

# California State University Maritime Academy Faculty Senate

Approved October 22, 2020

Resolution 20-21/03

August 27, 2020

## Structural Changes to Foster Better Support of Faculty Scholarly Activities

WHEREAS: The Faculty of California State University Maritime Academy believe in the importance of scholarly and creative activities as affirmed in the campus strategic plans, and in the need for strong institutional support to help cultivate scholarship;

WHEREAS: The Faculty further hold that the pursuit of scholarship, research and creative activities helps us to realize our campus vision as a maritime university by embracing the teacher-scholar model in higher education, which makes us better teachers, keeps us current and active in our areas of expertise, and benefits our students, both through our instruction and via internships/opportunities to engage in directed research;

WHEREAS: The importance of active scholarly pursuits is firmly enshrined in the Faculty Senate Policy on Retention, Tenure and Promotion (RTP) as one of the three pillars of academic life that must be established and maintained for tenure-track faculty;

WHEREAS: Scholarly Activities are heavily emphasized and feature prominently in Cal Maritime's previous Strategic Plan (2016-21: Strategic Goal A and Objective 4 of the Academic Master Plan), as well as in all drafts of the Strategic Plan currently in development (2021-26: Academic Excellence);

WHEREAS: Directed student research and hands-on participation by undergraduate students are high-impact practices that have roundly and robustly been cited as being strong contributing factors for student success, and in particular in the retention of students and in fostering persistence towards successful awarding of STEM degrees;

WHEREAS: Extramural funding from government agencies or philanthropic organizations benefits the campus in substantial ways, most directly in the form of additional funds as Facilities and Administrative costs (F&A), that should be reinvested within Academic Affairs to further seed scholarly pursuits amongst the faculty, thereby generating an organic and self-sustaining cycle to solicit and accrue new awards;

WHEREAS: The awarding of competitive grants and successful scholarly solicitations contributes tremendously to the prestige of Cal Maritime, advances our campus profile in the scholarly world, builds awareness of our unique resources and vibrant faculty, and facilitates recruitment of students looking to participate in directed research;

WHEREAS: The image of Cal Maritime is further enhanced when faculty research, scholarship and creative activities serve the broader community by finding solutions to problems on local, regional, national, and international scales;

WHEREAS: Cal Maritime is being left behind in terms of standard practices for institutional support of scholarly activities (e.g. lack of start-up funds for new faculty, few adequate

research awards that can seed new collaborations or provide for course release time, inefficient practices for hiring students as research associates, etc.), even compared to non-R1 institutions, and that the widening of this gap will only make faculty recruitment and retention more difficult;

WHEREAS: Two of the three most recent award recipients at Cal Maritime for Outstanding Scholarship have resigned their tenure-track positions for other opportunities at institutions with budget models and administrative practices more resembling what is proposed below, and that both resignations, it is noted, caused these faculty to sacrifice seniority in the tenure-track to start anew;

WHEREAS: The current practices and mechanisms for faculty to pursue grants (both extramural and CSU-originated) at Cal Maritime, and the administration thereof has proven to be inconsistent, arbitrary, ad-hoc in nature, needlessly cumbersome and prone to delays because of inefficient practices (e.g. heavily reliant on paper/hardcopy transmissions with no tracking provisions and many approvals being involved at non-relevant stages of an award solicitation);

WHEREAS: The number of choke points and ever-shifting, unclear processes for solicitation and maintenance of grants and awards has frustrated faculty and even disincentivized/discouraged faculty from pursuing awards;

WHEREAS: Reputational damage, for individual faculty members and for the institution at-large, has occurred;

and

WHEREAS: This reputational damage has involved both the solicitation of grants and awards competitively won, most often with all other parties to the collaborative project conceding that the poisonous factor was Cal Maritime's administrative practices with respect to grants and scholarship;

BE IT

RESOLVED: That the Faculty Senate call on the President to implement a budget model that regards F&A revenue external to any "zero-base" budget and adopt a model that best fits our campus. The committee (see below) will explore different models that will elaborate on the percentage of F&A revenues to be returned to Academic Affairs, or the School/s or Library within Academic Affairs that generated it, , or returned to the Principal Investigator (PI) for future scholarly output, and furthermore, that these funds (referred to as a School's Scholarly Activities Fund, SAF below) are never swept into any other fund at any time and that unspent amounts accrue from one fiscal year to the next;

RESOLVED: That the Dean of each School or Library, in consultation with faculty and with shared governance as a core guiding principle, develop policy for the use of that School's SAF funds in the form of start-up funds, course release buy-out, support for collaborative matching funds, etc., and that these funds be regarded as endowment accounts to seed and cultivate scholarship amongst the School's faculty;

RESOLVED: That the President commit to a line item in the budget of each year to help build and support each School's SAF, and that this budget allocation reflect the importance of scholarly activities in the Strategic Plan and the RTP process;

RESOLVED: That the Administration commit to finance course release (buy-out) for scholarly activities and budget these at the cost of a *lecturer replacement*, in fidelity to the practical cost of having a faculty member be replaced for a term in order to pursue scholarly work, and that these buy-out costs be standardized across the campus as best as possible;

RESOLVED: That the Administration be committed to changing the culture surrounding course release for scholarly and creative activities towards an attitude that recognizes that the products often bolster a department and can lead to new program development, and that the Administration acknowledge that the limiting factors in making investments towards new programs and growth are usually *time and workload*, and not supplementary income;

RESOLVED: That the current process for developing and soliciting grants be revamped as soon as possible, and that the Faculty Senate Executive Committee and the Director of Sponsored Programs immediately appoint a committee to develop a new and streamlined policy that involves only *necessary* stakeholders for different stages of an award solicitation (pre-award, negotiation of collaborative projects, post-award, etc.), and that this committee perform its work with all deliberate speed and provide frequent updates to the Faculty Senate Executive Committee;

RESOLVED: That this appointed committee examine the structures and best practices of several CSU campuses regarding Sponsored Projects, and make recommendations to develop and implement a model that better fosters institutional support for the solicitation and administration of awards;

RESOLVED: That, once a streamlined process for grants and awards has been identified and recommended by the appointed committee, personnel occupying roles in the new process receive training and/or professional development in best practices for efficient grants administration, and that they consult colleagues in similar roles within the CSU (according to which model the appointed committee recommends) to gain knowledge and valuable insight from campuses more familiar with grants and awards (shadow learning), and that this be *required at all levels of administrators* involved in the new process;

RESOLVED: That Human Resources develop a standard system for incorporating student workers as research associates attached to faculty awards, that this system allow for both hourly-wage and term-stipends (e.g. summer work), and that these policies be systematic, standardized, maintained and constantly improved by soliciting feedback from the faculty hiring students as research associates;

RESOLVED: That this resolution be distributed to the President, Provost, Vice-President of Administration and Finance, Director of Sponsored Programs and Extended Learning (SPEL), and Director of Human Resources at Cal Maritime, and to CSU Assistant Vice Chancellor for Research Ganesh Raman, and CSU Director of Sponsored Programs Melissa Mullen.