

**Wednesday, August 12, 2020
UNIVERSITY GENERAL MEETING**

PRESENTERS

PRESIDENT CARTER 1

SCOTT BARTON 2

PRESIDENT CARTER 2

TOM ORMOND..... 3

STEPHANIE JONES..... 7

LORI SMITH..... 8

DR. KARA LASKOWSKI..... 10

PRESIDENT CARTER 16

PRESIDENT CARTER

Good morning colleagues,

Welcome to the 2020-21 academic year. With new student move-in having started yesterday, we are officially welcoming about 1,300 new first-time in college students to campus. Joining me on the screen today will be our Provost and Vice president for academic affairs, Dr. Tom Ormond; Senior Vice President for administration and finance, Dr. Scott Barton; APSCUF President, Dr. Kara Laskowski; SCUPA President, Ms. Lori Smith; and AFSCME Representative, Ms. Stephanie Jones.

I would now ask Scott Barton to recognize some of our new leadership here at the university.

SCOTT BARTON

Thank you, President Carter. We have three new members of leadership that I want to introduce to you. Our new Vice President for Enrollment Management & Student Affairs, Dr. Peter Gitau, our new Executive Director of Operations, Mr. Christopher Clarke, and our new Director for the Raiders Academic Center, Chartice Wyatt-Thermil. Please join me in welcoming these folks to the university and their new roles.

At this time, i will turn the microphone back over to President Carter.

PRESIDENT CARTER

Thank you, Dr. Barton

I would like to take this opportunity to thank Mr. Barry McClanahan for his work as Interim Vice President for Student Affairs and Enrollment Management for the past month. During the spring term, Barry did an exceptional job in leading his teams' preparations for the fall semester, and we look forward to his continued leadership as Associate Vice President for Student Affairs.

Now, I would like to turn it over to our Provost, Dr. Tom Ormond.

TOM ORMOND

Thank you, President Carter.

I want to welcome faculty and staff as we move into the fall 2020 semester. We are definitely using the lessons learned from the spring semester, when we pivoted from a face to face to virtual modality and applying them to our new challenges. Preparations for the fall have been going full-steam since the spring semester ended, and to be honest, it has been a lot of work for everyone. What has amazed me, is the way our ship community has rallied to work as one team across divisions, with all offices working in unison. Quite simply, it shows that faculty and staff care about this institution and the students we serve.

I would like to take this opportunity to introduce two new senior leadership members of the academic affairs team. Dr. Sue Mukherjee has assumed the position as Senior Associate Provost and Chief Strategy Officer, and Dr. Stephanie Jirard as Assistant Provost for Graduate Studies in addition to her role as Chief Diversity Officer and Title IX Coordinator.

Please also join me in welcoming the following new faculty to Shippensburg University:

- Ms. Gretchen Leitner, in Human Communication Studies
- Mr. Shishir Shakya in the Economics Department
- Ms. Sandra Lewis and Dr. Alison Mellott both in Teacher Education and

- LTC Michael Firmin and Maj Jolene Ayres from Military Science – ROTC.

We also have a number of new adjunct faculty joining us. Please take time to welcome these individuals into the ship family.

Department chair elections were held in 2020 and I thank each new chair for stepping forward and assuming this leadership role in their respective departments.

In addition, i want to publicly thank **Dr. Kara Laskowski** SU-APSCUF president for the time and guidance she freely gave me over the course of the 2019-2020 academic year. I have a great deal of respect for her points of view and commitment to Ship. Thank you, Kara, for everything you do for the institution and i look forward to continuing our work together in the new academic year.

At this time, I would like to recognize recipients of the 2019-2020 Teaching Innovation and Pedagogy Spotlight (TIPS) award. Following the review of nominations from the faculty, 7 faculty members were selected as this year's awardees.

From Academic Engagement and Exploratory Studies, I would like to recognize **Dr. Chad Bennet and Dr. Rebecca Harris**, for the development of the AEES 103 course. Key components for the success of the course include the strong experiential nature of the activities presented and the integration of career coach assessments and technology to help students identify personality traits, skills, and abilities.

From the College of Arts and Sciences **Dr. Robert Lesman and Dr. Kathryn Potoczak.**

Dr. Lesman created the SPN 330 course, "Spanish for the Professions".

"Spanish for the Professions" traditionally focused on vocabulary building, role play and cultural awareness in the context of business and health professions. But Dr. Lesman completely remodeled the course to include two new professional settings (social work and education) in addition to providing training in translation and interpreting.

Dr. Potoczak does a wonderful job helping students build a strong foundation of basic concepts and principles in the behavioral paradigm such as positive reinforcement, shaping, schedules of reinforcement and then introduces students to the "real world" through the projects and assignments embedded in her course.

From the Grove College of Business: **Dr. Vicki Taylor** has created and adapted experiential exercises for her Compensation course. Dr. Taylor's use of active learning methods builds classroom engagement by providing students with discipline-specific experiences and fostering student understanding of course materials.

And finally, from the College of Education and Human Services: **Dr. Wendy Kubasko and Dr. Alan Vandrew**, addressed a fundamental issue in teacher training in ELP 514, namely documenting purposeful feedback during student teaching. As a result, their course adaptation went beyond establishing field experience roles for their

practicum students; it also included practicum students serving as cooperating teachers/instructional coaches/principal certification candidates to student teachers during the fall 2019 semester.

Please join me in congratulating the TIPS Award winners!

Finally, I have the pleasure to present the **Provost's Award for Extraordinary Service** to Dr. Jennifer Pyles from the Teacher Education Department.

In 2019-2020, Dr. Pyles successfully secured a \$11,800,000 grant from Pennsylvania's Office of Childhood Development and Early Learning and now oversees operations in the Pennsylvania Early Childhood Education Professional Development Organization (PDO). Through the PDO, Dr. Pyles' work will reinvent the way Pennsylvania's early childhood education professionals advance their careers – and in turn enhance the quality of early childhood education throughout the Commonwealth.

Congratulations Dr. Pyles, you are a very worthy recipient of the Provost's Award for Extraordinary Service for 2019-2020.

Thank you all, and best wishes for a successful start to the academic year.

Now, I will turn the mic over to Dr. Scott Barton to introduce our next speaker.

SCOTT BARTON

It is my pleasure to introduce AFSCME secretary, Stephanie Jones to provide remarks on behalf of AFSCME.

STEPHANIE JONES

Good morning

Today we welcome the faculty, staff, and students back for our 2020/2021 academic year. Whether you will be with us in person or joining us from a distance, ensuring your success is everyone's mission. While COVID-19 has continued to present challenges to our community and across the globe, many of our members have been on the frontlines of this pandemic working hard to keep the campus operating and ensuring a safe return for our students, faculty, and staff. Our staff has worked all summer and will continue to work throughout this academic year to provide a safe environment for all while minimizing the spread of COVID-19.

On behalf of our staff members, we are excited and hopeful as we continue to work together, preserving our history, while defining our future in the 2020/2021 academic year. As we celebrate the accomplishments from the last academic year let's look ahead and see what accomplishments we can achieve this academic year. AFSCME members are here to ensure new accomplishments are achieved, teamwork is enforced, and friendships are created. We will continue to show these traits as it is our greatest responsibility and the true future of our success as we serve the Students of Shippensburg University.

Our staff has been very busy preparing for this fall semester. Lots of hard work and dedication has been put into this new way of campus life. The staff members are very excited to work together to be accessible to students, faculty, and each other.

Once again, welcome, and best of luck to each and every one of you. We are here to help you achieve all your goals this academic year!

DR. SCOTT BARTON

Thank you stephanie. It is now my pleasure to introduce SCUPA President, Lori Smith to provide remarks on behalf of SCUPA.

LORI SMITH

Good morning! This is certainly a different way to say hello and welcome back for the start of the fall semester.

For those I have not had the pleasure of meeting, I'm Lori Smith, the director of Alumni Relations, and Ship's local SCUPA representative.

I'm aware that our spring and summer – working professionally, has been uprooted. As have our personal lives since March. It's actually strange to think that March was five months ago, as the upheaval in our lives is still very fresh. But, we overcame obstacles, we supported students, we supported each other, and we achieved results working remotely.

Restarting our fall is going to have challenges. But I can attest that every SCUPA is here because of their belief in and support of

Shippensburg University. Your hard work is what is bringing and keeping students at Ship. You are valuable. It may not be said enough, but YOU are valuable – YOU make a difference.

As we move forward in the next several months, and into 2021, I'd like to be able to say everything will be rosy. But the reality is we have turbulent times ahead. We all need to do everything we can to bridge enrollment and retention gaps to increase and maintain student numbers and to share the Ship name and brand. We have a great product. Great faculty. Great staff. Great students – and Great alumni. It will take all of us collectively to champion for what we know – and that's - Ship is It.

I thank the members of SCUPA for supporting your union to keep it strong. And I thank the union leaders in AFSCME and APSCUF for their collaborations. For our new SCUPA employees and non-members, membership information for fall will be sent to you over the next week.

I look forward to a fall semester where we can collaborate and achieve success together.

Best wishes to everyone in our Ship family for a successful 2020-21 academic year.

And I'll ask Dr. Ormond to introduce our next speaker.

TOM ORMOND

Thank you lori. It is my pleasure and privilege to introduce: Dr. Kara Laskowski, SU APSCUF president.

DR. KARA LASKOWSKI

Good morning. Thank you, Provost Ormond, and greetings to my faculty colleagues, members of the staff, and members of the administration. Thank you for being with us today, wherever you are.

Like many of us, I approach most things through the lens of my discipline, and in reflecting on this morning's meeting, the lens that kept coming in to focus was the quote of Dr. James Andrews that those of us in Communication Studies consider axiomatic:

A choice of words is a choice of worlds

There's power in that rhetorical device. We get, in the choices of our language, to frame and then experience a summer thunderstorm as *scary* – or, as awesome, even exhilarating. We get to choose to refuse to use language that is racist, sexist, transphobic, or abilist, to refuse to laugh at those jokes, and in doing so we change – perhaps only in that space and in that moment – the world.

And when we do that deliberately, when we do it strategically, when we do it consistently, we do change the world.

The word that comes to me today, as I think about how I want to frame where we're at in this moment and what lies ahead in this

academic year is not turbulent – though this year is that. It's not the words difficult or hard, though certainly this year has, and will continue to be, that. And I'm not enough of an optimist or masochist to go with something like exciting or even that proverbial curse, interesting.

Instead, extraordinary comes to mind.

Extraordinary – which means very unusual or remarkable, beyond what is usual, regular, or customary -- may be used to simply indicate scope or scale. It stands on its own, but it can also be used to enhance our characterization of someone or something.

My friends, this year is extraordinary. But, so are you.

We saw the extraordinary in March, when, in the span of two days we did something unfathomable in higher ed, and pivoted to an entirely new way of doing things. We can lament that this was extraordinarily difficult, that there were challenges we could not imagine or anticipate – but instead, I choose to celebrate the extraordinary effort that each member of this campus put in to that transformation, and in to the concern and care for our students as they grappled with the rug being pulled out from under them.

Our administration lead the way, working with APSCUF through our shared governance system to address contractual and policy issues that had direct impact on how faculty and students completed our work, and the semester behind as well as the one ahead.

We saw that effort continue through this summer, when CETL and the faculty fellows continued to provide peer training and pedagogical development – and when members of our campus community, including our SU Police, joined together with residents of the local community to proclaim that Black Lives Matter – everywhere, including and especially here.

We have seen work that is so far above and beyond what is usual, regular, or customary from our colleagues in Admissions, Housing, and Student Affairs, as well as from our SCUPA colleagues in those areas as they have continued to work tirelessly to reassure students and help them connect with our university.

We have seen work that surpasses extraordinary from members of our IT and IDWT team who have accomplished what teams triple, or more, in size cannot fathom pulling off. My hat is off to each and every one of you. As faculty members, we are grateful and indebted to each of you, and all that you have done.

And we know that our AFSCME colleagues have risen to the challenge as our department secretaries have accomplished Herculean feats to meet the needs of faculty and students from their kitchen tables, and facilities has worked around the clock to clean and adjust the spaces on campus we will again inhabit, albeit in a much different way than we are used to.

And, yes – we are tired. Extraordinarily tired, and also extraordinarily anxious and uncertain about what all of this is going to amount to, if we are able to muster the energy to do it at all. But

we are also – I am, and I hope you are too – curious, and hopeful. There are students on campus again, and the sense of optimism and excitement that we ordinarily feel this time of year has an edge of determination that makes it, yes, extraordinary.

As are the challenges ahead.

We will not only be dealing with teaching online, or teaching in a socially distanced classroom while juggling hyflex modalities in the midst of a pandemic during a presidential year that features the worst of what this country has always contained, while social tensions about racial justice continue to flare. We will be, also and as always, dealing with the regular operations of the university, and those too, pose challenges that are extraordinary.

But so are you.

I know that our faculty, supported by those across campus, have been working tirelessly to develop strategies to make education successful this semester, and I have every expectation that we will see exceptional achievements in the classroom and beyond.

Our coach colleagues, and our student athletes, have rolled with the punches while maintaining a community that supports its members in every capacity – an extraordinary win, in any season.

And our faculty union is, and will continue to be, extraordinary because of the work of each of you.

It's customary, in this speech, for the APSCUF Chapter President to ask those who participate, through committee work, in the shared governance of this university to stand. That visual – of every single member of our faculty coming to our feet – represents our solidarity and also, the necessity of each member's involvement in our collective work. While we are absent the symbolism of that tradition at this moment, I do want to highlight some of the extraordinary efforts and accomplishments we have had this year.

Our vice president has proven truly extraordinary – his leadership and attention to detail has been invaluable to me, and to each of us. Aaron, thank you for all that you do. I will speak for both of us and also note that it's truly Diana Worden who makes what we do possible, and we are extraordinarily lucky to have her talent and commitment to our union and our members.

Our shared governance structure was brought in to stark relief this year as we navigated the changes and challenges. Members of Meet and Discuss and Executive Committee, as well as the UCC and Forum, lead by Sean Cornell and Joseph Zume, respectively, have assisted all of us in ways too many to enumerate here.

Our union, our solidarity, and our strength is what has enabled us to deal with the extraordinary this year. It is, itself, extraordinary. And it is so because of each of you, and the legacy we continually recreate. Each faculty member who retired this year will be deeply missed, and when we can, we will celebrate their contributions to this university. Personally, I feel that weight, this year more than ever, as I consider what it would be to look around the Luhrs Center

and not find Curtis Berry or Brendan Finucane in the audience. Their dedication to our union and to this university cannot go unremarked. They have lead us through innumerable challenges, and prepared us for those which lie ahead.

As you all know, the changes brought about by the pandemic are not isolated. They come on top of challenges we've been dealing with all along. The faculty who have served on the Planning and Budget Council, and our administrative counterparts as well as our fellow union leaders from AFSCME and SCUPA, have done work that cannot be characterized as ordinary. It has been difficult, and even painful – but it has been conducted with deep care and respect, and with careful choices about the words we use and the world we create.

That deep care and respect must extend to a frank, thorough, and difficult examination of the ways in which the institution we maintain, the content we teach, the assumptions we make, and the messages we communicate – our choices of words and worlds – may reinforce practices that are deeply flawed, potentially discriminatory, and in some instances racist. We must confront not only what makes us extraordinary, in ways that deserve celebration, but also, what makes us – unfortunately, tragically, and unacceptably – ordinary. We must choose better words to create better a better world, on this campus and beyond.

The challenges we face are not limited to our campus. I am witnessing this in serving as state meet and discuss chair since late spring, at a time when 10 of our universities have notified APSCUF of the potential for retrenchment. These notifications, based almost

entirely on the Chancellor's arbitrary, extra contractual, and deeply flawed insistence on a single student to faculty ratio from the era of Governor Corbett have resulted in an extraordinary waste of time, talent, resources, and complete squandering of goodwill and morale on those ten campuses. Should retrenchments occur they will have devastating consequences for those universities for years. Our union will fight this action across the system, and here at Ship, our energies this year must be focused on continuing to ensure that retrenchment does not occur in our future. That word, and that world, are ones we must collectively reject.

This moment, this occasion, is one that we look forward to each year. We return to campus renewed and recharged, excited for what lies ahead. While this year feels so very different, we can yet capture that excitement. We can harness it to rise, together.

There are challenges ahead, this is true. It will be a year that defies the ordinary. I cannot begin to guess what we will experience, and what experiences – in directions scary, awesome, and exhilarating – lie ahead. But, as I began: You are extraordinary, and together, we will choose our world, and our Ship.

Thank you; and now, I turn it back over to President Carter.

PRESIDENT CARTER

Thank you, Kara. And thank you for your partnership. I truly value and appreciate you.

Last week provost ormond and I were touring campus to assess our readiness. Along the way we encountered a group of RA's who had just started their training. They were excited to be back on campus and indicated that they were ready to support our return. As we ended the conversation one of the students said "thank you for trying."

And that is why we are here today. We are here for our students. The students who told us that they do not learn well remotely, the students do not have internet connectivity, the ones who do not have a place to study or participate in remote learning while at home. We are here for the students and their families who have dreamed of a college education changing the course of their lives. The students who simply want to be in the community they have come to love. We are here because we owe it to our students to make every effort to ensure their success. And we did it by honoring the request of every faculty member who indicated that they were not comfortable teaching face to face and by working with our staff to support their concerns as well. We are not naïve about the road ahead but we tried and we made it to this day. And I could not be prouder of this community.

This is an academic year opening like none other. So my remarks today will reflect the difference that this year presents. Part of that difference is that because we are virtual our presentation is shorter than our customary face-to-face opening meeting. Ordinarily, I would begin by talking about all of the wonderful accomplishments of the last academic year. But again this is no ordinary year. So

instead, I begin with thank you. Thank you for your tireless work on behalf of our students. Thank you for stepping out of your comfort zone to use your innovation and creativity to devise the highest quality academic experience to our students. Thank you for contributing your thoughts, ideas and passion to plans that honor our commitment to our students. Thank you for your support, your well wishes and your words of encouragement. Thank you for your commitment to Shippensburg University.

And while the time is short I must honor tradition briefly as last year our faculty continued their traditions of significant accomplishment, including prolific published works. Drs. Scott Drzyzga and Claire Jantz received the Conodoguinet Creek Watership Association's 2019 Watershed Partner of the Year Award. Dr. Nicole Santalucia published her second book of poetry, "The Book of Dirt", Dr. David Bateman co-authored the book "Special Education Leadership: Building Effective Programming in Schools", Dr. Don Philpot published his textbook, "Reading Actively in Middle Grade Social Studies: Teachers and Students in Action," Dr. Matthew Shupp co-authored a book entitled "Inclusive Supervision in Student Affairs: A Model for Professional Practice," Dr. Alison Dagnes' published the book, Super Mad at Everything All the Time: Political Media and Our National Anger and appeared on C-Span and gave a Tedx talk and Dr. Liz Fisher was awarded renewed grant funding for the work of the Shippensburg Community Resource Coalition. The College of Business received several recognitions over the last year including being ranked as one of the top marketing schools in the U. S., one of the best supply chain management schools in the U.S. and led

students into an award in the Quinnipiac University global asset management education forum portfolio competition.

We welcome Dr. Peter Gitau as Vice President for Enrollment Management, Student Affairs and Student Success. And Dr. Stephanie Jirard into her new role of Assistant Provost for Graduate Studies and Chief Diversity, Inclusion and Compliance Officer. She is working closely with the Office of the Chancellor legal counsel on the new Title IX guidelines.

Initiatives on campus progressed as well: several faculty and staff members attended courageous conversations training and implemented the program on campus, athletics received its largest donation ever to renovate the football locker rooms which will be completed this fall, construction began on the steam plant to become the new home of the School of Engineering and despite a delay caused by covid the steam plant will open in September. The construction begun last year on the university's first downtown location on King Street has continued and the center, which will be the new home for the Center for Land Use and Sustainability and the Diller Center for Entrepreneurship and Innovation is set to open in September. And we signed a climate pledge to reduce our carbon footprint and do our part to sustain the environment.

We are reinforcing our support of students with our vast network that connects students, and everyone in our community, to employers and professional opportunities across the globe with our new ShipConnects online networking platform. I hope you will join ship connects and share your connections with alumni and students.

And we are doubling down on our commitment to our region's workforce even during the pandemic as we will provide virtual internships and apprenticeships for undergraduate students and adult learners to help create pathways to careers and jobs in the state of Pennsylvania. Corporate partners and employers have committed to serve as mentors to provide guidance and assessment of high demand technical and soft-skills, with students earning industry recognized credentials.

I would be leaving out an important part of the success story if I did not mention the members of our community who never left campus. They worked tirelessly to ensure that buildings are sanitized and safety measures were in place for our return. Our facilities staff has been on the ground the entire time. They are our essential workers. Their extraordinary service to the university should be celebrated by us all.

Last week I had the honor of awarding the Presidential Medal to the facilities team.

The medal is awarded to a person or a group by Shippensburg University's president for extraordinary contributions to the university. In addition to the recognition, the awardee is given scholarship money to distribute to a student as the awardee chooses. The medal isn't necessarily an annual award, but this year there was no question.

Please join me in congratulating the facilities staff and thanking them for their extraordinary service to ship.

While it didn't always feel that way, we can count last year's System Redesign phase as a success. Through the hard work of the Planning and Budget Council that was expanded to include representatives from our three largest bargaining units, we had to make some tough choices but we eliminated our deficit, balanced our budget for future years and are one of only four system universities to avoid retrenchment notices. In addition, instead of being included in discussions about integration with other universities, we were asked to take on the controller role for the system.

We experienced challenges and triumphs last year and then COVID-19 surfaced and we were rapidly thrust into a global pandemic. Our students had to go home, our faculty had two weeks to train and teach remotely and our staff had to work from home. We spent the spring and summer working toward fall while waiting for the latest information and guidance from the CDC, PA Department of Health, the PA Department of Education and the Office of the Chancellor.

We cared for our housing insecure students on campus and partnered with UGrille to feed them and formed task groups to plan to return to campus in the fall. We postponed the celebration of our sesquicentennial and cancelled fall athletics. We responded to faculty concerns about their safety, purchased technology for hybrid learning, installed plexiglass, tested air quality, socially distanced classrooms, sanitized buildings, created signage, revised the code of conduct, partnered with the SU Foundation for off-campus housing,

purchased PPE, partnered with WellSpan Health and Keystone Health for testing and health services and are now returning to campus for the fall. At times, it seemed impossible. But we are here because all of us pulled together to make it happen. We have a long, hard road ahead of us but again I want to thank you for your heroic efforts to get us to this point.

This academic year will challenge us in many ways. Most of the time, we will be living and working in ways that continue to be unfamiliar and uncomfortable. And even through our own discomfort, we will have to lead our students forward. Let us choose to lead in a way that when we look back on this time, we are proud of how we responded.

This year we look forward to beginning our strategic planning process to ensure that we are prepared for the next normal in the higher education landscape. We must be open to change and adjust so that we remain relevant. Change is not easy. We mourn the loss of the way things used to be as we must let go of what is familiar. But the likelihood of going back to what is familiar is unlikely. Higher Ed was shifting prior to COVID. COVID has simply accelerated the rate of change. Embracing flexibility will be key to our long-term sustainability.

Last year also had other challenges. A homicide resulting from an off-campus drug deal gone bad involving students. And we also had several incidents involving the use of the “n” word on campus. The last occurred just prior to our departure from campus in march as we were investigating the incident. During the course of the year,

students reported feeling unsafe and unwelcome on campus. Students come to school for an education. We have a responsibility to provide them with an environment that will help them grow, an environment where every student has a sense of belonging.

As this year begins, we must also be prepared to support our students as our country grapples with issues of social justice and anti-black racism. The murder of George Floyd, the ensuing protests and the new life breathed into the Black Lives Matter movement are in the hearts and on the minds of our students. I was reminded of some very famous words penned by Maya Angelou after a meeting last weekend with a group of our African-American students:

“the caged bird sings
With a fearful trill
Of things unknown
But longed for still
And his tune is heard
On the distant hill
For the caged bird
Sings of freedom”

I was reminded because our students spoke of the ways they feel their freedom on campus is compromised.

Our students deserve freedom: freedom from microaggressions, freedom from having to represent their entire race, freedom from being unseen and freedom from being misjudged. We have to examine our policies and procedures and ask ourselves if they include unintentional inherent biases. If they do, we must change

them. At this pivotal time in our history, our students need to know that we are doing what we can to eliminate systems that prop up racism.

We will hold more Town Hall discussions on anti-racism, and have more Courageous Conversations. At the request of students, I will establish a President's Anti-racism Student Advisory Council. This fall will feature a university-wide Diversity Week, and Drs. Jamon Campbell, Ali Dagnes and Stephanie Jirard, along with Diane Jefferson will spend the fall creating the Shippensburg University Anti-racism Institute which will provide our students with the opportunity to develop skills in advocacy, educate about the rich history of African-Americans and participate in research. An alumni donor has provided foundational support for the institute and we will work to secure additional funding. We have a lot to do to provide an environment in which all of our students feel a sense of freedom at Ship. But if each of us commits to doing our part we can succeed.

One of the students in the group I met with asked if we could reinforce the Ship values we frequently reference. She wants every member of our community to understand, commit to and live out those values. Do we treat others the way we want to or expect be treated? Students look to us as role models. If we don't treat one another with civility and respect how can we expect them to treat one another with civility and respect? We will disagree on issues, but I hope that we can agree that we must demonstrate to our students that we value one another as human beings and show

respect to one another. They will follow our lead. Which way will we choose to lead them?

I leave you with another thought from Maya Angelou, “good done anywhere is good done everywhere.”

There will be many details that our students will not remember about this year. It is my hope that what they do remember is that they knew we tried our best for them, and that through our actions they saw good done everywhere.

Have a safe and successful year!