The following Trustees were present for all or portions of the meeting:

Rana Fine, University of Miami, Chair
Steve Ackerman, University of Wisconsin – Madison
Richard Anthes, UCAR President
Robert Dickinson, University of Texas at Austin
Kelvin Droegemeier, University of Oklahoma
Kerry Cook, University of Texas at Austin
Barbara Feiner, Washington University
Efi Foufoula-Georgiou, University of Minnesota
Dennis Hartmann, University of Washington
Shirley Malcom, American Association for the Advancement of Sciences
Frank Nutter, Reinsurance Association of America
Robert Palmer
Leonard Pietrafesa, North Carolina State University
Steve Rutledge, Colorado State University
Hemant Shah, Risk Management Solutions
Anne Thompson, Pennsylvania State University
Richard Truly

UCAR Corporate Officers & Counsel:
Jack Fellow, UCAR Vice President, UOP Director
Eric Barron, NCAR Director
Maura Hagen, NCAR Deputy Director, ASP Director
Katy Schmoll, UCAR Vice President, Finance and Administration
Susan Friberg, UCAR Assistant Secretary
Meg McClellan, UCAR General Counsel
Jeff Reaves, Business Services
Dan Wilson, Director, Treasury Operations, UCAR

Additional UCAR, NCAR & UOP Attendees:
Rena Brasher-Alleva, NCAR Budget and Planning
Aneka Finley, UCAR Corporate Affairs
Roberta Johnson, UCAR Education and Outreach
Hanne Mauriello, UOP Budget and Planning
Susan Montgomery-Hodge, UCAR President’s Office
Raj Pandya, SOARS and Community Building
Robert Roesch, Human Resources
Steve Sadler, Safety and Site Services
Cindy Schmidt, Office of Government Affairs
Monday, 13 October 2008

The Board convened in Regular Session at 1:00pm.

1. Welcome, Agenda Review, and Approval of Minutes

Acting Chair of the Board, Rana Fine, welcomed the Trustees and other attendees. She reviewed the agenda and asked for its adoption. It was moved, seconded and passed to adopt the agenda.

In the absence of Secretary Rosina Bierbaum, Trustee Fine asked for the approval of the minutes from the May 2008 Board of Trustees’ meeting. It was moved, seconded and passed to approve the minutes.

2. Treasurers Report

Treasurer Barbara Feiner reviewed UCAR’s consolidated financial reports for the past eleven months ending 31 August 2008. The Trustees received the reports in advance of the meeting. She reported that NCAR’s base funding had increased by 1% which is subinflationary and continues the trend of the last four years of essentially level funding for the core NCAR program. Feiner reported that 51% of funding came from NSF during this period—a decrease from 53% in FY07. The Trustees discussed UCAR’s financial investment picture, and Feiner noted that while the general fund is down, and even with the difficult economic situation facing the nation, UCAR’s investments have been conservatively made and are fairly secure.

3. Report from the Chair

Trustee Fine reported on action taken since the Trustees met in May. She said that the Executive Committee of the Board held a conference call on 31 July to approve measures to address the significant NCAR budget shortfalls, which has required a number of program reductions and staff layoffs.

She then asked for action on three items:
A. The Board approval for appointment of Eric Barron and Vivian Dullien as UCAR Foundation directors. It was moved, seconded and passed to approve the following resolutions:

WHEREAS, the bylaws of the University Corporation For Atmospheric Research Foundation (the "Foundation") provide that the Board of Directors of the Foundation shall be elected by the Board of Trustees of the University Corporation For Atmospheric Research ("UCAR Board of Trustees") and that the Board of Directors of the Foundation may provide to the UCAR Board of Trustees, for its consideration, the names of one or more persons whom the Board of Directors of the Foundation nominates to serve as elected directors of the Foundation; and

WHEREAS, by unanimous consent, the Board of Directors of the Foundation has nominated at a meeting held on August 19, 2008, the following persons for election to the Foundation’s Board of Directors, to serve until the annual meeting of the Foundation in the year indicated below for each such nominee, and until their respective successors are elected and qualified:

<table>
<thead>
<tr>
<th>Nominee</th>
<th>Term Ending</th>
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<tbody>
<tr>
<td>Vivien Dullien</td>
<td>2011</td>
</tr>
<tr>
<td>Eric Barron</td>
<td>2011</td>
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</tbody>
</table>

NOW, THEREFORE, IT IS RESOLVED that the following persons are elected as members of the Foundation’s Board of Directors, to serve until the annual meeting of the Foundation in the year indicated below for each such person, and until their respective successors are elected and qualified:

<table>
<thead>
<tr>
<th>Nominee</th>
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</tbody>
</table>

B. Board approval of Eric Barron and Maura Hagen as UCAR corporate officers.

The following resolutions of appointment of Eric Barron and Maura Hagan were moved, seconded and passed.

WHEREAS, the UCAR Board of Trustees unanimously approved the appointment of Eric Barron as NCAR Director effective 1 July 2008;

WHEREAS, Maura Hagan was appointed by the NCAR Director to the position of NCAR Deputy Director effective 8 August 2008;

NOW THEREFORE, it is resolved by the UCAR Board of Trustees that Eric Barron in his capacity of Director of NCAR is elected as an officer of the Corporation effective 1 July 2008, and that Maura Hagan, in her capacity as NCAR Deputy Director is elected as an officer of the Corporation effective 8 August 2008.

C. A resolution of appreciation for Robert Dickinson
The following resolution of appreciation was moved, seconded, and unanimously approved for Robert Dickinson whose move to the University of Texas at Austin rendered him ineligible to run for a second term on the UCAR Board of Trustees:

Bob Dickinson has been an active member of the UCAR Board for the past 3 years. During this time he has served on the Personnel Committee, and participated with great enthusiasm in the writing of the new UCAR Strategic Plan. The perceptive insights and thoughtful suggestions that he brought to this process led to the development of a successful and well received plan. Bob has our appreciation for his contributions during the time he has served, and we will miss his keen attention and unwavering support to the advancement of the atmospheric sciences.

We wish a fond farewell to Bob, and hope that he continues to stay in touch with all of his friends here at UCAR. The UCAR Trustees are pleased to wish Bob continued success and to express their sincere gratitude for his significant contributions to UCAR.

4. NSF Report

Cliff Jacobs, Head of UCAR and Lower Atmospheric Facilities Oversight at NSF, reported on recent NSF activities of interest to the UCAR community. Jacobs reviewed the process and reasoning for the recent competition to manage NCAR. During the last three years NSF took the opportunity to review and look at other options for the management of NCAR. The outcome of the process was unanimous: UCAR should continue to manage NCAR. The process also revealed a few issues that need to be addressed--these issues will be covered in the new cooperative agreement. NSF is suggesting that UCAR clearly define the differences between UCAR and NCAR and maintain the current strong focus on NCAR into the 21st century. UCAR and NSF are also reviewing the process and policy regarding non-NSF funding. The new cooperative agreement should be ready to sign by the end of October, and will be for a five year period, extendable to ten years after review. Jacobs also reported on NSF’s approval for UCAR to move forward with the Data Center in Wyoming.

5. UCAR President’s Report

UCAR President Richard Anthes brought the Trustees up to date on UCAR activities since the May Board meeting, including the appointment of former Board Chair Eric Barron as NCAR Director, and Maura Hagen as NCAR Deputy Director. Anthes also reported on efforts to deal with NCAR’s budget shortfall. He said the Board of Trustees’ Executive Committee met in July by telecon to talk about actions to address the situation which has resulted in NCAR layoffs. He reported that the four month delay in salary increases resulted in a savings of $1M. In a change unrelated to the budget shortfall, there will be an adjustment in the retiree health insurance that will benefit retirees, but will also reduce the UCAR benefits costs. For FY09 there are a few issues that are being worked on including the $6.5 million budget shortfall in NCAR. Anthes also reported that NOAA has stopped paying management fees; these fees helped fund the UCAR general fund. Anthes said that UCAR is in constant communication with NSF to find ways to reduce costs. He also reported on the progress of the Supercomputing Center in Wyoming, the transition document, and highlighted a few of the new activities proposed by UCAR in the NCAR management proposal to NSF. A few science highlights include the Africa Initiative where research is being done to study the relationship between meningitis outbreaks and weather. Talks
about a follow-on mission to COSMIC, tentatively called COSMIC II, are underway with NOAA and Taiwan.

6. NCAR Director’s Report

NCAR Director Eric Barron said that he will forego reporting on current NCAR scientific activities since he has been in the NCAR Director position now for only three months, rather he outlined a number of questions he has been asking the various individuals and groups at NCAR on how to make “a great institution” more efficient and effective in the early 21st century.

1. Are we thinking strategically about NCAR? Are there clear priorities?
2. Is management organized to be successful?
3. Do we have a sufficiently deliberate focus on our external relationships?
4. Is our reporting consistent, efficient and does it signal the importance of our objectives?
5. Do we ensure an appropriate connection between budgets and planning?
6. Does our review process promote success in our mission?
7. How can we enhance success though workforce management?
8. Can we promote an even more effective relationship between UCAR and NCAR?

Discussion followed. The Trustees talked especially about the importance of NCAR emphasizing “frontier issues” and external relationships, particularly with NASA.

7. UOP Director’s Report

UOP Director, Jack Fellows reported on some of the recent developments within UOP. Fellows reported that UOP budget was down 6% from FY07 to FY08. Individual programs such as COSMIC and COMET are in good shape. He said that COSMIC is having solid successes and that the proposal to NSF for UNIDATA funding was approved for another five years. He said that GLOBE was also approved by NASA for another five years. DLESE is now part of the NCAR library, and the on-site event support that JOSS provides was up 43% this past year.

8. Education and Outreach (EO) Report

EO Director, Roberta Johnson gave a report on current activities of Education and Outreach. The E&O strategic plan was completed last year, and included many smaller educational programs: NCAR tours and field trips for kids K-12, Super Science Saturdays, and special outreach events for girls scouts, and participation in the CU Water Fest. Currently, the Mesa Lab is hosting a traveling exhibit called the Wonders of Learning, and in late November a permanent exhibit about I.M. Pei will open. The E&O central project, Windows to the Universe, launched a new feature on their web site called Postcards from the Field where scientists on field campaigns can post pictures and stories about the project. E&O will be hosting the Bilingual Science Teachers symposium and the Undergraduate Leadership workshop again in 2009.

Trustee Bob Palmer asked that a presentation be given at the February Board Meeting on Education and Outreach strategy, funding levels and sponsorship, as well as organizational issues across UCAR.
The regular meeting of the Board recessed at 3:00pm.

The Board convened in Executive Session from 3:15pm to 5:45pm. The minutes are kept in the UCAR corporate offices.

Tuesday, 14 October 2008

9. Advocacy and Federal Budget update

April Burke, Lewis Burke Associates, spoke about science funding realities to expect over the next couple of years. She said that the issue of underfunding is pervasive and isn’t limited to NCAR, and that with the bailouts, Iraq, Afghanistan, and other drains on the economy, the competition for funding is fierce. She said that there will have to be hard choices made in the next years because many congressional staffers think that science is a “nice to have” rather than a vital component to a successful economy. She talked about UCAR continuing its efforts at educating Congress as to the importance of the science and, specifically of promoting the possibility of a R&D “set aside” in the cap and trade legislation.

10. New activities in the UCAR proposal to NSF to manage NCAR

Rick Anthes led the discussion on new activities outlined in the UCAR proposal to NSF. He acknowledged that budget stresses will require restraint in all UCAR activities, and will require management and the Board to think even more carefully before undertaking anything new. Thus the extent to which we implement all of the promises, which were made in response to a prescribed budget outlook, will depend on the actual budgets received. That said, two new necessary activities that we are moving forward quickly on were discussed: the new Board subcommittee on NCAR, and the Workforce Management Plan.

Anthes described the newly formed Board subcommittee on NCAR, saying that the committee would meet a couple times a year to “dig deeply” into the annual NCAR program plan and budgets, and would be involved in developing the new NCAR Strategic Plan. Frank Nutter asked that it be made clear how the committee will interact with the Board Audit and Finance committee. Trustee Feiner, the chair of the A&F committee will serve on the NCAR subcommittee as well to ensure coordination. Plans and schedules were discussed for the upcoming strategic planning meetings in early 2009. Anthes said we would see how this first year of the subcommittee played out, and then adjust the process as necessary. Cliff Jacobs remarked on the original paradigm when NCAR and UCAR were created: that the university consortium oversight would ensure strong NCAR support for the university community and he hoped that the new subcommittee would keep that in mind.

The Workforce Management Plan process was discussed. The Plan will follow on the heels of the new NCAR Strategic Plan and be consistent with that effort. Trustee Kelvin Droegemeier noted that NSF has recently completed its workforce plan and that it may be useful for UCAR to review that. Besides looking at the workforce needed to carry out the new NCAR Strategic Plan, some of the areas to be addressed by the Workforce Management Plan include: examining tenure for senior scientists; mentoring; coupling the scientific appointments review process and the annual performance evaluations; and reviewing the way leave and sabbatical policies are implemented.
11. Terms of the Cooperative Agreement

Vice President for Finance and Administration Katy Schmoll reviewed the terms of the new UCAR cooperative agreement with NSF for the management of NCAR. She said the total amount in the agreement (“this is a ceiling, and is not a guaranteed amount”) is $593,560,000 over five years. Some of the major terms and requirement of the cooperative agreement are the following:

Reviews
- Management and Operations Review
- Science and Technical Review
- Business Systems Review
- Other reviews as deemed necessary by NSF

Objectives
- Increase stakeholder involvement
- Create & leverage partnerships for interdisciplinary Earth System Science Agenda
- Improve representation of women & minorities in the institution’s workforce
- Exploit technology transfer opportunities
- Ensure that non-NSF funding benefits NCAR & community
- Develop a workforce management plan
- Enhance capabilities of financial management system
- Use of effective performance measures
- Increase staff exchanges with other organizations

Planning and Reporting Requirements
- NCAR Strategic Plan (due within one year of award)
- NCAR Program Operating Plan (due annually by Sept 1)
- NCAR Program Operating Plan Progress Report (due annually by Nov 15)
- Management Report (due annually 90 days prior to fiscal year end)
- Facilities Upgrade/Maintenance Plan (due annually 90 days prior to fiscal year end)

One of the more worrisome terms, she said, is that foreign collaborators must hold the U.S. Government harmless from personal injury or property damage. This will prove very difficult to negotiate and may result in fewer foreign sponsors and collaborators. She and her team are working with NSF to clarify and resolve.

12. New collaborative opportunities at NCAR

Eric Barron led the discussion the future scope of NCAR’s work—how to broaden the institution to embrace the environmental sciences and to benefit society in a more direct way. He acknowledged the polarities of opinion, the current budget-constrained environment, the limitations of federal agencies to enable working between and among themselves, and the existing clearly defined set of disciplines working in the atmospheric sciences. He asked the Trustees to consider how we reach for the future given all these factors; how we can be transformational and still remain true to the mission. Discussion continued on the possibility of using our mission to enable other disciplines through deliberate partnerships, such as with the health community whose need for forecasting threats to public health is great, and encouraging an
even stronger partnership the agriculture community with whom NCAR already has a relationship.

The meeting adjourned at 11:30am.

End of Minutes

Minutes prepared by

Susan Friberg
Assist Secretary

Minutes approved by

Rosina Bierbaum
Secretary