The CSU, Chico Research Foundation
California State University, Chico

Minutes for the Board of Directors
Wednesday, October 16, 2013, 3:00 pm to 5:00 pm
BMU, Room 303

MEMBERS PRESENT:
Belle Wei, Drew Calandrella, Richard Ellison, Lorraine Hoffman, Tim Colbie, Jatinder Kullar,
Alisha Paton

MEMBERS ABSENT:
Paul Zingg, Russell Shapiro

ALSO PRESENT:
Katy Thoma, Carol Sager, Heather Patton, Tawnie Peterson, Stephanie Bianco-Simeral were
also present.

1. CALL TO ORDER – Belle Wei
   The Provost called the meeting to order at 3:15 pm.

2. PUBLIC COMMENTS – None

3. MINUTES
   Motion to approve the minutes of 6/18/2013. (Colbie/Wei) Motion carried. (4-0-3)

4. FOUNDATION PRESIDENT’S REPORT- Belle Wei
   Wei reported on the University side there is much energy and activity going on – the
geneneral budget as a whole after 6 years of challenges, has finally stabilized. Small
increases across the board are expected this year. The Governor’s outlook is positive in
the next few years compared to years past. On the University side, we are meeting the
enrollment target of 1.2% increase over last year and expecting 600 students and
parents/guests for Chico Preview Day. We are working to improve student graduation
rates through the Aim 4 Four program. On the Academic side, we are starting to update
the Academic Plan – It was last updated for 2007-2012. Current graduation rate is 18%,
and the goal is for 25%.

5. Business
   a. Audit Committee Report - Audit Committee Chair Colbie presented the Audit to
      the full Board for approval. He reported a 5 year contract with Matson and Isom was
      signed. Thoma requested the Managing Auditor be changed each year which
      Matson and Isom agreed to. Ellison asked if there were any findings and Thoma
reported the audit was “squeaky-clean.” Thoma noted CO’s office moved up audit
deadline by 10 days and RF/AS/RESP was able to meet the deadline ahead of
schedule. Thoma expressed her appreciation to all staff involved for their hard work
to make the deadline.

**Motion to approve the audit of 2012/2013 (Calandrella/Ellison) Motion carried
(7-0-0)**

b. Financial Update

i. Carol Sager reported that indirect was the best year ever. – up $50k from the
previous year. Recovery was 11.2% with actual cost of 14% (RESP only).
We note two thirds of the funds were Federal. She asked if the Federal
government shut-down will affect the grants. Sager reported the RF is in a
good cash position so RESP is able to “weather” the shutdown. Still waiting to
hear on budget vote.

1. **Special set-ups** – Thoma reported this was not included in the agenda
due to her error. Sager explained what special set-ups are. As of 9-30-
14 there were 2 set ups, one is guaranteed, the other is a federal pass
through from UC Berkeley – this happens each year with MSW
students. It is imperative to approve so students can be paid their
stipend so they are able to pay their tuition.

ii. Thoma reported that Fred Woodmansee was not able to attend this meeting and in his
absence, RF Accountant Heather Patton will give the financial report. Thoma also
advised the Board that Woodmansee has given his notice as he has accepted a position
in the campus budget office. Recruitment to fill his position will begin immediately.
Patton reported financials are right on track – it is the beginning of the year so there is
not a lot of activity. No extraordinary activity reported.

iii. Cash Management Policy – Thoma reported the RF did not have a Cash Management
Policy which is needed in order to move funds out of LAIF and to invest. She and
Hoffman are working on a policy for the board to consider. Hoffman stated we do
need to keep some funds in LAIF for operating cash, but we are looking at investing
the funds in a tiered fashion as to better maximize interest rates. Thoma and Hoffman
will continue to work on the Cash Management Policy. Thoma requested moving a
portion of the funds to Wells Fargo – Subject to Ed Code and Title 5 must keep 30%
in reserve, Thoma will discuss with Susan Jennings at Associated Students as the cash
needs of the RF.

**Motion – Motion made to give the Executive Director discretion to invest up to
$7m taking into consideration all the obligations of the RF specifically RESP.**
(Hoffman/Ellison) Motion carried 7-0-0

iv. College Park – Thoma reported 3 homes were transferred to the state in the amount of
$1.2m. 5 homes remain on the books for a total of $2.9m which will be transferred at
a later date.

v. Benefits Program – Hoffman reported the Executive Committee comprised of herself,
Calandrella and Colbie met with Katy Thoma and HR Director Karen Finley to
discuss benefits – last year was a 50/50 split. For both the HMO and the PPO there are
increases this year - HMO 4.7% and PPO 7% for a total of $81K. Karen
recommended a 75(RF)/25(career emp) split – to stay within the same boundary as the A.S.

Motion made that the RF split the cost of health care benefit at 75/25 for career employees for the calendar year 2014. (Ellison/Wei) Motion carried 7-0-0

6. Other Business

a. Bond debt service - 25/35 Main St. – Hoffman discussed the issues surrounding reducing the debt service by refinancing the bonds through the CO’s office. We couldn’t make any changes to the bond for 10 years as the bond holders were guaranteed the rate for 10 years when it was issued in 2003. The current rate is between 4.2% and 4.5%. $650k of the bond is a the portion on the upgrade on the soccer stadium. The state is now going to pay off the soccer stadium (the state has always paid its portion of the debt on the bond). Approximately $3.3m will be refinanced through the CO’s office only if it reduces the annual debt service. Rate is still unknown. The fee to re-finance through the CO’s office will be approximately $2,000.

b. Eagle Lake Field Station – Dean Harmsen along with Associate Dean Jim Prince - reported on ELFS – current debt is $151,371. Current model is not working – so the Dean appointed Associate Jim Prince to put together an action plan along with Dr. Randy Miller, Mr. Ray Bogiatto, and Dr. Curt Haselton to make the station financial. Associate Dean Prince explained the history and the use of the station and making it sustainable. The action plan includes two pillars – usage and financial. The first pillar is to increase Chico State usage, increase marketing efforts and consortium partners at other institutions. Associate Dean Prince requested approval from the board to return to the next board meeting with a revised budget and with signed consortium partners and permission to move forward for a 3 year period and tweaking the budget as funds increase or decrease. Further discussion on operation of ELFS – Hoffman asked if Crowe was going to stay on through the winter. What happens if funds are not raised? It was asked if the budget is to go cover costs, who is going to pay – the net deficit at the end of the season? Harmsen and Prince explained financial plan – Miller explained there has not been deficit spending the last few years. Thoma expressed concerned that the RF has the risk, resulting any additional debt would be the responsibility of the RF not the college.

Motion made to approve the draft budget with a friendly amendment from the dean of College of Natural Sciences that the line item identifying $5,000 from the college be moved to $10,000 to $15,000 and that the college does bring back at the March, 2014 board meeting a revised budget and a list of consortium partners and those consortium partners have an MOU that has been reviewed and approved by the executive director.

Motion – made (Hoffman/Colbie) Motion carried 7-0-0

c. Software – Thoma requested the RF hire a consultant to come in and do an evaluation on whether or not it would be beneficial to bring the accounting operation into the RF. Thoma had a conversation with A.S. Executive Director, David Buckley and he would like a signed MOU in two weeks. Further discussion by the members
noted we have been discussing the issue of the upgrade for 2 years. Different possible scenarios were discussed as an alternative to contracting with the A.S. directly. After lengthy discussion it was agreed that:

Thoma will propose to A.S. that the RF will pay $311,000 for software, and pay $740,000 for services in 13/14, 14/15, and 15/16 based on their annual effort report.

Ellison requested that the business practices be evaluated by the accounting software vendor SunGard in the process.

7. ADJOURNMENT
The meeting was adjourned at 5:40 pm.

Respectfully submitted,

Catherine Thoma, Secretary
THE EAGLE LAKE FIELD STATION

Report Prepared for the University Research Foundation

by

Scott G. McNall, Provost Emeritus and

Special Consultant to the Vice President for Business and Finance

July 2013

I was asked to develop a report on the future of the Eagle Lake Field Station (ELFS) in response to a set of immediate and interconnected problems. Those problems need to be understood within an historical context.

HISTORY OF THE FIELD STATION:

- In 1943, the College of Natural Science’s honor society, Omicron, under the guidance of Professor Vesta Holt, began raising money to purchase the land that makes up the ELFS.
- Construction was begun on the Field Station in the 1950s, before a permanent site was purchased.
- In 1960, three parcels were purchased from the BLM for the ELFS, totaling approximate 75 acres.
- In 1968, the ELFS was officially dedicated.
- In 1992, the University of California, Davis entered into an agreement to pay $30,000 a year to the CSUC Foundation for the use of ELFS for research. (They also agreed to pay user fees based on the number of their faculty and students who used the facility.)
- In 1996 the first new building (Conference Center) was erected with non-state funds provided by the Office of the Provost. Improvements were made (1996-2007) to bathrooms, showers, and other facilities.
- The infrastructure now consists of a conference center (1500 square feet), a dated laboratory facility (1400), a library/computer/dormitory (1400), a dining hall and kitchen (1300), a large dormitory (1800), caretaker’s cabin (900), and two smaller cabins (400, 400), and a cabin of 142 square feet.
- In 2001, the Research Foundation purchased two adjacent parcels (077-080-29 & 31). Purchase of these parcels was designed to serve two separate goals:
  - To eliminate the possibility of home construction on those lots, with the goal of protecting the Field Station and,
To trade those two parcels to the BLM for three parcels of land held by the BLM that was contiguous to the Big Chico Creek Ecological Reserve. Negotiations were entered into with the BLM in 2008/2009 to move forward with that exchange. The appraisal of the BLM parcels in 2009 was higher ($350,000) than the value of the two parcels held by the Research Foundation ($100,000). Those negotiations ended when external funds could not be found to make an outright purchase of the three parcels. These negotiations have now been reopened with the goal of acquiring the three parcels by trading all five parcels (the ELFS and the two parcels the Foundation purchased outright from a private party) for the three.

In 2003, CSU Chico entered into an agreement to pay “an annual rent of $11,928” for use of the ELFS. Funds ($750 a month) were also provided to Jay Bogiatto, a member of the biology department, to serve as station manager. This was changed in the last two years so that Bogiatto receives modest released time to oversee operations at the ELFS. It is important to note that the rent, the UC Davis funds, and fees generated by student and faculty use have never been sufficient to fund the ELFS. That is, additional resources were necessary to pay for such things as infrastructure improvements. It is important to note that university-owned field stations require resources over and above fees for use to manage and maintain them.

In 2005, two biology faculty members (Gordon Wolfe and Michael Marchetti) received an NSF grant to develop a master plan for the ELFS, because “The station has never benefitted from any long-term strategic plan, and has been developed piecemeal on a shoestring, often by campus volunteer expertise and labor.”

In February 2009, a report, “Master Land-Use Plan & Recommendations,” was provided by Wolfe and Marchetti (supported by faculty and students from the Departments of Civil Engineering, Construction Management and Geography and Planning). There were several issues identified. Among them were:

- The possibility that UC Davis would terminate its lease. UC Davis did, in fact, terminate its lease at the end of 2009 which meant a revenue loss of $30,000 a year.
- Usage was limited to summer and fall because of weather and limited in the summer because of “administrative barriers to adequately reimbursing faculty for summer courses, as well as recent reductions to the campus vehicle pool and competition from other field sites closer to Chico. (The latter reference is to the Big Chico Creek Ecological Reserve. A related issue is the fact that research interests of natural science faculty have changed since the field station was first acquired. And growing outdoor educational efforts are targeted either at the BCCER or at the Butte Creek Ecological Preserve.)
- Limited research opportunities because there is more funding available for the study of impacted urban environments. (It is also the case that since creation of
the UC Davis research facilities at Lake Tahoe, faculty and students are drawn to that facility, rather than a facility like the ELFS.)

- The report also noted other problems, including:
  - The Conference Center built in 1996 has not been approved for occupancy.
  - Septic tanks need to be inspected with there is the possibility that tanks and leach lines will need to be replaced.
  - Vesta Holt Hall (the laboratory) needs to be updated with modern equipment.
  - Computer facilities need to be updated.
  - Concrete pads under the buildings need to be repaired because of rodents tunneling under them.
  - The road into ELFS should be graded to ease access.
  - Fire protection needs to be improved.
  - The infrastructure needs improvement, e.g., insulation, better beds and mattresses, etc.

- In 2010, the Research Foundation made a decision to close the ELFS, to inventory equipment, and to move to close the facility.

- In 2011, the new Dean of the College of Natural Sciences, Fraka Harmsen, argued that ELFS was a valuable asset and should be maintained as a site for research and instruction. Dean Harmsen outlined three main challenges: need for improvement and maintenance of the facilities; frequency of use; and a budget to support a caretaker and/or manager on an annual basis.

- In the fall of 2012, a presentation was again made to the Research Foundation Board by Dean Harmsen and Associate Dean Randy Miller outlining the challenges under the headings of facilities, usage, and budget. They are noted here in part:
  - **Facilities:**
    - Challenges: access, infrastructure, utilities, security, and maintenance.
    - Plans: On-site steward, teams of students to improve road, installation of webcam for security and marketing, building renovation, and building a new lodge and cabins.
  - **Usage:**
    - Challenges: Need multi-week field courses, uncertainty in the economy, need to increase diversity and frequency of use.
    - Plans: Establish a broad consortium of universities to support the station coordinate with other CSU field stations, reinvigorate conference and workshops by CSUC and other agencies.
  - **Advancement/Budget:**
    - Challenges: User fees do not cover operating costs, need to find alternative funding strategies.
• Plans: "Save Eagle Lake" appeal letter sent out to 200 alumni, contact funding agencies, and develop marketing materials.

• A plan was offered for the 2012 season which involved leasing ELFS to the Crowe’s for $1 a year. (That lease was later revised by a small amount.) However, as noted below, such a leasing agreement violates the terms and conditions of the original patents.

ON-GOING AND INTERRELATED PROBLEMS:

• The ELFS is not a resource used by the CSUC campus community. It is used primarily by students and faculty from other institutions.

• The ELFS owes the Research Foundation approximately $127,392 because of past accumulated deficits. (At present the College of Natural Sciences is paying approximately 1% of the amount owed each year. That is, the Research Foundation is charging the College what the Foundation would realize if the money were deposited in a long-term savings account. The College of NS is also supposed to make a payment of $13,000 a year to pay off principal each year, but has not yet done that.) The debt remains with no plan to pay it off. Or, rather, the plans advanced (e.g., more and better marketing on campus and to other agencies, and the formation of a consortium of other universities to help support the field station) have not yet been realized.

• The Research Foundation was required to add to the debt owed by the College because the Foundation needed to pay property taxes to Lassen County of $4607.00 for the past fiscal year. (The total debt has now grown to $131,999.) This change in tax status occurred because the ELFS was leased to the Crowe's, whose business model required them to assume all costs of running the station and they in turn were to receive all of the fees paid by users, whether students, faculty, or fishermen and women. The guiding fishing service, "Get Bent," accounted for approximately 25% of the Crowe’s revenue in 2012.

• Because the ELFS was leased to the Crowe’s, and because they ran a fishing camp, the Bureau of Land Management (BLM) sent a letter to the Foundation in 2013 indicating that the use of the ELFS was not in compliance with the patents. (The land was originally purchased at below market values with the written understanding that the land would revert to the BLM if the terms and conditions of the patents were not observed.) In addition, the BLM raised concerns about "target shooting, firewood cutting, and lively parties. None of these concerns were reported or documented on public lands, but they are directly related to the Crowe’s and their operations at the research facility." The BLM noted that the lease to the Crowe's would need to end on December 31, 2013.

• The ownership of the ELFS and the patents limit what can be done with the three parcels that make up the ELFS. If the Foundation wished to sell the 3 parcels that make up the ELFS on the open market, they would first have to pay the BLM the real value of the land. The actual market value, therefore, is in the infrastructure that makes up the ELFS, not in the land itself.
• Funds generated by users are not sufficient to pay for the management, maintenance, and improvement of the Field Station.

CURRENT

• On July 24, 2013, a meeting was called to address a set of questions about the future of the ELFS. Those present were Lorraine Hoffman, Vice President for Business and Finance, Scott G. McNall, Provost Emeritus, Catherine, “Katy,” Thoma, President of the Foundation, Randy Miller, associate dean of the College of Natural Sciences, Fraka Harmsen, Dean of the College of N.S., and Jay Bogiatto, a biology faculty member. The questions posed by Hoffman and McNall for those from the College were:
  o How does the College of Natural Sciences intend to address the deficit owed to the University Foundation?
  o How does the College intend to address the issue raised by the BLM, i.e., ELFS cannot be used to generate revenues for a private business?
  o What immediate plans does the College have for securing the facility during the winter?
  o Is it most important for the College to maintain access to the ELFS or to maintain ownership?
  o How does the ELFS benefit the teaching and research mission of the College?

After a discussion of the questions and answers, the following options were presented to Dean Harmsen and the other representatives from the College.

• If the College of Natural Sciences wants to maintain ownership of the ELFS, then non-state funds need to be provided either by the College and/or Academic Affairs to operate and maintain the ELFS. (As noted, field stations cannot be sustained on the basis of fees alone.)
• Non-state resources need to be identified to pay down the debt to the Research Foundation.
• We can enter into an agreement with the BLM to see if they will take back the ELFS and its infrastructure, along with the other two parcels at Eagle Lake, in exchange for two things:
  o The Foundation will acquire ownership of three parcels of BLM land contiguous to the BCCER, in exchange for the five Eagle Lake parcels.
  o CSU Chico will retain the right to use the facilities at Eagle Lake for a fixed number of days each year, and pay relevant fees for usage.

The problems identified by Dean Harmsen to the Foundation Board in 2012 were long-standing problems. And the solutions offered on behalf of the committee she formed were also ones of long standing.
On the basis of the answers provided at the July 24 meeting, the budget history of the ELFS, and the fact that campus usage of the facility is extremely limited, I recommend that:

- The Research Foundation begin negotiations with the BLM to transfer ownership of all five parcels at Eagle Lake to the BLM in exchange for the three parcels of land contiguous to the BCCER. This would mean that the BCCER would be the primary university venue for outdoor education. (It is important to note that this negotiated process could take up to three years and both the BLM and CSU Chico would need to devote significant time and resources to carrying out this trade. If this is the path chosen, our actions must be directed to a positive outcome.)
- Plans be made by the College for managing the ELFS in the period it takes to complete the land transfers.

Another recommendation, perhaps outside the scope of this report is that the Research Foundation needs to communicate more clearly to faculty and deans how Foundation deficits affect the amount of incentive monies money available to those who write grants and contracts.
Eagle Lake Field Station DRAFT Action Plan—Executive Summary
For Presentation to the Board of the Research Foundation
October 2013

1. Why is it important to keep the Eagle Lake Field Station (ELFS)?
Eagle Lake is a pristine alpine lake in an area of biological, geological, and anthropological diversity and interest. For almost 70 years, ELFS has served as a highly valued location for field course and research experiences for the CSU Chico community and its partners. Field stations have an important place in our educational and scientific communities. The Organization of Biological Field Stations, the umbrella group for field stations in the United States, states that

"FSMLs [field stations and marine labs] serve a number of critical scientific functions. They give researchers reliable access to the environment. They accumulate and integrate multidisciplinary, place-based knowledge that provides a baseline from which to evaluate environmental change, as well as the context with which to interpret that change and predict how biological systems may respond to it in the future. FSMLs are hotbeds of innovation... They also transform the lives of students of all ages and serve as training grounds for the next generation of scientific leaders."

A large effort is underway to increase usage of the station by Chico State faculty and students as well as partners and others. This includes a re-design of the budget model and usage fees, an increased marketing effort, and planned upgrades to the physical plant.

2. Sustainability of the Eagle Lake Field Station
The primary concern about sustainability of ELFS is whether or not it can be made financially viable in the near-term and into the future. It is important to understand that even in the old model, when usage was at the high end, the station was in the black. This was not the typical situation, however, but it shows that it is possible for ELFS to be solvent. A draft budget has been prepared (see pages three and four), using the following assumptions:

- A new price structure will attract additional users.
- Food charges will exceed food costs by 67%.
- Chico State usage will be approximately 250 person-nights.
- Consortium members and/or other academic users will stay 300 person-nights.
- The Bureau of Land Management will use the ELFS as a base camp for its AIM students (see description of program, following).
- A small group of non-academic users will partially subsidize academic use.
- A consortium of 4 additional campuses will invest at $5,000 each for primary access to ELFS and a competitive price.
- Donations from the annual fund will be $4,000.
- The College of Natural Sciences will pay a consortium equivalent of $5,000 as well as provide an in-kind contribution of 3 WTU/semester for the Manager.
- The steward will also serve as the cook.
- A marketing budget of $1,000 will be provided to advertise ELFS in the appropriate venues.
- $10,000 per year will go toward retiring the debt with the Research Foundation.
- $5,000 per year will be set aside in an account to build up funds for repairs and improvements.

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Using this draft budget scenario, the station will have a net income of $1,489 after expenses. These funds could be held as a reserve or transferred to the repair/improvement fund, as needs dictate.

While we believe that this budget is realistic, it will take substantial efforts to attract consortium partners. The differences in the new model are that the cost per night for everyone (except non-academic users) will be significantly less, and that the envisioned levels of funds to belong to the consortium are much less than what UC Davis used to pay. We believe that the 4-member consortium is possible to achieve by spring 2014 and will work vigorously towards that goal. Contacts with potential consortium partners are already being made.

This draft budget also relies heavily on the participation of the Bureau of Land Management and its AIM program students. The AIM program (Assessment, Inventory, and Monitoring) is an effort by BLM to create a digital baseline inventory of environmentally important data in its land holdings in the western United States. A quote from the document describing AIM says "The AIM Strategy will move the BLM toward a new paradigm where core data describing resource conditions are digitally collected in the field, stored in spatially enabled databases, managed in an enterprise data architecture environment, analyzed to determine effectiveness of management actions, and shared across BLM offices and interested publics." The director of the Susanville office of the BLM discussed this program with us and indicated that he is considering the possibility of hosting student AIM workers at the ELFS for the next few summers. The draft budget indicates the participation of ten students for 90 days each, including food. This would be very helpful for the ELFS bottom line and be a good value for the BLM, at only $45/day/student for room and board.

Is this budget certain or foolproof? No. It is a good-faith effort to use realistic numbers (we have averaged 1000 person-days per year at the station over the last few years; without the BLM students, this budget only assumes 610 person-days). It is not a guarantee of success, but a good road map to move forward.

We would like to request a three-year window in which to work with this new model to bring the ELFS back to sustainability and solvency.

3. Level of interest in CSU Chico usage of ELFS. Please see the attached letters from deans, chairs, and faculty. Some of the respondents indicated firm usage in the coming year. Others indicated interest and support.

4. Other potential funding sources. We have also explored the following possibilities for funding. These are in the early stages and thus are not accounted for on the draft budget, but they could play a significantly positive role in the improvement and sustainability of the ELFS:
   - Instructionally Related Activities (IRA) funds
   - An Eagle Lake Field Station Patron program (annual donations from individuals or families linked to special privileges such as free nights at ELFS and an annual reunion on site)
   - NSF's "Improvements in Facilities, Communications, and Equipment at Biological Field Stations and Marine Laboratories" grant program. Due date: December 13, 2013.

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### Eagle Lake Field Station—costs and revenues—DRAFT 10/10/13

#### Revenues

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**TOTAL REVENUES** | **$93,250** |
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<td>Utilities, repairs, etc.</td>
<td></td>
</tr>
<tr>
<td>Debt service</td>
<td>$10,000</td>
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<tr>
<td>Set-aside for major repairs/improvements fund</td>
<td>$5,000</td>
<td></td>
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<tr>
<td>TOTAL COSTS</td>
<td>$91,761</td>
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<tr>
<td>EFLS NET INCOME</td>
<td>$1,489</td>
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</table>
September 6, 2013

RE: Eagle Lake Field Station

To Whom It May Concern,

The College of Behavioral and Social Sciences regards the Eagle Lake Field Station (ELFS) as a magnificent resource for both faculty scholarship and student learning. It is unique with respect to its' environmental and cultural history, and as such has been especially valuable for faculty and students in our Department of Anthropology.

The Department of Anthropology has utilized the ELFS in many ways. Faculty have taken classes and many students to the site every year since 1988, conducting archaeological and anthropological research and training. The Department of Anthropology has also held numerous zoological courses and workshops during the summer. Dr. Bayham notes that some of their future courses in Archaeological Survey and Excavation Methods (ANTH 484, 480) and Zoological Anthropology (ANTH 478) are likely to incorporate the ELFS into their respective curricula.

It should be noted that the Department of Anthropology has had a Cooperative Agreement with the Bureau of Land Management for almost 20 years. The agreement helps to facilitate the educational, management and research goals of the ELFS. The most recent effort occurred last fall (2012) when students in ANTH 484 (Archaeological Site Survey) conducted reconnaissance in areas impacted by the Rush Fire - one of the largest fires in the history of California.

The ELFS is a magnificent resource and one that would be a shame to lose. While the Department of Anthropology has been a primary user of the facility in our college, the site holds significant promise for scholarship and student learning in our Department of Geography and Planning. It is important to add the benefit of the ELFS to the university is not always immediately apparent. In a request for a comment from Dr. Frank Bayham from the Department of Anthropology, he noted "I recently published a paper on the 'development of intertribal boundaries' in the region (2012) and this is the product of no less than 20 years of observation and research in conjunction with the BLM which began and was nurtured through the teaching of field courses at Eagle Lake. Many students have benefited from these efforts over the years and it has served as a model for many who have gone on to teach field courses in Peru and elsewhere."

Thank you for the opportunity to provide input in discussions about the future of the Eagle Lake Field Station.

Regards,

Eddie Vela
Interim Dean
College of Behavioral and Social Sciences
California State University, Chico
DATE: October 2, 2013

TO: Fraka Harmsen, Dean, College of Natural Sciences

FROM: Ben Juliano, Interim Dean

SUBJECT: Eagle Lake Field Station (ELFS)

Dear Fraka,

Thank you so much for giving me the opportunity to visit our campus Eagle Lake Field Station (ELFS) last Saturday, September 14. The ELFS is a truly unique resource from an ecological, environmental, educational, and research potential perspective.

There are potential uses of the ELFS by our program in Civil Engineering (CIVL). Some future offerings of our Biological Processes in Environmental Engineering (CIVL 175) and our Environmental Engineering (CIVL 431) courses could potentially include field trips to ELFS to enhance student learning. Our program in Construction Management (CMGT) can also be involved in the maintenance-related upgrades of both the rugged pathway to the ELFS from Merrillville Road and the various buildings and structures in the Station. CMGT students and faculty have been running our college's annual Blitz Build community service project for eight (8) consecutive years now. During a blitz build, students, faculty, staff, advisors, local contractors and numerous other community volunteers work together on various construction activities typically between 6 a.m. through 10 p.m. every night for a week.

I would also be happy to schedule our annual college-wide retreats at the ELFS and will encourage ECC departments to have their department-level retreats done there as well. The ELFS is such a wonderful resource and Chico State has quite a rich history with the Station.

According to Wikipedia, Eagle Lake is "an closed alkaline lake, It is the second largest natural lake entirely in the state of California." Hence, we cannot afford to lose the ELFS, particularly since it offers opportunities and learning experiences very different from what is available from our Big Chico Creek Ecological Reserve (BCCER) and because we may not find a resource as unique as the ELFS ever again.

Please let me know if there is anything else I can do to assist and provide input in discussions about the future of our Eagle Lake Field Station.

Best regards,

[Signature]

The California State University
October 9, 2013

To Whom It May Concern:

This letter is written in support of retaining the Eagle Lake facility for the use of the students and faculty at California State University, Chico.

In particular, the Department of Art and Art History in the College of Humanities and Fine Arts at CSU Chico has used the facility for activities and values the setting for the artistic opportunities it presents to students. In addition, the ability to create and collaborate away from campus has been an invaluable resource to the department.

It is my hope that the facility can be sustained so that the unique learning experiences offered there will be a part of the curriculum of the Department of Art and Art History in the future.

Sincerely,

Robert M. Knight, D.M.
Dean, College of Humanities and Fine Arts
California State University, Chico
October 7, 2013

Dr. Fraka Harmsen, Dean
College of Natural Sciences
California State University, Chico
Chico, CA 95929-0555

Dear Dr. Harmsen,

Thank you for your inquiry regarding the level of usage and research at the Eagle Lake Field Station (ELFS). Before I answer questions related to departmental plans to use ELFS, allow me to start by saying that your request about gathering 'objective data on future usage' will be difficult to come by and rather subjective for at least two reasons. First, future usage of any university facility will be dictated by the commitment of the administration and managers to support its function and realize its value and benefit to future students. Both Deans and Chairs charged with this duty must assign faculty to this effort and hold them accountable in the RTP process. If this commitment is not forthcoming, faculty may opt for a strategy to maximize their publication output and divest themselves of program level responsibilities whether or not it is a benefit to students. The necessary degree of accountability has not really been the case in the office of former Deans and Chairs, in my opinion. Second, virtually all trends in usage from the 1990's through the 2000's were interrupted by the virtual closure of ELFS in 2010. This not only impacted service and planning but routine maintenance and upkeep of the facility in the past 4 years. This situation has dissuaded all but the most knowledgeable and committed from integrating ELFS into both long and short term plans.

Be this as it may, you will see from my responses that I see significant value in ELFS as an isolated field station in a unique locality. I realized this potential back in 1986 when Roger Lederer took me up there as a new faculty member in Anthropology. Dr. Lederer was trying to encourage the broader usage of ELFS among the university community, and I was inspired at that time to take full advantage of what I saw a valuable resource. I had run several archaeological field schools in the 1980's in the Southwest, and thought it could serve as a significant and production local from which to teach about archaeology. My responses to the specific questions about departmental plans (1), future courses and potential research projects (2) and the inherent educational value of ELFS (3) may be found below.

1. The Eagle Lake Field Station is situated in a unique environmental and cultural context which has afforded both researchers and students alike invaluable opportunities. I have taken classes and numerous students to ELFS every year since 1988. Because we have seen fit to hold numerous summer zooarchaeology courses and workshops at ELFS since 1988, I think it likely that the Anthropology Department will continue to use ELFS in the future. Additionally, the unique environmental and cultural context of ELFS which abuts several million acres of BLM lands has served as our departure point to a massive field laboratory of sorts for archaeological survey and research. For approximately two decades, the Department of Anthropology has had a Cooperative Agreement with the BLM to facilitate many educational, management and research goals from ELFS. The most recent effort occurred last fall (2012) when students in ANTH 484 Archaeological Site Survey conducted reconnaissance in areas impacted by the Rush Fire - one of the largest fires in the history of California. Our positive relationship with the BLM has benefitted our students in terms of research opportunities and employment.
2. Anthropology methods courses are an important aspect of our curriculum. It is likely that some of our future courses in Archaeological Survey and Excavation Methods (ANTH 484, 480) and Zooarchaeology (ANTH 478) will find it useful and beneficial to take advantage of the field station. Due to the distance and isolation of ELFS, during the spring or fall semesters this may only be possible on weekends. During the summer, more extended sessions on the order of 2-4 weeks might be feasible. However, given the added costs of summer courses it is difficult to estimate how successful these will be in the future. Anthropology field course are typically small, 10-15 student at maximum.

3. In answer to the question of whether or not the university should own ELFS, the university should unequivocally maintain a degree of access for both students and faculty alike and support this unique facility for posterity. It would be very short-sighted to do otherwise. I previously noted the unique environmental and cultural context of the field station. The region is rich in both prehistoric and historic archaeological sites and cultural heritage. Additionally, the environment is cold and harsh during the winter months which poses some wonderful research challenges. ELFS is at the juncture of at least 3 linguistically different peoples recorded at contact, and consequently affords some very unique research opportunities. I recently published a paper on the 'development of intertribal boundaries' in the region (2012 - see attached) and this is the product of no less than 20 years of observation and research in conjunction with the BLM which began and was nurtured through the teaching of field courses at Eagle Lake. Many students have benefitted from these efforts over the years and it has served as a model for many who have gone on to teach field courses in the western U.S. and elsewhere in the world. While my career is waning, one of my former students who now teaches at the University of Utah, Dr. Jack Broughton, has taken over teaching summer courses in Zooarchaeology at ELFS through the University of Utah. Please consult his webpage for recent images and testimonials by students who know and understand the value of ELFS:

http://www.anthro.utah.edu/field-schools/zooarchaeology-a-field-ecology.html

Please feel free to contact me if I can be of help in discerning the value of ELFS.

Thank you,

Frank E. Bayham, Professor
October 7, 2013

Dr. Frederika "Frenka" Harmsen
Dean, College of Natural Sciences
California State University, Chico
Holl Hall 285
Chico, CA 95929-0555

Dear Dean Harmsen:

I am writing on behalf of the Department of Recreation, Hospitality and Parks Management to express support for continued efforts to maintain the Eagle Lake Field Station. The field station represents an asset for our entire service region. Our department understands some of the challenges associated with keeping the field station operational, and we repeat our previously offered willingness to explore options to ensure a sustainable mechanism to maintain the Eagle Lake Field Station.

Our department sponsors a weekend Field School program for students who want to volunteer their talents to public lands. Over 500 students enrolled last year. These excursions connect students to natural resources and provide tangible opportunities for deeper engagement in the stewardship of public lands. We partner with a strong network of agencies and sponsors to offer our programs fee-free to students. Consequently, our current funding model will require a financial sponsor before we could utilize the Eagle Lake Field Station.

That said, we would like to offer more field schools in Northern California and hope to expand our current partnerships with Whiskeytown NRA and Lake Oroville SRA to include additional national and state parks, forests, scenic byways, scenic/historic trails, or public lands in Northern California. There is also an enthusiastic group of outdoor educators, co-facilitated by your college’s own Jeff Matt, who might be allies in an effort to increase use and support for the Eagle Lake Field Station. Strong Lassen Land Trust and the Lassen Association lenders might also support the cause.

The field station is a great base camp for Northstate explorations and your plans to spruce it up, make it more affordable, and improve the road are all actions that can increase the usability of the site. I believe the Eagle Lake Field Station represents a great opportunity to secure one or more partners to keep the station operating and available to all.

Several years ago I offered to participate in an effort to help secure a more viable approach to managing the Eagle Lake Field Station. Please consider this an expression of interest and a renewed offer to help find a way to maintain the Eagle Lake Field Station as a Northstate asset.

Sincerely,

Emily Sheffield, Professor
Co-coordinator, Field School
530-570-9855

P.S. I am on leave this year so please use my mobile telephone (530-570-9855) or email address (esheffield@csuchico.edu) if I can be of any assistance in your efforts to “save” the field station.
October 9, 2013

Dr. Fraka Harmsen
Dean, College of Natural Sciences
285 Holt Hall
California State University, Chico

Dear Dean Harmsen:

This letter is to speak in support of the Eagle Lake Field and to express my interest in using the Station facility for future Civil Engineering Department planning retreats (as we have done in the past).

There are many possible uses of the field station (research, field trips, etc.), but I see the most widespread benefit to Chico State being usage as a retreat/conference facility which serves all of the academic units on campus. The field station is remote, which could be interpreted as a drawback, but I see the remote location as a strength when the facility is used for faculty and staff retreats. There is immense value in holding the attention of a group for multiple days, especially for activities like strategic planning efforts, and there are very few venues that support such a multi-day activity at reasonable cost. The facility is set up well for such a purpose; moreover, a modest reinvestment by the University (updates to some sleeping areas, etc.) could also further expand the value of the facility and the appeal to a wider range of possible user groups at Chico State.

If you have any questions, or if I can provide any additional information, please do not hesitate to contact me by phone or e-mail.

Sincerely,

Curt

Curt B. Haselton, PhD, PE
Chair and Associate Professor of Civil Engineering
California State University, Chico
http://myweb.csuchico.edu/~chaselton/
Office: (530) 898-5457
TO: Jim Prince  
Associate Dean, College of Natural Sciences  
FROM: Jeffrey Bell  
Chair of Biological Sciences  
SUBJECT: Eagle Lake Field Station Usage

Jim, current plans for the Eagle Lake Field Station for this year by the Biology faculty are: Zooarchaeology and Field Ecology Field School, U. Utah, 4-weeks late June-July; Stanley J. Olsen Eagle Lake Zooarchaeology Conference, 3 days at end of the Zooarchaeology field school; Mammalogy (BIOL 435) field trip, 2 days in Fall Semester; Omicron Field Trip, 2-days this Fall; Entomology (BIOL 422) field trip, 2 days in Spring; Plant diversity (BIOL 448) field trip 2 days in Spring; Population Ecology (BIOL 613) 2 days in Spring. All of these field trips are standard for these courses and the Omicron club, so they happen most years. In addition, we hope to hire an aquatic biologist next year, the previous instructor of our Aquatic Ecology (BIOL 404) course routinely took his students on a filed trip to Eagle Lake, and we expect that his replacement will also.

Yours Sincerely

Jeffrey R. Bell  
Chair of Biological Sciences  
CSU Chico
Department of Science Education  
California State University, Chico  
Chico, CA 95929-0535

FROM: Irene Salter  
Chair, Department of Science Education  
Zip 0535  
(530)998-6340

TO: Fraka Harmsen  
Dean, College of Natural Science  
Zip 0555  
(530)998-6121

Date: October 8, 2013

Dear Dean Harmsen,

I would like to express my Department’s potential interest in using the Eagle Lake Field Station for two future programs that are still in the initial planning stages.

First, faculty in the Department of Science Education were recently approached by Timothy Sistrunk, the Academic Senate representative on the Campus Sustainability Education and Research Committee. This committee is charged with promoting engagement with sustainability issues in the curriculum at Chico State. Our University community is quite innovative and diverse the ways that we have pursued Sustainability Education, but we do not currently offer an outdoor immersion experience led by faculty that can promote sustainability competencies in an extended way. Faculty in my department recommended several possibilities for extended outdoor experiences for students ranging from a 7-10 day immersive experience at a single site, to a NOLS/Outward Bound model, to an experience that targets future teachers and outdoor/environmental educators. Any or all of these could potentially make use of the Eagle Lake Field Station as its base of operations.

Secondly, two foundation level science GE courses taught in the Department of Science Education, NSCI 101 and NSCI 102, will become part of the block-scheduled U-courses in the 2014-2015 academic year. These team taught courses will serve 100 incoming freshmen and are intended to provide freshmen with a rigorous introduction to college life. These GE courses have a mandated lab requirement but the logistics of coordinating a lab for 100 students at a time is daunting. There is no studio lab space that can accommodate such a large group, and it is not clear that our existing stockrooms could supply 100 students working on the same lab activity at a single time. One possible solution is to provide students with a 2-day extended field study as part of, or in lieu of, classroom based laboratory activities. To that end, the Eagle Lake Field Station is one of several options for this field study experience.

Both of these projects are in the most preliminary planning phases. However, Eagle Lake stands out as a prime candidate for extended outdoor experiences of this nature. The fact that there is infrastructure in place (e.g. dormitories, kitchen, dining hall, conference/classroom space) to support students and faculty makes it particularly attractive for our purposes.

Thank you for your consideration.

Sincerely,

Irene Salter  
Chair, Department of Science Education
7 October 2013

Fraka Harmsen, Dean
College of Natural Sciences
California State University, Chico
400 West First Street
Chico, CA 95929

Fraka,

I have consulted with my faculty here in the Department of Geological and Environmental Sciences regarding potential future use of the Eagle Lake Field Station. We have identified the following courses whose instructors have an active interest in the use of the Station for teaching purposes:

GEOS 306 Mineralogy and Lithology taught to about 20 students during Fall semesters

GEOS 382 Hydrologic Field Methods I taught to 8-10 students during Fall semesters

GEOS 436 Volcanology taught to 10-15 students in alternating Spring semesters

GEOS 572 Advance Field Geology taught to about 15 students during Spring semesters

We have one graduate student, David Calo, conducting his thesis research at Eagle Lake for an MS in Environmental Science. Other students have expressed interest in the area around Eagle Lake and may attempt to pursue graduate research there.

There are two essential changes that would greatly enhance the utility of the Field Station for our classes and faculty research: improved road access and lower costs for academic use. I believe both issues can be resolved to make use of the facility more practical and affordable.

I support the current efforts to improve the Eagle Lake Field Station and expand its use by CSU, Chico faculty, students, and staff. Thank you for your consideration.

Best regards,

[Signature]

David L. Brown
Chair, Department of Geological and Environmental Sciences