SALT FOUNDATION (Pty) LTD
37th BOARD MEETING

MINUTES OF THE 37th BOARD MEETING HELD ON 28th & 29th MAY 2015
SAAO, CAPE TOWN, SOUTH AFRICA.

PRESENT:
Prof. M Shara (MSh)* Chair
Prof. E Wilcots (EW)*
Prof. B Chaboyer (BC)*
Prof. J Hughes (JH)*
Prof. M Sarna (MS)*
Prof W Kollatschny (WK)*
Dr. D O'Donoghue (DOD)* (Day1 only)
Prof. N Chetty (NC)*
Prof. G Bromage (GB)*

Proxies
Dr. D O'Donoghue (DOD) proxy for Prof. A Kembhavi (AK)* & Prof. CClemens (CC)* (Day 1 attendance)
Prof. G Bromage (GB) proxy for Prof. M Albrow (MA)*
Ms. L Labuschagne (LL) proxy for Dr. D O'Donoghue (DOD)*, Prof. A Kembhavi (AK)* & Prof. C Clemens (CC)* (Day 2 attendance)

IN ATTENDANCE:
Prof. T Williams (TW), Director SAAO
Dr. P Vaisanen (PV), SALT Science Operations
Mr. C Coetzee (JCC), SALT Technical Operations Manager
Ms. L Labuschagne (LL), SALT Chief Financial Officer
Mr. I Osman (IO), SALT Finance & Administration Manager
Prof. R Kraan-Korteweg, Astronomy Advisory Council (Day 1)

APOLOGIES:
Prof. C Clemens (CC)*
Prof. M Albrow (MA)*
Prof. A Kembhavi (AK)*

**denotes Board Member at time of meeting*

NEXT MEETING: NOV 2015, Johannesburg, SOUTH AFRICA

CHAIRMAN: Prof. M Shara (MSh)

1. OPENING **ACTION**

1.1 Welcome

MSh welcomed everyone to the 37th Board meeting.

1.2 Apologies and Register of Proxies

Dr. D O'Donoghue (DOD) proxy for Prof. A Kembhavi (AK)* & Prof. C Clemens (CC)* (Day 1 attendance)
Prof. G Bromage (GB) proxy for Prof. M Albrow (MA)*
Ms L. Labuschagne (LL) proxy for Dr. D O'Donoghue (DOD)*, Prof. A Kembhavi (AK)* & Prof. C Clemens (CC)* (Day 2 attendance)

1.3 Approval of Minutes of the 36th Board meeting

Corrections:

pg 2-2.2 include RSS servicing needed to be done on an annual basis.
pg 3-2.3 include tech downtime of 10% as mentioned by JCC.
pg 4-2.5 an expansion of the community health facility.
pg 4-3.2 include 1 month slip due to vendor issues as mentioned by JCC.
pg 5-3.6 should be light gravitational waves.
pg 6-3.8 Dartmouth - If science results make an impact, maybe in 2017.
Rutgers - new executive dean.
pg 7-4.5 take up to 12 hours.
pg 7-4.4 for RSS-NIR to be installed will require RSS-VIS to be off telescope for about 3 months minimum.
pg 8-7.2 should be 8.2.
pg 8-7.3 should be 8.3.
pg 9-8.7 this was an additional agenda item about conflict of interest of the deputy chair & discussed in executive session and gave rise to motion 11.
pg 10-9.5 option 4 was left out - refer board paper.
pg 10- 8, 8.1 & 8.2 should be 10, 10.1 & 10.2.
pg 12- 10, 10.1,10.2 & 10.3 should be 11,11.1,11.2 & 11.3.

1.4 Additional items for agenda

-Conversations with SALT astronomers – not discussed
-Presentation of solar power - 3.10

2. TELESCOPE STATUS

2.1 Actions from previous meetings

Item 2.3 – Action item on moving ADC. Done. Study sent to BEC & JH. There is a need for the ADC.
Item 2.4 - Algorithm by Brent Miszalski for scheduling. Done.

2.2 SAAO Director's report

Report by TW - Refer Board meeting 37 papers.

Update:

-Most important issue is financial and needs to be resolved. Continued funding for sufficient no. of ops personnel to keep telescope functioning at expected level will be highlighted by the FAC report.
-Merging of technical & astronomy operations personnel going very well.
-Safety issue. Another incident at one of the telescopes. Inadequate response by ER24. Looking for a new scheme. New service provider could be Netcare 911.

2.2 SAAO Director's report…continued

Action item - to report to next BEC of a plan for emergency medical care. At least 3 references of customers of new service provider who have had an accident should be obtained . Also costs of jet evacuation as currently provided to SKA. 2/3 people on site to have their emergency care training upgraded. TW

The issue of lack of Chinese representation at the board meeting was highlighted. TW noted that there was a meeting to explore bilateral relations and they also visited the telescopes. They have precedents for buying time on other large telescopes. There will be 2 Chinese representatives at the science meeting next week. NC to follow up with Chinese. Interest from the Indians was noted for buying up to 8% in SALT.

Action item on TW to report to BEC on dust monitoring and requirements to minimise impact. TW

2.3 Technical operations report

Report by JCC - Refer Board meeting 37 papers.

JCC noted that PV will be presenting a report on the strategic reorganisation of SALT operations & how to generate the end product of science papers.

The discrepancy in papers published in the annual report and the technical report was pointed out. PV indicated that there is a slip when papers are reported.

JH pointed out that the board needed to give guidance as to how programs are scheduled. Was its first goal to complete proposals in a semester? This should be decided up front and the TAC should not be involved in this decision making. It was noted that targets are not always easily available but with snapshot proposals of p3 & p4 - if you get 10 or 20 out of 100, it is a successful program. At Rutgers, 20 galaxies were put forth with 3 specific in each year, but all galaxies were looked at. This policy allowed for completion rate of blocks to be at 80%, with completion of programs at 40%. It was also noted that for the telescope to be standing idle was not a bad thing as high priority targets will become available in 10 minutes. It was better to chase good data rather than bad data. Another proposal was to come up with a key project that is p4. There is a need for brighter targets for p4.

The need for transmitting information to the user community was highlighted especially where policies were implemented regarding proposals and optimising use of the telescope. A letter to the TAC chair & the community in the call for proposals should also indicate the changes from last semester, proposals for optimising use of the telescope & suggestions for putting proposals together. PV, JCC & DOD to meet with all the partners individually over the next few months, including board member, TAC member and the community to discuss efficiency from both sides ito getting complete data sets. This will contribute to an increase in the number of papers. PV,JCC,DOD

2.4 SALT Science Operations report

Report by PV - Refer Board meeting 37 papers.

-2 year gap when papers come out
-Require the alignment system to produce 8m class science papers
-Most papers are single target papers at current operations level
-Survey papers are required which will have highest impact

2.5 SALTICAM, RSS-VIS & BVIT

Report by JCC,DOD & PV - Refer Board meeting 37 papers.

Beamsplitter installed in telescope. Wave plates doing fine. Data reduction not looked at yet. Everything to be commissioned in house. There will be a call for polarimetric proposals before everything is working, but not this June. 6 months to finalise process & on sky testing.

2.6 HRS performance & acceptance

No papers yet because of no pipeline and the lag in producing papers.

Sensitivity of HRS has been quantified. The red pipeline is 20 rv standards reduced by the prototype pipeline. They match very well with the ratios of a python based pipeline. The blue has not been tested yet - update to the BEC. No issues identified with regard to stability. The common line filament is within 20 arc seconds.

Acceptance of the instrument - letter was sent to Ray Sharples requesting the instrument documentation. Replied that he will comply with last requirements by 30 June 2015.

2.7 Safety

Tech ops report - Refer Board meeting 37 papers.

Toil is coming down but contracts will have to be rethought. Operating telescope for under $3m per year. 4m telescopes have budgets of $7.5m. Also, the paper/$ is the cheapest and has fallen off the comparative index.

3. DEVELOPMENT PROJECTS

3.1 Actions from previous meeting

Action items:

-IP policy for SALT - to be tabled at next board meeting and available 1 month before for board to evaluate. TW

-Wolfram to circulate white paper. Done.

-DOD & OS to explore all options for RSS throughput & report to the BEC. Done

-Tech ops & RSS NIR teams to meet to discuss integration & manpower needed. Done.

-Marsha Wolf to distribute specs of instrument. Done.

The white paper is to merge into the strategic plan. Board input will be needed and the committee to give strategic vision to the plan. 2022 - SALT needs to remain competitive with other 8-10m class telescopes including LSST, and collaborate usefully with future 30m class telescopes. Prioritization of strategic vision is needed over the next couple of months in order to produce a draft by the next board meeting.

Action item to produce a draft by the 2nd BEC (4 months from now). LL,JH,EW,BC,DOD

3.2 Tracker upgrade

Tracker upgrade report - Refer Board meeting 37 papers.

On track and within budget. The next weakest link in the telescope is the hex wrap. The Y wrap on the tracker will be improved.

3.3 SAMS

SAMS report - Refer Board meeting 37 papers.

Achieved mirror alignment spec for 3 days. Next is for 5 days. With the truss moving

away, image degradation is compensated for by close loop control.

3.4 RSS-NIR

RSS-NIR report - Refer Board meeting 37 papers.

DOD took over as SALT representative since Feb and has had monthly meetings. Discussed with EW and Matt Bershady about putting RSS-NIR in a different place.

JH said that placing RSS-NIR in the spectrograph room would prevent simultaneous NIR invisible multi object spectroscopy which is unique & would make SALT unique. Support it as an interim move only.

DOD - engineering considerations on top make for difficult maintenance (2 instruments) & it takes months to shake down an instrument if on top. Will compromise productivity for a year.

EW - cost to completion requires $800k. UW engineering science centre donating $200k of manpower & UW dept of astronomy $400k. Creative ideas to get balance of $200k.

Motion 1: To move that RSS-NIR team go forward with creating an integral full unit and designing a collimator so that RSS-NIR can be put into the basement spectrometer room as an interim solution.
Passed with one abstention.

3.5 RSS-Throughput

RSS Throughput report - Refer Board meeting 37 papers.

The FAC discussed the options but with a 5% hole in the ops budget due to GU and UC, requests for various projects and a deficit in the development fund, the project will be put on hold. The uv option is the best, but no action until additional resources are found.

EW asked about putting a dichroic in the inlet but difficulty is the space for feeding one vs the other.

3.6 Development report

Development report - Refer Board meeting 37 papers.

-Calsys was installed in Dec -10X brighter but hopeless light distribution. Months of fixing has led to something acceptable.
-Prioritized efforts to make telescope as effective as possible. First effort in April last year to see why SALT under performing & this led to a bunch of priorities (refer upgrade priorities paper). SAMS & Tracker upgrade prioritized. Next is RSS auto guider for multi object spectroscopy.

3.7 RSS auto guider, ADC, other small projects

Refer report - Board meeting 37 papers.

ADC to be designed. Waiting on coating quote. Commence within a few months.

3.8 Effective telescope usage & scheduling

Report by PV, JCC, DOD - Refer Board meeting 37 papers.

PV - Guidance from board as to what we want out of programs as each program has multiple

priorities. Also, blocks are scored according to additional criterion like visibility, how complete the program is, etc. What do we aim for:
-program completeness, high priority block or to keep the telescope functioning?
Need more info from TAC at phase 1 & probabilities of blocks being completed can then be sent to the TACs. ESO does rigorous queue shaping. SALT adopts a softer approach.

It was proposed that SALT operations optimise program completeness in the way it schedules the telescope. JH opposed this as it was premature as no correlation yet between program completeness & assigning priorities to programs. Also, only proposer knows the information necessary for program completeness. The motion was defeated.

The under subscription of certain partners due to FP not working and other reasons was highlighted and request for a running check over 2 years and for it to be corrected was made.

JH also found the difference between maximising p0 & p2 blocks and program completion hard to see. PV: if more programs are completed in p1 & p2 blocks, program completion would be raised as opposed to if only in p1 or p2. It was felt that it was premature to link p1 blocks to completed papers, maybe in 6 months time.

Motion 2: To approve the recommendations in the board paper "Salt scheduling & simulations study" recommendations 1-5 with the proviso that recommendation 1 includes the general community and not only the TACs.
Passed unanimously.

Motion 3: that the board directs SALT operations to carry out observations so that high priority block completeness is optimised.
Passed unanimously.

Experience has shown that a simple dark and any split would be more flexible at all levels. Therefore in constructing phase 2 blocks, the PIs can specify their maximum moon phase levels.

Motion 4: That time allocations move away from the traditional strict dark, grey, bright bins.
Passed with 1 opposed and 1 abstention.

3.9 HRS pipeline

The need for a pipeline was noted and with HRS data coming off the telescope, there will be a 2 year lag for papers unless there is a very efficient pipeline. There has been significant contribution by Steven Crawford.

High stability mode data reduction capability was recognised as an invaluable resource and DOD contacted Paul Butler at the Carnegie Inst of Terrestrial Magnetism who would like to collaborate with people who have high stability data. He also would like to shake down HRS in high stability mode and needs 4 engineering nights to adapt his s/ware code. Costs for this is air ticket & subsistence. Msh - to be funded out of directors contingency. A brief letter to be made available on the website explaining this. DOD

3.10 Solar Power

Refer report by Keith Browne - Board meeting 37 papers.

A power plan has been proposed for the site due to inadequate supply for all the telescopes

on site. A realistic estimation of the costs for the solar power to be included as part of this plan. TW

Motion 5: That the board supports the adoption of solar power on site and that it moves forward pro-actively to try to make this a reality on a time scale of months to a year.
Passed unanimously.

4. CORPORATE GOVERNANCE

4.1 Actions from previous meeting

-Action on conflict of interest policy – Done - refer Minute 4.8.
-BEC minutes as part of board papers. Done.

4.2 Minutes of the Board Executive Committee

Refer Board meeting 37 papers.

4.3 Finance and Audit Committee

EW reported as follows:
-FAC met on 18 May by telecom and 27 May in person.
-Capital reserves of approximately R5m.
-This fiscal year an operations budget with a 5% deficit - UC has paid half & GU non payment.
-Requests for SAMS & RSS throughput.
-Ringfence board contingency to compensate for GU & UC non payment.
-Negotiations currently with India, China & S. Korea for sale of time and shares.
-Not pursue RSS throughput upgrade due to development fund shortfall. Directors contingency and capital fund to be used for shortfall.

Suggestion from Martin Wybourne from Dartmouth for a gathering of principals to discuss the financial situation. This to happen after external review.
Action on FAC to plan for such a gathering, depending on the date of the external review and also the location of the meeting. FAC

4.4 Risk register and the report of the risk committee

LL reported that there were 2 meetings of the risk committee. The committee took ownership of the risk register and the focus was on high risk areas. Action plans were identified and 50% action items have already been implemented with red areas highlighting ongoing items. LL to take this forward. LL

Fund raising committee	EW, Msh, NC, BC
Strategic planning	DOD, LL, JH
Usage of telescope, TACs	DOD, JH, PV
Annual Report	Srianand, LL, DB
Programme management policy/framework	LL
Governance & management structures	MSh
Human capital development	GB, BC, NC, EW
Publicity Plan	TW, NC
Succession Planning	TW

4.5 Business continuity plan

Action on DOD - ongoing. TW reported that the SAAO one was in place and covered a lot of SALT issues. Need to ensure two copes of SALT documents are held in different locations.
Action item on TW to come back with a business continuity plan for SALT. TW

4.6 Strategic planning

Refer draft strategic plan - Board meeting 37 papers.

This is a working document and will be worked on in 5 year increments. The next 5 years is being looked at together with second generation instruments. This document was tabled as a late paper. Action on ALL to send comments to JH. An updated version to be submitted to the next Board meeting. ALL/JH

4.7 South African SALT Task Team Report

Refer report - Board meeting 37 papers

-The idea of a roadshow to visit current partners' institutions was discussed to secure further commitment, to include SALT chair, SAAO director & a DST official.
-Within NRF to establish a SALT research chair for a period of 5 years and budget of up to R5m pa.
-Meerkat projects in SALT contributing to multi wavelength strategy.
-Astronomy sub agency has been asked to develop a national astronomy strategy.
-Research output in astronomy increased in line with increase in investment in astronomy.
-Core grant increase for SAAO submitted to government.

MSh & NC to explore visits to China, India & S. Korea to bolster negotiations. MSh, NC

4.8 Conflict of interest policy

Refer document - Board meeting 37 papers.

Motion 6: To adopt the conflict of interest policy version 2.
Passed unanimously.

4.9 Annual report

Refer draft annual report - Board meeting 37 papers.

Motion 7: The board commits itself to producing an annual report every year and promises its full cooperation to those who are doing all the detailed work and in terms of the input required, they will make their contribution as easily integratable as possible.
Passed unanimously.

-Technical layout to be improved.
-The BEC to approve the annual report when ready. 2014 Annual Report first draft (including interviews with African Astronomers) to be ready for Nov board meeting. BEC
2015 at the May 2016 meeting. Srianand to take responsibility for 2014 report. Srianand

4.10 3 year rolling plan

Refer plan as presented by TW.

Inputs by partners required and this will be presented to the BEC.

4.11 5 year review

Refer external review document - Board meeting 37 papers.

-BC & JH to prepare a prioritised list of possible reviewers. BC,JH
-BC to chair subcommittee with JH and EW for external review process. BC,JH,EW
-External review to take place in Sep/Oct 2016.
-Action on partners to provide input for the terms of reference in next few weeks. ALL

-Sub committee to meet in July 2016 BC

5. Executive session - Cancelled

6. BUSINESS MANAGEMENT

6.1 Actions from previous meeting

-MSh to send UC letter indicating risk of default. Done
-All to send terms of reference for 5 year review. Ongoing. See above.

6.2 SALT Financial status

Refer financial report - Board meeting 37 papers.

LL referred to the FAC report and the deficit on the projects that was to be met out of contingency and reserves. IUCAA had a R2m development fund contribution that was going to help with the project shortfall, RSS was to be deferred and the staffing complement was to be reviewed by TW & JCC and presented to the BEC. TW,JCC

6.3 Shareholding status

Refer financial report - Board meeting 37 papers.

Unchanged since previous board meeting.

6.4 Fund raising

6.4.1 Partner development funding

BC - Dartmouth will not be able to meet the May 2016 deadline regarding the development fund. If the principals meeting takes place with significant members, there is a strong possibility that we can make a contribution beyond that.
WK - GU will not be able to pay by May 2016.
MS - Difficult for any amounts above the operations levy.
MSh - half of the contribution by May 2016..Balance by end 2016
EW - Assuming NIR is accepted, it will credit the UW development fund.
JH - Meeting with dean after this meeting to get a firm commitment.
DOD - to send email tonight & get response from AK & CC tomorrow. (AK has indicated positively)
GB - Awaiting response from MA. For UKSC, next financial year we hope very much to find something. Also, meeting of principals will help.

6.4.2 A Flat budget proposal

Refer paper - Board meeting 37 papers.

Motion 8: To propose that ops levies for current shareholders be kept at a stable level as possible for the next 5 years, roughly keeping pace with inflation in South Africa.
Passed with 1 opposed.

6.4.3 The need for more funding or downsizing

It was decided that SAMS and the tracker is prioritized and that other projects be put on hold at this stage until additional funding is acquired through the contributions to the development fund, sale of time and shares.

6.4.4 New partners

Refer 2.2 above.

6.4.5 Other fund raising initiatives

The board supports that South Africa feel free to discuss proposals with new partners.

The Board paper 'SALT share and time purchase' was accepted subject to amended wording of the paper, viz:
(a) in the Summary, for '25 hours' read '50 hours';
(b) in the heading 'Sale of existing shares or telescope time by a SALT Partner' add 'to a Third Party';
(c) for 'We propose that if' read 'We propose as the Board Guideline that if'.

Motion 9:To accept the paper "SALT share and time purchase - May 2015" as a guideline for selling shares and time in SALT.
Passed unanimously.

6.4.6 Fund raising sub committee

EW to lead this committee to approach new partners and other ways of getting revenue. Revive the foundation initiative for SALT to which wealthy individuals can donate. EW

The idea of private tours was mentioned as well as an approach to DST for new partners.

6.5 Consideration of the annual financial statements

Refer Board meeting 37 papers.

LL highlighted the following:
-Property, plant & equipment reduced because of depreciation.
-Deposits indicated prepayment by the NRF.
-Income statement based on approved ops levies.

Motion 10: To approve the annual financial statements as tabled for the year ending 31 March 2015.
Passed unanimously.

6.6 Operations budget and levies 2015/2016

Operations budget and levies was approved at the Nov 2014 Board meeting.

6.7 Operations levy payments

All operation levy payments were up to date for the year ending 31 March 2015.

7. CORPORATE/FINANCIAL DECISIONS

7.1 Actions from previous meeting

All to provide names to EW to form committee to evaluate RSS throughput repair. Deferred.

7.2 Financial requests

-RSS collimator - put on hold.
-SAMS: additional hardware and manpower (R1.2m) to be formally approved by the BEC subject to a cost to completion budget being presented to the BEC. Funding from directors contingency and dipping into reserves subject to sale of time and shares as additional revenue.
-RSS guider: put on hold.
-Smaller projects: partners can take this to their institutions. ALL
Seeing monitor cost to be found from within current Ops budget.
-ADC: a budget to be prepared.
-RSS-NIR: UW has recognised $600k and looking for additional $200k.

-HRS pipeline programmer costs (new post or in-kind contributions from partners):
MS/BC to provide suggestions and input to BEC. MS/BC

7.3 Corporate decisions

Motion 11: To fund up to R900k for the RSS auto guider from asset renewal.
Passed unanimously.

Motion 12: To accept the recommendation of the FAC that RSS collimator project be put on hold until funds allow us to do this.
Passed unanimously.

Motion 13: The Board authorises BEC to approve the continued funding of SAMS pending the receipt of a cost to completion budget for the entire project. The continued funding is limited to R1.2m.
Passed unanimously.

Motion 14: Move that the SALT external review move forward and that a new draft terms of reference be circulated and finalised by end June, people get contacted in July and August and that the actual review takes place in Sep/Oct 2016.
Passed unanimously.

8. EXECUTIVE SESSION

9. REVIEW OF ACTION ITEMS AND DECISIONS

Refer appendices.

10. NEXT MEETINGS

10.1 Details of 38th meeting - Wits, Johannesburg, South Africa 9,10 & 11 Nov 2015.
10.2 Venue & Schedule 39th meeting - AMNH, NY 1,2 & 3 June 2016.
Venue & Schedule 40th meeting - Cape Town/Southern Africa, week of November 14th preferred.

Close of meeting.

APPENDIX

SUMMARY OF MOTIONS: BOARD MEETING 37

Motion 1: To move that RSS-NIR team go forward with creating an integral full unit and designing a collimator so that RSS-NIR can be put into the basement spectrometer room as an interim solution.

Motion 2: To approve the recommendations in the board paper "Salt scheduling & simulations study" recommendations 1-5 with the proviso that recommendation 1 includes the general community and not only the TACs.

Motion 3: That the board directs SALT operations to carry out observations so that high priority block completeness is optimised.

Motion 4: That time allocations move away from the traditional strict dark, grey, bright bins.

Motion 5: That the board supports the adoption of solar power on site and that it moves forward pro-actively to try to make this a reality on a time scale of months to a year.

Motion 6: To adopt the conflict of interest policy version 2.

Motion 7: The board commits itself to producing an annual report every year and promises its full cooperation to those who are doing all the detailed work and in terms of the input required, they will make their contribution as easily integratable as possible.

Motion 8: To propose that ops levies for current shareholders be kept at a stable level as possible for the next 5 years, roughly keeping pace with inflation in South Africa.

Motion 9:To accept the paper "SALT share and time purchase - May 2015" as a guideline for selling shares and time in SALT.

Motion 10: To approve the annual financial statements as tabled for the year ending 31 March 2015.

Motion 11: To fund up to R900k for the RSS auto guider from asset renewal.

Motion 12: To accept the recommendation of the FAC that the RSS collimator project be put on hold until funds allow us to do this.

Motion 13: The Board authorises the BEC to approve the continued funding of SAMS pending the receipt of a cost to completion budget for the entire project. The continued funding is limited to R1.2m.

Motion 14: Move that the SALT external review move forward and that a new draft terms of reference be circulated and finalised by end June, people get contacted in July and August and that the actual review takes place in Sep/Oct 2016.

APPENDIX…continued

SUMMARY OF ACTION ITEMS - BOARD MEETING 37

1. Report to next BEC of a plan for emergency medical care. TW
2. Report to BEC on dust monitoring and requirements to minimise impact. TW
3. A letter to the TAC chair & the community in the call for proposals should also indicate the changes from last semester, proposals for optimising use of the telescope & suggestions for putting proposals together. PV, JCC & DOD to meet with all the partners individually over the next few months, including board member, TAC member and the community to discuss efficiency from both sides ito getting complete data sets. PV, JCC,DOD
4. IP policy for SALT - to be tabled at next board meeting and available 1 month before for board to evaluate. TW
5. Produce a draft strategic plan by the 2nd BEC (4 months from now) LL,JH,EW,BC,DOD
6. A brief letter to be made available on the website explaining HRS high stability data reduction. DOD
7. A realistic estimation of the costs for the solar power to be included as part of the plan. TW
8. FAC to plan for a gathering of principals, depending on the date of the external review and also the location of the meeting. FAC
9. Follow up on Risk Register LL
   - Fund raising committee EW, Msh, NC, BC
   - Strategic planning DOD, LL, JH
   - Usage of telescope, TACs DOD, JH, PV
   - Annual Report Srianand, LL, DB
   - Project management LL
   - Governance & management MSh
   - Human capital development GB, BC, NC, EW
   - Publicity Plan TW, NC
   - Succession Planning TW
10. Business continuity plan for SALT. TW
11. An updated version of the Strategic Plan to be submitted to the next Board meeting. ALL/JH
12. Explore visits to China, India & S. Korea to bolster negotiations. MSh, NC
13. Approve the annual report 2013 when ready. BEC
14. 2014 to be ready for Nov board meeting. 2015 at the May 2016 meeting. Srianand to take responsibility for 2014 report. Srianand
15. Prepare a prioritised list of possible reviewers. BC,J
16. BC to chair subcommittee with JH and EW for external review process. BC,JH,EW
17. Partners to provide input for the terms of reference in next few weeks. ALL
18. Sub committee to meet in July 2016. BC
19. Staffing complement to be reviewed and presented to the BEC. TW,JCC
20. Lead a Fund Raising Sub committee to approach new partners and other ways of getting revenue. Revive the foundation initiative for SALT to which wealthy individuals can donate. EW
21. Take smaller projects to institutions to request funding. ALL