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URA COUNCIL OF PRESIDENTS ANNUAL MEETING AND POLICY FORUM January 29, 2025 In-person/Zoom Webinar

The Annual Meeting of the Council of Presidents (COP) of the Universities Research Association, Inc. (URA) was held in person and via Zoom webinar on Wednesday, January 29, 2025, at the Convene Hamilton Square in Washington, D.C. The list of attendees is in APPENDIX A.

Agenda Item 1. Welcome and Introductions

Council Chair Kimberly Espy, President of Wayne State University, convened the meeting at 7:45 a.m. EST and declared a quorum present.

President Espy welcomed the attendees and the Science Policy Forum's distinguished speakers:

- Fabiola Gianotti, Director-General of the European Center for Nuclear Research (CERN)
- Jonathan Bagger, Chief Executive Officer, American Physical Society
- Young-Kee Kim, Interim Director, Fermi National Accelerator Laboratory
- Congressman Bill Foster (D-IL), U.S. House of Representatives

Agenda Item 2. Policy Forum Speaker: Fabiola Gianotti, Director-General of the European Center for Nuclear Research (CERN)

President Espy welcomed and introduced CERN Director-General Dr. Fabiola Gianotti, joining virtually from Geneva, Switzerland.

Dr. Gianotti provided a summary review of CERN (the world's largest laboratory for high-energy particle physics) and its ongoing research and international collaborations.

CERN currently has more than seventy running experiments/facilities, which generate approximately 800 scientific publications per year. CERN's community comprises some 17,500 individuals (from more than 110 nationalities), of whom the largest group is 2,700 users from 142 US Institutes. CERN receives approximately 400K visitors per year.

Dr. Gianotti highlighted and discussed the four pillars that underpin CERN's mission:

- Research – in addition to the LHC, other research is being conducted at CERN: nuclear physics, antimatter research, cosmic rays and cloud formation, fixed target experiments, and contribution to LBNF in the US.
- Collaboration – “CERN model” for cooperation and governance is exported to other scientific organizations and considered as a template for AI, health, climate change, etc.
- Technology & Innovation - A large variety of cutting-edge, multi-disciplinary technologies developed at CERN (birthplace of the World Wide Web) are transferred to society at no cost. CERN is a driver of innovation.

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- Education & Training – at any given time, CERN trains 4,500 young physicists, engineers, and technicians in many fields: mechanics, robotics, cryogenics, electronics, superconducting materials, quantum AI, civil engineering, etc. Forty-five percent of PhD and technical students leaving CERN find employment in industry, thirty-six percent in academia and research, and nineteen percent in other fields, including government organizations.

In closing, Dr. Gianetti noted that CERN is a value system, a precious asset to humanity, and a brilliant institution serving knowledge and society.

Agenda Item 3. Policy Forum Speaker: Jonathan Bagger, Chief Executive Officer, American Physical Society

President Espy introduced Dr. Jonathan Bagger, Chief Executive Officer of the American Physical Society.

Dr. Bagger informed the URA Council of Presidents about the American Physical Society (APS), which currently has 50,000 members in 115 countries; 25% of the membership is international. The APS envisions a world inspired, enriched, and sustained by a thriving physics enterprise. Its mission is to advance physics by fostering a vibrant, inclusive, and global community dedicated to science and society. The core values of the APS are 1) scientific method, 2) collaboration, 3) trust, integrity & ethical conduct, 4) education and learning, 5) equity, diversity, and respect, and 6) speaking out.

He further discussed APS's strategic priorities:

- Sustainably adapt to the changing publications landscape. Purpose-led publishing.
- Convene and connect the global physics community. International Year of Quantum Physics-Quantum 2025 & APS Global Physics Summit, 15,000 attendees. APS produced a statement on International Scientific Collaboration, stating that successful international collaboration must be based on integrity, transparency, and reciprocity.
- Promote and elevate APS core values.
- Embrace organizational effectiveness

In closing, Dr. Bagger indicated that the APS will continue working to advance the STEM workforce by expanding opportunities and access. They are currently advocating for robust science appropriations, building the American STEM workforce, recognizing international STEM students as key to innovation, competitive compensation for early-career scientists, and US competitiveness in quantum.

Agenda Item 4. Status of Fermi National Accelerator Laboratory – Dr. Young-Kee Kim, Interim Director, Fermilab

President Espy welcomed Fermilab Interim Director Young-Kee Kim, an experimental particle physicist who served as the Deputy Director of Fermilab from 2006 to 2013. Most recently, she was the Albert A. Michelson Distinguished Service Professor of Physics and chair of the Department of Physics at the University of Chicago. She has devoted much of her research work to understanding the origin of mass for fundamental particles by studying the two most massive particles (the W boson and the top quark) and the Higgs particle that gives mass to elementary particles.

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Dr. Kim, who stepped in as interim director of Fermilab three weeks ago while Fermi Forward Discovery Group (FFDG) searched for the new lab director, gave a brief overview of Fermilab and updates on current and upcoming projects, which are staffed by 4,000 users from more than 50 countries.

Agenda Item 5. 15-minute break

Agenda Item 6. Policy Forum Speaker: Hon. Rep. Bill Foster (D-IL), U.S. House of Representatives
President Espy introduced the Honorable Bill Foster, representing the 11th Congressional District of Illinois, a position he's held since 2013.

Congressman Foster indicated that he and his office are currently reviewing the Executive Orders issued by the White House and studying their impact on the National Labs. He also emphasized the Secretary of Energy's interest and support for the US National Labs.

Congressman Foster discussed Fermilab's positive history of collaboration with the Department of Energy's Leadership to ensure the Lab is run efficiently and in a businesslike manner, as Fermilab must deliver on the LBNF/DUNE project in a timely and cost-effective manner.

In addition, there's an important assignment and top recommendation from the Particle Physics Project Prioritization Panel (P5) for Fermilab to investigate the feasibility of the muon collider, which is not certain to work. This has to be done via collaboration with the whole physics community.

In closing, he reiterated his support of Fermilab and the high-energy physics community.

Agenda Item 7. Approval of Minutes of the Annual Meeting of January 30, 2024

The URA Council of Presidents APPROVED the January 30, 2024, meeting minutes.

Agenda Item 8. Election of URA Trustee and 2025 Chair of the Council of Presidents

The URA Council of Presidents elected Dr. Michael D. Amiridis, President, University of South Carolina, as the 2025 Chair of the URA Council of Presidents and a new At-Large member of the URA Board of Trustees.

Agenda Item 9. Report of the URA Board of Trustees

Timothy Sands, Chair of the URA Board of Trustees and President of Virginia Polytechnic Institute and State University, thanked President Espy, the 2024 Chair of the URA Council of Presidents, for presiding over this year's Annual Meeting and Policy Forum, and recognized and welcomed Michael D. Amiridis, President, University of South Carolina, who could not be here today, as the incoming 2025 Chair of the URA Council of Presidents.

President Sands initiated his report by stating that 2024 was a busy and exciting year for URA, and that he was honored to have been Chair of the URA Board of Trustees during such an important time in URA's history.

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In October, URA was informed by the Department of Energy that the FermiForward Discovery Group, a non-profit corporation created by URA and the University of Chicago, was awarded the contract to manage and operate Fermilab beginning January 1, 2025. This event marks another milestone in URA's rich history. The preparation and submission of the proposal took an immense effort from the URA team. URA is excited about the opportunity to continue to play a leadership role in the future of Fermilab and in addressing the challenges ahead.

He continued by informing the Council that the URA Board of Trustees met twice in Washington, DC, in 2024: on April 16th and October 22nd.

The April meeting covered a detailed overview of corporate activities and responsibilities, including URA's approach to strategic planning. The Board also heard a report from URA Sandia Site Office Director Dave Schultz on the increasingly impactful URA work at Sandia National Laboratories.

The October meeting was convened shortly after the announcement of the Fermilab contract award, so discussion of plans for the Fermilab transition took up most of the meeting. However, the Board also approved the URA FY 2025 operating budget and officers' compensation and reviewed the investment portfolio.

URA Finances and Audit

The URA Audit & Finance Committee met twice via teleconference in 2024, in March and October. The Committee reviewed the FY 2023 audit results presented by URA's external auditor and approved the audit plan for the next year; reviewed URA's investment portfolio; and reviewed and recommended to the Board the approval of URA's proposed FY 2025 operating budget.

URA continues to maintain a strong financial position, even considering the substantial outlay required to develop the Fermilab proposal. The Board remains pleased with the corporation's financial management and the strategic management provided by the corporate office.

URA's Role at Sandia National Laboratories

URA's role at Sandia Labs continues to receive strong support from the URA Board of Trustees. Work performed by the URA Sandia Site Office under the leadership of Dave Schultz is closely coordinated with Sandia's Chief Research Officer. It supports the Laboratories' broad scope of work in science, technology, and engineering, which underpins its missions in national security.

The URA-Sandia Graduate Student Summer Fellowship Program remains a critical contribution to Sandia, bringing in talented scholars to work hand in hand with Sandia scientists and engineers. This year, URA expects to support 11 fellows across Sandia sites in Albuquerque, NM, and Livermore, CA.

In closing, President Sands thanked John and his team for the great work they did throughout the past year. An unprecedented year of growth, challenge, and change for URA. The team John has built has performed exceptionally. Lourdes and Rhonda have tackled every administrative challenge that has come their way, including organizing this meeting. Neeti and Tigi are doing an excellent job of ensuring URA's financial resources are used as efficiently as possible and that URA always receives the highest marks from its auditors. Claudette and Cindy are building new relationships

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across the S&T spectrum that hold great promise for new partnerships and increasing impact of URA programs. Mary's expertise was indispensable in the successful Fermilab competition. Under Dave's leadership at Sandia, Kim, Davetta, and Linda continue to execute our S&T programs that bring tremendous value to Sandia's mission.

Agenda Item 10. Report of the URA President – John Mester

President Espy welcomed John Mester, who started his report by summarizing the Fermilab M&O competition from RFI to Award:

1. Scope - provide the intellectual leadership and management expertise necessary and appropriate to manage, operate, and staff Fermi National Accelerator Laboratory (FNAL).
2. Contract type - performance-based; cost-reimbursement with an award term incentive; 5-year base period, potential to earn up to 15 additional years of award term; 90-day transition period.
3. Initial Period of Performance: January 1, 2025 – December 31, 2029.
4. Value - \$614 M per year base (Full FY2024 expenditures ~\$800M).
5. Fee: ~ \$5 M/yr based on performance.
6. The Team: URA, University of Chicago, integrated team subcontractors: Amentum and Longenecker & Associates.

Dr. Mester provided the Council with an overview of URA's program portfolio:

- Visiting Scholars Program (VSP), Undergraduate Women in STEM, Supporting a Robust Science and Technology Laboratory Research Portfolio, URA Honorary Awards, Users Community Congressional DC Visit, and Fermilab Users & Affiliates Annual Meeting
- Global - Pierre Auger Cosmic Ray Observatory
- Sandia – National Technology and Engineering Solutions of Sandia (NTESS), Sandia Summer Graduate Fellowship, and Future Directions Workshops
- STEM Policy & Advocacy for Research Competition (SPARC), Science Communication Opportunity for Projects in Energy (SCOPE), and GEM Consortium Partnership for Graduate Opportunities

In closing, Dr. Mester shared a quote from Robert R. Wilson that summarizes the URA Fermilab Legacy:

“Before becoming the director of Fermilab in 1967, I had been a trustee of URA since its formulation in 1965. This experience had sensitized me to the growing number of particle physicists throughout the country who, with no accelerator at their home universities, had become dependent on sharing the use of larger accelerator constructed at national laboratories. It was they who started the revolt against the benevolent rule typified by the University of California's Radiation Laboratory and (on a smaller scale) by my own institution, Cornell University. In 1963, arch-user Leon Lederman expressed the community's sentiments of wanting the next lab to be accessible by the right for all users, that they would have a strong voice in decisions on what was built and how facilities were used, and that it would be a place where they would be ‘at home and loved’.”

Agenda Item 11. Report of URA Chief Financial Officer, Neeti Kaur

Neeti Kaur affirmed URA's strong financial position and continued improvements in business systems. She noted that the Council should be confident that the URA Board of Trustees, to whom

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the URA Council of Presidents has delegated fiduciary oversight, and URA's external auditor, CliftonLarsonAllen (CLA), are well-versed in URA's financial position, management, and resource planning. In addition, URA has earned unmodified opinions on its financial statements for over a decade and is currently completing the FY 2024 audit.

Ms. Kaur informed the Council that URA is a nonprofit corporation with a large university membership, but does not charge dues. Instead, income is derived from management fees associated with M&O contracts, and URA's investment portfolio provides a cushion for operations.

Lastly, she invited Council members to email her with any questions or comments.

Agenda Item 12. URA at Sandia: David Schultz, Director, URA Sandia Site Office (USSO)
President Espy welcomed and introduced David Schultz, the Director of the URA Sandia Site Office.

Dr. Schultz discussed how the USSO contributes to Sandia National Laboratories' mission to deliver exceptional service in solving complex problems in the nation's interest.

A broad range of Science, Technology, and Engineering (ST&E) supports Sandia's key roles in national security. Sandia's research foundations are considered key to the success of the laboratory's national security programs. Sandia's Research Foundations underpin innovations in ST&E, span a wide range of disciplines, and benefit from partnerships with universities, other national labs, and industry.

USSO helps achieve the laboratory's missions in three principal ways: supporting external calibration of ST&E programs, aiding ST&E program strategic planning, and assisting in developing university partnerships and the diverse workforce talent needed for the future.

Specifically, USSO supported Research Foundation External Review Boards logistically and with research analysis; added logistical support for Mission Campaign and Grand Challenge External Advisory Boards; a milestone was reached of organizing and supporting the 14th Future Directions Workshop since 2020; CHIPS Act opportunities & partnerships motivated two next-generation microelectronics workshops in 2024; provided research and landscape analysis for Bioscience, Earth Science, Chief Research Office, and others, and, lastly, broadened support for workforce development

Dr. Schultz updated the Council of Presidents on the URA-Sandia Graduate Student Summer Fellowship, which provides students with world-class summer R&D opportunities, benefits Sandia R&D, aids in the development of new potential staff members and university partnerships, and benefits URA Members with Sandia connections. To date, 505 applications have been received from 81 universities. URA expanded the program in 2024, increasing the number of students and including the Sandia Livermore, California, site.

Lastly, Dr. Schultz highlighted the URA Opportunities Network for Research and Research Policy, which leverages the depth and breadth of URA's Member Universities' capabilities and synergistic interests to pursue research and research policy opportunities.

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URA now holds three research policy forums annually, at the CoP, in the Spring, and in the Fall, bringing together agency, organization, and government leaders, as well as URA Members, Vice Presidents of Research, and their delegates, to share knowledge on Research Policy topics of broad interest to URA member universities. The 2024 Forums were very successful, with about 50 attendees each, and with very positive feedback

The following two forums will take place on:

- May 14, 2025: Artificial Intelligence in Research and Education
- September 24, 2025: University – National Laboratory Partnerships

Agenda Item 13. Other business and adjourn

President Espy asked whether any Council member wished to raise other business. None was identified.

Ted M. Wackler, URA Corporate Secretary Date Approved

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URA Member University	Representative Name	Title
University of Alabama	Bryan Boudouris	Professor and Vice President for Research and Economic
Arizona State University	Matthew Hulver	Vice President of Knowledge Enterprise Initiatives
University of Arizona	Tomas Diaz de la Rubia	SVP Research, Innovation and Impact
University at Buffalo	Venu Govindaraju	Vice President for Research and Economic Development
California Institute of Technology	David G. Hitlin	Professor of Physics
University of California, Davis	Simon Atkinson	Vice Chancellor of Research
University of California, Irvine	Pramod Khargonekar	Vice Chancellor of Research
University of California, San Diego	Cori Peek-Asa	Vice Chancellor for Research and Innovation
University of Chicago	Tracey Quinn	Associate Vice President for National Laboratories
University of Cincinnati	Patrick Limbach	Vice President for Research
Colorado State University	Cassandra Moseley	Vice President for Research
Columbia University	Sharon Sputz	Associate Vice President for Research
Cornell University	Ritchie Patterson	Helen T. Edwards Professor of Physics
Duke University	Jennifer Lodge	Vice President for Research and Innovation
Florida State University	Stacey Patterson	Vice President for Research
University of Florida	David Norton	Vice President for Research
Georgia Institute of Technology	Tim Lieuwen	Interim EVP for Research
Harvard University	John Shaw	Vice Provost for Research
University of Houston	Ramanan Krishnamoorti	Professor of Petroleum Engineering & Chemistry
Illinois Institute of Technology	Jeff Terry	Vice Provost for Research
University of Illinois, Chicago	Joanna Groden	Vice Chancellor for Research
University of Illinois, Urbana Champaign	Laurel Passantino	Assistant Dean for Research
Indiana University	Russ Mumper	Vice President for Research
University of Iowa	Yasar Onel	Professor of Physics and Astronomy
Iowa State University	Surya Mallapragada	Associate Vice President for Research
University of Kentucky	Ilhem Messaoudi	Acting Vice President for Research
University of Liverpool	Monica D'Onofrio	Head of Research and Deputy Head of Department, Physics
University of Maryland	Patrick O'Shea	Senior Associate Vice President for Research
University of Manchester	Mark Lancaster	Professor of Physics
Massachusetts Institute of Technology	Ian Waitz	Vice President for Research

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URA Member University	Representative Name	Title
Michigan State University	Douglas A. Gage	Vice President for Research and Innovation
University of Michigan	Bradford Orr	Associate VP, Natural Sciences & Engineering
University of Minnesota	Shashank Priya	Vice President for Research
University of Mississippi	Breese Quinn	Professor of Physics
University of Nebraska, Lincoln	Jennifer Nelson	Interim Vice President for Research and Innovation
University of New Mexico	Om Perumal	Associate VP for Research
University of North Carolina, Chapel Hill	Don Hobart	Assistant Vice Chancellor for Research
Northeastern University	David Luzzi	Senior Vice Provost for Research
Northern Illinois University	Richard Mocarski	Vice President for Research and Innovation
University of Notre Dame	Jeff Rhoads	Vice President for Research
University of Notre Dame	Jill Pentimonti	Executive Director of Research Advancement
Ohio State University	Peter J. Mohler	EVP for Research, Innovation and Knowledge & Vice President
University of Oregon	Anshuman Razdan	Vice President for Research and Innovation
Penn State University	Andrew Read	SVP for Research
University of Pittsburgh	Mike Holland	VC for Science Policy & Research Strategy
Princeton University	Peter Schiffer	Dean for Research and VP for the Plasma Physics Laboratory
Purdue University	Karen Plaut	Executive Vice President for Research
Rice University	Michael R. King	Associate Vice President for Research
Rutgers, The State University of New Jersey	Michael Zwick	Senior Vice President for Research
Southern Methodist University	Elizabeth G. Lobo	Provost and Senior Vice President for Academic Affairs
Stanford University	Kathryn A. Moler	Vice President for SLAC
Syracuse University	Duncan Brown	Vice President for Research
University of Tennessee, Knoxville	Kari Reeves	Assoc. Vice President for Research
Texas A&M University	Jack Baldauf	Vice President for Research
University of Texas at Arlington	Kate Miller	Vice President for Research and Innovation
University of Texas at Austin	Pablo Laguna	Professor and Chair Dept of Physics
Texas Tech University	Joseph Heppert	Vice President for Research
Tufts University	Jaclyn Shaw	Sr. Associate Vice Provost for Research, Strategy & Operations
Tulane University	Giovanni Piedimonte	Vice President for Research
Vanderbilt University	Padma Raghavan	Vice Provost of Research & Innovation, Chief Research Officer

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URA Member University	Representative Name	Title
University of Virginia	Lori McMahon	Vice President for Research
Virginia Tech	Timothy Sands	President
Virginia Tech	Dan Sui	Senior Vice President & Chief Research and Innovation Officer
University of Washington	Henry Lubatti	Professor of Physics
Wayne State University	Kimberly Espy	President
Yale University	Larry Gladney	Dean of Science