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

Dennis Hartmann, University of Washington, Chair
Mark Abbott, Oregon State University
Steve Ackerman, University of Wisconsin–Madison
Rick Anthes, UCAR President
Roberta Balstad, Columbia University
Ken Bowman, Texas A&M University
Fred Carr, University of Oklahoma
Richard Clark, Millersville University
Amy Clement, University of Miami
Kerry Cook, University of Texas at Austin
Jerry Melillo, Brown University & Woods Hole
Ric Porreca, University of Colorado, Boulder
Eric Saltzman, University of California, Irvine
Scott Sternberg, Vaisala Inc.
Eugene Takle, Iowa State University
Anne Thompson, Pennsylvania State University
Richard Truly, NASA administrator, retired
Don Wuebbles, University of Illinois

UCAR Corporate Officers & Counsel:
Roger Wakimoto, NCAR Director
Jack Fellows, UCAR Vice President, UCP Director
Susan Friberg, UCAR Assistant Secretary
Maura Hagan, NCAR Deputy Director, ASP Director
Meg McClellan, UCAR General Counsel
Jeff Reaves, Associate Vice President of Business Services
Katy Schmoll, UCAR Vice President, Finance and Administration
Dan Wilson, UCAR Director of Treasury Operations

Additional UCAR, NCAR & UOP Attendees:
Meg Austin, Director, VSP
Peter Backlund, Director, ISP
Rena Brasher-Alleva, Director, NCAR Budget and Planning
Mike Henry, Office of Government Affairs
Veda Emmet, NCAR Directorate
Aneka Finley, UCAR Corporate Affairs
Michelle Flores, UCAR Corporate Affairs
Brant Foote, Director RAL
Vanda Grubišić, Director EOL
Karon Kelly, IIS
Bob Henson, UCAR Communications
Matt Hirschland, Director UCAR Communications
Kaye Howe, Director NSDL
Jim Hurrell, CGD & NESL
Al Kellie, Director, CISL
Matt McMullen, Director, Facilities and Sustainability
Mary Marlino, Director, NCAR Library
Hanne Mauriello, Director UCP Budget and Administration
Melissa Miller, UCAR Director Budget and Planning
Susan Montgomery-Hodge, UCAR President's Office
Helen Moshak, NCAR Directorate Operations
Raj Pandya, Director, Education and Outreach
Mohan Ramamurthy, Director, Unidata
Robert Roesch, Director, UCAR Human Resources
Karyn Sawyer, JOSS
Cindy Schmidt, Director, Office of Government Affairs
Tim Spangler, Director, COMET
Shawn Winkelman, Director, Information Technology--F&A.

NSF and other Attendees:
April Burke, Lewis Burke Associates
Kaitlin Chell, Lewis Burke Associates
Wendy Naus, Lewis Burke Associates

**Monday, 3 October**

The UCAR Board of Trustees convened in **Regular Session** at 1:00pm

1. Welcome, Agenda Review and Introductions  
Chair of the UCAR Board, Dennis Hartmann, called the meeting to order and reviewed the agenda. He noted one change: the NSF report will be given by Dave Verardo, Head of the Atmospheric Section/AGS/NSF, and will take place later than originally scheduled. Revised agendas have been provided. **It was moved, seconded and passed to approve the revised agenda.**

2. Board of Trustees’ Chair Report  
Chair Hartmann reported that the search for a new UCAR President has occupied most of the Board’s time since the May Board of Trustees Meeting.

3. Secretary’s Report  
Secretary Roberta Balstad asked for approval of the minutes from the May 2011 Board of Trustees’ meeting; the minutes were sent in advance of the meeting. After noting two typos, **it was moved, seconded, and passed to approve the May 2011 minutes.**

4. Treasurer’s Report  
Treasurer Ric Porreca reviewed the consolidated financial report for the period ending 31 August 2011. The report was sent in advance of the meeting. Trustee Porreca noted that UCAR is taking a conservative approach to spending and investments in this challenging budget atmosphere, and operating within a budget consistent with Board’s priorities. He also reported that major funding has been received and mostly spent for NWSC construction ($70M); the NCAR Wyoming Supercomputing Center (NWSC) building has been completed on budget and schedule; FY11 NSF Core/CSL funding received 2% increase
for NWSC operations & core EaSM (Earth System Models, a program designed to generate significantly more powerful models that can help decision-makers develop adaptation strategies to address climate change) and that there will continue to be more budget uncertainty expected for FY12.

5. UCAR Update
This meeting of the UCAR Board marks Rick Anthes’ last as UCAR President. He presented a few updates on UCAR activities but mainly concentrated on the highlights of his 23-year career as UCAR President, including these particularly successful programs: the development of the Community Earth System Model (CESM), the SOARS program, COSMIC development of the radio occultation system of measurements, creation of the Academic Affiliates Program, and the NWSC. He noted that since he became UCAR President in 1988, there have been 5 NCAR Directors; 276 President’s Council meetings; 4 UCAR Vice Presidents; 12 Chairs of the Board of Trustees; 20 new UCAR Members; 23 Affiliates; UCAR acquired Foothills Lab and Center Green facilities; growth of UCAR-NCAR-UCP staff from 1000 to 1550; and an increase in number of female senior scientists from 2 to 10. He thanked the Board for their support over the years.

6. NCAR Director’s Report
NCAR Director, Roger Wakimoto, updated the Trustees on NCAR activities. He made special mention of appointments of the new Director of EOL, Vanda Grubišić; recently appointed Director of NESL, Jim Hurrell; and the recent appointment of a new CESM chief scientist, Marika Holland. He reported in depth about the current numbers of females in management positions at NCAR, noting that 33% of the leadership positions at NCAR are held by women. He showed some highlights of the NCAR scientific research, NCAR external and internal award winners, and spent the bulk of his time on the reports from the NSF panel reviews held in the spring. The reports overall were laudatory, Wakimoto said. He identified the following management issues from the report that will most likely be addressed at the upcoming NSF review of NCAR Management on October 17-20: increasing the allocation of base funds into the labsobservatory; the perception that “science representation*” has been reduced at the highest level of management; balance between NSF and non-NSF funding; demographics of scientific staff; and maintaining support for NCAR facilities.

7. UCP Director’s Update
Vice President of Corporate Affairs and UCP Director, Jack Fellows, updated the Trustees on recent UCP activities. He presented highlights from each of the UCAR Community Programs: COMET, Unidata, COSMIC, Visiting Scientist Program (VSP), Joint Office for Science Support (JOSS), National Science Digital Library (NSDL), Integrated Information Services (IIS), and the GLOBE program. Among other highlights, Fellows announced the appointment in June of Andy Tasker to the GLOBE Director position; the NOAA award for a new 5-year Cooperative Agreement to VSP to continue its collaborative relationship in research and training programs; new COMET modules, e.g., Coastal Climate Change, Numerical Weather Prediction and Fire Weather. He also outlined the UCAR Forum being held at the Members’ Meeting on Tuesday and Wednesday.

8. David Verardo Remarks
Head of the Atmospheric Section/AGS-NSF, David Verardo took the opportunity to talk with the Board about updating program communications between NSF and UCAR/NCAR. He spoke of the need and opportunity for stronger coordination between AGS program directors and NCAR, more direct communication from NSF about their priorities, and more
timely decisions on proposals. In general, he said, AGS is committed to strengthening communication pathways and working more closely with UCAR and NCAR.

9. Advocacy and Federal Science Budget Update
April Burke and Wendy Naus, Lewis Burke Associates, updated the Board on the current state of the federal science budget, especially as it relates to NOAA and the JPSS (Joint Polar Satellite System) and the overall congressional governing gridlock. The overall message was going forward, we need to stay true to our own message, i.e., “We need the data” vs. “We need the satellite”; find productive ways to stay part of the discussion without being drawn into the political morass; “remain credible and reasonable among the extreme messages out there.”

10. Budget and Program (B&P) Committee Report
B&P Chair, Steve Ackerman, reported on the B&P committee meeting held earlier in the day. He reviewed the role of the committee: to review the NCAR Annual Budget Review (ABR) process and the Program Operating Plan (POP), and provide a recommendation to the full Board concerning endorsement of the plans (recognizing NSF’s interactive role in establishing the final plans). He reported that the B&P Committee reviewed and endorsed the POP in their August 18 conference call, and that NCAR Budget and Program Director, Rena Brasher Alleva updated the B&P on the ABR process and status at the meeting earlier in the day. Approval of the process will occur in May. Ackerman also reported that the committee was apprised of NSF’s guidance for FY12 that the budget will be flat, and discussed NCAR’s NSF base priorities for FY2012. He also reported that planning for FY13 continues the strategy of incrementing or protecting NCAR’s highest priorities “above the line” (ref. the list of priorities in order). He also said NCAR will keep NSF and B&P Committee in the loop throughout the planning and decision process.

The Board convened in Executive Session from 4:15-5:45 pm to discuss the search for the new UCAR president.

At 6:00pm, the dedication of the new Anthes Building and a reception was held for Board and UCAR Management Committee, NSF visitors, the building architect, and local government invitees.

Tuesday, 4 October 2011

The Board convened in Executive Session from 8:15-9:15am to discuss the search for the new UCAR president.

11. NCAR’s Earth Observing Laboratory (EOL) Director
Recently appointed EOL Director, Vanda Grubišić, discussed her vision for the Lab. She outlined her professional experience and relevant scientific expertise, including her career-long ties and in-depth familiarity with EOL, NCAR and UCAR and broad experience in observational field programs and IT infrastructure management, as well as her international experience. She outlined her strategy for the future: capitalizing on current strengths of the EOL staff and observing facilities while at the same time foreseeing and implementing changes to be better prepared to respond to future NSF-supported projects addressing the NSF GeoVision challenges. The challenges are: maintaining a proper mix of scientific and engineering talent; maintaining the programmatic balance between deployment and development; fostering a culture of innovation and the entrepreneurial spirit; and fostering the evolution to a laboratory that also supports climate process studies.
12. Ombuds Report and Re-appointment

Wendy Abshire and Richard Valent serve as the UCAR Ombuds. As Ombuds, they report to the Board and must be reappointed each year. They reported on the number of cases that have come to them in the past year (10) and the successful resolution of 9—one is still active. They noted that the average time spent on a case is 2.5 hours and that case topics span most of the categories: Employee Compensation and Benefits; Evaluative Relationships; Peer and Colleague Relationships; Career Progression and Development; Safety Health and Physical Environment; Services/Administrative Issues; Organizational, Strategic & Mission Related; Values, Ethics and Standards.

The Board commended them for their diligence and good service. Chair Hartmann reminded the Board that they must reappoint the Ombuds annually, and that a memo from NCAR Deputy Director Maura Hagan requesting their reappointment was included in the information packets sent to the Board in advance of the meeting. After determining that they were willing to serve for another year, a motion was made, seconded, and passed to re-appoint Wendy Abshire and Richard Valent to the UCAR Ombuds positions.

13. NCAR Earth System Laboratory (NESL) Director

Newly appointed NESL Director, Jim Hurrell, discussed his vision for NESL. He outlined the structure of the lab, and confirmed the value of maintaining distinctive divisional structures, i.e., Atmospheric Chemistry Division (ACD); Climate and Global Dynamics (CGD); and Mesoscale and Microscale Meteorology (MMM). He said each has a long history with clear and unique strengths and capabilities, and each division has a broad community of collaborators. He said the Lab itself is poised to meet the changing landscape for science and contemporary scientific challenges, including increasing our understanding and predictive capacity to satisfy an increasing need for local/regional information, and developing effective science communication and new partnerships to deliver information in a manner than informs adaptation strategies. He said a continuing challenge is to maintain a balance between supporting growth into new scientific areas and sustaining excellence in core activities and community facilities.

The Board adjourned at 11:15 am.

The next meeting of the UCAR Board will be held in Boulder, Colorado on 28-29 February 2012.

~ End of Minutes ~

Respectfully submitted,

Susan J. Friberg
Assistant Secretary

Approved by,

Roberta Balstad
UCAR Secretary