UCAR Board of Trustees
Advisory Committee on Governance

Mark Abbott and Fred Carr, co-chairs
Greg Hakim, Meg McClellan,
Vasu Misra, Yvette Richardson, Scott Sternberg, and Sepideh Yalda

2012 UCAR Annual Meeting

Charter to the ACG

- Examine current UCAR governance policies and practices
- Consider possible changes in bylaws
- Consult regularly with the members and the Board

Context

- Are we positioned to meet the needs of our members and the community in the 21st century?
- Our world continues to change – do our present structures and practices serve us well?
- Some past history of changes in governance

Some History of Changes in Governance

- 1988 Membership and Governance Committee
  - Fee increase, trustee on Nominating Committee
  - Other recommendations not approved
- 1996 UCAR Governance Examination Team
  - Revised voting requirements and removed fee caps
  - Added Academic Affiliates to bylaws
  - Eliminated Budget and Program Committee
  - Some other recommendations not approved
    - Move annual meeting time, consolidate international and voting members, move to a "range" of trustees
- 2002
  - Board recommended designation of 6 at-large trustees (approved)

Today's Town Hall

- Nothing is pre-determined
- Start by considering two areas of governance
  - Membership
  - Member representatives
- Full members
  - Participate fully in the governance of the corporation (UCAR)
  - Two representatives with full voting privileges
- Affiliate members
  - Established in 1988 to engage institutions that did not meet the requirements for full membership
    - No doctorate program in atmospheric or related sciences
  - One representative without voting privileges
- Member representatives appointed by the CEO of each member institution
  - For full members, recommended that one representative be from the administrative staff and one from the scientific staff

Discussions

- Seek input on membership structure and on member representatives
- Straw poll at the end of the discussions
- There is a parallel effort to look at UCAR/ university relations
- *"But to maintain standards of membership requires frequent and consistent attention---the job is never done."* (p. 88), R. Fleagle, **Eyewitness: Evolution of the Atmospheric Sciences**, AMS

Informal Survey of Academic Affiliates Common Themes

- There was general agreement that it is appropriate to review and modify the current membership structure.
- There was general agreement regarding voting rights and ability to fully contribute to UCAR/NCAR.
- Some Affiliate Members expressed concerns over the current structure and the impression of the Academic Affiliates viewed not at the same level of Member institutions by Members.
- Questions were raised regarding the changes to the current membership fee structure and potential changes and impacts on Affiliate institutions.

Fee Structure

- Member:

Initial fee: $10,000

Renewal fee: $3500 (every eight years)

- Affiliate Member:

Initial fee: $800

Renewal fee: $400 (annually)

Survey of Institutions Similar to UCAR

University Consortium for GIS
Oak Ridge NL Consortium of Universities
Association of Universities for Research in Astronomy (AURA)
Consortium for Ocean Leadership
Consortium of Universities for the Advancement of Hydrologic Science, Inc.

Common themes:

- All have some form of Member/Affiliate format
  - Full members have voting privileges
  - Full members may participate in governance
- Distinction based on
  - PhD programs (Oak Ridge, AURA)
  - "Degree program" (Ocean Leadership; CUAHSI (graduate))
  - Educational/corporate entities; international
- Main message:
  - Member activities most closely align with core mission
  - Affiliates are part of a broader community with shared interests

Discussion about Number of Member's Representatives

Preamble (Background on current Bylaw rules)

- Two members representatives for each UCAR Member

- Member representatives are appointed by the CEO of each Member Institution

- Bylaws recommend that one representative be from the administrative staff and one from the scientific staff

Comment: *This recommendation is not monitored or enforced by UCAR and is not always followed by Members.*

Discussion about Number of Member's Representatives

Preamble (Cont.)

- Members representatives vote on Board of Trustees members, and on UCAR Members' Committees slates

- For Bylaw changes and for election/re-election of Members, only one vote per member institution is permitted

Comment: *No term limit or specific role for members representatives is articulated in the Bylaws other than the aforementioned voting. Additional roles by historical practice include participation in the Annual Meeting, seeking the opinion of and informing their institutional colleagues about UCAR activities, maintaining contact between their institution and the UCAR President, BoT or PACUR as appropriate, assisting with Members' Committee nominations, and related duties.*

Comment: *In an effort to engage early career scientists, UCAR has recently invited one early-career faculty member per Member (selected by the Member) to attend the Annual Meeting. The Bylaws are silent on the invitation of guests to meetings.*

Discussion about Number of Member's Representatives

Rationale for Discussion ("What is broken"?)

- With 77 Member institutions, this permits 154 members representatives to attend Annual Meetings, as well as representatives from 24 Affiliate Members, and potentially 77 early career scientists. The logistics and costs of hosting the meeting are increasing.
- Such a large and diffuse attendance may:
  - Preclude all member reps from being fully engaged in the meeting
  - Limit their ability to learn about UCAR activities and to communicate information about UCAR to their institutions.
  - Dilute the ability of Members to reach consensus and efficiently conduct business
- With no term limits, many members representatives serve very long terms, thus limiting participation in UCAR by other faculty colleagues.
- With the role of members representatives not specified in the Bylaws, they may be unclear as to their responsibilities on communicating to and from their constituents. They might also feel that their influence and opinions are not valued, with no ability to effect real changes within UCAR.

Discussion about Number of Member's Representatives

Possible Actions

1. Limit membership to one representative per Member and continue early-career faculty invitation to Members Meeting

2. Continue with two Members reps, but with 3-5 year terms.

3. As in (2) but require one of the members reps to be "early career" (This would require UCAR monitoring)

4. Continue as we have been doing (but remove requirement for one administrative and one scientific representative)

5. Re roles: Articulate members reps roles in the Bylaws; facilitate their liaison role to their institution; engage them in strategic planning for NCAR, etc.

6. Others?