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Vision 2020 Advisory Council
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January 10, 2006

MEMORANDUM

TO: Vision 2020 Advisory Council Members

SUBJECT: Vision 2020 Advisory Report to President Gates

Under separate cover is a copy of the final report of the Vision 2020 Advisory Council being delivered to President Gates today. Each of you has my sincere gratitude for the time and care you have devoted to this effort. Only time will tell whether we have been successful, but I believe that together we have produced a useful and constructive document that will be helpful to the President and to the University.

I have expressed, on behalf of the Council, our appreciation for the information, time, and resources the President made available to us. I also told Dr. Gates that I felt – and that I thought members of the Council shared my view – the Council had been provided with all that we needed to complete our report.

It has been a privilege for me to serve as Chair of the Council. Thank you for your patience with the long process of developing the report, and with your willingness to allow a small group to make the final edits with the benefit of your counsel and advice. I owe special thanks to the members of the drafting group (Ed Davis, Bob Harvey, Mike Hitt) for their tireless efforts. Of course Linda Newman has been invaluable. I hope you will feel that the final product reflects the essence of our Council's judgments. To the extent you do not, I accept full responsibility.

This report does not complete our work, but I look forward to conversations with the President to help us determine what is next. Again, thank you for being part of an effort to make our university a better place.

With all respect,

Jon L. Hagler