



GEMINI BOARD MEETING
15-17 NOVEMBER 2023
RESOLUTIONS

Resolutions Arising from the 15-17 November Gemini Board Meeting

Introduction

The Board met in person and by videoconference on 15-17 November 2023.

The Board would like to welcome the following STAC members, Dr. Jonelle Walsh and Dr. Rebecca Larson who have just started their tenure.

The Board welcomes Dr. Kim Venn (U of Victoria) who will transition into the Board Chair position in April. The Board looks forward to working with her.

The Board wishes to thank Dr. Steve Howell for his invaluable service as Chair.

The Board wishes to thank Elizabeth Pentecost for her invaluable service to Gemini over the past twenty years, fourteen as Board Secretary. We wish her the best in her retirement.

The Board unanimously approves Scott Dahm as the Gemini Interim Director. The Board welcomes him into that role and looks forward to working with him over the coming months.

The Board congratulates Gemini observatory for their work on and the (near) completion of GHOST and IGRINS2.

RESOLUTIONS (Note: Resolutions renumbered from the September 2023 Board meeting)

2023.B.6. Board commends Gemini personnel for their very fast response to detecting the cyber security incident in early August 2023. This fast action, by the IT group and others, prevented loss of data (PII, infrastructure, systems) and prevented a likely complete disaster that could have happened to Gemini and beyond in the NOIRLabABs community.

2023.B.7. The Board thanks Gemini for their new specific local engagement plans at each of the three sites (Hawai'i, Chile, Tucson), their efforts in carbon free activities, and the work to push forward Chilean lighting laws. The local engagement plans directly address the community-based model for astronomy described in Astro2020 and LRP2020. The breadth and number of community outreach activities is increasing - are there ways to measure and produce metrics on the impact this is having in the community? We look forward to local engagement progress reports at the May 2024 Board meeting.

2023.B.8. The Board noted the new two-tier instrument priority schema discussed in the STAC report. The STAC report discussion mentioned that this was not a unanimous STAC view. The general idea of such a schema was to try to send the message that Gemini should work to finish the top tier instruments before spending time on the bottom tier. This is not always practical however, due to work loads, personnel availability, and scheduling. In addition, the Board noted that the STAC report raised two significant concerns: (1) the loss of science capability at G-N with



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Altair being down, (2) a possible GMOS replacement. Interestingly, neither of these appear in the list of STAC priorities. The Board would like to see plans that show completion strategies for the top tier instruments, work efforts for the bottom tier instruments, and plans to address the Altair and GMOS concerns sooner rather than later. A progress report on the GHOST PRV commissioning should be presented at the May 2024 Board meeting as well.

2023.B.9. The Board noted that a number of factors were hampering efforts to create robust plans through the completion of projects notably GNAO. These factors include fluctuating indirect cost estimates, lack of available projections of NOIRLab indirect rate evolution and limitation of the AURA CAS-mandated financial software in creating multi-year forecasts. The Observatory must be given the information on rates and the tools necessary to build accurate forecasts. This is especially important for large projects like GNAO where accurate forecasts can make all the difference between success and a multi-million dollar shortfall.

2023.B.10. The Board recommends 1) The SCORPIO review in January 2024 be open and transparent to SWRI in terms of Gemini's position and goals, 2) Upper management with decision power at both AURA and SWRI be in attendance to quickly and deeply engage in the SCORPIO project and work to a conclusion/decision for moving forward as soon as possible, 3) The charge to the review panel be changed wrt 1 and 2 above, and be distributed to the review panel members asap for their inputs/edits to the new charge. The Board recommends that all aspects of project management, cost, schedule be examined at the review. The Board looks forward to receiving and commenting on the review panel report as soon as it is available after the January review.

2023.B.11. The Board would like to see extra clarity concerning the IDF budget, to enable us to see if an instrument is on target, on budget, what the future profile is, and what the contingency is. The Board suggests one slide per IDF project containing histories of spending and milestones vs planned activity and future spending and milestones, contingency level and history, budget increases over time and whether contingency or new IDF money was used. Such dashboards would avoid the need to reference multiple documents and multiple years to build the stories of each development project.

2023.B.12. The Board thanks the Observatory, NOIRLab, and AURA for analyzing the Climate Survey results, and preparing the follow-up action plans. The 75% return was impressive. While the Board heard in May 2023 that the survey results for Gemini specific persons was about the same as across NOIRLab itself, the Board did ask to see the two groups (Gemini/NOIRLab) shown separately. The Board welcomes Wendy Swartz aboard and thanks her for taking up the important role in staff engagement. The NOIRLab focus and changes made, for example, a return to functional managers for performance reviews, are viewed as very positive steps forward. The very high rating on safety was wonderful to see; a culture of safety is hard to put in place. The Board would like to see the progress and results of the Gemini/NOIRLab staff engagement activities in the May 2024 Board meeting.

2023.B.13. The Board is pleased that the plan for the new Director search is for that person to be located in Hawai'i. This is important for the Gemini staff to feel engaged with management. The Board looks forward to a progress report from the search committee at the May 2024 Board meeting



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2023.B.14. The Board is pleased that the Gemini leadership team is now included in the early meetings with NOIRLab leadership to set the priorities for the next year. The Board recommends that NOIRLab continues to encourage the development of strong working relationships between the service director at NOIRLab and the Gemini leadership, particularly for services pertaining to IT, safety and communication.

2023.B.15. The Board was pleased to see the plan set out for the new Gemini Strategic Plan and the Board urges starting such activities as soon as possible led by the Chief Scientist and including active participation by all partner communities.