



2010 Board of Directors Meeting

Spring Web Conference

April 6, 2010

**Notes for the meeting are recorded by the CUAHSI secretary (Kevin Dressler) as representation of the discussion topics and point and are not the opinion of the secretary

Minutes and Relevant Attachments

Current Meeting Minutes, April 6, 2010	2
Strategic Planning Preparation.....	6
Executive Committee Minutes (Special BOD Meeting, March 5, 2010).....	8
Development of Unrestricted Funds.....	10



Agenda: Spring 2010 Board Meeting

April 6, 2010

Web Conference Minutes

Call to Order: 3:50 pm

Roll Call (Kevin Dressler, Secretary)

- X directors present, needed 10 for quorum
- "X" indicates director is present

Term expires 12/31/2010

David L. Freyberg, Stanford University X
Patricia Maurice, University of Notre Dame
Jim McNamara, Boise State University X
Kenneth Potter, University of Wisconsin X
Claire Welty, University Maryland - Baltimore County X

Term expires 12/31/2011

Larry Band - University of North Carolina - Chapel Hill X
Jay Famiglietti, University of California – Irvine
Tissa Illangasekare - Colorado School of Mines
Jennifer Jacobs - University of New Hampshire X
Scott Tyler - University of Nevada - Reno

Term expires 12/31/2012

Robyn Hannigan – University of Massachusetts-Boston X
Carol Johnston – South Dakota State University X
Witold Krajewski – University of Iowa X
Larry Murdoch – Clemson University X
Aaron Packman – Northwestern University X

Officers Present: Kevin Dressler (Penn State University), Richard Hooper (CUAHSI), Brian Waldron (Univ. of Memphis)

Others: David Kirschtel (CUAHSI), Roy Savoian (Central Washington University)

1. Strategic Planning (45 minutes) *Larry Band/Roy Savoian*
 - a. Strategic Planning Process: What to expect (*Roy*)
 - o Retreat Schedule (April 21-22)
 - Day 1
 - Facilitator will talk about the 3 fundamental questions (mission, shared core values, SWOT Analysis) and the five essential elements of the strategic planning process
 - Critical Success Factors will serve to lay out metrics for good performance
 - Roy cautions that the group needs to spend more time on the mission ahead of this retreat as it sets the process in motion
 - Day 2
 - Define the future long-term with visioning
 - Develop strategic objectives
 - o Want to develop a consensus document that CUAHSI can live with and everyone is not going to agree with everything
 - o Hooper indicates that the group needs to decide which version of the mission statement we should be heading towards. Version two is more like UNAVCOs statement
 - b. Preparation for meeting/Issues to consider (*Larry B.*)
 - i. Two forms of draft mission statement (**see attachment**)
 - ii. Communities served by CUAHSI (**see attachment**)
 1. Name change
 2. Implications for mission statement
 3. Increasing efficiency of member representatives
 - General discussion centered around whether to impose suggestions/restrictions on representative terms and/or also university department representation structure in order to better distribute CUAHSI information and participation at educational institutions.
 - iii. Input for Standing Committees
 1. Instrumentation (*Robyn*)
 - Committee met by phone and returned recommendations to Hooper
 2. Education and Outreach (*David F.*)
 - Committee has met by phone and email and a draft report has been finished and will returned shortly
 3. Observations (*Jim*)
 - Report submitted but could use a little revision
 4. Synthesis (*Aaron*)
 - Committee was not appointed officially and materials have been sent around by emails for which Boyer has been editing a document
 5. Informatics (*Carol*)

- No communication since a presentation by Maidment in January
 - Hooper to call P. Houser and will inform Carol if she also needs to call
6. Research Applications (*Ken*)
- New committee – Two teleconferences so far
 - Committee feels there is a significant gap between what we know in hydrology and what is done application
 - Want to construct a scientifically designed survey to gather data on this assertion
- c. Role of Strategic Plan and Mission Statement in Cooperative Agreement
- Because CUAHSI does not have an active strategic plan, NSF is using the current mission statement (developed nearly a decade ago)

2. Hooper travel. As an oversight measure, the Board approves my travel (as I authorize staff and participant travel for others). Normally, this is done in advance, but, because of uncertainty as to my status after my elbow operation, I have had to make a few trips on short notice that must be approved ex post facto (or I would have to pay for them out of my pocket).

■ These trips, and Hooper's rationale for travel are as follows:

March 25. Trip to office in Washington DC to handle administrative issues (signing checks, review of audit preparations with Jessica, budgeting issues)

March 28-30. AWRA GIS and Water Resources Specialty meeting. Jack Dangermond (President of ESRI) gave a keynote highlighting CUAHSI Water Data Services and the HIS project had multiple special sessions at this meeting. CUAHSI had a booth in the exhibition area to reach out to the practitioner community, including local water authorities and consulting firms. Recall that the management review asked for us to engage local government. I attended to represent CUAHSI at meetings with ESRI, to meet in person with HIS team, and to help at the booth.

April 5-8. Tri-State (NV, NM, ID) EPSCOR Meeting. Dan Ames has arranged an HIS session at this meeting and requested CUAHSI office presence. Given that supporting regional consortia is a high priority for CUAHSI and that Yoori had a prior commitment at MA Water Resources Conference (also this week), I decided to attend.

April 20-23. Strategic Planning Retreat, Irvine.

May 13. Southeast Regional Water Meeting, Capitol Hill, Washington, DC (Paid from JFF grant)

June 9. Ogallala Regional Water Meeting, Capitol Hill, Washington, DC (Paid from JFF grant)

Motion to approve the past and future travel for Richard Hooper (above): McNamara

Second: Freyberg

Discussion: No

Approval: Yes

3. Appointment of Synthesis Standing Committee

Beth Boyer, PSU, Chair

Kevin Bishop, SLU

Ying Reinfelder, Rutgers

Charlie Vorosmarty (Caroline Hermans, alternate), CUNY

Motion to approve the above committee : Packman

Second: Krajewski

Discussion: Committee was kept small for now to have adequate feedback for the April retreat

Approval: Yes

4. Approval of Minutes from March 5 (10 minutes) (**see attachment**)

Motion to Approve the March 5 Special Session ExCom Minutes: Jacobs

Second: Hannigan

Discussion: No

Approval: Yes

5. Corporate Affiliates and Annual Membership Dues (Brian and Larry B.) (15 minutes) (**see attachment**)

■ Committee was to outline in what way CUAHSI would incorporate Affiliate members and handle membership dues moving forward

■ Recommended Actions

○ Require an annual membership due of \$200 to CUAHSI U.S. members. (CUAHSI should have a 6 month buffer for good operational standing)

▪ Requires change in By-Laws

▪ \$2K provides the first 5 years as an initiation

○ Concerns

▪ Jacobs – indirect cost of losing members (that is, the intangible cost of losing sheer numbers of members)

• Hooper – many other consortia are much smaller

▪ May want to wait to make these changes until the Strategic Planning Process is completed

○ Allow for corporate affiliates to join CUAHSI based on the guidelines contained in this report and the suggested changes to the by-laws distributed in August 2009.

▪ Case by case basis upon approval of Board for each affiliate

▪ Proposed affiliate rights are in the attachment

6. Dahlem Conference Status Report (Larry Band and Jay) (10 minutes)

■ Need an adhoc committee to offer this conference in years between the CUAHSI Biennial Conference

7. CHyMP Status

■ Not addressed

8. Questions and Open Discussion (15 minutes)

9. Adjournment: 5:10 pm

Motion to adjourn: Welty

Second: Hannigan

Discussion: No

Approval: Yes

Strategic Planning Preparation

Mission Statement

Current Mission statement

To foster advancements in the hydrologic sciences, in the broadest sense of that term, by:

Developing, prioritizing and disseminating a broad-based research and education agenda for the hydrologic sciences derived from a continuous process that engages both research and applications professionals;
Identifying the resources needed to advance this agenda and facilitating the acquisition of these resources for use by the hydrologic sciences community; and
Enhancing the visibility, appreciation, understanding, and utility of hydrologic science through programs of education, outreach, and technology transfer

Draft revisions from October, 2009

Facilitating major advances in hydrologic science through

support of the academic research community and engagement with state, national and international agencies, applications professionals and the public and private sectors
identifying the scientific infrastructure needed to advance hydrologic research and facilitate its acquisition and access for use by the hydrologic community
enhancing the visibility, appreciation, understanding and utility of hydrologic science through programs education, outreach and technology

Aaron's suggested version (an example reflecting different structure):

"CUAHSI seeks to enable the water science community to address broad interactions between water, life, earth, and human society.

CUAHSI will achieve this mission by developing research infrastructure, improving access to data, facilitating interactions between diverse scientists, promoting interdisciplinary education, and fostering the translation of scientific advancements into practical tools for water management and policy."

Communities Served by CUAHSI

With the termination of the WATERS Network project, CUAHSI is the only consortium that addresses water research. Our name, which includes the term "hydrologic science," is viewed by some academic researchers as *excluding* engineers (particularly environmental engineers), geochemists, geomorphologists, and other groups who might benefit from our services and infrastructure.

Paradoxically, hydrologic science, within the Earth Sciences Division of the Geosciences Directorate, is often viewed as being more engineering-oriented than science oriented. At a recent visit to NSF by Larry Band and Larry Murdoch, Enriqueta Barrera asked whether CUAHSI would consider changing its name in some way to replace 'hydrologic science' with 'water.' I believe this reflects both the desire to broaden our base and to make us less affiliated with a specific NSF program (although that program does pay for our existence).

If CUAHSI were to adopt a mission that clearly reflected the desire to understand water and its interactions with the abiotic, biotic, and human environment, we could transcend this disciplinary debate. Our objective is water research. Some earth scientists, some engineers, some geographers, some economists, and some ecologists are interested in this topic but not *all* earth scientists, engineers, etc. are interested in this. From my (Rick's) experience, I suggest that it is counter-productive to view CUAHSI as representing these disciplines (because we don't serve all of any one discipline), but rather CUAHSI should transcend the disciplinary definition to support a more comprehensive (perhaps 'transdisciplinary') understanding of water. These seems intellectually sound to me and is credible.

At the same time, CUAHSI has struggled to penetrate beyond the member representative into the various departments that may contain water faculty in our member universities. One possible approach that is fairly radical is to alter our current structure of one representative and one alternate representative to offering our members **up to 3 representatives, contingent on each representative being from a different department**. For example, representatives from Civil Engineering, Ecology, and Geosciences may be appointed. The only difficulty I see is that frequently Civil and Environmental Engineering are in the same department; perhaps a specific exception can be made for that case. Note that affiliate members would still have just one representative (and 1 vote). Full members would have up to 3 votes. Any such change would require an amendment in the bylaws by the membership.

With respect to our name, what I have learned as CUAHSI's executive director in the past 7 years is

- Our name is important. The term 'advancement' in our name has been viewed by some as being an advocacy organization. I would like that term out of our name.
- A simple, pronounceable name is important. (Is it quashy, coo-ahs-si, etc.?)
- It's got to be unique in Google (which CUAHSI is).
- We do have recognition of the name CUAHSI (however awkward it is), so we have to balance losing that name recognition if we change our name with whatever benefits accrue.
- Branding is important and we would have to spend resources to re-brand ourselves if we were going to change our name.

As an aside, if we do decide to change our name, let's adopt a simple, non-word as our name (as Exxon did) rather than to play the acronym game, which will end up with some name that rhymes with 'queasy.' I don't really care what the name is (www.aqqua.org is available, but www.aqqua.net is) but simple is better. How about:


universities allied for water research

Executive Committee Minutes
Special Meeting
March 5, 2010

Present: Larry Band, Kevin Dressler, Jay Famiglietti, Robyn Hannigan, Richard Hooper, Tissa Illangasekare, Jennifer Jacobs, David Kirschtel, Carol Johnston, Witold Krajewski, James McNamara, Larry Murdoch, Aaron Packman, Ken Potter

Call to Order: 4:05 pm

1. Approval of Minutes, February 9, 2010 and February 23, 2010

Motion to Approve February 9, 2010 Minutes: Famiglietti

Second: McNamara

Discussion: No

Approval: Yes

Motion to Approve the February 23, 2010 Minutes: McNamara

Second: Murdoch

Discussion: No

Approval: Yes

2. Partnership on Environmental Synthesis Center

- Two potential partnerships with NCEAS and with Oregon State University
- NCEAS offer focuses on informatics and includes a position on Synthesis Board for CUAHSI
- OSU proposal has 3 nodes model (OSU-NCAR-CUAHSI) with CUAHSI hosting one node in Boston in collaboration with area universities; node could include resident post-docs and data support personnel.
- Both partners are willing to consider a non-exclusive arrangement (particularly at pre-proposal stage). I have confirmed with NSF that there are no prohibitions on partnering with multiple proposals. If both groups advance to full proposal, CUAHSI could submit its suggestions, but not to fully participate in writing the proposal. In my opinion, it is awkward to be party to confidential aspects of the proposal because one could be open to charges of leaking information by the losing group, whether or not there is merit to the charge. Having an exclusive relation avoids that potential conflict.
- Pre-proposal due March 23rd
- Co-PIs participate in multiple proposals on the same solicitations often

Summary Decision

- Non-exclusive and participate in a limited way in the construction of the proposals
 - That is, CUAHSI could provide its piece to the proposals without reviewing the entire proposal or even providing substantive input
 - CUAHSI to announce via the listserv

Motion to approve the above approach of a non-exclusive basis: Ken Potter
Second: Carol Johnston
Discussion: No
Approval: Yes

Registration Fee for Biennial Meeting. The marginal cost for an additional participant (including banquet) is approximately \$310. We propose an early registration fee of \$250 with a \$10 banquet ticket for regular attendees; \$100 + \$10 banquet ticket for students. Late registration (and on-site registration) would be \$300 + \$10 for regular attendees and \$200 + \$10 for students.

- Registration cap of 250 attendees

Motion to approve the above rates: Murdoch
Second: McNamara
Discussion: No
Approval: Yes

3. Appointment of Standing Committee Members

Instrumentation

Liaison--Robyn Hannigan
Chair--Klaus Neumann, Ball State (2012)
Erich Hester, U VT (2011)
Jasmeet Judge, U Florida (2012)
Todd Scanlon, UVA (2013)
Bob Poreda, U Rochester (2013)

Synthesis

Liaison--Aaron Packman
Chair- Beth Boyer

- Hooper to contact and offer support for additional help in populating the committee

Observations

Liaison--Jim McNamara
Chair- Dave Chandler (2012)
Bill Ball (2011)
Miki Hondzo (2012)
Wendy Graham (2013)
Paul Brooks (2011)
Jan Hopmans (2012)
Mark Williams (2013)
Henry Lin (2011)

Research Applications

Liaison--Ken Potter

Chair--Allen Bradley (2012)

- Bowling, Laura Purdue University (2011)
- Franz, Kristie Iowa State University (2012)
- Schwartz, Stu UMBC (2013)
- Vogel, Rich Tufts University (2011)
- Wurbs, Ralph Texas A&M (2012)

Motion to appoint the above members to the above committees: Jay Famiglietti

Second: Murdoch

Discussion: No

Approval: Yes

4. Pathfinder Fellowship Awards

- 4 individuals were recommended out of 13 applications

Motion to accept the committee's recommendations: Famiglietti

Second: Murdoch

Discussion: No

Approval: Yes

5. Approval of Rick's Travel

- a. NSF/NERC Virtual Observatories Meeting (paid for by NSF separately from CA), March 1-2, Arlington, VA
- b. NOAA-NWS, March 5, Silver Springs, MD

Motion to approve the above trips: Famiglietti

Second: Murdoch

Discussion: No

Approval: Yes

Adjourned: 4:55 pm

Development of Unrestricted Funds for CUAHSI

Report of Subcommittee on Unrestricted Funds

Larry Band, Brian Waldron, Robyn Hannigan, Rick Hooper [ex officio]

CHARGE

The CUAHSI Board of Directors charged this subcommittee to develop recommendations to sustain and to augment the unrestricted funds of CUAHSI and to report back to the Board at its Spring 2010 meeting

BACKGROUND

Since 2001, CUAHSI has obtained 112 members, 7 affiliates and 14 international affiliates. Membership is a one-time \$2000 fee and affiliations are a one-time \$500 fee. In membership alone, CUAHSI has raised \$224,000. The majority of membership growth occurred in CUAHSI's first 2 years with 68 members or \$136,000 (61% of total). Taking the Logan conference in 2004 as a point when CUAHSI had peak interest owing to the possibility of NSF funding HO's (hydrologic observatories), the membership was at 91 members or 81% of current. The growth of new members has declined, averaging approximately 3 per year over the last 4 years (see Fig. 1).

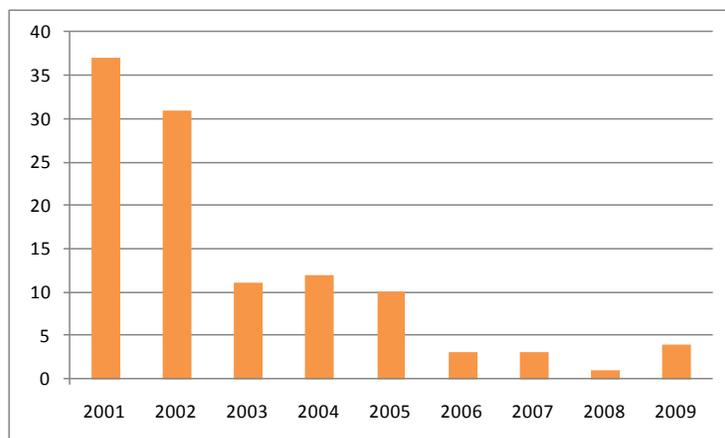


Fig. 1. CUAHSI membership numbers since 2001.

Gross revenues to CUAHSI's unrestricted fund account (UFA) as of 2009 total \$234,500. Total expenses have been \$94,091, so the balance of the UFA is \$140,409 as of Oct. 2009). Translating this number to the number of memberships required means that the dues of 47 members would be required to cover this expense; that is equivalent to all of the members since 2003 to 2009 plus 3 of the members in 2002. On average, CUAHSI expends presently \$15,000 per year from the UFA that otherwise could not be charged to NSF. These charges are largely staff time to maintain membership roles and to conduct Board elections; small amounts are also used for alcoholic drinks at the AGU reception. Over the next 5

years and assuming 3 new members per year, CUAHSI would retain funds from only 43 of the original members in 2001 (37 members) and 2002 (6 members) or \$86,000 in the UFA.

GOAL

Have a sustainable, positive growth UFA in five years that accommodates: (1) cash flow requirements; (2) annual expenses; (3) a six-month buffer to cover corporate administrative costs; and (4) seed funding for exploring new activities..

APPROACH

Assuming a continued \$15,000 annual expense and an estimated \$38,500 per month corporate administrative expense, the UFA will require \$306,000. Taking into account the current UFA total of \$140,400 (rounded), this would require CUAHSI to acquire nearly 83 new members (\$166,000); however, CUAHSI presently averages 3 new members a year.

Given that we are very unlikely to recruit this number of new members, two viable options exist: recurring membership dues from members and opening a new class of membership to corporate affiliates which will have recurring dues from the outset. Each revenue source has a rationale.

Paying a recurring due indicates an interest in CUAHSI and an active support of the membership. However, it is likely that there will be a significant attrition of membership if we require payment of dues. Any estimate of this attrition is speculative, but loss of at least 20% of the members seems likely and it is possible that we would lose 50% of the membership.

Corporate affiliates are already authorized in the by-laws. Seeking the advice of corporate members could be valuable to CUAHSI in at least 2 ways. First, getting business advice from companies could help the corporation. Second, understanding the needs of the practitioner community could help to shape and to prioritize our research. We all recognize that translating our research to practice has often been difficult.

When polled at the 2009 Annual Membership meeting, 14% of the respondents wanted to have recurring dues only; 21% wanted only Corporate Affiliates; and 44% wanted both. (22% of attendees didn't answer the question, presumably because they were affiliate members rather than full members.) A plurality, therefore, supports both revenue streams.

Recurring Membership Dues

At the CUAHSI annual membership meeting, members weighed in on the concept of recurring membership dues at three different levels: \$1000/5 years, \$2000/5 years, \$4000/5 years. . The support level for recurring dues declined from 52% for the cheapest level to 16% for the middle level to 5% for the highest cost. (Note that 18% of meeting participants didn't respond and the rest answered "no".)

Following Fig. 2, if all 112 CUAHSI members paid an annual due of \$200, income to the UFA over a five year period would be \$112,000 (a deficiency of \$54,000). If we assume 73 members (65%) agreed to a

\$200 annual fee, the UFA would gain \$73,000. Lastly, 43 paying members would provide \$43,000 to the UFA.

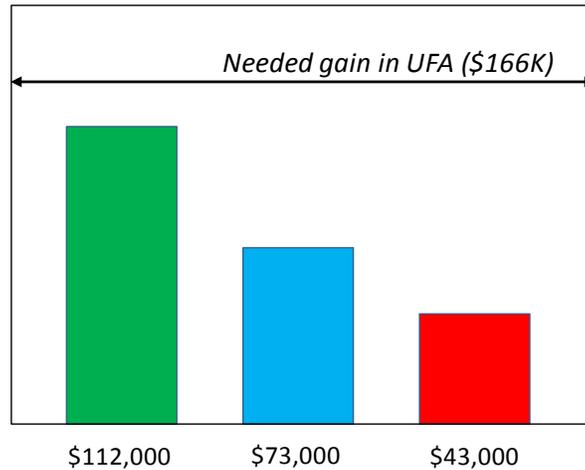


Fig. 2. \$200 annual membership fee contribution to the UFA over a five year period in reference to the estimated \$166,000 needed gain to cover annual expenses and CUAHSI corporate administrative costs.

Given the poll results and the estimated deficiencies illustrated in Figure 2, it appears that recurring dues alone will not provide sufficient funds to maintain and to grow the unrestricted funds to the desired level over a reasonable period of time. Therefore, having corporate affiliates may be necessary.

Corporate Affiliates

At the August 2009 CUAHSI BOD meeting, the corporate affiliate subcommittee proposed a change in the by-laws to allow for corporate affiliates with case-by-case review of which affiliates would be acceptable. A corporate affiliate would automatically become part of an advisory panel to CUAHSI; once a certain number of corporate affiliates joined CUAHSI, a smaller corporate panel would be formed to advise the board. They may participate in the membership meetings, but would not have a vote nor the ability to make a motion.

The subcommittee discussed how applicants could be evaluated for membership in CUAHSI. We suggest they answer two questions:

What does your company do to advance hydrologic science?

What is your company's interest in hydrologic science?

Some companies (e.g., like instrumentation companies or software companies) directly contribute to hydrologic science. Others, such as water companies or consulting engineers, use the results of hydrologic science. The purpose of these questions is to ensure that corporate affiliates have a bona fide interest in hydrologic science. We propose that the main criterion for rejection of an application to be a corporate affiliate is if the primary purpose of the organization is advocacy for an issue, whatever their stance might be, because one of our core corporate values is to be policy-neutral.

The proposed initiation fee for an affiliate is \$2,000. The corporate affiliate annual dues are on a sliding scale where:

- Fewer than 50 employees - \$1,000
- 50-1,000 employees - \$2,500
- More than 1,000 employees - \$5,000

It is difficult to speculate with any accuracy a corporate affiliate scenario; however, one single hypothetical scenario is discussed here. Assuming that only 73 members agree to the annual membership fee of \$200, the UFA would fall short of its five-year goal by \$93,000. Again, the goal of \$166,000 excludes seed funding for exploring new activities. If 10 corporate affiliates (second tier of employees) joined CUAHSI in the first year, after five years the UFA would gain \$145,000 (equivalent to 145 members). This would provide \$52,000 toward seed funding to explore new activities. CUAHSI suspects large corporations (third tier) to join CUAHSI that would only increase this margin of additional UFA funds.

RECOMMENDED ACTION

CUAHSI is limited in its spending owing to restrictions on the NSF funds. The UFA is not growing. In fact CUAHSI has spent all of the membership monies from 2003 to 2009 and is now spending money gained in 2002. Stabilizing loss from the UFA is not enough. CUAHSI needs a six-month buffer for its corporate administration to ensure its continued operation during a funding lull. Additionally, CUAHSI can expand its capability to advance hydrologic science through seed funding for exploring new activities. To this end, the following two recommendations are suggested for action by the BOD.

Require an annual membership due of \$200 to CUAHSI U.S. members.

Allow for corporate affiliates to join CUAHSI based on the guidelines contained in this report and the suggested changes to the by-laws distributed in August 2009.