COMMUNICATIONS UPGRADE NEXT PHASE OF PROJECT

A team of Virginia Tech researchers is attempting to push ultra-wideband (UWB) technology into the next phase where military communications can completely elude detection by nearby enemy troops and all manner of home electronics systems can be operated wirelessly.

Funded by a $750,000 grant from the Defense Advanced Research Projects Agency (DARPA), Michael Buehrer and colleagues William Davis, Ahmad Safaai-Jazi and Dennis Sweeney in the Mobile and Portable Radio Research Group (MPRG) are investigating how UWB pulses are propagated and how those pulses can be recognized by potential receivers.

“Ultra-wideband technology offers unique advantages for communication, compared to traditional narrow-band systems,” said Buehrer, an assistant professor of electrical and computer engineering (ECE) and principal investigator on the project.

A UWB transmission—from a radar device, for example—uses ultra-short pulses that distribute power over a wide range of the radio-frequency spectrum, Buehrer said. Because the power density is dispersed across the spectrum, UWB transmissions ideally won’t interfere with the signals on narrow-band frequencies, such as AM or FM radio or cell-phone signals.

In fact, UWB transmissions pose so little threat of interference with licensed frequencies that the Federal Communications Commission (FCC) is now allowing companies to operate UWB technology within the three- to 10-gigahertz range without obtaining radio-spectrum licenses.

The bandwidth of UWB signals is so wide that signal energy is available for use at both high and low frequencies. “The low-frequency content of UWB devices can penetrate solid structures,” Buehrer said. “Additionally, the high-frequency content can detect the details of objects.”

These capabilities make UWB radar devices excellent surveillance tools. This also means that UWB technology could be used to develop a new remote-control device.

“Because of the low power density, remote controls, are quite limited in the amount of data they can send and receive. However, with the wide bandwidth available, UWB signals can achieve significantly higher data rates. Buehrer envisions wireless home-computer systems, wireless downloads and the ability to recognize and interact with objects in the real world,” said Buehrer.

By Liz Crumbley

A Statement by President Charles W. Steger
Regarding Recent Board Actions

April 8, 2003

Over the past several weeks we have seen much concern expressed within and outside the university over actions by the university Board of Visitors on March 10. I am pleased that the university board convened and addressed three important issues in special session Sunday, April 6. We all gained a broader understanding by this discussion and by hearing the concerns of the university community.

I am very pleased that the Board of Visitors rescinded its resolution that prohibited certain speakers on campus and its other March 10 resolution that prohibited the consideration of disability, age, veteran status, political affiliation, race, color, national origin, ethnicity, religious beliefs, or gender in decisions involving admissions, employment, or financial aid and reaffirmed the board policy adopted on December 15 regarding non-discrimination. Moreover, sexual orientation remains a part of the university’s non-discrimination statement.

Within the university, we have students and faculty members from across the United States and 130 countries. We have over 10 major religions represented on campus. We cannot and will not tolerate any form of discrimination.

Furthermore, the board adopted a resolution that specifies a time frame for bringing items before the board. They have appointed a special committee that will further evaluate the process by which items are brought before the board.

I know that members of the university community join me in expressing appreciation to the board for taking action Sunday and for seeking ways to balance the university’s approach to non-discrimination and further clarify our efforts to promote and enhance diversity on the Virginia Tech campus.

Prospective members sought for new commission

The search has begun for individuals from the university community interested in becoming members of the new commission on Equal Opportunity and Diversity, which was approved by the Board of Visitors at its March meeting and is scheduled to become an official part of university governance at the beginning of the 2003-04 academic year.

The commission, which replaces two advisory bodies, will include eight “community” representatives from the faculty and staff who will be elected or selected by specified organizations, programs, or services. It will also include three at-large positions open to faculty and staff members and students.

“We hope that members of the university community interested in serving on the commission will read about this new governance body on the university’s diversity web site at www.diversity.vt.edu/CEO/D.html and will complete a brief information form available on the site,” said Ben Dixon, vice president for multicultural affairs.

An ad-hoc committee of the board will review recommendations by the university administration regarding the narrow-tailoring legal requirements applicable to race-conscious programs, and acceptable steps for achieving diversity in accordance with federal and state laws.

Provost Announces Restructuring Developments

(Mark G. McNamara)

We have completed the challenging task of university restructuring and we are nearing the conclusion of the final dean search (in the College of Agriculture and Life Sciences). Dr. Hassan Aref has started his term as Dean of the College of Engineering and Drs. Lay Nam Chang and Jerry Niles have been appointed deans of the two newest colleges.

At this stage, I believe that we have achieved as good an alignment of departments as we are likely to achieve and I am declaring an end to the formal process.

I have recently approved the move of Computer Science to the College of Engineering and of Geography to the College of Natural Resources. There are several far-going discussions about departmental mergers, name changes and reshaping, but most of these changes are internal to the colleges.

A consensus has emerged recently to name the ‘new’ college the College of Liberal Arts and Human Sciences and I fully support this proposal.

We are moving forward to create a new School of Education within the college with a focus on graduate education. All of the changes will be presented for formal ratification by the Board of Visitors at the June meeting, and we will finalize budget transfers for the next fiscal year.

I appreciate the on-going cooperation of the faculty and staff through this challenging period of change. Dr. Joe Merola will continue to guide the implementation through this final phase. We are poised to move forward with re-investments. The three Coordinating Councils plus the 229 Council have made substantial progress in refining the vision for a number of major research institutes, re-aligning program priorities, and evaluating plans for new programs.

Specific announcements about several new institutes and programs will be made before the end of the semester. I intend to launch the first sets of faculty-recruitment clusters in time for next year’s recruitment cycle. There have been many questions about the breadth and scope of cluster recruitments, which will be addressed via a separate letter within a few weeks after further discussions with the deans and vice provosts.

By Clara B. Cox

(See UPGRADE on 2)
Fri, 11
International Week Event, 10 a.m. to 6 p.m., Duck Pond field.

TA Event, 8 p.m., Squires Studio Theatre: “Human Rites.”

Sat, 12
International Week Event, 10 a.m. to 6 p.m., Duck Pond field.

Music Event, 8 p.m., Squires Old Dominion Ballroom: Ensemble Concert.

TA Event, 8 p.m., Squires Studio Theatre: “Human Rites.”

Sun, 13
Holocaust Awareness Week Begins.

Music Event, 3 p.m., Squires Recital Salon: Ensemble Concert.

International Week Closing Event, 7 to 11 p.m., Squires Commonwealth Ballroom.

Mon, 14
University Council, 3 to 5 p.m., 1045 Pamplin. (CANCELLED).

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Service-Learning EXPO scheduled
The Eighth Annual Service-Learning EXPO, an exhibit of community service and community-based learning projects occurring across campus during the 2002-2003 academic year, will be held Wednesday, April 16 in Squires Old Dominion Ballroom from 11 a.m. until 5 p.m.

Posters will be on display at 3:30 p.m., and there will be a reception at 4:15 p.m. Other activities include recognition of outstanding service-learning, literacy corps tutors, president’s student service award recipients, community partners and faculty members. New this year will be a silent auction to benefit the New River Valley Youth Service Fund. Items will be on display for bids all day. For more information, contact the Service-Learning Center at 1-6964 or visit http://www.majbill.vt.edu/sl/expo2003.html.

Annual Mullins Lecture scheduled
The Program in Science and Technology Studies (STS) presents the 2003 Mullins Lecture, “Civic Epistemology: Public Knowledge in Democratic Societies” today at 4 p.m., in 2150 Torgersen Hall by Sheila Jasanoff. Jasanoff is the Pforzheimer professor of science and technology studies at the John F. Kennedy School of Government at Harvard University. A reception will be held after the talk.

Since 1989, STS has held an annual lecture in honor of the late Virginia Tech Professor Nicholas C. Mullins. For more information, call 1-8472 or e-mail dbreslau@vt.edu.

Math Awareness Month talk set
Helaman and Claire Ferguson will present “Mathematics in Stone and Bronze” Thursday, April 17, at 7 p.m. in the Donaldson Brown Hotel and Conference Center auditorium. This presentation is sponsored by the Department of Mathematics in celebration of Math Awareness Month. It is free and geared for people of high-school age on up who have an interest in math and science.

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ACTIVITIES

Friday, 11
International Week Event, 10 a.m. to 6 p.m., Duck Pond field.

TA Event, 8 p.m., Squires Studio Theatre: “Human Rites.”

Wednesday, 16
Pay Day for Faculty and Staff Members.

YMCA Mornings, 9:30 to 11:30 a.m., Luther Memorial Church.

Eighth Annual Service-Learning EXPO, 11 a.m. to 5 p.m., Squires Old Dominion Ballroom.

YMCA Slide Show, noon, Cranwell Center.

Smart Road Open House, 5 to 9 p.m., 3500 Transportation Research Plaza.

“With Good Reason,” 7:30 p.m., WVTF.

Music Event, 8 p.m., Squires Commonwealth Ballroom: Ensemble Concert.

Thursday, 17
Staff Senate, noon, 1810 Litch Reaves.

Math Awareness Month Event, 7 p.m., DBHCC: “Mathematics in Stone and Bronze.”

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Music Event, 8 p.m., Squires Haymarket Theatre: Ensemble Concert.

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SEMINARS

Friday, 11
MCBR, 12:20 to 1:10 p.m., Fralin auditorium: Peter Greenberg, University of Iowa.

MSE, 3:30 p.m., 100 Hancock: Marc Nyden, NIST.

STS, 4 p.m., 2150 Torgersen: Sheila Jasanoff, Harvard.

Friday, 18
MCBR, 12:20 to 1:10 p.m., Fralin auditorium: Deborah Allen, University of Delaware.

Geological Sciences, 3:30 p.m., 4069 Derringer: John Grotzinger, MIT.

MSE, 3:30 p.m., 100 Hancock: Brian Okerberg, Martha McCann.

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BULLETINS

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Green Garden Café offers lunch to faculty, staff members
By Meredith Long, University Relations intern
The Green Garden Café serves as a student-learning lab for Department of Hospitality and Tourism Management and University Council, and is geared for people of high-school age on up who have an interest in math and science. Students are trained to recognize food quality from the time it arrives at the lab and the time it is served to the public. This is part of the food-safety learning.

The students maintain a daily menu that runs on a nine-day rotation cycle. The café offers a self-serve atmosphere with a fresh salad bar, entrees, desserts, sandwiches, fruit cups, and soups. All the items are made from scratch using standardized recipes. The food is guaranteed fresh every day.

The four-credit class is divided into two hours of lecture and two hours of lab. Half of the students conduct their lab hours at the Green Garden Café and the other half work at Fine Dining in the Donaldson Brown Hotel.

“Our students are not perfect but they do everything to produce the highest quality and service to our customers,” said Gail Perrotta, manager of the Green Garden Café. “They are well supervised, well trained and are educated in a well-equipped learning lab.”

A menu and price list can be found at the café or on line at http://www.cob.vt.edu/htm/GGC/Price_list.doc. For more information, contact Perrotta at gperrott@vt.edu.

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PROSPECTIVE

Continued from 1
will be selected or elected by the Black Caucus; Lesbian, Gay, Bisexual Staff/Faculty Caucus; Hispanic Faculty/Staff Caucus; American Indian Studies Program; Women’s Center; Americans with Disabilities coordinator; Cranwell International Center; and Appalachian Studies Program. Membership in one of these groups is not mandatory to be selected or elected by the group to serve on the commission.

The three at-large members will be selected by the university president from nominations put forward by the commission. The commission will submit six names, two each from the faculty, staff, and student body. Initially, nominations for these at-large members may be made by the Office of Multicultural Affairs, or delayed until the commission has actually formed.

Elected or selected representatives from the faculty and staff will initially serve terms of one, two, or three years, with the length of term randomly selected. Student representatives will serve one-year terms.

The tentative schedule for the commission calls for meetings on the second and fourth Mondays of each month from 10:30 a.m. until noon. Organizational meetings will begin during the summer.
RECTOR FIELD HOUSE

Staff Appreciation Day is Virginia Tech’s way of recognizing classified-staff and non-student wage employees for their contributions to the university. Additionally, it gives staff members a chance to get together with colleagues around the campus, renew friendships, and strengthen work networks.

Regrettably, funding is not available to expand the celebration to include families. As in the past, it is intended for employees only. A flyer will be mailed to employees within the next two weeks to provide additional details on the day’s events. Employees should report to their usual work location before and after the event based upon the employee’s work schedule.

STAFF APPRECIATION DAY ACTIVITY REGISTRATION

In past years, the Staff Appreciation Day Committee has relied on the mailing of a flyer to inform staff of tour schedules and details on how to register for campus tours. This year, due to circumstances outside our control, we are unable to assure all interested employees.

Each person interested in an activity should complete the form below by April 29, and return it to the President’s Office, 219 Burruss Hall (0116). On May 1, names will be drawn randomly, and the applicants’ first activity choice will be honored until all spaces for that particular activity have been filled. Because we want you to have the opportunity to spend time with your coworkers, you may sign up one additional staff member to attend that same activity with you. If the first choice is not available, your second or third choice will be honored.

You will be contacted by phone or email no later than May 3 if you were selected to participate in any of the activities. We regret that some activities may fill up more quickly than others due to space limitations. If you find an activity that you must cancel, we ask that you find an alternate staff member that will attend in your place. If you do not receive a notice that indicates you’ve been chosen to participate, please remember that spaces may become available on the day of the event due to no-shows, so don’t hesitate to ask about open space.

STAFF APPRECIATION DAY ACTIVITY LIST

Due to the large number of employees wishing to participate, only one activity request per person will be honored.

Virginia Tech Transportation Institute (Smart Road), 10:30 a.m., 1:30 p.m., 80 spaces per tour (1 hour). Join your co-workers for a tour of the Virginia Tech Transportation Institute where you may visit their observation booth and view a video about the Smart Road. The Smart Road is a state-of-the-art research facility for pavement research and the testing of Intelligent Transportation Systems concepts, techniques, and products. Currently the road is a 2.2-mile two-lane road, embedded with computer chips, monitored by cameras, and outfitted with weather simulators of all types. Due to research testing on the 14th, buses will not be able to drive onto the road, but the indoor facilities are just as interesting. For additional information, refer to web site http://www.vt.edu/ctr/tour.

National Weather Center. (10:15 a.m., 11:15 a.m., 1:30 p.m., 10 spaces per tour, one hour). The weather is of interest to all of us and the National Weather Center is a hub for the multitude of information we need. Besides providing weather and climate forecasts, it also serves as a national information database and communication infrastructure used by all governmental agencies, the private and public sector, aviation, and global communities, especially in times of a crisis or emergency. The tour will include a trip inside the weather station to see how the service brings all of this information together. For more information, refer to web site http://www.nwspc.noaa.gov/renlk/Wallace Hall Design Kitchens, (10:30 a.m., one hour), 50 spaces.

The grand opening for Virginia Tech’s Center for Real Life Kitchen Design, housed in Wallace Hall, was held in September 1998. The center contains five fully operational kitchen settings, which give students, researchers, and those in the kitchen design and construction industry the opportunity to learn about new applications of products, materials, and technologies used in residential kitchen design. The kitchens reflect a variety of price levels, life styles, and use of space. They also provide the chance to research how kitchens are designed, and what will work for real people.” This facility and the university’s industry partnership, which made it possible, is a unique endeavor and the first facility of its kind in the nation. After a brief introduction to the center by the tour guide, participants will take a self-guided tour through the facility. For more information, refer to website http://www.brche.adel.edu/demohousingcenter.htm.

Treat Yourself to a Free 10-Minute Upper Body Massage. (Scheduled to be announced once participants are chosen.) 20 spaces.

Employment

Editor

John Ashby, 1-6961

News Manager/Editor

Shari Box, 1-6508

Production Manager

Melinda Shaw, 1-6508

Business Manager

Paula Vaught, 1-6333

Web/Editorial Assistant

Shari Songer, 1-2522

Letters to the editor and questions for “Ask Spectrum” should be addressed to the editor. 102 Medit Building, Virginia Tech, Blacksburg, VA 24061. Other business correspondence should be addressed to Virginia Tech does not discriminate against employees, students, or applicants on the basis of race, color, gender, sexual orientation, disability, age, veteran status, national origin, religion, or political affiliation. Any one having questions concerning discrimination or accessibility regarding the programs described in this newspaper should contact the Equal Opportunity Affirmative Action Office: 540-231-7500 (v), 540-231-9460 (TTW).

EMPLOYMENT

FULL TIME

Three food-service positions available.

Applicant Senior, 002068F, PB 4, Controller’s Office.

Administrative/Financial Services Associate, 007918Y, PB 4, IRED.

Animal Health Technician, 003322M, PB 2, CVM. Associate Director of Culinary Services, 002947H, PB 5, RDP.


Electrician, 001691F, PB 3, Physical Plant.

Exterior Food/and Beverage Director, 006389Y, PB 5, DHCC.

Housekeeping Leader Senior, 000102H, PB 1, RDP.

Housekeeping Utilities/ Special Projects Crew, 001746H, PB 1, RDP.

Laboratory Specialist, 007031M, PB 3, CVM.

Laboratory Specialist Senior, 006545M, PB 4, PW.

Office Specialist, 002236H, PB 2, RDP.

Powerline Worker, 006524F, PB 3, Facilities.

Program Support Technician, 000001B, PB 3, CHD.

Reservationist/Front Desk Clerk, 002569Y, PB 2, DHCC.

Sous Chef, 002948H, PB 3, RDP.

Unit Manager, 007961H, PB 5, RDP. PART TIME

Executive Secretary, W02394M, PB 3, CALS. One food-service position available.

Neurologist, W022238, PB 3, Schiffler Center.

Records Library Assistant, W02351S, PB 3, UFISE.

Small Animal Veterinary Technician, W020101M, PB 4, VTH.

Starter Marshall/Shap Attendant, W022113J, PB 1, Golf Clubhouse.

UNIVERSITY ONLY

Powerline LeadWorker, U00003OF, PB 4, VTS.

Telecom Outside Plant Crew Leader, U004648A, PB 4, CNS.

OFF CAMPUS

Chesapeake 2000 Coordinator, 000875U, PB 5, FWS.

GIS Technician, CCCCCC, PB 0, CML.

Nursing Shift Supervisor, 002996M, PB 2, EMC.

Wildlife Worker, 006643B, PB 2, Biology.

INSTRUCTIONAL

Human Nutrition, Foods and Exercise Depart-

ment, Assistant Professor of Molecular Nutri-

tion, Contact Sherry Terry, 1-4640.

NON-INSTRUCTIONAL

Virginia Cooperative Extension (VCE), Exten-

sion Agent, Louden County. Contact: Judith

Jones, 121 Huchton (0437).

VCE. Extension Agent. Clark County. Contact:

Judd Jones, 121 Huchton (0437).

VCE. Extension Agent. Northampton County. Contact: Judith Jones, 121 Huchton (0437).

VCE. Extension Agent. Cumberland, Buckingham/Prince Edward Counties (Buckingham County). Contact: Judith Jones, 121 Huchton (0437).

VCE. Extension Agent. Madison County. Contact: Robert Meadows, 121 Huchton (0437).

VCE. Extension Agent. Greene/Emporia. Contact: Robert Meadows, 121 Huchton (0437).

VCE. Extension Agent. Henry County. Contact: Robert Meadows, 121 Huchton (0437).

VCE. Extension Agent. Halifax County. Contact: Judith Jones, 121 Huchton (0437).

VCE. Extension Agent. Wythe County. Contact: Judith Jones, 121 Huchton (0437).

VCE. Extension Agent. Frederick County. Contact: Judith Jones, 121 Huchton (0437).

VCE. Extension Agent. Wight County. Contact: Judith Jones, 121 Huchton (0437).

VCE. Extension Agent. Fluvana County. Contact: Judith Jones, 121 Huchton (0437).

VCE. Extension Agent. Albemarle/Greene Counties. Contact: Judith Jones, 121 Huchton (0437).

VCE. Extension Agent. Amelia/Nottoway. Contact: Robert Meadows, 121 Huchton (0437).

VCE. Extension Agent. Louisa County. Contact: Robert Meadows, 121 Huchton (0437).

VCE. Extension Agent. City of Virginia Beach. Contact: Robert Meadows, 121 Huchton (0437).

Virginia Bioinformatics Institute (VBI), Signal Processing Technician. Contact Dениl Darnell, 1800 Pratt Drive, Bldg. XV.

VBI. Software Engineer. Contact Dениl Darnell, 1800 Pratt Drive, Bldg. XV.

Undergraduate Admissions. Assistant Direc-

tor of Admissions. Contact: Bonnie Lucas, 202 Burruss Hall.
President’s Award for Excellence nominations solicited

Nominations are now being accepted for the 2003 President’s Award for Excellence. The purpose of this award is to annually recognize up to five selected employees who have made extraordinary contributions by consistent excellence in the performance of their job or a single incident, contribution, or heroic act.

All salaried classified staff members at any pay band level, as well as administrative or professional faculty members, with at least two years of university service are eligible for consideration. Specific exclusions for the award are instructional faculty members, academic department heads, deans, assistant and associate deans, vice presidents, Extension agents, and wage employees. Previous award recipients are not eligible until five years after receiving the award. For more information regarding the eligibility of any employee, contact Personnel Services at 1-7784. Award recipients will receive a certificate and a $2,000 award. The award will be publicized internally and externally.

Nominations can be made by any employee; however, self-nominations are not acceptable. All nominations must be submitted on an Award for Excellence nomination form that is available through deans, directors, or department heads, or may be downloaded from the Personnel Services web page, http://www.ps.vt.edu/. Evaluation criteria and nomination guidelines are included with the nomination form.

All nominations must be submitted no later than Monday, April 28, to the President’s Award for Excellence Committee, c/o Personnel Services, Southgate Center 0318. Call 1-7784 for more information or additional forms.

Natural Resources’ center hosts Chesapeake meeting

Officials discuss need to reduce pollution flowing into Chesapeake Bay

By Hilary Fussell, Public Affairs assistant

The College of Natural Resources hosted a meeting on the fate of the Chesapeake Bay recently at its Northern Virginia Center. “We had a roomful of nearly 50 impressive representatives at what turned out to be a very significant meeting,” said David Trauger, director of the college’s Northern Virginia program.

Tayloe Murphy, Virginia’s secretary of natural resources who coordinated the meeting, told President Charles Steger how much he appreciated the help of Trauger and James Bohland, director of Virginia Tech’s Northern Virginia Center, in contributing to the success of the day. It was a milestone event.

At the meeting officials discussed the need to dramatically reduce nutrient pollution flowing into the Chesapeake Bay. Officials from Maryland, Virginia and Washington, D.C. agreed the bay could not handle more than 175 million pounds of nitrogen or 2.8 million pounds of phosphorous each year.

The new goals for reducing the nutrient pollution will structure the future efforts by all involved jurisdictions. The bay’s pollution problems have worsened exponentially over the years.

Twenty years ago the three jurisdictions had agreed to reduce pollution flowing into the bay by less than half the newly agreed amount.

Kronfeld named interim superintendent of Middleburg AREC

By Stewart MacInnis

David Kronfeld has been named interim superintendent of the Middleburg Agricultural Research and Extension Center with the retirement April 1 of Wendell Cooper. Cooper served as superintendent for more than nine years.

Kronfeld, the Paul Mellon professor in the Department of Animal and Poultry Sciences, served as interim superintendent of the center for five months in 1993. He holds degrees in veterinary science and biochemistry from the University of Queensland and a Ph.D. in comparative physiology from the University of California.

The 420-acre farm in Middleburg was donated to Virginia Tech in 1949 by the late Paul Mellon. The center, originally used for beef-cattle research, has been dedicated to equine research since 1992.

The mission of the Middleburg AREC is to develop an ideal pasture system for the superior care and nutrition of horses to ensure health and promote performance while also protecting and enhancing the land. The mission is accomplished through research, graduate training and outreach activities.

The search for a permanent superintendent is under way.

Return this form to the President’s Office, 219 Burruss Hall, 0116.

Name: __________________________________________________________

Name of Friend (must be staff member) _______________________________

Department: __________________________________________ Mail Code: _____________

Phone number: __________________________ E-mail Address: __________________________

Activity Choices 1st __________________________________________________________

2nd _______________________________________________________________________

3rd _______________________________________________________________________

Specify the activity time only if you have a strict preference.

Notes: Tour tickets will be sent to your campus mailing address.

STATEMENT

Continued from 1 and rulings of the United States Supreme Court. Such recommendations will be presented to the full board at a future meeting.

We also acknowledge the difficulty of achieving diversity in a nation of widely varying sentiment and shifting legal landscape. Yet, however the laws may change, Virginia Tech’s commitment to diversity will remain constant. We are a university community that welcomes and nurtures a diversity of people and ideas. A university, like many other sectors of our society, must strive for inclusion so that our students, the faculty and staff benefit from the attitudes and life experiences of different peoples.

Set aside for a moment the complex legal landscape. The goal of all this is to create opportunity to participate in the mainstream of society and to give hope for each generation of young people from whatever walk of life. Institutions of higher education can and do have great impact in realizing this goal.

I acknowledge and truly appreciate the board’s special effort to hear from the community and weigh the many ramifications of complex policy. I commend and thank all the members of the board who give so much time, effort, and resources by voluntarily serving the university and who are committed to its ideals and purpose.

PROVOST

Continued from 1

The clusters are designed to enhance our strategic efforts, but will not replace the need for on-going, focused recruitments essential for many departmental priorities. We will work to establish a reasonable balance among different recruitment strategies.

The commitment of our faculty to high-quality teaching was re-affirmed by the quality of effort reflected in our recent promotion- tenure discussions. We have launched an important set of forums designed to help us shape the future of our core and general education programs. We can and will demonstrate that teaching, research and outreach can thrive side by side in our land grant, research university. Our commitment to diversity and inclusion must be strengthened if we are to compete for the highest-quality students and faculty members from an increasingly diverse population.