

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Wednesday, May 09, 2012 9:25 AM
To: Helen Dragas
Cc: Gillian Andross
Subject: RE: Two appointments to UVIMCO

Will do

From: Helen Dragas [mailto:HDragas@dragas.com]
Sent: Wednesday, May 09, 2012 9:19 AM
To: Mark Kington
Subject: RE: Two appointments to UVIMCO

If you could call me after the call you are on, that would be terrific. If sometime around 3:30 is better, that suits me too.

Thanks.

From: Mark Kington [mailto:Mark.Kington@x10capital.com]
Sent: Wednesday, May 09, 2012 9:13 AM
To: Helen Dragas
Subject: RE: Two appointments to UVIMCO

I am on an MCOB Financial Working Committee now, which is to run until 11am. Want to schedule something later today, or maybe I could call you after this call.

From: Helen Dragas [mailto:HDragas@dragas.com]
Sent: Wednesday, May 09, 2012 9:12 AM
To: Mark Kington
Subject: RE: Two appointments to UVIMCO

I have it on the calendar for today, but it could be a mistake.

From: Mark Kington [mailto:Mark.Kington@x10capital.com]
Sent: Wednesday, May 09, 2012 9:07 AM
To: Helen Dragas
Cc: Gillian Andross
Subject: RE: Two appointments to UVIMCO

For this Friday? If so, that would be fine.

From: Helen Dragas [mailto:HDragas@dragas.com]
Sent: Wednesday, May 09, 2012 9:00 AM
To: Mark Kington
Subject: FW: Two appointments to UVIMCO

Mark – I see we have a placeholder on the calendar for a 10:30 call, which I'd like to have if the time still suits you. Please give this matter a bit of thought and let's discuss at the time.

Thanks, Helen

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Thursday, May 17, 2012 3:50 PM
To: Helen Dragas
Subject: RE: B&G Committee May meeting

Yes, it does—we did our complete house (square feet, interior and exterior plus landscaping) for about \$5 million. The rejection of the facilities building would send a good message.

From: Helen Dragas [mailto:HDragas@dragas.com]
Sent: Thursday, May 17, 2012 3:36 PM
To: Mark Kington
Subject: FW: B&G Committee May meeting

Mark,

In my mind the Facilities Usage building should be tabled indefinitely. At \$450+ per square foot, it seems ridiculously expensive. And I believe we could find much higher priority usage for \$5 million, even if it had to be borrowed.

Also, since you are much more familiar with restoring historic building than I, does \$3 million seem like a lot for an interior-only renovation of Pavilion X?

Not items of huge importance, but worth noting.

Helen

Helen Dragas

From: Helen Dragas
Sent: Thursday, May 17, 2012 5:52 PM
To: Mark Kington
Subject: FW: B&G Committee May meeting

Detail on Pav X – still seems outrageous. What do you think?

From: Sheehy, Colette (cc) [mailto:cc@eservices.virginia.edu]
Sent: Thursday, May 17, 2012 5:08 PM
To: Helen Dragas
Cc: 'colette@Virginia.EDU'; Strine, Michael (ms6vu)
Subject: RE: B&G Committee May meeting

Helen,

I understand your comment about the FM building and will discuss further with Michael before we bring it forward.

Your conversation about a temporary dining facility with Leonard likely did not include a specific location. Several possible sites throughout the grounds were evaluated before identifying the site in front of Peabody as the best site. One of the key criteria in assessing possible sites was whether the site was on central grounds or in close enough proximity that students attending classes on central grounds would find the location convenient. A problem we encountered back in the late '90's when we set up a temporary facility in Lower Nameless Field was that the students complained about the location being "out of the way" and they did not use the facility. We believe that it is important for those students who have purchased a meal plan to have convenient access to a dining location on central grounds. Another criteria was that the site had to be large enough to accommodate 600 to 700 seats, plus a kitchen and serverly as well as have access to required utilities and access for deliveries. Other areas considered were not large enough and limited access, such as the amphitheater or were not centrally and conveniently located, such as Nameless Field, the green space adjacent to the Curry School and parking lot, or the Dell basketball court and parking lot. There will be a mobile kitchen at the north end of the tent where food preparation will occur. While not ideal I hope we can focus on the fact that it is only temporary and will be there for about five months.

The Pavilion X budget is based on the actual cost of the recent (last two years) renovations of Pavilions II and IX adjusted for relative size. In addition to the costlier-than-normal interior work associated with an historic renovation there is significant cost in the infrastructure---bringing in central plant utilities (high initial cost, lower operating costs, much more energy efficient) and removing the stand-alone units; providing HVAC distribution (ductwork) through the building in a way that does not compromise its historic look or function; upgrading power service from the supply at the north end of the Lawn; and adding a fire

suppression system. I hope this explanation helps. I know it is hard to wrap your head around a cost like this for interior renovation.

I hope I have answered your questions. If you need more information please let me know. Colette

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Friday, May 18, 2012 8:10 AM
To: Helen Dragas
Subject: Re: Yoke San

Yes, happy to do so. We are on for 1pm today with Terry?

With best regards,

Mark

On May 18, 2012, at 5:10 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

Mark,

I've copied Michael on this in case he has any related plans on this matter. No need for you both to be spending time on this at our meeting

This will be Yoke San's last board meeting, and I was wondering if you would make some appreciative remarks about her service during your committee meeting? I already have a slew of people to talk about (Glynn, Heywood, Jonathan, Vince finishing up MCOB) and I think after a while any one cheerleader loses impact . . .

Here's a link to a recent UVA Today article about her career:

<http://www.virginia.edu/uvatoday/newsRelease.php?id=18237>

That article doesn't contain information about a nice award she won in 2009; the following link does:

<http://www.virginia.edu/uvatoday/newsRelease.php?id=8999>

Leonard could also give you some interesting stories if you wanted to call him.

Thanks for considering it. Helen

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Friday, May 18, 2012 10:53 AM
To: Helen Dragas
Subject: RE: B&G Committee May meeting

Short of a lot of investigation, I would say that it is what it is. Sounds like a lot of cost on electrical and HVAC, which is necessary and costly, but never really appreciated.

From: Helen Dragas [HDragas@dragas.com]
Sent: Thursday, May 17, 2012 5:51 PM
To: Mark Kington
Subject: FW: B&G Committee May meeting

Detail on Pav X – still seems outrageous. What do you think?

From: Sheehy, Colette (cc) [mailto:cc@eservices.virginia.edu]
Sent: Thursday, May 17, 2012 5:08 PM
To: Helen Dragas
Cc: 'colette@Virginia.EDU'; Strine, Michael (ms6vu)
Subject: RE: B&G Committee May meeting

Helen,

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I hope I have answered your questions. If you need more information please let me know. Colette

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Friday, May 18, 2012 11:25 AM
To: Helen Dragas
Subject: RE: Yoke San

if you would like i am at 540-672-0979

From: Helen Dragas [HDragas@dragas.com]
Sent: Friday, May 18, 2012 11:04 AM
To: Mark Kington
Subject: Re: Yoke San

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Mark,

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This will be Yoke San's last board meeting, and I was wondering if you would make some appreciative remarks about her service during your committee meeting? I already have a slew of people to talk about (Glynn, Heywood, Jonathan, Vince finishing up MCOB) and I think after a while any one cheerleader loses impact . . .

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<http://www.virginia.edu/uvatoday/newsRelease.php?id=8999>

Leonard could also give you some interesting stories if you wanted to call him.

Thanks for considering it. Helen

Helen Dragas

From: Helen Dragas
Sent: Sunday, May 20, 2012 10:47 PM
To: Mark Kington; Susan Harris (sgh4c@virginia.edu); Teresa A. Sullivan (President.Sullivan@virginia.edu); Strine, Michael (ms6vu); John D. Simon (jds2ts@eservices.virginia.edu)
Subject: FW: BOV meeting

Fyi - Helen

From: RJ Kirk [mailto:RJ.Kirk@thirdsecurity.com]
Sent: Sunday, May 20, 2012 5:53 PM
To: Helen Dragas
Subject: BOV meeting

Dear Helen,

Just to let you know that I shall not be in C'ville during any of Monday's session but shall arrive on Tuesday in plenty of time for my committee and for the rest of the day.

I hope you are well.

Best,
RJ

Helen Dragas

From: Helen Dragas
Sent: Friday, May 25, 2012 11:50 AM
To: Mark Kington
Subject: FW: Rectors

fyi

From: Harris, Susan (sgh4c) [<mailto:sgh4c@eservices.virginia.edu>]
Sent: Friday, October 07, 2011 9:17 AM
To: Helen Dragas
Subject: RE: Rectors

Helen:

I have an answer for you, mostly through internet research, although Sandy was able to fill in on the ones I could not find:

In the past 100 years there has been one Rector who was not an alum—Frederic Scott, who attended Princeton. As you may know, Scott was a major donor to the University—he built and gave to UVA Scott Stadium. Another Rector, Edward Stettinius, did not graduate but he attended UVA. He was Secretary of State under Roosevelt and Truman.

Susan

Susan G. Harris
Secretary to the Board of Visitors
University of Virginia
434-924-7120

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Monday, May 28, 2012 8:40 AM
To: Helen Dragas
Subject: Re: Dartmouth Endowment

I never saw the original letter that prompted the chain, but I can infer the subject--something akin to the pay-to-play in municipal bond underwriting scandals. As John Mac mentions, we eliminated any board/manager connection a number of years ago. I will discuss with Larry, and we should consider, but it is hard to seal off all connections. What if a manager has a child applying to the university? Professional, segregated management is one answer.

Talk soon,

With best regards,

Mark

On May 28, 2012, at 5:23 AM, "Helen Dragas" <HDDragas@dragas.com> wrote:

Mark – thought you should be looped into this conversation. In the midst of all this other change, I would like you to help me make sure we remember to follow through on looking at our policy/controls, not just at UVIMCO and the University's own short-term money, but the foundation investments that aren't managed by UVIMCO. We'd need to be sure we don't violate the boundaries that allow the foundations to retain their independent non-profit status.

Something to discuss with John Nau and Jeff Walker.

Thanks, Helen

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Tuesday, May 29, 2012 5:59 PM
To: Helen Dragas
Subject: meeting time

Either time would be ok with me, for a meeting with Terry.

From: Helen Dragas [HDragas@dragas.com]
Sent: Tuesday, May 29, 2012 4:19 PM
To: Mark Kington
Subject: FW: Conference calls with Rector/Vice Rector

Calling for the question . . . we now have some open times . . .

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Wednesday, May 30, 2012 10:01 PM
To: Helen Dragas
Subject: Re: Friday

I can leave here at 1:15, so that should be fine. See you then.

Sent from my iPhone

On May 30, 2012, at 9:53 PM, "Helen Dragas" <HDragas@dragas.com> wrote:

Sounds like they will be there about 4:15. I think it would be a good idea for you and I to meet ahead of time to finalize the decision on date and anything else we may want to walk through ahead of being in a group. Would 3:45 work for you?

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Thursday, May 31, 2012 10:41 AM
To: Helen Dragas
Subject: RE: Pricing for Strategic Communication Project with The Communication Center

Ok, good comp as we go forward.

From: Helen Dragas [mailto:HDragas@dragas.com]
Sent: Thursday, May 31, 2012 10:42 AM
To: Mark Kington
Subject: RE: Pricing for Strategic Communication Project with The Communication Center

Ed's recommendation – the one we told to go ahead to Vermont last night.

From: Mark Kington [mailto:Mark.Kington@x10capital.com]
Sent: Thursday, May 31, 2012 10:39 AM
To: Helen Dragas
Subject: RE: Pricing for Strategic Communication Project with The Communication Center

Seems reasonable. Which one is this?

From: Helen Dragas [mailto:HDragas@dragas.com]
Sent: Thursday, May 31, 2012 10:40 AM
To: Mark Kington
Subject: FW: Pricing for Strategic Communication Project with The Communication Center

fyi

From: Alaina Goldense [mailto:agoldense@thecommunicationcenter.com]
Sent: Thursday, May 31, 2012 10:26 AM
To: Helen Dragas
Cc: Susan Peterson; Dean Jones
Subject: Pricing for Strategic Communication Project with The Communication Center

Dear Helen,

Susan asked me to email you pricing for the Strategic Communication Project you both discussed. The pricing for this scope of work is as follows:

10 Hours of Strategic Communication Consulting including, research, conference calls, message development and planning with Susan Peterson is \$7,500. Should the project exceed the initial 10 hours, each additional hour will be charged at Susan's hourly rate of \$350.

In addition, Strategic Communication Consulting with Donna Buckley is priced at the hourly rate of \$275. Donna will assist with writing content, drafting press releases and strategy.

Travel expenses will be billed as incurred, as well as a minimal fee for travel time.

Please let me know if you have any questions. I have attached bios for Susan and Donna to this email.

Regards,

Alaina

Alaina Goldense
Director of Marketing & Business Development
The Communication Center
1612 K Street, NW Suite 1000
Washington, DC 20006

Direct: 202.463.1683
Office: 202.463.0505
Email: agoldense@thecommunicationcenter.com

Visit our new website:
www.TheCommunicationCenter.com



Helen Dragas

From: Helen Dragas
Sent: Thursday, May 31, 2012 11:55 AM
To: Mark Kington
Subject: good piece in WSJ today - why we can't afford to wait

http://online.wsj.com/article/SB10001424052702304019404577416631206583286.html?mod=WSJ_Opinion_LEADTop

Helen E. Dragas
Chief Executive Officer
The Dragas Companies
4538 Bonney Road
Virginia Beach, VA 23462
(757) 490-0161
hdragas@dragas.com
www.dragas.com

Helen Dragas

From: Helen Dragas
Sent: Friday, June 01, 2012 10:34 AM
To: Mark Kington; W. Heywood Fralin
Cc: Michael Strine
Subject: Fwd: Inside Higher Ed: Wesleyan U. Drops Need-Blind Policy / A Bloomberg Test for Students -- June 1, 2012 Daily Update

See article re: Wesleyan






Begin forwarded message:

From: Inside Higher Ed <newsroom@insidehighered.com>
Date: June 1, 2012 4:40:14 AM EDT
To: Helen <hdragas@dragas.com>
Subject: Inside Higher Ed: Wesleyan U. Drops Need-Blind Policy / A Bloomberg Test for Students -- June 1, 2012 Daily Update
Reply-To: Inside Higher Ed <newsroom@insidehighered.com>

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NEWS (View all)

Need Too Much

Wesleyan University is moving away from need-blind admissions, saying that keeping the policy would require too much money and impose too much debt on some students.

Test for Future Financiers

Leading banks and finance companies are screening candidates with a standardized test, which supporters say allows for a deeper hiring pool and the evaluation of practical skills.

Improving Research Skills

Undergraduates might not be great at research, but study suggests that the information literacy of first-generation students does improve over time.

Accreditation Headaches

Federal officials address concerns over approval for English language institutes, but key questions remain unresolved.

The Health of (Student) Nations

An unprecedented national database aggregates student health records to track

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DOCTOR OF MANAGEMENT IN COMMUNITY COLLEGE POLICY AND ADMINISTRATION	
<i>Program is not available to Maryland residents</i>	
 UMUC University of Maryland University College	

more detailed data and identify new trends in college health – but it's not without difficulty.


Commencement Speakers Announced: Becker, Chicago Psychology, El Camino-Compton, Santa Clara, U. of Alberta

The following colleges and universities have announced their commencement speakers for spring 2012:

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VIEWS [\(View all\)](#)

Sports Subsidies and Library Spending

Do public universities subsidize their athletics programs too much? John V. Lombardi compares the totals to their library spending and asks: What's an acceptable ratio?

Making Reverse Transfer Work. An Inside Higher Ed Webinar featuring Janet Marling, Executive Director for the National Institute for the Study of Transfer Students at the University of North Texas. Monday, June 25 at 1pm Eastern. [Click to Register.](#)

CAREER ADVICE (View all)**Concluding Remarks****Pathways to the Presidency**

Wrapping up their series on what different types of colleges and universities should seek in new leaders, Richard Skinner and Emily Miller urge boards to think boldly.

BLOG U (View all)**High Tech, High Touch****Confessions of a Community College Dean**

We're moving in two different directions, and only beginning to realize it.

Student-Driven Student Affairs Incubators**Student Affairs and Technology**

Turning ideas into action requires time, leadership, and an organizational culture that promotes innovation. Recently, I've been checking out some action-oriented initiatives, including: #satechBOS, the University of Wisconsin-Milwaukee's Student Startup Challenge, and the Newport Startup Session. Of these three events/programs, #satechBOS is specifically Student Affairs focused.

Can For-Profit Ed Act as a Bridge Between Liberals and Conservatives?**Technology and Learning**

Dean Dad's post this week Thoughts on Romney and Higher Ed generated lots of comments, but I felt little discussion and listening. When it comes to politics our IHE community seems to be talking past one another.

Math Geek Mom: Minor Worries**Mama PhD**

As I age, my eyes are staring to betray me. This is something that I particularly notice when I am reading things that involve superscripts or subscripts, which occurs often in math and economics.

Motherhood After Tenure: getting away**Mama PhD**

I am writing this week from Faculty College – a week-long teaching retreat where faculty from each of the University of Wisconsin colleges and universities gather to discuss teaching challenges, innovative techniques, and the latest research on how students learn. It is hosted by a small college in the heart of central Wisconsin, a place of quiet beauty. I first attended as a brand-new assistant professor eleven years ago and found it an incredibly valuable, affirming, even transformative experience. However, I missed a few years after my daughter was born.

FEATURED JOBS**Vice President for Enrollment****University of Puget Sound**

The University of Puget Sound, a selective, residential national liberal arts college in the heart of the Pacific Northwest seeks a forward-thinking, results-oriented vice president for enrollment to provide inspiration and leadership in enrollment planning, student recruitment, admission, and finan...

Vice Chancellor for Enrollment Management**University of Arkansas at Little Rock**

UALR is a doctoral/research institution and community-engaged university in the Carnegie categories of institutions of higher education. The university is located in an urban area with a population of over one million people within a fifty mile radius....

Social Science- Political Science Faculty Position**Darton College**

Darton College is a progressive, rapidly growing State College within the University System of Georgia. The main campus is located in the major city of Albany, with five satellite higher education centers located in the state....

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Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Saturday, June 02, 2012 7:55 AM
To: Helen Dragas
Subject: Re: press release

Allison is a pretty good wordsmiths, if you want another pass.

With best regards,

Mark

On Jun 2, 2012, at 7:42 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

Thanks – good points. I could call RJ for an alternative to “cutting edge”!

From: Mark Kington [<mailto:Mark.Kington@x10capital.com>]
Sent: Saturday, June 02, 2012 7:37 AM
To: Helen Dragas
Subject: Re: press release

I think that it is excellent, and properly links the action to forward progress. One small typo--missing "of" our faculty--and I would think about the alternatives to "cutting edge."

Anything after I left? Good work, and thank you for a delicious dinner.

With best regards,

Mark

On Jun 2, 2012, at 6:26 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

What do you think about something like this?

Helen E. Dragas

Chief Executive Officer

The Dragas Companies

4538 Bonney Road

Virginia Beach, VA 23462

(757) 490-0161

hdragas@dragas.com

www.dragas.com

<Press Release Draft 6_2_12.docx>

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Saturday, June 02, 2012 10:29 AM
To: Helen Dragas
Subject: Re: are you back in Alexandria or in Orange?

Ok, will assume Plan A--heading back to A later today. I have returned Tim's call (got his cell vm), and will let you know when I hear from him.

With best regards,

Mark

On Jun 2, 2012, at 10:27 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

Steve talked to her – nothing out of the ordinary. I'll keep you posted.

From: Mark Kington [<mailto:Mark.Kington@x10capital.com>]
Sent: Saturday, June 02, 2012 8:32 AM
To: Helen Dragas
Subject: Re: are you back in Alexandria or in Orange?

Ok. 540-672-0979.

With best regards,

Mark

On Jun 2, 2012, at 8:27 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

Steve got a strange email from TS this am. I'll call you shortly.

From: Mark Kington [<mailto:Mark.Kington@x10capital.com>]
Sent: Saturday, June 02, 2012 8:23 AM
To: Helen Dragas
Subject: Re: are you back in Alexandria or in Orange?

I am in Orange. Going back later today or tomorrow. ?

With best regards,

Mark

On Jun 2, 2012, at 8:07 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

Helen E. Dragas

Chief Executive Officer

The Dragas Companies

4538 Bonney Road

Virginia Beach, VA 23462

(757) 490-0161

hdragas@dragas.com

www.dragas.com

Helen Dragas

From: Helen Dragas
Sent: Sunday, June 03, 2012 5:59 PM
To: Mark Kington
Cc: Jeffrey Walker
Subject: Re: on-line education comes to the top universities

Jeff,
Your timing is impeccable - the BOV is squarely focused on UVA's developing such a strategy and keenly aware of the rapidly accelerating pace of change. Good op-ed last week in the WSJ on this as well. I, too, look forward to watching the video.

Thank you for your concern and commitment. Helen

On Jun 3, 2012, at 5:34 PM, "Mark Kington" <Mark.Kington@x10capital.com> wrote:

> Jeff, thank you--I will watch the video with interest. This has been a focus of attention for Helen and me, and we welcome your input.

>
> With best regards,

>
> Mark

>
> On Jun 3, 2012, at 4:08 PM, "Jeffrey Walker" <walkerjc1@gmail.com> wrote:

>
>> Check out the video that Berklee College of Music is having its board (of which I am a member) watch with regard to the hugely successful on-line course at Stanford that is being used by Stanford, Harvard, MIT, Southern New Hampshire University (see the attached article) and many other universities as a signal that the on-line learning world has now reached the top of the line universities and they need to have strategies or will be left behind. How are we thinking about it at UVA? How might it lower our costs, improve productivity and link us to a group of students we couldn't afford to serve (maybe more kids from the state to please the legislature)...maybe more second career grads?

>>
>> This was the topic of a Jeffersonian Dinner we recently had in a Lawn Pavilion with John Simon, Mark Kington, David Germano and other great thinkers.

>>
>> Sebastian Thrun (Udacity) video:
>> <http://www.youtube.com/watch?v=SkneoNrfadk>

>>
>> Alison, lets consider this as a topic at one of the future Council of Foundations meetings.

>>
>> Jeff

>>
>> Jeffrey C. Walker
>> 15 Central Park West
>> Apt. 14D
>> NY, NY 10023
>> 646-472-9606
>> walkerjc1@gmail.com

>>
>>
>>
>>

>>
>>
>>
>> <Online Ed-Chronicle article.pdf>

Helen Dragas

From: Helen Dragas
Sent: Monday, June 04, 2012 9:08 AM
To: Mark Kington
Subject: good article

<http://chronicle.com/article/Innovations-in-Higher/131424/>

Helen E. Dragas
Chief Executive Officer
The Dragas Companies
4538 Bonney Road
Virginia Beach, VA 23462
(757) 490-0161
hdragas@dragas.com
www.dragas.com

Helen Dragas

From: Helen Dragas
Sent: Tuesday, June 05, 2012 2:02 PM
To: Mark Kington
Subject: Atul Gawande's graduation speech at Williams College on Sunday

Timley article I thought you might enjoy...

<http://www.newyorker.com/online/blogs/newsdesk/2012/06/atul-gawande-failure-and-rescue.html>

June 4, 2012

Failure and Rescue

Posted by [Atul Gawande](#)

The following was delivered as the commencement address at Williams College on Sunday, June 3rd.

We had a patient at my hospital this winter whose story has stuck with me. Mrs. C. was eighty-seven years old, a Holocaust survivor from Germany, and she'd come to the emergency room because she'd suddenly lost the vision in her left eye. It tells you something about her that she was at work when it happened—in the finance department at Sears.

She'd worked her entire life. When her family left Nazi Germany, they narrowly avoided the concentration camps but ended up among twenty thousand Jewish refugees relocated to the Shanghai ghetto in Japanese-occupied China. She was a teen-age girl and spent eight years there, helping her family just to live and survive, until liberation in September, 1945. Denied a formal education, she worked as a seamstress upon admission to the United States. She rose to head seamstress at Bloomingdale's in Chestnut Hill, outside Boston. She married at twenty-three, had two sons, and was widowed at forty-four. She herself remained in remarkably good health.

At eighty-seven, she still lived independently in a second-floor apartment in Norwood, Massachusetts. She drove a Honda Civic. She did all her own shopping and cooking. And she still worked—three and a half days a week at Sears, doing office work, and her other weekdays volunteering at New England Sinai Rehabilitation Hospital.

She was sitting at her desk at Sears when the vision in her left eye went completely black. It came back after three minutes. She dismissed the episode, but the next day the same thing happened again, only this time the vision didn't come back. Her doctor sent her to our emergency room, where she was suspected to have had a stroke caused by a severe atherosclerotic blockage of the carotid artery in her neck. She needed urgent surgery to open the blockage. She thought hard before agreeing to it. She had great fear of the risks and what they could take away from her life. But she had greater fear of what her condition might take away. Being able to remain independent, work, and contribute in some way was most important to her, and her best chance of preserving this was to act.

The operation went remarkably well. There were no problems at all. She was weak afterward, but the next day she ate, got out of bed, felt fine. The day after that, she seemed ready to leave the hospital. But she complained that constipation was making her nauseated and uncomfortable. The team tried laxatives, but they did nothing, and her belly only became more painful.

A young resident was the one who, looking at her, felt that something wasn't right. In fact, this wasn't constipation at all, but a disaster from a strange complication. Her stomach had twisted on itself, pulled up into her chest, and become trapped—a condition known as a gastric volvulus. Worse, an ulcer seemed to have formed in the lining of her stomach and ruptured into her chest. This is catastrophic for anyone, let alone an eighty-seven-year-old woman. The textbooks describe an up to eighty-per-cent fatality rate.

Yet she did survive. In fact, she left the hospital with her son within a week. And the more I reflect on the story of how that was made possible, the more I think that the story is relevant to all of us, whatever our walks of life.

When I was nearing the end of medical school, I decided to go into surgery. I had become enthralled by surgeons, especially by their competence. The source of their success, I believed, was their physical skill—their hand-eye coordination and fine-motor control. But it wasn't, I learned in residency training. Getting the physical skills is important, and they take some time to practice and master, but they turn out to be no more difficult to learn than those that Mrs. C. mastered as a seamstress. Instead, the critical skills of the best surgeons I saw involved the ability to handle complexity and uncertainty. They had developed judgment, mastery of teamwork, and willingness to accept responsibility for the consequences of their choices. In this respect, I realized, surgery turns out to be no different than a life in teaching, public service, business, or almost anything you may decide to pursue. We all face complexity and uncertainty no matter where our path takes us. That means we all face the risk of failure. So along the way, we all are forced to develop these critical capacities—of judgment, teamwork, and acceptance of responsibility.

In commencement addresses like this, people admonish us: take risks; be willing to fail. But this has always puzzled me. Do you want a surgeon whose motto is “I like taking risks”? We do in fact want people to take risks, to strive for difficult goals even when the possibility of failure looms. Progress cannot happen otherwise. But how they do it is what seems to matter. The key to reducing death after surgery was the introduction of ways to reduce the risk of things going wrong—through specialization, better planning, and technology. They have produced a remarkable transformation in the field. Not that long ago, surgery was so inherently dangerous that you would only consider it as a last resort. Large numbers of patients developed serious infections afterward, bleeding, and other deadly problems we euphemistically called “complications.” Now surgery has become so safe and routine that most is day surgery—you go home right afterward.

But there continue to be huge differences between hospitals in the outcomes of their care. Some places still have far higher death rates than others. And an interesting line of research has opened up asking why.

Researchers at the University of Michigan discovered the answer recently, and it has a twist I didn't expect. I thought that the best places simply did a better job at controlling and minimizing risks—that they did a better job of preventing things from going wrong. But, to my surprise, they didn't. Their complication rates after surgery were almost the same as others. Instead, what they proved to be really great at was *rescuing* people when they had a complication, preventing failures from becoming a catastrophe.

Scientists have given a new name to the deaths that occur in surgery after something goes wrong—whether it is an infection or some bizarre twist of the stomach. They call them a “failure to rescue.” More than anything, this is what distinguished the great from the mediocre. They didn't fail less. They rescued more.

This may in fact be the real story of human and societal improvement. We talk a lot about “risk management”—a nice hygienic phrase. But in the end, risk is necessary. Things can and will go

wrong. Yet some have a better capacity to prepare for the possibility, to limit the damage, and to sometimes even retrieve success from failure.

When things go wrong, there seem to be three main pitfalls to avoid, three ways to fail to rescue. You could choose a wrong plan, an inadequate plan, or no plan at all. Say you're cooking and you inadvertently set a grease pan on fire. Throwing gasoline on the fire would be a completely wrong plan. Trying to blow the fire out would be inadequate. And ignoring it—"Fire? What fire?"—would be no plan at all.

In the BP oil disaster in the Gulf of Mexico two years ago, all of these elements came into play, leading to the death of eleven men and the spillage of five million barrels of oil over three months. According to the official investigation, there had been early signs that the drill pipe was having problems and was improperly designed, but the companies involved did nothing. Then, on the evening of April 20, 2010, during a routine test of the well, the rig crew detected a serious abnormality in the pressure in the drill pipe. They watched it and took more measurements, which revealed a number of other abnormalities that signal a "kick"—an undetected pressure buildup. But it was two hours before they recognized the seriousness of the situation—two hours without a plan of action.

Then, when they did recognize the trouble, they sent the flow through a piece of equipment that can't handle such pressures. The kick escalated to a blowout, and the mud-gas mix exploded. At that point, emergency crews went into action. But for twelve minutes, no one sounded a general alarm to abandon the rig, leading directly to the loss of eleven lives in a second explosion.

There was, as I said, every type of error. But the key one was the delay in accepting that something serious was wrong. We see this in national policy, too. All policies court failure—our war in Iraq, for instance, or the effort to stimulate our struggling economy. But when you refuse to even acknowledge that things aren't going as expected, failure can become a humanitarian disaster. The sooner you're able to see clearly that your best hopes and intentions have gone awry, the better. You have more room to pivot and adjust. You have more of a chance to rescue.

But recognizing that your expectations are proving wrong—accepting that you need a new plan—is commonly the hardest thing to do. We have this problem called confidence. To take a risk, you must have confidence in yourself. In surgery, you learn early how essential that is. You are imperfect. Your knowledge is never complete. The science is never certain. Your skills are never infallible. Yet you must act. You cannot let yourself become paralyzed by fear.

Yet you cannot blind yourself to failure, either. Indeed, you must prepare for it. For, strangely enough, only then is success possible. When Mrs. C.'s abdominal pain turned to catastrophe, for instance, my colleagues were prepared. Now, they weren't prepared for anything so odd as the idea that her stomach would have wound on itself like a balloon twisted too tight. In fact, when the surgical resident told Mrs. C.'s surgeon that he was concerned about the way her abdomen felt on his exam, the surgeon thought he was being alarmist. She'd been doing great just the day before. And what could go wrong in someone's belly after neck surgery? He'd never seen a serious belly problem in such circumstances.

But the surgeon was humble enough to understand that he could. You never really know what way trouble can strike. So he listened. He allowed the resident to order a scan. The team made sure it was expedited. When it showed the queer twist, no one dismissed it. They got help from another surgeon immediately. They had her on an operating table within two hours.

Nothing went exactly perfectly. There was still a good deal of fumbling around as they tried to sort out what was really going on and what would need to be done. For a time, they hoped for a small, short procedure, using just a scope and avoiding a big operation. It would have been an inadequate plan—perhaps even the completely wrong one. But they avoided the worst mistake—which was to have no plan at all. They'd acted early enough to buy themselves time for trial and

error, to figure out all the steps required to get her through this calamity. They gave her and themselves the chance to rescue success from failure.

I spoke to Mrs. C. a couple days ago, and she gave me permission to tell you her story. She's living with her son now. She turned eighty-eight this past April. With her vision gone in her left eye, she can no longer work or drive, and she misses both greatly. "I'm not the same person I used to be," she told me. She doesn't like being dependent on others, even for just a ride. But she has otherwise returned to leading a life of her own. She enjoys her family, especially her grandchildren. She's even looking for ways to volunteer again. "Life is not perfect, but it is good," she said.

As you embark on your path from here, you are going to take chances—on a relationship, a job, a new line of study. You will have great hopes. But things won't always go right.

When I graduated from college, I went abroad to study philosophy. I hoped to become a philosopher, but I proved to be profoundly mediocre in the field. I tried starting a rock band. You don't want to know how awful the songs I wrote were. I wrote one song, for example, comparing my love for a girl to the decline of Marxism. After this, I worked in government on health-care legislation that not only went nowhere, it set the prospect of health reform back almost two decades.

But the only failure is the failure to rescue something. I took away ideas and experiences and relationships with people that profoundly changed what I was able to do when I finally found the place that was for me, which was in medicine.

So you will take risks, and you will have failures. But it's what happens afterward that is defining. A failure often does not have to be a failure at all. However, you have to be ready for it—will you admit when things go wrong? Will you take steps to set them right?—because the difference between triumph and defeat, you'll find, isn't about willingness to take risks. It's about mastery of rescue.

Photograph courtesy Hulton Archive/Getty.

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Wednesday, June 06, 2012 8:12 AM
To: Helen Dragas
Subject: My schedule

Per our discussion, I have a conflict next Tuesday and Wednesday, June 12 and 13, and will be out of town Friday through Monday, June 15-18.

With best regards,

Mark

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Thursday, June 07, 2012 6:43 AM
To: Helen Dragas; Sullivan Teresa A.; Michael Strine
Subject: NYTimes: New York Hospitals Look to Combine, Forming a Giant

Follow Up Flag: Follow up
Flag Status: Flagged

It could well be that the NYT had a story it wanted to print regardless of arguments put forth, but you would hope that a more positive, forward-thinking view could have been framed by NYU-Langone and Continuum.

From The New York Times:

New York Hospitals Look to Combine, Forming a Giant

A proposal to bring together NYU Langone Medical Center and the Continuum Health Partners network would change how medical care is delivered in the city.

<http://nyti.ms/KHqkK6>

With best regards,

Mark

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Friday, June 08, 2012 9:24 AM
To: Helen Dragas
Subject: Re: tomorrow

I'll just head back to Orange. What time on Saturday, do you know?

With best regards,

Mark

On Jun 8, 2012, at 9:21 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

Ok, we are set for 5 pm. Also a meeting with John and Michael at 8 pm – earliest John could do it. Probably out at Featheridge but I will let you know for sure.

Are you set for accommodations? If all goes according to plan, we'll have meetings on Saturday morning on campus. Let me know if you want my guest cottage. Thanks.

From: Mark Kington [<mailto:Mark.Kington@x10capital.com>]
Sent: Friday, June 08, 2012 7:05 AM
To: Helen Dragas
Subject: Fwd: tomorrow

I will leave early, so to be at your place by 2 pm or earlier. So 5pm should be fine.

With best regards,

Mark

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Saturday, June 09, 2012 9:14 PM
To: Helen Dragas
Subject: Fwd: DRAFT
Attachments: June 9, 12 DRAFT.docx; ATT00001.htm

Sent from my iPhone

Begin forwarded message:

From: "Rivers, Nancy (nan9k)" <nan9k@eservices.virginia.edu>
Date: June 9, 2012 6:30:17 PM EDT
To: "Wood, Carolyn (csw8a)" <csw8a@eservices.virginia.edu>, "speterson@thecommunicationcenter.com" <speterson@thecommunicationcenter.com>, "dbuckley29@verizon.net" <dbuckley29@verizon.net>, Helen Dragas <HDragas@dragas.com>, Mark Kington <Mark.Kington@x10capital.com>, "Rivers, Nancy (nan9k)" <nan9k@eservices.virginia.edu>, "Harris, Susan (sgh4c)" <sgh4c@eservices.virginia.edu>
Subject: DRAFT

Press Release 6.10 Rev

PRESS RELEASE: Teresa Sullivan to step down August 15 as UVA President

June 10, 2012

Charlottesville, VA – The Board of Visitors and President Teresa A. Sullivan today mutually agreed that Ms. Sullivan will step down as president of the University of Virginia effective August 15, 2012.

Rector Helen E. Dragas said, "We express our deep appreciation to President Sullivan for her effective stewardship of the University. She is a much respected educator, as well as a visible presence in the University community and a prominent voice in higher education."

"It's been a great honor to serve as President of the University of Virginia, Sullivan said. "Although the board and I have a philosophical difference of opinion, I will always treasure having had the opportunity to work with so many gifted faculty and staff, talented students, and loyal alumni. I am also grateful for the privilege to have worked with our extraordinary vice presidents and deans."

For the past year, the Board has had ongoing discussions about the importance of developing, articulating and acting on a clear and concrete strategic vision. "In a rapidly changing and highly pressurized external environment in both health care and in academia," Dragas said, "we believe that the University needs to remain at the forefront of change."

The board expects to move expeditiously to name an interim president and to begin a search for a new leader.

Dragas added: "The Board remains guided by Mr. Jefferson's founding vision: 'The great object of our aim from the beginning has been to make this Establishment the most eminent in the United States.' "

Press Contact:

Carol Wood

Associate Vice President for Public Affairs

UVA

Email

Phone

Press Release 6.10 Rev

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June 10, 2012

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“It’s been a great honor to serve as President of the University of Virginia, Sullivan said. “Although the board and I have a philosophical difference of opinion, I will always treasure having had the opportunity to work with so many gifted faculty and staff, talented students, and loyal alumni. I am also grateful for the privilege to have worked with our extraordinary vice presidents and deans.”

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The board expects to move expeditiously to name an interim president and to begin a search for a new leader.

Dragas added: “The Board remains guided by Mr. Jefferson’s founding vision: ‘The great object of our aim from the beginning has been to make this Establishment the most eminent in the United States.’ ”

Press Contact:
Carol Wood
Associate Vice President for Public Affairs
UVA
Email
Phone

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Sunday, June 10, 2012 4:28 PM
To: Helen Dragas
Subject: Fwd: Sullivan

FYI. By the way, we missed a proper goodbye after these past days--I am proud to serve with you.

Sent from my iPhone

Begin forwarded message:

From: Jeff Nuechterlein <jeff@isiscap.com>
Date: June 10, 2012 3:55:22 PM EDT
To: "Mark.Kington@x10capital.com" <Mark.Kington@x10capital.com>
Subject: Re: Sullivan

Mark,

Thanks. I've received scores of emails on this today and Helen's statement is helpful for giving people more color on the situation. One small data point that seems consistent -- I was not impressed w Terry's rather pedestrian answer to my question at the Sulgrave Club about online learning and what UVA was doing given what Stanford and others had announced.

Let me know if there's anything I can do to be helpful.

Jeff

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Sunday, June 10, 2012 9:51 PM
To: Helen Dragas
Subject: Fwd: Announcement from Everette Doffermyre

Bob Bruner is at the top of his game--we are so fortunate to have him. As you said today, Darden is a near and visible template for much of what we seek.

It would be good if Everette could send along the text of your remarks.

With best regards,

Mark

Begin forwarded message:

From: Everette Doffermyre <mlb9n@virginia.edu>
Date: June 10, 2012 9:32:59 PM EDT
To: Mark Kington <mark.kington@x10capital.com>
Subject: Announcement from Everette Doffermyre
Reply-To: <mlb9n@virginia.edu>



June 10, 2012

Dear NCOUR members:

The Board of Visitors of the University announced this morning that President Sullivan will step down as president on August 15. The BOV announcement is available at www.virginia.edu/uvatoday/newsRelease.php?id=18788.

Most of you have by now heard this news and many will have received the announcement itself. I know you have many questions.

Gordon Rainey, Bob Sweeney and I are very mindful of how important it is for you--the key volunteer leaders of the University--to have the ability to respond meaningfully to the many questions and inquiries you will be receiving. Right now, I know little more than the contents of the press release. However, calls are scheduled tomorrow afternoon and I intend as well to speak tomorrow with officials at the University. Rest assured that as more information becomes available, it will be shared with you. You will receive an update from me not later than Tuesday.

In the meantime, I want to share with you (see below), the message Dean Bruner sent to Darden faculty, alumni and friends. His perspective on today's events are in my view very helpful.

I have also included the web link to a message from Governor Bob McDonnell thanking Terry for her service to the University (www.virginia.edu/uvatoday/newsRelease.php?id=18794). I am sure we all agree with Gov. McDonnell that President Sullivan "has fulfilled her duties with honor, energy and good stewardship."

Insofar as the Campaign is concerned, we will, of course, move forward with absolute resolve. We hope to reach our goal by the end of this year if at all possible.

As always, we are profoundly grateful for all that you have done and will do for the University.

Sincerely,



Everette Doffermyre
NCOUR Chair

From: Bruner, Robert
Sent: Sunday, June 10, 2012 3:10 PM
To: Faculty and Staff
Subject: FW: Teresa Sullivan To Step Down Aug. 15 as U.Va. President

To the Darden Community:

I have just come from a meeting with the Rector and Vice Rector of the University. In response to many emails, I want to give you my "take" on the Rector's message.

1. The news is surprising to us all, given Terry Sullivan's popularity on Grounds and within the senior leadership of the University. She seemed to be grappling with the immediate managerial challenges that UVA faces. Terry Sullivan has been a good friend and supporter of the Darden School. I trusted her as a leader and enjoyed a cordial working relationship.

2. The "philosophical difference of opinion" to which the Rector's announcement refers has to do with the rate of change and progress in the face of long range challenges to the University--the Rector called these "existential threats" or challenges to the existence of the University. Included among these threats are recruitment, compensation for faculty and staff, new technology, and financing. The Rector explained that the Board of Visitors seeks "bold, not incremental change." Evidently, conversations about the rate of change have been ongoing at least since last fall. The Rector said that this action is a call for the development of a compelling vision for the University, followed by the raising and allocation of resources toward that vision.

3. We at Darden understand the urgency of the issues because we have been grappling with them for several years. Many of our metrics suggest that Darden has good initiative on dealing with these issues. In fact, relative to most b-schools, Darden is in excellent shape. But this is a moment of unprecedented turmoil in higher education. I have just returned from a week of meetings with tech firms on the West Coast and can confidently assert that the technology coming at us will demand great effort, new skills, more talent, and lots of money in order for Darden to continue to fulfill its mission and to sustain a vision of "world-class impact and stature." [See my latest blog posting on new technology in b-schools.] Fortunately, we are on the way in dealing with the turmoil. But Darden is a microcosm of the challenges that the University faces. History will judge this particular action by the Board of Visitors, but the present context certainly affirms the urgency that Rector Dragas articulates.

4. We'll get through this. The University is greater than any one person.

As numerous Darden case studies teach, what really matters in confronting change are values, strength of culture, and depth of leadership throughout an organization--the University has these in great quantity. Certainly, the leadership, faculty, and staff at Darden are well-aligned around our mission and performing at a high level. During this period of transition, let's not lose focus on the things that matter: our mission, vision, and world-class performance to those we serve. As the Brits would say, "Keep calm and carry on." Don't spend your energy on rumors and speculation--let's give the Board of Visitors the space to make wise decisions and implement a good transition.

If you have questions or concerns, please look for me at morning coffee any day this week. I won't have much to add beyond what this note conveys but would be glad to chat.

Best regards,
Bob

Robert F. Bruner
Dean and Charles C. Abbott Professor of Business Administration
Darden School of Business
University of Virginia
P.O. Box 6550, Charlottesville, Virginia 22906 U.S.A.

[Remove yourself from this mailing.](#)

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Monday, June 11, 2012 7:57 PM
To: Strine, Michael (ms6vu); Helen Dragas
Subject: Re: Chronicle of Higher Education

Maybe a modicum of candor is called for-- Helen, your thoughts?

Sent from my iPhone

On Jun 11, 2012, at 6:37 PM, "Strine, Michael (ms6vu)" <ms6vu@eservices.virginia.edu> wrote:

Michael

Begin forwarded message:

From: Jack Stripling <Jack.Stripling@chronicle.com>
Date: June 11, 2012 6:36:38 PM EDT
To: "ms6vu@Virginia.EDU" <ms6vu@Virginia.EDU>
Subject: Chronicle of Higher Education

Mr. Strine,

I'm a reporter with The Chronicle of Higher Education working on a story about Dr. Sullivan's resignation.

I've heard concerns expressed that this happened before her team, including you and Dr. Simon, really had a chance to gel. I'd be interested in any thoughts you might have.

If you could give me a call or let me know a good way to reach you, I'd appreciate it.

Thanks,

Jack

Jack Stripling
Senior Reporter
The Chronicle of Higher Education

Jack.stripling@chronicle.com
Phone: (202) 466-1719
Fax: (202) 452-1033

1255 Twenty-Third Street, N.W.
Washington, D.C.20037

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Tuesday, June 12, 2012 8:45 AM
To: Simon, John (jds2ts); Helen Dragas
Subject: Flexible on Thursday. 5pm?

Follow Up Flag: Follow up
Flag Status: Flagged

With best regards,

Mark

On Jun 12, 2012, at 8:39 AM, "Simon, John (jds2ts)" <jds2ts@eservices.virginia.edu> wrote:

Is there any chance we can move the Thursday meeting to later in the day? Frankly, I think I need to go to Wise and do this in person. I know the issues that are at work here and as the UVa rep on this search committee, I think we don't need to have chaos at UVaWise as well right now. If you would prefer I do not go, then I will try to do by phone. Let me know your thoughts so that I can have enough time to schedule Wahoo 1.

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Tuesday, June 12, 2012 1:30 PM
To: Helen Dragas
Subject: RE: meeting

Yes, I can make it back by then. Just let me know.

From: Helen Dragas [mailto:HDragas@dragas.com]
Sent: Tuesday, June 12, 2012 1:31 PM
To: Mark Kington
Subject: meeting

Mark,
I'm planning on calling a meeting to discuss an interim. Does Monday afternoon still work for you? I was thinking 3 pm.
Please let me know - thanks.
Helen

Helen Dragas

From: Helen Dragas
Sent: Tuesday, June 12, 2012 1:31 PM
To: 'Mark.Kington@x10capital.com'
Subject: meeting

Mark,
I'm planning on calling a meeting to discuss an interim. Does Monday afternoon still work for you? I was thinking 3 pm.
Please let me know - thanks.
Helen

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Tuesday, June 12, 2012 2:56 PM
To: Strine, Michael (ms6vu); Helen Dragas; john.simon@virginia.edu
Subject: RE: Updated draft transition org chart for your consideration

Yes, looks to align with our discussion on Sunday.

From: Strine, Michael (ms6vu) [mailto:ms6vu@eservices.virginia.edu]
Sent: Tuesday, June 12, 2012 11:49 AM
To: Mark Kington; 'Helen Dragas'; john.simon@virginia.edu
Subject: Updated draft transition org chart for your consideration

Helen Dragas

From: Mark Kington [Mark.Kington@x10capital.com]
Sent: Tuesday, June 12, 2012 3:03 PM
To: Forch, Paul (pjf8t); Helen Dragas
Subject: RE:

She's a keeper—wonder if the Governor would like to appoint her as a regular member.

From: Forch, Paul (pjf8t) [mailto:pjf8t@eservices.virginia.edu]
Sent: Tuesday, June 12, 2012 2:55 PM
To: Helen E. Dragas; Mark Kington
Subject: RE:

FYI only

<http://www.cavalierdaily.com/2012/06/12/student-board-of-visitors-representative-supports-sullivans-resignation/>