

**COMMITTEE OF THE WHOLE
BOARD OF TRUSTEES
UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE**

A meeting of the Committee of the Whole of the University of Vermont and State Agricultural College Board of Trustees was held on Friday, May 18, 2018, at 8:00 a.m. and 3:15 p.m. in the Silver Maple Ballroom, Room 401 and Sugar Maple Ballroom, Room 400 at the Dudley H. Davis Center.

MEMBERS PRESENT: Chair David Daigle, Vice Chair Ron Lumbrá, Secretary Donna Sweaney, Briar Alpert, David Aronoff¹, Cynthia Barnhart, John Bartholomew, Otto Berkes, Robert Brennan², Frank Cioffi³, Carolyn Dwyer, Jodi Goldstein, Sidney Hilker, Bernard Juskiewicz, Curt McCormack, Donald McCree, Caitlin McHugh, Anne O'Brien, Ed Pagano, Shap Smith⁴, Thomas Sullivan, Tristan Toleno, and Jeff Wilson⁵

MEMBERS ABSENT: Johannah Donovan, and Governor Phil Scott

ALSO PARTICIPATING: Provost and Senior Vice President David Rosowsky, Student Government Association President Ethan Foley, Staff Council President Karmen Swim, Graduate Student Senate President Michelle DiPinto, Faculty Senate President Cathy Paris, Alumni Association President Penrose Jackson, UVM Foundation President & CEO Shane Jacobson, Grossman Endowed Chair in Finance Dr. Charles Schnitzlein, University Budget Director Alberto Citarella, Vice President for Enrollment Management Stacey Kostell, Director of Institutional Resources Alex Yin, Dean of the College of Arts & Sciences William Falls, Director of Facilities Design & Construction Paula Carlacinni, Vice President of Human Resources, Diversity and Multicultural Affairs Wanda Heading-Grant, Associate Provost for Faculty Affairs Jim Vigoreaux, Vice President for Research Richard Galbraith, Faculty and Student Performers (refer to page 7 for a full list of participants), Dean of the Larner College of Medicine Frederick Morin, Senior Advisor to the President and Provost John Evans, Vice President for Finance and University Treasurer Richard Cate, Vice President for University Relations and Administration Thomas Gustafson, Vice President for Legal Affairs & General Counsel & Senior Advisor to the President Sharon Reich Paulsen, Vice President for Executive Operations Gary Derr, Associate Chief Human Resources Officer Jes Kraus, and Employee Relations Manager Mary Brodsky

¹Participated in person, departing at 4:30 p.m.

²Participated via phone until 10:45 a.m. and rejoined for the afternoon session.

³Participated in person, arriving at 10:45 a.m.

⁴Participated in person until 9:26 a.m. Returned for the afternoon session.

⁵Participated in person, arriving at 9:23 a.m.

Chair David Daigle called the meeting to order at 8:10 a.m.

Approval of Minutes

Chair Daigle presented the February 2, 2018 meeting minutes for approval. A motion was made, seconded and voted to approve the minutes as presented.

Chair's Report (see full report appended to minutes, beginning on page 11)

After the Chair's report, Trustee Donna Sweaney offered the following resolution, on behalf of the Board, in recognition of President Thomas Sullivan and Provost and Senior Vice President David Rosowsky:

Resolution Recognizing the Leadership of President Thomas Sullivan and Provost David Rosowsky

The University of Vermont and State Agricultural College Board of Trustees hereby recognizes UVM President E. Thomas Sullivan and Provost David V. Rosowsky for their outstanding leadership of the University of Vermont, including:

1. Transforming the University of Vermont's physical, didactic, intellectual and experiential growth and future;
2. Nurturing a culture of respect, open mindedness, and excellence;
3. Securing new physical, scholarship and professorship opportunities, both now and in the future with the campaign to Move Mountains;
4. Ensuring the voices, dreams and desires of the many are not silenced or disregarded;
5. Leading in the face of multiple challenges with dignity, compassion, and courage;

NOW THEREFORE, be it unanimously RESOLVED the University of Vermont and State Agricultural College Board of Trustees hereby endorses President E. Thomas Sullivan and Provost David V. Rosowsky, and unanimously pledges its continued support of their leadership of the University of Vermont.

A motion to approve the resolution was made, seconded, and unanimously adopted.

President's Report

President Sullivan began by highlighting the upcoming Commencement events to take place this weekend. Approximately 3,055 students will graduate, hailing from 35 countries. Over 1,000 soon-to-be graduates are Vermonters and 204 are international students.

President Sullivan next provided the following updates:

- The Vermont State Legislative session ended Saturday, May 12. The Legislature approved an annual appropriation for UVM of approximately \$42.5 million. The Legislature also approved an additional appropriation of \$500,000 to be used for scholarships and financial aid for Vermont students of low and lower-middle income. In addition, they approved \$250,000, over and above the normal \$1.4 million for facilities, which will be used to support the Science, Technology, Engineering & Mathematics (STEM) building fundraising efforts.
- The University and United Academics leadership have reached a tentative agreement on a new contract.
- A Chief Information Officer, Simeon Ananou, was recently hired and will begin July 1st. A new Dean of College of Engineering and Mathematical Sciences, Dr. Linda Schadler, will begin mid-July. The new Dean of the Larner College of Medicine will be announced next week.
- Several years ago, UVM and the Vermont Law School created a unique dual-degree, known as the 3+2 program. The program allows for the acquirement of a Bachelor's degree in three years, from UVM, and a Juris Doctor degree in two years, from Vermont Law School. This Commencement, Rachael Heath will become the first graduate with this degree. President Sullivan stated that the pipeline for the degree is growing and strong.
- President Sullivan acknowledged former student Trustees Soraiya Thura and David Brandt, who will be graduating this weekend from the Larner College of Medicine and College of Arts and Sciences, respectively. He also acknowledged Vice President for Finance and Treasurer Richard Cate, who will be receiving a Master of Accountancy from UVM's Grossman School of Business.
- President Sullivan recognized Trustee Briar Alpert and Vice President for Human Resources, Diversity, & Multicultural Affairs Wanda Heading-Grant for receiving Alumni Achievement Awards from the UVM Alumni Association.
- President Sullivan thanked Director of Student Life Pat Brown for his service to UVM. Director Brown will be retiring at the end of the year, after 39 years at UVM.

President Sullivan concluded his remarks by noting that UVM has received a great deal of press in the national news this past semester.

Governance Leaders Reports

Student Government Association (SGA) President Ethan Foley provided his first report to the Board. He stated that SGA will focus on the following: affordable housing; improving Student Health Services and Counseling and Psychiatry Services (CAPS); continuing their commitment to maintaining UVM as a national leader in environmentalism and sustainability; encouraging UVM to adopt the STEAM (Science, Technology, Engineering, Arts, and Mathematics) philosophy to demonstrate the University's commitment to student across all colleges; and instituting restorative practices, a method of conflict resolution, University-wide.

Chair Daigle encouraged President Foley to explore and utilize resources at UVM that could provide support to SGA initiatives. Trustee Pagano commended SGA for working to improve student services.

Staff Council President Karmen Swim provided her last report to the Board. She reported on the following recent Council initiatives & events: a parenting seminar was hosted to share support and advise of benefits; the Jumpstart program will launch in the fall and offer support to new UVM staff and include mentorship opportunities; a \$10,000 Staff Professional Development Scholarship Fund was created; and the new Short-Term Disability benefit will begin in January 2019. Lastly, she reported that the Council's fiscal year 2019 salary increase recommendation included the proposal of a "birthday holiday" off, to which the administration seemed receptive, but has not yet been confirmed.

Graduate Student Senate (GSS) President Michelle DiPinto provided her last report to the Board. She highlighted that there are housing plans being developed for graduate students, with a concentration on international students and families. She also stated that wellness and wellbeing will continue to be a focus of GSS. She expressed appreciation for increased graduate student visibility across campus. Finally, she concluded by stating that GSS will continue to work on the Family Leave policy, housing stipends, and the overall student experience.

Chair Daigle encouraged GSS and SGA leadership to work together in addressing the improvement of mental health services at UVM.

Faculty Senate President Cathy Paris acknowledged that it has been a challenging semester for UVM with events such as the NoNames for Justice protests, budgetary concerns, and faculty contract negotiations. She acknowledged that though progress has been made, these challenges have tested the UVM community. She emphasized the importance of continuing to work together with integrity, trust, openness and optimism.

Alumni Association President Penrose Jackson highlighted UVMConnect, UVM's exclusive global network supporting lifelong connections and career opportunities for the UVM community. She stated that the product has been rolling out to select audiences and already has over 500 members with an ultimate goal of reaching approximately 8,000-10,000 members. President Jackson encouraged everyone to sign up by visiting UVMConnect.org.

Move Mountains: The Campaign for the University of Vermont Update

UVM Foundation President & CEO Shane Jacobson provided an update on the *Move Mountains* campaign progress since the February meeting. He stated that as of yesterday, total commitments are \$483,322,630 with only \$16,677,370 remaining to be raised before the \$500,000,000 goal is met. He also explained that the pipeline of commitments continues to grow and signals great capacity moving forward.

President & CEO Jacobson next went over fundraising relative to capital projects. He noted that the re-openings of the Billings Library and the Taft School will be this fall. In regards to fundraising for the STEM Complex, he explained that it will be funded by a mix of private gifts

and non-debt funding. As of May 17, 2018, the Foundation had already secured \$10.8 million in non-debt funding. The remaining non-debt goal is \$15.2 million. In regards to Ifshin Hall, as of May 17, 2018, \$8.6 million of the \$11 million non-debt goal and total project cost has been raised in non-debt funding.

President & CEO Jacobson next highlighted planned activity for FY 2019. Plans include: focus on unfunded campaign priorities; communications once the \$500 million goal is achieved; confirm and establish stewardship priorities; and collaborate with UVM leaders to formulate “bridge” fundraising initiatives that take UVM from *Move Mountains* to the next campaign.

President & CEO Jacobson reiterated that a huge component of the campaign is to invest in people. He specifically discussed investing in faculty and highlighted that the \$20 million Grossman gift included the funding of three endowed faculty chairs. He introduced Dr. Charles Schnitzlein, who holds the position of the Grossman Endowed Chair in Finance. Dr. Schnitzlein closed the presentation by discussing his work and the value of the program he chairs.

Current Budgeting Challenges and Incentive Based Budgeting

President Tom Sullivan introduced the presentation on current budgeting challenges and Incentive-Based Budgeting (IBB). He stated that the College of Arts and Sciences, which faced a large deficit this year, is the largest College on campus by student enrollment. It has both critical concentrations, majors, and minors for liberal education and has a large service component, offering courses to students from other Colleges and pairing new courses across other Colleges.

He noted that there is a “balance” between achieving a balanced budget and advancing enhanced quality and excellence and reminded all that UVM’s Vision Statement seeks UVM “To be among the nation’s premier, small research universities, preeminent in our comprehensive commitment to liberal education, environment, health and public service. Additionally, principles #3 & 4 of the Strategic Action Plan calls for aligning budgets with priorities to issues that are core, central to the mission and vision and operating efficiently and effectively.

President Sullivan emphasizes that the College of Arts & Sciences historically and presently is core and central to the University’s vision and mission. Today’s presentation will focus on these principles and goals in the context of budget comparison of revenue (enrollment which brings tuition), and costs, and creativity for growing enrollment through exciting, attractive course offerings and distinguished teaching.

President Sullivan concluded his opening remarks by expressing his full confidence that by working together and sharing ideas and goals with each other, and through the Dean’s 5-year plan, that this budget challenge can be met while ensuring a strong, important College.

University Budget Director Alberto Citarella and Provost David Rosowsky provided background on IBB, a common higher education budget model, also known as Responsibility Centered Management. UVM’s IBB model began in 2012, with a University-wide budget self-study. President Sullivan requested, in 2013, that Provost Rosowsky develop and implement the IBB model. Guiding Principles, developed by the IBB Steering Committee, were used in the

development and implementation of IBB. In 2014, the model launched with a parallel program, and went live in July 2015. In December 2017, there was a call for input for IBB 2.0, which is currently being developed.

Vice President for Enrollment Management Stacey Kostell noted that fewer students are enrolling in CAS and that it has the highest admission rate of all UVM's schools and colleges. Director of Institutional Resources Alex Yin added that overall student-credit hours in CAS have decreased 17% from Fiscal Year (FY) 2011 to FY 2018, while the college's expenses remained unchanged.

Dean Falls explained that his 5-year plan to address the college's challenges includes reallocating resources to where students want to study and finding where efficiencies can be increased. He acknowledged that the budget challenge will be difficult, but has positive outlook.

Provost Rosowsky concluded the presentation by clarifying that the budget challenges faced by CAS should not be confused with challenges of IBB. He affirmed that he, and the President, remain steadfast in their support of CAS as they are essential to a strong UVM. He also noted that the college's challenges fully mirror a national trend in liberal arts enrollment.

In response to a question from Chair Daigle, Director Citarella explained that funding for CAS has not decreased with the implementation of IBB.

Grants and Contracts Awards Report

The Board acknowledged receipt of the Grants and Contracts Awards Report for the period of December 1, 2017 – March 31, 2018. Chair Daigle called to attention that this report included a new chart highlighting awards received by college, over a five-year period.

Capital Projects Update

Director of Facilities Design & Construction Paula Carlaccini offered an update on progress made on the construction of the STEM Complex, and the University of Vermont Medical Center Miller Building since the last meeting. She also offered brief updates on Ifshin Hall (Kalkin Addition), Billings Library renovations and Taft School renovations, all of which should be completed by August 2018.

Advance Inclusive Excellence

President Sullivan provided an overview of the presentation and then welcomed Wanda Heading-Grant, Vice President of Human Resources, Diversity and Multicultural Affairs (HRDMA) to continue the presentation. Vice President Heading-Grant explained that to advance UVM's institutional diversity goals, senior leadership has invested in Inclusive Excellence at the University of Vermont: A Framework for Building a More Diverse, Inclusive, and Multiculturally Competent Campus 2016-2021. [This document](#), referred to as The Framework for Inclusive Excellence ("The Framework"), was prepared by the HRDMA in collaboration with the President's Commission for Inclusive Excellence. The Framework acknowledges and defines the breadth of diversity at UVM, provides a context for diversity planning, and addresses

four core areas (or “Pillars”). The four pillars include: academics, community, environment, and operations.

Vice President Heading-Grant reported that all colleges and divisions have completed an inventory of diversity related activities and initiatives and produced multi-year Inclusive Excellence Action Plans. Moving forward, the University must continue to engage in strategic and responsive actions that recognize the realities of diverse and marginalized identities and embed diversity in all levels of strategic decision making: resource decisions, policy development, and practices.

Associate Provost for Faculty Affairs Jim Vigoreaux next discussed progress made in ongoing discussions with the NoNames for Justice students. In summary, he stated that great progress has been made, through a thoughtful and engaging process.

Chair Daigle asked if thought has been given on how to convey UVM’s expansive history with diversity in a succinct way. Vice President Heading-Grant responded that efforts are made to communicate this history via many vehicles, such as through employee and student orientations as well as through curriculum.

At the conclusion of the presentation, Ron Lumbra, Chair of the Renaming Advisory Committee, was invited to offer a report on the Committee’s activity. He noted that a proposal for the de-naming of the Bailey/Howe Library was submitted and that the Committee met last week and determined that the proposal meets the requirements for further consideration. An opportunity for UVM community members to provide input and commentary with respect to the proposed name change will be offered and extend into the Fall. Chair Lumbra expects to report on the proposal’s progress at the October Board meeting, which is the earliest meeting a recommendation might come forth.

2017 National Survey of Student Engagement (NSSE) Results

The presentation of the results of the 2017 National Survey of Student Engagement (NSSE) was deferred to a future meeting.

At 10:42 a.m., Chair Daigle called for a brief break. He announced that the meeting would reconvene in the Sugar Maple Ballroom (Room 400 Davis Center) for the academic presentation.

At 10:50 a.m., the meeting resumed.

Academic Presentation – *Teacher/Scholar Model Highlighting Creative Arts*

Vice President for Research Richard Galbraith introduced the academic presentation. Original silkscreen prints of *The Voice that is Great Within: The Arts at UVM*, created by Studio Art students were given to members of the audience. Associate Professor of Painting Steve Budington discussed the creative process of his and his students’ work. Richard A. Dennis & University Distinguished Professor of English Major Jackson read a poem inspired by a print by Studio Art Professor and Chair Jane Kent and two students, Stephanie Wobby ‘19 and Harley Phleger ‘18 read their work. Associate Professor and Director of Film and Television Studies

Deb Ellis presented a montage of exemplary student video work produced over the past year. Two students from Theatre, Ian Walls '19 and Katherine Reid '19, performed an excerpt from the play, *The Exonerated*, directed by Chair and Associate Professor of Theatre Gregory Ramos. The Dance Program presented an excerpt from *Feminine Malady*, directed by Lecturer Paula Higa and choreographed and performed by Anna Martone '18, written and performed by Ian Walls '19, and with music by Artist Teacher Tom Cleary. The Music and Dance department presented an excerpt from *Guarded Crossings*, with choreography by Professor of Dance and Chair of the Department of Music and Dance Paul Besaw, dancers included Lecturer Paula Higa, Hannah Loughlin '18, Anna Martone '18, Affiliate Artist Julie Peoples-Clark, and music performed by Affiliate Artist Letitia Quante, violin & Affiliate Artist Emily Taubl, cello. Senior Lecturer and University Scholar Ray Vega, trumpet; Artist Teacher Cleary, piano; Aaron Lucci '18, bass; and Andrew Goyette '21, drums; performed a jazz piece written by Patricia Professor of Music Julien. Dean of the College of Arts and Sciences William Falls, President Sullivan, and Chair David closed the presentation with brief remarks.

At 11:40 a.m., the meeting recessed.

At 3:17 p.m., the meeting resumed in Silver Maple Ballroom.

Larner College of Medicine and College of Arts & Sciences Psychological Science Medical Research Complex Project Update

Larner College of Medicine Dean Frederick Morin began by recalling that at the February meeting, the Committee was provided an update on the progress of the medical research complex proposal originally introduced in October 2017. The complex, a collaboration between the Larner College of Medicine and the College of Arts & Sciences Department of Psychological Science, will support the University's research mission and eliminate deferred maintenance on the Given Medical Building and John Dewey Hall. The proposal includes a new modern research building adjacent to the Health Science Research Facility, and a rehabilitation of the Given Building to modern research and office space.

Dean Morin explained that the project will increase facilities reimbursement in federal research grants, eliminate \$41 million in deferred maintenance on Dewey and Given and reduce Given's cooling and heating loads by 50%. He presented draft renderings of the buildings and conceptual floor plans, noting that the modern research space will support the performance and growth of our research enterprise and will help share resources efficiently.

Dean Morin next discussed funding the \$90 million project noting that the \$45 million needed for the new building would be provided by the Larner College of Medicine, through reserves, the UVM Network Medical Group Faculty Practice Division, and philanthropy. The \$45 million for the Given renovation would be funded by the University.

Referencing the project timeline, Dean Morin stated that the next step will be the completion of the schematic design to be presented at the October Board meeting. He then responded to a variety of questions.

President Sullivan concluded by thanking Dean Morin for his 11 years of service as Dean of the Larner College of Medicine. Dean Morin is retiring in July, however, he will remain at UVM as a member of the faculty.

Executive Session

At 3:46 p.m., Chair Daigle entertained a motion to enter into executive session for the purpose of discussing the evaluation of a public officer; contracts, premature public knowledge of which would clearly place the University at a substantial disadvantage; and collective bargaining. He noted the session would last for approximately forty-five minutes with action anticipated following. Everyone was excused from the meeting with the exception of Provost Rosowsky; Vice Presidents Richard Cate, Thomas Gustafson, Sharon Reich Paulsen, Wanda Heading-Grant, and Gary Derr; Associate Chief Human Resources Officer Jes Kraus, and Employee Relations Manager Mary Brodsky.

After the first item, Vice President Heading-Grant, Employee Relations Manager Brodsky, and Associate Chief Human Resources Officer Kraus were excused and Foundation President & CEO Shane Jacobson was invited to join.

After the second item, everyone, including President Sullivan, was excused.

The meeting re-opened to the public at 4:37 p.m.

Other Business

Chair Daigle presented the following three resolutions individually. Note, in addition to absent Trustees, David Aronoff and Ed Pagano were not present to vote on these resolutions.

Resolution Regarding United Academics Collective Bargaining Agreement

RESOLVED, that the Board of Trustees authorizes the administration to negotiate and settle a collective bargaining agreement with United Academics relative to the full-time faculty bargaining unit on the material terms reported on this date.

A motion was made, seconded, and unanimously voted to approve the resolution.

Resolution Approving the Naming of Cohen Hall

WHEREAS, on May 18, 2013, the Board of Trustees approved a project plan for the Taft School renovation and concept of a lease agreement with the City of Burlington; and

WHEREAS, on February 16, 2016 and December 12, 2016, the Board of Trustees approved project expenditures for the Taft School renovation; and

WHEREAS, Michele and Martin Cohen have generously donated \$5 million to the *Move Mountains Campaign* in support of the projected renovation expenses; and

WHEREAS, in recognition of the extraordinary philanthropy of Michele and Martin Cohen,

BE IT RESOLVED, that the Board of Trustees hereby approves the University of Vermont's recognition of the Taft School, to be known hereafter as housing the Michele and Martin Cohen Hall for the Integrative Creative Arts.

A motion was made, seconded, and unanimously voted to approve the resolution.

Resolution Regarding Presidential Evaluation and FY 2019 Compensation

WHEREAS, on this date the Annual Review Subcommittee ("the Subcommittee") has reported on the status of its work to this Board;

BE IT RESOLVED, that the Board of Trustees hereby authorizes the Board Chair to finalize the President's annual performance evaluation and compensation for FY 2019 following such additional consultation with the Subcommittee as he deems necessary or desirable; and

BE IT FURTHER RESOLVED, that the Board Chair shall report his final actions to the Board in due course.

A motion was made, seconded, and unanimously voted to approve the resolution.

There being no further business, the meeting adjourned at 4:39 p.m.

Respectfully submitted,

David A. Daigle, Chair

David A. Daigle
UVM Board of Trustees Chair's Report
May 18, 2018

Good morning everyone, and welcome to our annual commencement weekend board meeting. As we approach our 217th commencement at UVM, I first wish to sincerely thank all of our staff and faculty who strive to create a positive environment in which our students can excel.

Who are we as a community? Who do we want to be as a community? I have been thinking about this a lot this past academic year. As leaders, we are responsible for a storied institution with a rich and important history within the ranks of higher education. The culture that we create will be inherited by our successors. What do we want to leave them?

My hope is that we leave a culture built upon mutual respect, civility, and reason. We are confronted with multiple challenges, but none that are insurmountable if we embrace these principles and work together.

UVM has faced much tougher tests, and it will undoubtedly survive the current challenges. Yet how we solve our challenges, how quickly we adapt, is entirely up to the leaders in this room. I ask each of you to engage respectfully, to put shared goals ahead of your own, and to appreciate that these goals are more significant than our differences.

I would like to focus on two of our current challenges.

Allow me to speak directly to the conversations about diversity that have occurred on campus during this academic year. One of our shared goals, included in the strategic plan this board adopted in 2013, but developed decades earlier, is to value and promote diversity at UVM. It is a goal our President and Provost frequently discuss, and one that is unanimously supported by this Board. We have made progress, and will continue to do so, but we also acknowledge that the potential to improve diversity is significant.

As a community, we need to act with integrity, purpose and diligence if we aspire to advance diversity and inclusion. Progress will come through a search for effective solutions, not through protests, demands, or intimidation. "You're either with us or against us", a phrase itself rooted in bigotry, will not advance our cause.

The action steps we take must be dictated by reason and judgment; we should consider every proposal, but not every proposal is viable or worthy of adoption. We need to find effective and durable solutions, and to think creatively about how to overcome some very real impediments, in order to improve diversity at UVM. If we work together and think creatively, I am confident we will make progress, although it will take time. To steal Provost Rosowsky's recent Across the Green title, we can "come together to grow together".

Another perennial challenge is our budget, and trustees who have been on this board for many years fully appreciate this issue. As I noted previously, economics is all about allocating scarce

resources, which is precisely what is required in our UVM budget. As leaders, I ask that you appreciate that the sum of all wants is greater than the sum of all resources.

The College of Arts and Sciences has always been the academic core of the University of Vermont. It is the oldest and largest college at UVM, and the center of gravity of our liberal arts education. It is central to our mission, and indispensable to the other colleges and schools at UVM. We are firmly and unequivocally committed to our College of Arts and Sciences.

That commitment does not, and never could, insulate the College from the forces of change. Adjustments will occasionally need to be made to align resources as student interests and financial circumstances change. Arts and Sciences is at one of those moments now. Change is not inherently destructive, and a robust process of allocating scarce resources will ensure that our highest priorities are protected.

It is essential that we defend the academic integrity of our College of Arts and Sciences. It is equally essential that we do so within the very real constraints of our budget. These are not mutually exclusive goals, and they are not dependent upon any specific budget model.

I am confident that our academic leaders, Provost Rosowsky, Dean Falls, and faculty leaders, can craft a model for a vibrant, financially sustainable College. It will require change, and may require faculty reductions in the College. At my request, we have specifically added this discussion to our agenda today.

Let me close with a comment about President Sullivan and Provost Rosowsky. This academic year has been a rough one, with personal and public attacks levelled against each of you. Tom and David, you are dedicated and talented professionals, and I am honored and privileged to have the opportunity to work with you. I, and many others, are profoundly grateful for everything you have done for this University.

This concludes my chair's report.