CBMS December 2025 Council Meeting Invitees

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Jason Ovalles	Math for America	jaov00@gmail.com

Appendix A

Minutes of the 133rd Meeting of the Council of the Conference Board of the Mathematical Sciences, Inc. Held at the AMS DC Office, 700 Pennsylvania Ave, SE Washington, DC Friday, May 2, 2025

The following were present for all or part of the meeting.

Executive Committee: Robert Bryant, Chair; Joan Ferrini-Mundy, Past Chair; Joleigh Honey, Secretary; Ted Coe, Treasurer; Enrique Galindo, Member-at-Large; Hortensia Soto, Member-at-Large (and MAA).

Council Members: George Hulburt, AMATYC; Ravi Vakil, AMS; Farshid Safi, AMTE; Michael C. Laskowski, ASL; Ebony McKinney, ASSM; Raegan Higgins, AWM; Pam Seda, BBA; Ben Galluzzo, COMAP; Judy Wang, IMS; David Hunt, INFORMS; Cindy Lawrence, MoMath; Asamoah Nkwanta, NAM; Katey Arrington, NCSM (and Dana Center); Latrenda Knighten, NCTM; Carol Woodward, SIAM; José A. Marroquin, SOA.

Additional society representatives: Debora Rimkus, AMATYC; John Meier, AMS, AMS; Karen Saxe, AMS; Kim Gill, AMTE and NCSM; Ron Wasserstein, ASA; Lybrya Kebreab, BBA; Elena Gerstmann, INFORMS; Darla Kremer, AWM; Michael Pearson, MAA; Brian Buckhalter, NCSM; Ken Krehbiel, NCTM; Suzanne Weekes, SIAM; Stefanos Orfanos, SOA.

Invited Guests: Kerry Brenner, NAS; Jan Cameron, NSF; Ana Ferreras, NAS; Jennifer Heimberg, NAS; Maria Klawe, CBMS Chair-Elect designate (via Zoom); Lori Kolb, CBMS EDI Task Force and Squadbuck; Dave Kung, CBMS EDI Task Force and TYPSE Math; Felice Levine, National Academy of Education; Julie Liss, Year of Math (via Zoom); Scott Palmer, EducationCounsel; Steve Pierson, ASA; Miriam Quintal, SIAM; Adriana Salerno, NSF; Michelle Schwalbe, NAS; Padhu Seshaiyer, Chair, BISO and USNC/MI; Alex Temple, NAS. Talitha Washington, CBMS Member-at-Large designate.

Staff: Charles Steinhorn, Director; Dayle Rebelein, Administrative Assistant

Reports from the presenters will be available at https://www.cbmsweb.org/council-meeting-materials/

I. Business Meeting

Chair Robert Bryant welcomed those who were present and outlined the agenda.

1. Secretary's Report. Joleigh Honey

Approval of Minutes. The minutes of the December 2024 CBMS Council meeting were approved unanimously.

2. **Treasurer's Report.** Ted Coe

a. The FY 2025 Half-Year Financial Report was presented for informational purposes.
b. The FY 2026 budget was presented and approved unanimously.

3. Director's Report. Charles Steinhorn submitted a written report, which was distributed with the agenda materials, and answered questions based on the report.

4. Nominating Committee Report. Joan Ferrini-Mundy, the Nominating Committee Chair, speaking for fellow Committee members Enrique Galindo and Suzanne Weekes, presented its nominees for the open CBMS Executive Committee positions:

Chair-Elect: Maria Klawe
Member-at-Large of the Executive Committee: Talitha Washington.

The Council approved the nominations unanimously.

5. Announcements

a. Jennifer Heimberg, Acting Associate Board Director for the newly constituted National Academies *Mathematical Sciences Education Board* (MSEB), and Kerry Brenner, Senior Program Officer, National Academies Board on Science Education, gave an update on the MSEB. Brenner also gave an overview of the National Academies Board on Science Education's new consensus study, *Transforming Undergraduate STEM Education: Supporting Equitable and Effective Teaching*.

b. Padhu Seshaiyer, Chair, BISO and USNC/MI, and Ana Ferreras, Staff Officer, USNC/MI, gave an update on the activities of the U.S. National Commission on Mathematics Instruction.

II. Administration Policies and their Impact on the Mathematical Sciences

Felice Levine (Executive Director, American Educational Research Association), Scott Palmer (Managing Partner and Co-Founder, EducationCounsel), Steve Pierson (Director of Science Policy, American Statistical Association), Miriam Quintal (Managing Principal and Chair, Societies and Associations Practice, Lewis-Burke Associates), and Karen Saxe (Senior Vice President, Government Relations, American Mathematical Society), made presentations and answered questions regarding the impact of the current Administration's actions and policies are impacting the mathematical sciences community. The areas covered included ongoing litigation, policy and personnel issues at the National Science Foundation, as well as policy and personnel issues at the Department of Education, particularly in the Institute of Education Sciences.

III. CBMS EDI task force session

Enrique Galindo, and Dave Kung, co-chairs of the CBMS EDI task force (Lisa Ashe is also a co-chair), led the regular EDI session as approved by the Council in December.

The focus of this session was, "How are CBMS member organizations navigating tricky DEI waters at this moment in time?"

They began with a review of the charge that the CBMS Council gave to the task force, which, in addition to the sessions at the CBMS Council meetings, calls for the task force to propose, organize, plan and carry out substantive ways that CBMS can move forward toward its goals, including:

- developing a plan to support member organizations' efforts to analyze, document, and share practices and policies that impact EDI efforts;
- investigating practices of other professional STEM discipline communities, recommending promising ideas and actions to the CBMS Council; and
- advancing the advocacy role that CBMS Council can take on EDI issues across the mathematical and statistical sciences communities.

This was followed by a poll asking CBMS member organization representatives to assess how well their organizations are navigating the current moment. Following this, Lori Kolb, a partner at Squadbuck Consulting, offered messaging advice. The session ended with small group conversations of people in different organizations with attention directed to the following questions: What creative ideas has your organization come up with to continue working on DEI in today's climate? What could we (CBMS organizations, the math community,…) do together to make progress toward our goals in this political context?

IV. ICM 2026 Update

Robert Bryant, a member of the ICM 2026 Organizing Committee and Cindy Lawrence, MoMath Executive Director and CEO, provided an update on ICM 2026 planning and outreach activities, and answered questions. The website for ICM 2026 is https://www.icm2026.org, and information about outreach activity planning can be found at https://momath.org/icmoutreach/.

VI. 2026 Year of Mathematics Update

At this session, the teams from the fundraising firm and advertising/media agency that had been engaged for the 2026 Year of Math effort made presentations and answered questions via Zoom. *CCS Fundraising* principal and managing director Eric Javier and senior vice president Juliet Gore spoke, providing a high-level outline of their fundraising strategy. Brad Filice, Executive Strategy Director at *Droga5*, representing the team that would partner with us, provided several video illustrations of Droga5's projects and discussed their work process. Questions, followed each presentation.

The meeting adjourned at 5:00pm to the reception, with wines once again generously provided by Uri Treisman.

Appendix B

FY 2024 Actual and FY 2025 Budget Shown for Comparison

Income	**FY 2024 Actual**	**FY 2025 Budget**		**FY 2025 Actual**	**FY 2026 Budget**
Dues	$65,000	$68,500		$68,300	$77,000
Interest	$0	$0		$0	$0
Royalties	$76	$0		$99	$0
NSF Reg. Res. Confs. & 2025 Survey					
Salaries	$16,193	$18,807		$16,307	$2,500
Indirect Costs	$4,869	$12,245		$4,406	$7,839
Total Income	$86,211	$99,552		$89,112	$87,339

Expenses	**FY 2024 Actual**	**FY 2025 Budget**		**FY 2025 Actual**	**FY 2026 Budget**
Compensation					
Director	$35,000	$35,000		$32,500	$35,000
Administrative Coordinator	$20,000	$22,500		$20,000	$20,000
Postage and Shipping	$69	$500		$81	$500
Supplies	$698	$2,000		$92	$1,000
QuickBooks license	$1,111	$1,100		$1,208	$1,100
Website	$0	$500		$1,352	$500
Council Meetings					
Travel	$16,084	$10,000		$13,543	$10,000
Food and Other Meeting Expenses	$10,441	$10,000		$8,285	$10,000
Staff Travel	$5,786	$8,500		$3,184	$6,000
Accounting Fees	$2,800	$4,000		$0	$4,000
Auditing Fees	$0	$3,000	**a**	$0	$3,000
Insurance	$1,460	$2,000		$1,460	$2,000
Unbudgeted Expenses					
Bank Service Charges	$17	$15		$23	$15
Charitable contributions/Gifts	$1,000	$0		$280	$0
Miscellaneous expenses (one-time)				$8,522	
Total Expenses	$93,466	$99,115		$90,530	$93,115
Operating Surplus or (Deficit)	($7,255)	$437		($1,418)	($5,776)

Notes
a - These are only paid every third year. This is in anticipation of auditing fees of approximately $9000 in FY 2026.

Appendix C

Unrestricted Net Assets as of September 30, 2025

cash on hand – Bank of America	$186,715
accounts receivable	
dues	$700
other	$0
accounts payable	$0
Net	$187,415

Investments

Vanguard Balance Mar 31, 2022	$181,876
Vanguard Balance Sept 30, 2022	$172,460
Vanguard Balance Mar 31, 2023	$172,424
Vanguard Balance Sept 30, 2023	$178,763
Vanguard Balance Mar 31, 2024	$190,126
Vanguard Balance Sept 30, 2024	$199,358
Vanguard Balance Mar 31, 2025	$202,692
Vanguard Balance Sept 30, 2025	$211,696
Total Unrestricted Net Assets	$399,111

Appendix D

Dues assessments for FY 2026

	Dues Rounded	Quarterly
AMATYC	$1,200	$300
AMS	$11,000	$2,400
AMTE	$600	$150
ASA	$5,700	$1,425
ASL	$400	$100
ASSM	$400	$100
AWM	$1,000	$250
BBA	$400	$100
COMAP	$1,300	$325
IMS	$1,800	$450
INFORMS	$5,900	$1,475
MAA	$4,700	$1,175
MoMath	$1,960	$490
NAM	$400	$100
NCSM	$1,900	$475
NCTM	$10,200	$2,550
SIAM	$4,500	$1,125
SOA	$23,000	$5,750
TODOS	$400	$100
WME	$0	$0
TOTAL	$76,760	$19,190

Appendix E

Directors' Report — Charles Steinhorn

Below, I discuss my activities since the May Council meeting and look ahead to the next six-twelve months, at the end of which, as I already have informed you, I will step down as CBMS Director. The period since the May meeting has been every bit as busy as the preceding six months. It continues to be a deep pleasure to meet and collaborate with the many exceptional people who give themselves to the work we undertake under the umbrella of CBMS.

The past six months

My attention during this period has been focused primarily on the 2026 Year of Mathematics project, especially, as I have written to you, after additional fundraising proved elusive and I thus have had to devote even more time than before to the scaled back effort. I also have continued as a member of the small leadership team for the 2025 CBMS Survey of the nation's undergraduate programs in the mathematical and statistical sciences, and provided support to the Regional Research Conference series and the MET III project. And of course, I devote time trying to keep up with the almost daily whipsaw of events affecting the mathematical sciences community that are taking place in the Federal government.

I began my report for the May 2025 meeting with an extended recap of progress on the Year of Mathematics effort. I will not reprise that here; instead, I will focus on what has transpired since the May meeting, saving detail about the latest developments for the Year of Math update at the December CBMS meeting.

During the last session of the May 2nd Council meeting, attendees were introduced (via Zoom) to the fundraising partner, CCS, and advertising partner, Droga5, that we had engaged for the Year of Math effort. During the summer, CBMS member society Presidents and Executive Directors had the opportunity (via Zoom) to meet with the CCS team, as the team worked to develop their fundraising strategy with us. A subgroup of the Year of Math task force met on several occasions with the Droga5 team as they worked to develop an overall approach for us, and in particular complete branding guidelines. As the funds I had raised were exhausted and additional fundraising proved elusive, we had to terminate our contracts with these firms as well as the Year of Math project director we had hired (to whom we gave generous severance). Happily, the Droga5 team completed the Year of Math branding guidelines even after our contract expired, and these are now available for us to use as we see fit.

In October we solicited bids for a website developer. At the end of the month, we hired the same developer who worked with me previously to create the current website for the Association for Symbolic Logic, one of the CBMS member organizations, and whose bid was in fact the lowest of those who submitted proposals. The branding guideline package created by Droga5, which includes our logo, a mockup home page design, and the fonts we will use, is making the process much more efficient than it otherwise might be. The website also will include spreadsheets that will permit us to track and collect data on program events and activities, which will allow us to measure the success of the Year. I plan to show the Council a preview of the website at the December meeting.

In March Karen Saxe (a Task Force member) and I met with Senator John Hickenlooper (CO), who agreed to lead sponsorship in the Senate for a Joint Congressional Resolution designating 2026 a Year of Mathematics. In September, Karen and AMS President Vakil met with Representative Chrissy Houlahan (PA) who has agreed to lead sponsorship of the Resolution in the House.

As the scaled back parameters for the Year of Math effort became clear this fall, the Program Committee, comprised of most of the members of the Year of Math Task Force, has gone into action to flesh out its mandate and action plan, and begin to assign responsibilities. The committee is co-chaired by Lisa Ashe, Padhu Seshaiyer, and Tian Zheng. Its other members are Diana Ceja, Ted Coe, Edray Goins, Al Holder, Joleigh Honey, Cindy Lawrence, José Marroquin, April Strom, and Talitha Washington. The co-chairs (some via Zoom) will join me in the update planned for the December meeting.

The NSF proposal for the 2025 CBMS Survey of the nation's undergraduate programs in the mathematical and statistical sciences at two and four-year institutions was awarded in summer 2024. This is the first time that CBMS is acting as the fiscal agent for the CBMS Survey award. David Bressoud is the PI on the grant (I am a co-PI). We appreciate the ongoing NSF support for this important work. The CBMS working group chaired by David that focused on how to improve the Survey after the disappointing completion rates for the 2020 Survey has served as a sounding board for the development of the 2025 NSF proposal and the 2025 Survey. The group's membership is listed in the minutes of the December 2022 Council meeting.

We have been delighted with RMC Research Corporation, the firm we have engaged for the 2025 Survey. They have been wonderfully responsive, resourceful, and thoughtful in the process thus far. Ellen Kirkman, April Strom, David, and I (a subgroup of the working group) continue to meet regularly with RMC. These meetings are always well-organized, efficient and effective.

During our meetings with RMC, final revisions to the 2-year and 4-year survey instruments for the 2025 CBMS Survey were completed this spring and summer. During this same period, we worked with RMC to develop the sample of departments to be surveyed. To ease the burden on department chairs, plans call for some of the data (e.g., enrollment figures) to be collected from institutional research offices. The informational website that RMC has created for the survey can be found at https://rmcresearchcorporation.com/cbms-2025/.

RMC launched the full data collection effort on October 14th, after a soft launch on October 7th. First reminder emails to departments went out on November 4th, and the second reminder went out on November 18th, both via email and in an actual postcard. Data collection will continue through the first quarter of 2026.

The original NSF proposal for the 2025 CBMS Survey included having RMC conduct a small feasibility study to determine the cost of migrating datasets from prior CBMS surveys into the online dashboard planned for the 2025 Survey. Funding to complete the feasibility study was cut from the NSF 2025 award, but we were able to complete it with funds leftover from the 2020 Survey award from NSF. Moreover, our NSF program officer made it clear that there was no interest in funding the migration of prior survey data. Thus we would need an alternate source of

funding if we are to make the dashboard a source of past longitudinal data. There is interest from a foundation to support migration of the datasets from CBMS Surveys going back to 1995 into the dashboard, and I submitted a proposal for this project this fall. We should know the outcome sometime early in 2026.

CBMS has always been responsible for providing central administrative support for the longstanding NSF-CBMS Regional Research Conference series. As I reported in December 2024, the 4-year renewal proposal to NSF for this purpose that I submitted was unexpectedly and disappointingly declined, and more broadly NSF also moved to end the Regional Research Conference series and will not seek proposals for conferences in 2026.

Proposals for 2025 conferences were solicited by NSF---the solicitation and deadline for proposals appeared before NSF decided to discontinue the program---and five were funded. I was particularly pleased to see this number, almost the historical average, especially since one of the reasons why NSF decided to terminate the program is the perception that interest in the program had waned.

The 2025 NSF-CBMS Research Conferences funded by NSF are:

- Classifying Amenable Operator Algebras**,** June 9-13 at Texas Christian University
- Representations of *p*-adic Groups and Noncommutative Geometry**,** June 9-13 at St. John's University
- Legendrian Links and the Microlocal Theory of Sheaves, June 9-13 at Georgia Institute of Technology
- Research at the Interface of Applied Mathematics and Machine Learning, December 8-12, University of Houston.
- Strong Matrix Properties and the Inverse Eigenvalue Problem, May 11-15, 2026, Eastern Michigan University.

Note that the last conference will be held in summer 2026, because notification of the NSF award for this conference came too late for the conference to be held on its originally proposed dates, July 28-August 1, 2025, and it was not possible to hold it during the current academic year. In addition to supporting the conferences themselves, one of the other duties of the CBMS Director is the review of monograph manuscripts written by conference lecturers for publication in the *CBMS Regional Conference Series in Mathematics*. During the summer and into the fall, I reviewed the draft monograph, *Mathematical theories for metamaterials: From condensed matter theory to subwavelength physics***,** by Habib Ammari, Professor of Applied Mathematics at ETH Zurich. It will be published soon by AMS.

The declined NSF proposal included funds for the customary (and modest) CBMS administrative and indirect costs, as well as the honoraria for the lecturers. Happily, the cognizant NSF program officer (with whom I have a good working relationship) agreed to fully fund these costs. For this, I needed to submit a separate full NSF proposal that was awarded in early July.

As I reported in May, the end of the Regional Research conferences poses internal budgetary issues for CBMS, as the funding for the effort of the Director and Administrative Assistant, and

indirect costs have accounted for up to 25% of CBMS' (slender) budget. The funds that NSF awarded in July in support of the 2025 conferences ensures that the CBMS' FY25 budget is sound, but going forward this potential shortfall needs to be addressed. For FY26, the budget approved in May (see Appendix B in this packet) includes a 10% overall increase in dues (the first overall increase in over a decade) but still shows a deficit of almost $5,800. I am seeking external funds that would include indirect costs which would erase the deficit, but I will not know if I have been successful for a couple of months. Longterm, I had begun to explore other NSF program possibilities prior to the current administration taking office, but with the situation at NSF as uncertain as it is, this is not the right time to pursue such an effort.

The writing team for *The Mathematics Education of Teachers III* (MET) volume, chaired by Marilyn Strutchens, was filled out in spring 2024 and has been hard at work since. The members of the team, in addition to Marilyn, are: Elizabeth Arnold, Lisa Ashe, Basil Conway, Ricardo Cortez, Karen Graham, Lindsey Henderson, Lateefah Id-Deen, Christa Jackson, Deanna Jennings, Yvonne Lai, Hollylynne Lee, W. Gary Martin, Judit Moschkovich, Cody Patterson, April Pforts, Nicole Rigelman, and George Roy. The MET III writing team made presentations at the January 2025 Joint Mathematics Meetings and at the February 2025 annual meeting of the Association of Mathematics Teacher Educators, in each case inviting the audience to comment and provide feedback.

Given the increasing importance of statistics and data science, and the CBMS Pathways work over the last decade, it seemed natural to consider linking the MET III effort with an update of the ASA's *The Statistical Education of Teachers* (SET) volume, published in 2015. This idea was received favorably by ASA, and it was agreed that we could aim for the simultaneous release of revisions to MET and SET. The SET II writing team, co-chaired by Anna Bargagliotti and Christine Franklin, was formed in 2023.

A grant from Math for America that I solicited in the spring supports the work of a developmental editor for the MET III volume. The excellent team H.E.R. Consulting Associates, led by TJ Murphy, was hired for this purpose in July. The volume ultimately will be available in hard copy, on a print on demand basis, and as a downloadable pdf file, but it will be primarily an online document, hopefully making it possible to be a much richer publication than a purely print book. The editorial team will be responsible not only to ensure that the volume speaks with a single voice but also for ensuring that the electronic version is well executed.

By the end of August, the draft MET III volume had undergone four revisions. The leadership team, a subset of the writing team, met in person in late September together with editorial team. A new draft, completed in October, was sent out for external review, with the reviewers' comments due in early November. By the time of the December CBMS meeting, a further revision, in response to the reviews, will have been completed and put in the hands of the editing team. MET III will be published by AMS, and the contract details are now being finalized. A panel presentation, *The Mathematical Education of Teachers III and the Statistical Education of Teachers II: Preparing Teachers for the Next Decade,* will take place at the January 2026 Joint Mathematics Meetings, and a featured session with SET II will be held at the AMTE 2026 Annual Conference in February. It is expected that MET III will be published in 2026 in the late

spring, and current plans call for MET III and SET II to be released simultaneously. Marilyn Strutchens (via Zoom) will provide a complete update at the December meeting.

The strategy of remotely bringing together small working groups with well-defined tasks between the twice-annual Council meetings has proven to be an effective strategy for CBMS to move nimbly on important issues and to tap more deeply into its potential as an impactful *umbrella* organization. I support such groups as a member *ex officio*. Two such working groups, formed in late 2022 and early 2023, completed their work in fall 2024 and the resulting final products were presented to the Council for its consideration at the December 2024 meeting. A third working group on the 2025 CBMS Survey that David Bressoud leads, continues to function—see above—and a fourth, on Data Science, that was formed in the second half of 2023, I briefly discuss below.

Both products of the groups whose work was completed last fall are posted on the CBMS website. The paper and executive summary drafted by the group chaired by Trena Wilkerson, the *CBMS Report on the State of Recruitment and Retention of Middle and Secondary Mathematics Teachers in the US*, develops national data on the crisis in recruiting and retaining mathematics teachers and suggests promising practices for addressing this issue. To help disseminate the paper's findings, we engaged the Burness firm to provide strategic communications assistance and guidance. With their help, we drafted an op-ed over the summer that we hope to place sometime in the coming months. In addition to this, a separate op-ed based on our draft and the research in the paper, signed by Patricia Levesque, the CEO of the *Foundation for Excellence in Education* (ExcelinEd), is now out for placement. The product of the group chaired by Ted Coe, the *CBMS Report on the Need for a Grades 9-14 Mathematical Sciences Framework*, was transmitted to the *Mathematical Sciences Education Board* at the National Academies and calls for the Board to undertake a consensus study on this topic as one of its first projects. The group that drafted the CBMS report believes that such a study could play a role similar to the *Framework for K–12 Science Education* that served as a foundation for the *Next Generation Science Standards.*

Looking Ahead: the next six-twelve months

Even with the Year of Mathematics effort scaled back due to funding constraints, as I wrote to the Council in October, I expect the next 6-12 months to be an intensive and demanding period of work on the project as we bring the Year to life. Overseeing this project undoubtedly will consume most of my effort (and then some!) as CBMS Director during 2026.

Work on the 2025 CBMS Survey of the nation's undergraduate programs in the mathematical and statistical sciences will continue during this period. Data collection will continue through the first quarter of the year. Data cleaning and analyses then will begin and will extend from spring 2026 through 2027. April, David, Ellen, and I together with the RMC team also will begin work on reporting on the data now available during this period. The website dashboard development will begin late in the first half of 2026, with its launch expected late in the first half of 2027. An executive summary with the highlights of the findings from this survey will be produced sometime in mid-2027 and mailed to all the department chairs in the mathematical or statistical sciences in the US. It will include an explanation of the dashboard where individuals can pursue their own exploration of the data. If, as I hope, we receive funding to incorporate longitudinal data from

previous surveys into the dashboard, this component of the project will extend into the first quarter of 2028. As I wrote in my announcement that I will step down as Director at the end of 2026, I will continue to work on this project through to its conclusion.

Joleigh Honey and I cochair/facilitate the CBMS working group on the role of the mathematical and statistical sciences in Data Science. Soon after the group began to meet in fall 2023 it decided to divide (not disjointly) into two subgroups, one dealing with the Data Science in the K-12 space, and the other focusing on the post-secondary context, given their very different concerns. The K-12 group decided to undertake drafting a document to be presented to the CBMS Council to address the broad range of issues it has identified around data science in K-12 education. The subgroup working in the higher education space decided to build out in more detail the list of programs, courses, etc. that one of the group's members, Michael Dorff, has curated, and to use the list as a resource to find faculty to lead workshops to offer guidance to others who wish to develop courses and programs in Data Science. Each subgroup met (via Zoom) several times during the first half of 2024. With other pressing commitments absorbing Joleigh's and my time, we unfortunately had to leave both subgroups dormant since then. Joleigh and I intend to reengage the K-12 group soon after the New Year, with the hope of making at least a preliminary report to the Council at its May 2026 meeting.

I plan to continue attending meetings of CBMS member societies in addition to those I have regularly attended throughout my career. I will attend the 2026 Joint Mathematics Meetings and, mindful of the tight budget under which CBMS is operating, I hope to attend perhaps just one other society's meeting (as I did in 2023, when I attended NCTM and was invited to speak at ASSM).

In the final months of 2026, extending possibly into January 2027, I will prioritize preparations to ensure a smooth transition to my successor as Director. These include obvious tasks such as shipping the historical boxed materials now stored with me at Vassar, transitioning bank and investment accounts, NSF and SAM tidying up and forwarding all electronic files, and, together with CBMS' superb Administrative Assistant, Dayle Rebelein, creating a timeline of annual responsibilities for both the Director and Administrative Assistant. Dayle and I also will oversee CBMS' triennial audit. Lastly, I would like to offer some suggestions for my successor.

During the winter/spring of 2021, members of the Executive Committee (of which I was a member at the time as Secretary-Treasurer) and then CBMS Director Bressoud met separately or in small groups with the leadership of each CBMS member society to learn more about member organization priorities. This was the first time such an effort was undertaken, going back at least more than decade, and the meetings informed ongoing CBMS initiatives over the next few years.

It was suggested during the last couple of years this effort be repeated to help set future CBMS Council meeting agendas and, ultimately, the activities and projects in which CBMS elects to engage. I have had to delay such an effort due to the large number of CBMS items needing my attention---CBMS is very thinly staffed given all that it does. Ideally, I would suggest that such conversations take place periodically, roughly every 3-4 years, and I would urge my successor to undertake this effort early in their term.

CBMS, during the years I have been involved, has maintained a strong relationship with NSF, in particular the Division of Mathematical Sciences and the Directorate of STEM Education. CBMS also has maintained regular contact with several boards at the National Academies. In previous reports I have mentioned that I want to see us develop stronger relationships with other Federal agencies that have (potential) relevance to the mathematical sciences. I did make such a foray a couple of years ago that resulted in the participation at the December 2023 Council meeting of two representatives from NOAA. Amid all the uncertainty emerging under the current Administration, it seems more important than ever to reach out to Federal agencies that have points of contact with the mathematical and statistical sciences. In that same spirit, it would be valuable to for the next Director to reach out to cognate sciences professional organizations.