

# State of the Division Address

Presented by Steve Adams, Vice President for Student Affairs

Bone Student Center, Old Main Room  
September 22, 2009

## Opening Remarks

Good morning, everyone, and thank you all for coming. It's truly difficult to believe that today marks my fourth State of the Division Address as Vice President for Student Affairs. Fourth year, fourth address, still standing—you cannot even imagine how good that feels to still be standing. The hair has turned whiter...thinned a bit, perhaps. The wrinkles have deepened, and it just no longer even comes close to being believable that I'm 39 and holding, as they say. I will soon begin my 34<sup>th</sup> year at Illinois State University—just less than three weeks from now, in fact, on October 11<sup>th</sup>—and the old joke about starting my career here very young makes it impossible to believe anymore that I was just five years old when I signed my first contract at Illinois State. No one, not even me, falls for that one.

What I will tell you, however, is that my enthusiasm for this University—a place I love so deeply and have been associated with as a kid, a student at Metcalf Grade School, University High School, and ISU; as a young adult; and as a member of the staff...all totaling 55 years, which is more than a third of our 152-year history—my enthusiasm for Illinois State University is as strong and vibrant as it has ever been, and, believe me when I say this, there is much to be enthusiastic about. I want to make it unequivocally clear today that, as retirement draws closer for me, I could not feel more blessed than to have had the opportunity to serve in this role and be a part of the Student Affairs family. This has been the experience of a lifetime, the absolute highlight of my professional career. The people—staff and students—have made it so with an

unmatched level of dedication, work ethic, creativity, curiosity, and compassion. For all of that and more, I thank each and every one of you. Further, as I consider my plans for the future, I pledge to you that I will continue to provide strong leadership to the best of my ability, as well as guidance, resources, and energy to my position, the division, to my colleagues in the President's administration, and to the University. Indeed, there is much to be done as we prepare for changing times in higher education. These are exciting times ***and*** uncertain times, and, in order to live our vision and achieve our goals, we must be determined to plan, communicate, and collaborate effectively.

### **Introduction of New Employees in Student Affairs**

Those of you who were a part of Student Affairs prior to last year's State of the Division Address remember the days when each department director and dean was asked to stand and introduce their new staff members at just about this time in the program. Folks, let's face it—yes, it was important to hear the names and see the faces, but many of the directors and deans grew weary during their introductions...really, really weary. In fact, there was one year, as I recall, when just the introductions lasted three days. Needless to say, by popular demand, we changed the practice and, beginning last year, asked all new staff members to stand as a group and receive one rousing ovation. So, as our new practice last year becomes ***THE*** practice this year, I would ask that new staff members in all 12 departments who joined the Division within the past year stand as a group at this time and be treated to a stirring and inspiring round of applause. Thank you.

My administrative assistant, Dave Bentlin, who chairs the Student Affairs Staff Development Committee, worked with his committee colleagues throughout the Division to, once again, organize and implement an outstanding orientation program, which was held on August 26<sup>th</sup> in the morning and repeated on August 27<sup>th</sup> in the afternoon. That gave our new staff the option of attending one or the other and made the groups smaller and the programs more personalized. In all, 75 new staff members out of a total group of 104 were able to attend. That's pretty good, don't you agree? Could I ask now that members of the Staff Development

Committee stand, and would you please join me in congratulating them for being a part of this critically-important endeavor?

This next person needs no introduction to so many of you in this Division. She has become as much a part of Student Affairs as have I. She is my rock and my salvation and, of course, my absolute favorite ISU alum...the First Lady of Student Affairs, my wife, Sandi.

### **Special Recognition**

You don't have to look far to recognize progress on the Illinois State University campus. The Long-Range Housing and Dining Plan is moving into its final—albeit, most difficult—phases with our attention now turning to Watterson Commons and Watterson Towers. There is major work ongoing in two classroom buildings—Stevenson and Turner halls. There is a new parking garage at South Campus and the Chiller Plant projects are nearing completion. Although all of those are critical to the campus landscape, there's another building project that is creating a major buzz. It's the new Student Fitness and Kinesiology and Recreation building. More on the facilities in a few minutes, but first, the announcement that the building has a leader. She is Dawn Sanner, an ISU Master's degree alum, who is just a week into the job. Dawn is an Illinois native with roots in the Decatur area, and she comes to us with more than 20 years experience in recreation services and building management, most recently at North Carolina State. Dawn is the new Executive Director of Recreation Services and Manager of the Student Fitness and Kinesiology and Recreation Building. Please take the opportunity to meet and welcome Dawn Sanner, who, this week, is back in North Carolina taking care of some final details of moving back to Illinois.

I also want you to know that, for the past four months, Campus Rec has been going through a period of transition while the search process was completed for Dawn's position. Believe me, folks, the department was in good hands. Rene' Lockenour, Associate Director and a veteran of nearly 20 years at Illinois State, assumed the role of Interim Director. As could be expected, programs, facilities, and staff never missed a beat. Rene', I want to publicly thank you for your

outstanding leadership and wish you many more years of success in Campus Rec and at Illinois State. Congratulations! Ladies and gentlemen, Rene' Lockenour.

You are probably aware by now that the Division of Student Affairs added a 12<sup>th</sup> department in the past few months with the creation of the Department of Health Promotion and Wellness. With outstanding collaboration from Senior Associate Vice President for Student Affairs, Dr. Brent Paterson, and Associate Vice President for Human Resources, Dr. Ira Schoenwald, the deal was struck to combine the Health Promotion Office and the Campus Wellness Program for faculty and staff. The new department currently shares space in the Student Services Building, but will eventually be housed in the new Student Fitness Center. At the present time, there are three full-time staff members—Kerri Calvert and Jim Almeda in Health Promotion and Nikki Brauer in Wellness. In the near future, two additional positions will be added as the department and its programs evolve.

It is always a pleasure during my annual remarks to give further recognition to the most recent recipient of the Neal R. Gamsky Quality of Student Life Award—the most prestigious honor a staff member in the Division of Student Affairs can receive. So, congratulations, once again, to Assistant Director of University Housing Services, Susan Dudolski. Susan, would you please stand and be recognized?

The organizational structure in the Office of the Vice President has undergone critical evaluation over the past few years as needs and expectations change and responsibilities are added. Such has been the case this year. The addition of three individuals has provided much needed flexibility and strength. First, as a major overhaul in the Division's budget process was fully implemented in the past year, it became necessary to provide added expertise and experience with the hiring of Julie Shaffer in mid-June as a Business Associate in the central budget office, managed by Wendy Bates. Julie, who has a Master's degree in Accounting from the University of Illinois – Urbana and is a CPA, is in her third year at the University and came to us from the College of Applied Science and Technology's Jumpstart Program. Julie, would you please stand and be recognized?

Next, we are blessed to add much-needed administrative support from a prized ISU employee who joined us just yesterday. She is Garnet Allen, who has spent 24 years at Illinois State in the Department of Theatre, the Department of Chemistry, and, most recently, in Extended University. Garnet will provide administrative assistance for Brent Paterson, Katy Killian, and Danielle Miller-Schuster. We are very fortunate to have been able to attract Garnet to the vice president's office. Would you please join me in welcoming Garnet Allen?

Also joining the vice president's staff on a part-time basis and reporting directly to me as of this past July 1, is a retired University of Illinois-Urbana administrator who has tackled several key special projects already. His name is Dave Stewart. Dave, would you please stand and be recognized?

Finally, I announced last year at this time that the unthinkable had happened—Mike Schermer actually retired, effective July 31, 2008. But, in true Brett Favre form, he unretired and has continued to work closely with me on a part-time basis while also serving as Director of Career Services. His salary is not in the Favre league, but it's close, so now, he has decided to retire again...but not until the end of the current academic year. A search for a new director of the Career Center will begin sometime after the first of the new calendar year, and Mike will be a key player in that search. It pleases me most, however, to announce today that Mike has established the Michael D. Schermer Student Leader Excellence Endowment Fund, and, with it, his legacy to assist student leaders will live forever at Illinois State University. What an absolutely generous gesture on Mike's part after a marvelous 35-year career at ISU. Further details of the endowment fund will be announced soon.

And, while we are talking money, it seems appropriate to give many of you a well-deserved thank you as a result of your contributions to the "Gladly We Give" campaign. Together, ISU employees contributed more than \$840,000 to the campaign with Student Affairs reflecting a 77 percent increase in giving over last year, including 30 new donors. Most importantly, there was financial contribution by every department in the Division...we have every reason to be proud.

## **Part of Something Good**

At the beginning of my remarks this morning, I told you there is much to be enthused about at Illinois State University. But, we are in the midst of trying times. Still, there is that air of excitement here on this campus as we celebrate our successes, continue to manage our resources—both financial and otherwise—with very effective and cautious financial planning, and tackle our challenges with a steady hand. In the face of severe constraints imposed by the state, we have maintained—even accelerated—momentum, unlike countless other institutions in Illinois and across the country.

As President Al Bowman said in his State of the University Address just last Tuesday, we continue to thrive in one of the worst economic downturns in our nation's, as well as our state's, history. President Bowman said, and I quote, "Despite the economic clouds we've faced for most of this decade, Illinois State's performance on a number of measures is unmatched."

He went on to cite a rising on-campus enrollment to 20,856, a record number of freshman admission applications, the highest academic profile of new freshmen in school history, an increase in the freshman-to-sophomore year retention rate to 85 percent, and a 70 percent graduation rate, also the highest in school history. Further, he expressed deep satisfaction with the number of new freshman African-American students enrolled, rising by 18 percent, and the number of new freshman Hispanic students enrolled, increasing by 36 percent. Retention rates for African-American students were up by 7 points to nearly 81 percent and those rates for Hispanic students increased by more than 4 points to just under 80 percent. All of these numbers and rates are truly outstanding for any large, public university in the entire country, and we have every reason to celebrate. These are, my friends, impressive statistics to say the least, but I think we all know the substance that is behind the statistics; these increases did not happen by accident. So, the question becomes, what are the ingredients for this success?

## **Beyond the Classroom**

I have often spoken about the “Total Educational Experience”, and I have used that phrase as a mantra during my three decades in Academic Affairs and in these last few years in Student Affairs. I have always been a firm believer that a student’s education extends well beyond the classroom. After all, the typical student is enrolled for 15 semester hours, thus, he or she spends about 15 hours a week in the classroom. What happens outside the classroom, you ask? Enter the Division of Student Affairs!

While our 12 departments do not impact every student all the time, they certainly play a major role in what happens as our students navigate through the maze of social networking, involvement in student activities, personal relationships, and even the world of work. Throw in the care and feeding of a significant number of our nearly 21,000 students, and the responsibility is extraordinarily significant. It is finding the proper balance that leads to student success, and no Division shoulders more of the responsibility to help students find that balance than Student Affairs.

Indeed, we are more than a Division of tangibles—2000 employees housed in 12 departments, eight buildings, four residence hall complexes, three dining centers, and a combined budget exceeding \$72 million. We are the counselors, the mentors, the nurturers...we are the daily difference makers, and we do our jobs with no desire for fanfare. It is, for these reasons, that we must continually chart a course for the future. We have the responsibility to create a vision and establish our goals. Keep in mind, we do so not for the sake of the Division of Student Affairs, but for the sake of our students, our colleagues in other divisions, and for the University. That is big picture thinking.

In my State of the Division Address last year, I talked at length about the importance of big picture thinking. I spoke of pride and passion in what we do—not just pride and passion in what we do in our individual departments, but pride and passion in what we do for Illinois State University. I challenged you then and I challenge you now to embrace change and view change as an opportunity to improve and enhance an already strong operation. I firmly believe this University looks to Student Affairs to carry the torch in crafting the game plan for student

involvement and student success outside the classroom. Making that game plan successful, then, demands foresight, creative thinking, the willingness to effect change, and good old fashioned common sense.

### **Vision, Goals, Expectations**

The Student Affairs Council, which is comprised of department directors and deans, as well as members of the vice president's Executive Team, met in retreat last spring at the conclusion of the academic year. We talked a lot about vision and goals and expectations of ourselves and of all our staff members. What came from this beneficial discussion was the building of a foundation strong enough to meet the changing needs of our students, adapt to enrollment shifts and ethnic mix, strategic budgeting, resourceful staffing, and attentiveness to campus security and safety, just to name a few. We charted the landscape for the next two to three to five years out and, perhaps, even beyond. And, as it must be, we aligned it with the principles of Illinois State University's strategic plan, *Educating Illinois*. The integral parts of the plan are shown before you now.

### **Vision**

Influence the campus culture to achieve student engagement, inclusion, and pride in Illinois State University.

### **Goals**

- Positively impact the student experience through the enhancement and use of facilities.
- Foster a more fully diverse and inclusive campus community.
- Focus on developing effective leadership to nurture an enduring organization.
- Advance the image and identity of the Division.
- Strategically manage resources and expand opportunities for acquiring new resources.
- Engage students in learning opportunities that promote citizenship and personal growth and development.

## **Expectations**

- Determine and promote why the Student Affairs vision statement and goals are relevant.
- Take responsibility for charting your department's course in achieving the goals around the vision statement.
- Recognize that all departments will not fit into each goal – do not force a fit.
- Share with staff progress in achieving goals

At the conclusion of the retreat, after discussion at Executive Team meetings, Brent Paterson and Danielle Miller-Schuster began developing a follow-up plan with department directors and deans. Wendy Bates and Katy Killian joined in the process last month. With the help of Tracy Rosenberger in Student Affairs Information Technology, the team has expanded the planning process to include electronic collection of both strategic and fiscal data. Today, I am appointing Katy and Danielle to coordinate efforts to create a Division of Student Affairs Annual Report which will stand as a record of achievement showcasing major accomplishments within the Division. The first Annual Report should be available in print and electronic form by the end of the 2010 fiscal year. That date is June 30, 2010. Further details will be provided in early October.

## **Celebrating Our Achievements**

The Division of Student Affairs Annual Report will serve as a written reminder of the impact that our programs, initiatives, facilities, quality service, and willingness to collaborate have on Illinois State University—its students, image, and future. The magnitude of that impact need not be in writing to recognize how powerful it resonates all across the campus. Here are just a few examples.

**Programming**—The Dean of Students Office is seeing a significant rise in the interest level for participation in the Alternative Breaks Program, both winter and spring. Members of the faculty and staff are taking personal time to join groups of students in remote locations, both domestic and abroad. Illinois State’s participation in the Habitat for Humanity program continues to increase, and the finishing products continue to be recognized and rewarded. The Diversity Advocacy Office has a new location after the move from the house on Willow Street to an expansive space in the Student Services Building. The move was nostalgic for many who loved the uniqueness of the old house, but the new space allows for a modernized identity and added programming space. I also want to commend Dean Paterson and her staff of deans on duty for the new “Mobile Dean” program. How could anyone miss the picture of the very handsome Associate Dean, Rick Lewis, on the front page of *The Daily Vidette* recently, doing his duty as the “Mobile Dean of the Day” greeting students between Schroeder and Felmley halls? These, my friends, are incredible gestures of personalized attention on a campus of nearly 21,000 students.

**Diversity Initiatives**--The move of the Diversity Advocacy Office into the impressive and comfortable space in the Student Services Building represents just one of many new initiatives designed to strengthen our Division’s commitment to diversity. Last year during this address, I announced the promotion of Arlene Hosea to Assistant to the Vice President for Diversity Initiatives. As if it is not enough to also have the responsibilities of Director of Campus Dining, Arlene has had a busy year indeed, serving on two committees appointed by President Bowman—one to expand initiatives and explore new ways to recruit and retain students from diverse populations; the other to examine the campus climate and suggest ways to improve on Illinois State’s already welcoming campus environment. I know how much time and effort

Arlene put in on these committees, and she, along with her committee colleagues, were recognized by Dr. Bowman in his State of the University Address. Many of the committees' recommendations are already in place. That is good news, for sure, as are the recruitment and retention rates I cited in my remarks earlier this morning. I am pleased to announce that Arlene, along with Dave Bentlin, Rick Lewis, and Angela Davenport, have been selected to serve on the editorial board of a faculty and staff e-newsletter entitled, "*Identity: Valuing Our Diversity.*" The publication will feature profiles of faculty teaching, research, and service, the efforts of our support staff, and news of university programs and events that center on race, ethnicity, and the LGBT community. Also included will be issues pertaining to the concerns of those with special needs and other underrepresented groups. This is a good time, as well, to promote the Office of Disability Concerns' annual Disability Awareness Month Kickoff Celebration on October 1st at 5:30 p.m. in the Founders Suite of the Bone Student Center. Department Director Ann Caldwell tells me that six new scholarship recipients will be recognized during the program.

**Facilities**—The Long-Range Housing and Dining Plan is in year seven of the 10-year project; it began in 2003. The East Campus Complex reopened last month as Manchester Hall was completed and the Julia N. Visor Academic Center became fully operational. Campus Dining partnered with Subway to open a beautiful 45-seat restaurant which serves breakfast, lunch, and dinner and adds to the modernization of the Hewett-Manchester-Vrooman renovation. Both Housing and Dining now move on to Watterson for the next phases of the Long-Range Housing and Dining Plan. Dining has already begun a major renovation on Watterson Commons with a scheduled completion date of fall 2010. Housing's renovation project to Watterson Towers begins at the conclusion of this academic year and is scheduled for completion in 2013. The largest, single building project in Illinois State University history—the \$50 million Student Fitness and Kinesiology and Recreation Center—is making a major splash on the ISU campus. It is scheduled for opening in early 2011, and, in the meantime, if you want to follow the progress of the project, check out the Web site. The work of the Bone Student Center Revitalization Task Force was completed last May with the final report from the primary consultant firm, The Hile Group. And, I am pleased to announce today that an advertisement was released last week,

seeking statements of qualifications from architectural and engineering firms interested in providing design services to carry out recommendations from the report. In case you haven't noticed, but I'm sure you have, Jim Carlson and his staff have hardly been standing still. The building is transforming before our very eyes. Let me count the ways. The second floor Atrium, one of the best-kept secrets for years in the Bone Student Center, has reopened, providing a place of solace for students, faculty, and staff. The Courtyard Garden has been redesigned with new landscaping, benches, and tables. The Prairie Room has a totally new look with new lighting and carpeting and has the capability of being divided into three smaller venues providing flexibility for groups and scheduling. New carpeting on the concourse level has modernized a 35-year-old building with unique designs, and there are other areas to be re-carpeted, as well. If you want to see it all, attend "Late Night at the Bone" on October 2nd from 8 p.m. to midnight.

**There's More**—Once again, I want to emphasize that what has come before represents only a few examples of the multitude of accomplishments that the Division of Student Affairs can count throughout the past year. There is always that danger in singling out this initiative, that project, or a certain event, but please know how proud I am of what all of you do and have done in the interests of the students of Illinois State University.

### **Issues on Radar Screen**

So it is that our work is never done in the Division of Student Affairs and aren't we fortunate that is the case? Illinois State University is a vibrant institution, rising in stature as each day passes. There is no talk and no plan for furloughs or layoffs. There is even talk of a modest mid-year salary increase, as you heard or read in President Bowman's State of the University Address. Every request we have made to the President to fill position vacancies or even create new positions by waiving the hiring freeze has been granted, but, in the face of uncertain times, we cannot be assured our requests will always be approved. Thus, we still face challenges and uncertainties.

- What will the H1N1 flu, which is receiving attention worldwide, mean for ISU? Student Health Service reports to me that, as of last Friday, approximately 80 students have visited SHS and presented with flu-like symptoms. Thankfully, thus far, cases are in the mild to moderate range.
- The question still remains...Will we receive the full number of doses we requested to vaccinate our students?
- On the financial front...Will the General Assembly fund the Monetary Awards Program or MAP for the spring semester to the extent that it will not significantly impact our budget?
- Most important...Will our budget be spared cuts—period!—in this struggling economy?

These are all critical questions, and, as you would expect, there are more questions than answers. In order to stay strong, we must work as a team, both within the Division and outside the Division. We must recognize the importance of collaboration and partnerships, and, fortunately, we are already fostering those partnerships in order to further our agenda. Here are just a handful of examples.

### **Collaborations and Partnerships**

- Housing and Academic Affairs created a partnership in the East Campus Complex by locating the Julia N. Visor Academic Center, as well as classrooms and labs, in the location previously occupied by Vrooman Dining Center.
- Campus Recreation Services is partnering with the Department of Kinesiology and Recreation Services, along with Health Promotion and Wellness, to share space, equipment, and services in the new, under construction Student Fitness and Kinesiology and Recreation building.

- Campus Dining Services used the Bone Student Center as its location of choice for the new Einstein Bros Bagels store. You can't begin to imagine how good it makes me feel to see that nationally-known operation come to campus next year, and I am so proud of all the folks who worked so hard to make it happen.
- As many of you know, a Council for FRIENDraising was established last year. Representatives from each of our 12 departments have been working to establish the foundation needed to enhance the image and identity of the Division; provide a systematic and coordinated approach to cultivation efforts; and promote school loyalty and spirit among current students. I strongly value this type of collaboration and am proud of the Council for providing opportunities to tie student leader alumni, student and staff employees, employers, community members, and vendors back to our division in meaningful ways.
- In yet another example of collaboration and partnerships, President Bowman charged the four vice presidents—Dan Layzell, Sheri Everts, Dianne Ashby, and me—to undertake a revision of our Campus Master Plan. Dr. Bowman made it clear that the process will include full campus consultation and input from citizens of the greater community. The President's charge has a major impact on Housing and Campus Dining. With the pending decommissioning of Hamilton-Whitten and Atkin-Colby residence halls, as well as Feeney Dining Center, on December 31st, 2012, and the demolition of those facilities to follow, we must examine the need for and location of student housing and dining. President Bowman was quoted in last Wednesday's *Daily Vidette* as saying, "...Just south of (the South Campus Complex) will go new residence halls." He continued by saying, "It will probably be a private development, and it'll be part of our housing stock, but they will be upscale and suite-style or apartment-style living." This planning process represents partnerships between the Town of Normal, private developers, and ISU and introduces the concept of a Certified Housing Program. Certified Housing is designed to supplement but not replace our University-owned and operated residence halls, and is, in no way, intended to threaten the priority of on-campus living or dining accommodations. In addition, as part of our immediate planning efforts, we will also

examine how the redevelopment of the aging Cardinal Court site can fit into the equation by using this large, attractive tract of land to replace an older housing complex with modern new facilities that could house as many as 500 students.

And, of course, there is the footprint to be left when Atkin-Colby and Hamilton-Whitten residence halls and Feeney Dining Center are razed. The possibilities for that prime location are limitless, at this point, and will be a top priority for the Master Plan leadership team and work group. Stay tuned for further details as the revision of the Campus Master Plan moves forward.

### **Campus Security**

The importance of the safety of our students, faculty, and staff can never be understated. The horrific incidents which occurred at Virginia Tech, Northern Illinois University, and most recently, at Yale are forever etched in our minds. There are no excuses for failing to give attention to detail when it comes to criminal acts, but we must remain mindful of creating a response mechanism for disasters and incidents of all types. Dr. Brent Paterson has been highly-instrumental in working with many others across campus division boundaries to reorganize the Emergency Management Team, assist in the development of the Emergency Alert System and the Crime Alert notification system, continue to refine the processes and procedures of the Student Behavioral Intervention Team, and seek important resources to provide for state-of-the-art equipment and additional positions for the ISU Police Department, including two telecommunicator and two sworn officer positions—all in the last year. The StarCom21 communication system is now fully operable to provide communication services to Bloomington-Normal and surrounding communities, as well as federal and other state law enforcement agencies, and coordinate immediate response in the event of an emergency. I admit my bias, but I believe our police department is the very best campus force in the entire nation.

## **Final Thoughts**

Earlier this morning, I spoke about my virtually life-long association with Illinois State University, and I described it with a deep sense of pride—something which has touched my heart and will do so forever. It has been an association that has spanned from my youth to a period of time well beyond. I could never have dreamed that, more than a half century ago, I would come to experience what I have here and been privileged to observe and be entrenched in so much of the history of Illinois State University. It is for all of these reasons that my State of the Division Address this morning is meant to celebrate what has come before and create a vision for what lies ahead. Yes, things are changing as the economy continues to struggle and the uncertainties remain just that—uncertain. But, remember this, folks, the state of this division is strong, and, just like this University as a whole, we as a division continue to flourish, as well.

Our impact on students is often difficult to measure, but, as I said earlier, we are the difference makers...the counselors, the mentors, and the nurturers...today and every day. Our role is clear—when the question is asked, “What happens outside the classroom?” the people of the Division of Student Affairs step up. We are rich in quality service, dedicated to providing a wide range of opportunities, and committed to doing all that we do in a first class manner.

And so it is, I challenge you to think with the big picture in mind, communicate effectively, seek to collaborate and partner with others to make life the best it can be for our students. I urge you to walk into the future with a vision and dream. Most importantly, however, I urge you to make that dream your passion. We owe that to ourselves, to our colleagues, to this great University, and, of course, we owe that to our students.

THANK YOU.