li>• 1</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate, facilitate and incentivize transdisciplinary research</li> <li>• Coordinate grant submission and accounting with Research Office and Sponsored Programs</li> <li>• Coordinate with research entities related to MSI (i.e., CIMRS, COMES, MMI, CGRB, etc.)</li> </ul>
Associate Director of Outreach and Engagement (0.25-0.5 FTE initially, assigned to existing MSI faculty)	2	This position may report to VP for Outreach and Engagement—duties and reporting to be developed after conversations with OEP working group
Director/Manager of Facilities and Services	2	This positions and potentially several that report to it are currently associated with HMSC---additional conversations are need, especially with the budget and infrastructure working group to determine how the existing HMSC facilities will align with the MSI.





**Figure 1. Proposed organizational structure for Marine Studies Initiative.**

## Appendix A.

- a. *OSU faculty that were included in the conversations relating to the ideas presented by the working group. Working group members are designated with an \*.*

\*Jack Barth  
\*Jana Bouwma-Gearhart  
Steve Brandt  
\*Robert Cowen  
\*Dan Edge  
\*Sarah Henkel  
Selina Heppell  
\*Yvette Spitz  
Gil Sylvia  
COEAS/OEB faculty

- b. *Non- OSU faculty that were included in the conversations relating to the ideas presented by the working group.*

Bryan Black, Texas A&M (phone conversation)  
Julia Sigwart, Queens University of Belfast Marine Laboratory (phone conversation)  
Simon Thrush, Institute of Marine Science, University of Auckland (email)  
Ian Johnston, director of the Scottish Oceans Institute (email, no response yet)

- c. *Web research into marine laboratory and interdisciplinary program mission, structure.*

- Subsample of the US marine laboratories available  
via <http://marinebio.org/marinebio/careers/us-schools/>
- Subsample of the non-US marine laboratories
  - Portobello Marine Lab at the University of Otago
  - The Leigh Marine laboratory at the University of Auckland
  - Victoria University Coastal Ecology Laboratory
  - CSIRO: Australia's Commonwealth Scientific and Industrial Research Organisation
  - Australian Institute of Marine Science (AIMS)
  - Sydney Institute of Marine Science
  - School of Marine and Tropical Biology at James Cook University
  - School of Marine Science and Technology at Newcastle University
  - Plymouth Marine Lab
  - Scottish Oceans Institute at the University of St. Andrews
  - Scottish Association for Marine Science (SAMS)
  - Seto Marine Biological Laboratory at Kyoto University
  - Sugashima Marine Biological Laboratory at Nagoya University
  - Ushimado Marine Institute at Okayama University
  - Akajima Marine Science Laboratory

The three biology stations/observatories of Banyuls-sur-Mer oceanological observatory, Roscoff biological stations and Villefranche-sur-Mer oceanological observatory in France.

- Interdisciplinary programs

The University of Wisconsin–Madison

Duke University

The University of Southern California

The Pennsylvania State University

The Program In Individualized Studies at the University of Washington

The Gallatin School of Individualized Studies at New York University

The University of Alabama's New College

The Interdisciplinary Studies Program at Michigan State