

CHANCELLOR

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MESSAGE TO FACULTY, STAFF AND STUDENTS, APRIL 8, 2016

[Home](#) > [Hall of Chancellors](#) > [Messages](#) > [\\$_EscapeTool.xml\(\\$asset_getChild\("display-name"\).text_replace\("&","&"\)\)](#) > Message to faculty, staff and students, April 8, 2016

Home

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Students, Faculty and Staff:

The reported incident involving racial issues in a campus residence hall has brought into sharp focus the need for us to have a critically important conversation about race and inclusivity on our campus. This is a conversation that is happening on campuses across the country, because the issues we face are not isolated to SIU. We must all be concerned when we have members of our campus community who indicate that they do not feel welcome.

Regarding the incident itself, you should know that we are taking it seriously but cannot provide the details many are asking for due to privacy issues associated with the individuals involved. You should not assume that silence is inaction, but that we are moving as quickly as possible based on the verifiable information we are able to gather, assess and respond to appropriately. We must be measured, and we must be fair.

Meanwhile, I strongly repeat that acts or statements that retaliate against, threaten or intimidate others are unacceptable and do not align with our university's core values. If you feel threatened or at risk, please contact campus police at 911 immediately. You can find more about campus safety at safe.siu.edu.

I remind the community that even speech that we consider inappropriate or hateful is protected by law; when speech or actions become threatening, we urge you to report it so we can take appropriate action. Regardless, I urge every member of our community to be respectful of others in their words and deeds. That is our shared responsibility.

I add that SIU's [discrimination policy](#) states that "all students, faculty, staff, and guests should be able to enjoy and work in an educational environment free from discrimination, and harassment." If you believe this policy has been violated, please contact the Office of Diversity and Equity, 618-453-1186, diversity@siu.edu.

Regarding the larger issue of campus climate, we have done a lot but clearly have much more to do. As noted yesterday, we have seen great success with the diversity dialogues in the residence halls and are working to expand those in other formats and venues. As noted earlier, I have asked staff in the Center for Inclusive Excellence and the Office of Diversity and Equity to develop a plan to expand and promote conversations and workshops that focus on the importance of valuing and respecting diversity. **Your participation is strongly encouraged.**

Further, I think it is important that we assess the climate of our campus so that we can identify areas we could improve and strengths we need to build upon. To that end, I have asked the Office of Diversity and Equity to conduct a campus climate survey in the fall.

Recently, I met with members of the Black Faculty and Staff Council for a frank conversation about a number of topics, and I am grateful for their ideas. We are moving forward on a number of initiatives as quickly as possible. They include mandatory training for members of search committees, the development of a campus diversity plan that includes all campus constituencies, the establishment of an advisory diversity council, and a commitment to conducting national searches for open, senior-level administrative positions. There were a number of other ideas that we will continue to explore, as well.

We have work to do as a campus and community. I urge everyone to be a part of this important conversation – a conversation that requires listening as well as contributing, respect and civility, and a commitment to fulfilling our historic mission as a university committed to diversity and inclusion.

Sincerely,

Brad Colwell
Interim Chancellor

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JANUARY 30, 2017

[Home](#) > [Hall of Chancellors](#) > [Messages](#) > January 30, 2017

Home

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SIU Students, Faculty and Staff,

We have heard from students, faculty and staff concerned about the U.S. president's executive order temporarily banning individuals from select countries from entering the United States. I share this concern, and I know that many of you across campus are concerned as well.

While the president's executive order is temporary and under legal review, it creates great uncertainty -- not only about the order itself, but about possible future federal policy changes that could negatively impact our international students, faculty and staff. Until new policies are proposed or implemented, we cannot predict what effect they will have.

However, in the face of uncertainty, we can continue to assure all of our international students and employees that they are welcome and supported on our campus.

SIU has a long and proud history serving international students from around the world. In fact, the first international student to receive a bachelor's degree from SIU arrived in 1947 from Iraq and went on to become a successful business leader.

Our commitment to our international students and scholars remains strong to this day. We believe that our more than 1,200 international students from more than 100 countries positively contribute to a campus culture that helps all of us better understand what it means to be part of a global society.

We pledge to do all we legally can to support all of our students, including those who have come to our campus from other countries to further their education. Included in this support is the protection of student privacy. In addition, the Center for International Education and the Center for English as a Second Language are reaching out to all of our international students to invite them to a series of meetings to hear their concerns, provide support and respond to questions.

SIU is not alone in its support of international students and its concerns about the implications of the executive order. The Association of Public and Land-grant Universities, of which SIU is a member, has issued a [statement](#) on the current executive order describing its impact and asking that it be reconsidered. Universities across the country are also raising concerns.

I encourage all students, faculty and staff to support and respect our international students in these uncertain times. They need to know that we value them and that we are here for them, just as we value all students, faculty and staff. Please join me in this commitment.

Sincerely,

Brad Colwell
Interim Chancellor

CHANCELLOR

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NOVEMBER 10, 2016 - MESSAGE TO THE CAMPUS COMMUNITY

[Home](#) > [Hall of Chancellors](#) > [Messages](#) > [\\$_EscapeTool.xml\(\\$_asset.getChild\("display-name"\).text.replace\("&","&"\)\)](#) > November 10, 2016 - Message to the Campus Community

[Home](#)

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To the Campus Community:

This week's presidential election was extremely divisive and emotions are running high. A number of people have contacted my office regarding offensive behavior and comments, including social media posts. While federal law prohibits us from discussing issues related to specific students, please know that we deeply share your concerns. We are reviewing every incident and will take appropriate action.

I urge every member of our community to help create a respectful, safe and welcoming environment. We expect students to abide by the Saluki Creed: "As a Saluki, I pledge to forward ideas and ideals. I will discourage bigotry and celebrate diversity by striving to learn from differences in people's ideas, and opinions. I will embrace the ideals of freedom of civilized expression, intellectual inquiry, and respect for others."

We value individuals, diversity and inclusion. Anything less diminishes all of us. Free speech is an important right and value that we should use wisely and respectfully.

As has been said many times since the outcome was clear, one of the underpinnings of our democracy is free elections and the peaceful transition of power. Discussions about the future of our country are important, and I ask you to do so in a civil manner that respects everyone's right to agree or to disagree. There is no place for intolerance on our campus.

Any student who feels threatened or at risk should contact campus police at 911 immediately. Acts of intolerance also can be reported to the Dean of Students Office at (618) 453-2461. In addition, our Counseling and Psychological Services (CAPS) staff is available to assist students who may need support and can be reached at (618) 453-5371.

Sincerely,

Brad Colwell
Interim Chancellor



Blog Post by Chancellor Montemagno Posted 9/20/2018: Discouraging Bigotry and Celebrating Diversity

Source:

blog.chancellor.siu.edu/discouraging-bigotry-and-celebrating-diversity/

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8/5/2018

Discouraging bigotry and celebrating diversity

Posted on September 20, 2018 by Carlo Montemagno

You may have seen media reports of fliers and other communication appearing across southern Illinois and nearby areas – including on campuses – that promote white supremacy groups or call out individuals who share their views. This is happening on campuses across the country, including SIU.

A flier appearing on campus and on social media over the last several days describes an SIU student as a Nazi. This student's expression of his views has raised a number of questions and concerns, including requests that we remove the student and revoke any scholarship that has been awarded. We absolutely understand and value this feedback.

The views of white supremacists, any other group promoting hate, and all those who seek to demean and marginalize others are abhorrent. They do not align with the university's mission or values, and they do not represent what we stand for as a campus community.

In fact, we ask all students on campus to follow the Saluki creed: "As a Saluki, I pledge to forward these ideas and ideals: I discourage bigotry and celebrate diversity by striving to learn from differences in people's ideas and opinions. I will embrace the ideals of freedom of civilized expression, intellectual inquiry and respect for others."

Free speech

In spite of our strong disagreement with the views and statements advocated by these groups, their perspectives are considered to be free speech protected by the First Amendment of the U.S. Constitution. All students share the right of free speech, even speech with which we strongly disagree. The right to free speech includes the right to hold and express views that most of us would condemn.

Further, scholarships and financial aid are awarded based on a student's academic achievements or financial need. As a public institution, we cannot and do not ask about political or social views when admitting students or awarding any type of financial aid. Doing so could lead to perceptions of bias and illegal discrimination.

Again, SIU is not alone in facing the serious societal issues reflected in the messages espoused by hate groups. As has been said elsewhere, the best antidote for hate speech is more speech that counters the views we disagree with – a concept that relates very much to our role as an educational institution.

Carol Christ, chancellor of the University of California, Berkeley, put it this way: "[t]he most popular argument for free speech is not one of legal constraint – that we're required to allow it – but of value. The public expression of many sharply divergent points of view is fundamental both to our democracy and to our mission as a university."

Learn and participate

Our obligation to comply with and respect the law does not prevent any of us from proactively speaking out against racism and bias, and it does not prevent us from focusing on education and dialog about addressing these serious issues. Here are just a few ways you can learn more and participate in the conversation:

Next Thursday, Sept. 27, you are invited to attend the play *The Defamation Experience*, a play exploring how race, religion, class and gender intersect. It takes place from 5 to 7 p.m. in the Lesar Law Building Auditorium.

Staff, students and departments can participate in diversity workshops, which focus on maintaining the inclusive excellence of our campus and cover the concepts of diversity, privilege, intersectionality, inclusivity and being an ally. Visit the Office of the Associate Chancellor for Diversity training website to explore training opportunities and to learn how to request training.

University Housing's Office of Residence Life provides programs for residents that span a broad spectrum of diversity-related topics. Residence Life staff host a series of town hall meetings to address more specific topics, including current events relating to issues of diversity. The first town hall meetings will be held throughout the month of October and will include opportunities for students to discuss incidents from this fall semester.

Explore the resources across campus, including the Student Multicultural Resource Center dedicated to helping all students think, grow and succeed.

The university has been expanding diversity-related programming in order to give everyone an opportunity to reflect upon what it means to be a Saluki. A new diversity event calendar, housed on the Office of the Associate Chancellor for Diversity website, is being developed to help you stay up-to-date on events and activities.

Staying attuned

The university is continually assessing all information we receive to ensure that our students, faculty and staff can work, live and learn in a supportive, welcoming and safe environment.

Students who are concerned about these issues and fliers should reach out to the Office of the Dean of Students, Saluki Cares or Counseling and Psychological Services (CAPS) for assistance.

As always, any individual who is threatened or aware of threatening statements or behaviors should report them to the SIU Department of Public Safety immediately.

With your help, we can work together to fulfill our mission as a university committed to diversity and inclusive excellence.



State of the University 2016

Source:

chancellor.siu.edu/_common/doc/state-of-the-university-slides-2016.pdf

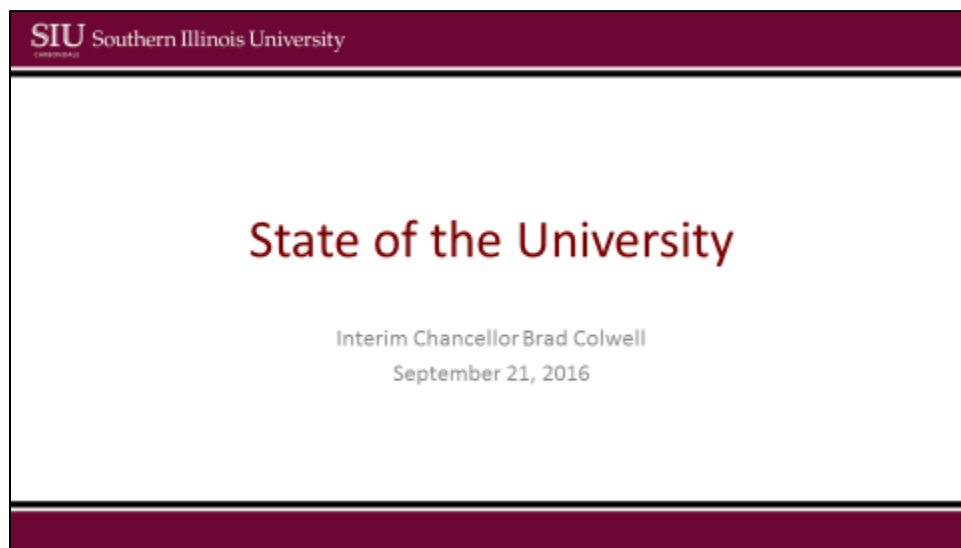
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STATE OF THE UNIVERSITY ADDRESS

SEPTEMBER 21, 2016

INTERIM CHANCELLOR BRAD COLWELL



Welcome, and thank you for joining us today.



October 1st will mark a full year serving as your interim chancellor. I am grateful to have had the opportunity to interact with so many of our students, faculty, staff, alumni, friends, and community members. This slide takes a look at the many meetings and conversations I have had, broken out by group or purpose. As you'll see, more than half of my time has been spent with students, faculty and staff. These conversations have contributed greatly to the central focus on the strategic operation of our campus.



I come away from these conversations with several observations:

Uniformly, we all take great pride in SIU Carbondale. There is a clear, shared commitment to its success. And there is concern about what the future holds ... and in how we get there.

SIU Southern Illinois University
Carbondale

MISSION STATEMENT

SIU embraces a unique tradition of access and opportunity, inclusive excellence, innovation in research and creativity, and outstanding teaching focused on nurturing student success. As a nationally ranked public research university and regional economic catalyst, we create and exchange knowledge to shape future leaders, improve our communities, and transform lives.

Let me begin the focus on our future here, with our mission statement. It speaks to our tradition of inclusive excellence, to innovation in research and creativity, to outstanding teaching, and to student success. It speaks to our role shaping future leaders, improving communities, and transforming lives.

SIU Southern Illinois University

VALUES

- We are proud of our status as a nationally ranked public research university.
- We emphasize student achievement and success because achievement and success are essential if we are to shape future leaders and transform lives.
- We celebrate our unique tradition of access, opportunity, and inclusive excellence.
- We pride ourselves on innovation in research and creative activity, and outstanding teaching.
- We understand our role as a regional and economic leader and catalyst for economic development.

And here is a look at what we value as an institution. Our values reinforce those areas that define our mission as a public research institution. They emphasize student achievement and success, access and opportunity, teaching and research, and economic impact.

As we think about the future of SIU, we must ask ourselves this question: Are these the mission and values we should continue to embrace?

I believe the answer is a strong “yes.” Our current mission reflects the best of what SIU is today and will continue to be in the future -- it distinguishes us.



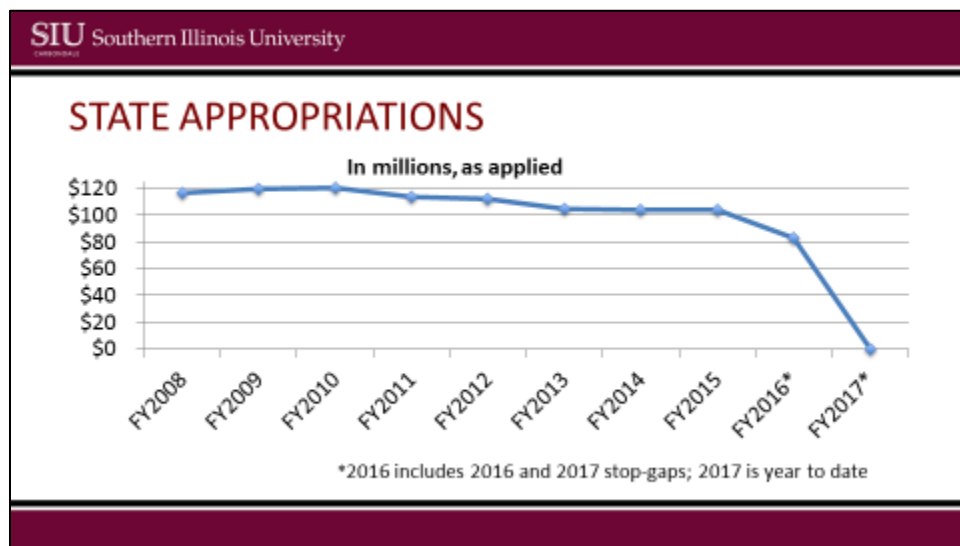
However, a commitment to our mission does not mean that we will always look as we are today. We will continue to evolve – just as we have over the last nearly 150 years. Even as we evolve however, we will maintain our focus as a national – not regional -- doctoral research university committed to student success.

The second question I put before us today, then, is this: What must we do -- together -- to fulfill and recommit to our mission and values in challenging times?

I'm confident everyone in this room knows our challenges, which are most evident in our budget and enrollment.



The budget picture continues to be a large question mark. We are in our second year without a full state appropriation. Two “stop-gap” funding measures -- one last year and one this year -- totaled \$83 million dollars for the Carbondale campus.



Like most institutions in the state, we chose to use both stop-gap measures to cover last year's funding gap. Even with this funding, we ended last fiscal year with \$18 million less – an 18 percent decrease in our state appropriation over the previous year. This graph looks at the last 10 years of appropriations. It shows that to date, we have received no state appropriations applied this year. And there is no resolution to the state budget impasse in sight.

SIU Southern Illinois University					
<h2 style="text-align: center;">\$21 MILLION REDUCTION BY AREA</h2>					
Area	Reduction (rounded)	% of Area Budget	Area	Reduction (rounded)	% of Area Budget
Academic Affairs	\$13,000,000	9.23	Research	\$581,000	11.59
School of Law	\$305,000	10.00	Intercollegiate Athletics	\$196,000	12.60
Administration and Finance	\$3,370,000	10.00	Economic Development	\$64,400	12.87
Chancellor	\$638,000	10.15	Development and Alumni	\$350,000	13.11
Student Affairs	\$240,000	10.64	Campus-wide	\$2,200,000	15.93

As you know, we began this year with a \$21 million permanent reduction of our state-supported budgets to help account for both the state budget impasse and the anticipated enrollment decline. We accomplished this reduction largely through the elimination of vacant non-grant positions and reductions in operational expenses.

Unfortunately, we needed to eliminate some positions through layoffs and the non-renewal of contracts. Details are provided in my July 5 campus memo posted on the chancellor's website. I should note that of the seven employees who received layoff notices, two are now in other positions at SIU and two elected to retire.

We face continued uncertainty about state appropriations, and we cannot predict the outcome. We need to be prepared for the possibility that we will receive a significantly reduced level of state funding for the current year. This means that we may face additional budget cuts yet this year.

SIU Southern Illinois University	
<h2 style="text-align: center;">CONTINUED STEPS TO SAVE</h2>	
	<ul style="list-style-type: none"> • Freeze most positions • Freeze most travel • Limit equipment and supply purchases • Continue vice chancellor review of purchases over \$5,000

Therefore, it remains critically important that we continue to conserve every dollar, state or non-state. Every dollar we save now is a dollar that will help us minimize future cuts and associated damage to the people of SIU.

- The majority of vacant positions will remain unfilled.
- We must curtail travel that is not essential to daily operations.
- And we must use operational budgets frugally.

Should we need to make further cuts beyond the permanent reduction already made, they will likely be one-time rather than permanent. This will allow us to define and take the strategic steps necessary to ensure that we can fulfill our mission for years to come.



Related to our budget challenges is enrollment management. While we believe that some aspects of our significant decline this year are related to perceptions and realities associated with the state's budget challenges, we cannot lay the issue fully at the state's door.

Enrollment declines, although not as drastic as this year's, have occurred over time. This means we must look inwardly at all of our programs and practices.

In short, we must align ourselves with new fiscal and "market" realities. We must own things within our power through concrete action. We must take control of our own destiny. We must start now ... and we must do it together. It is time.

SIU Southern Illinois University

MOVING FORWARD

- Enrollment management
- The academic experience
- The student experience
- Diversity and inclusion
- Regional engagement
- Financial stability
- Additional thoughts



We are planning to take a number of steps in the following areas, each of which I will address separately, although many are interrelated:

- Enrollment management
- The academic experience
- The student experience
- Diversity and inclusivity
- Regional engagement, and
- Financial stability

I will also offer some additional thoughts to close.

SIU Southern Illinois University

MOVING FORWARD

- **Enrollment management**
- The academic experience
- The student experience
- Diversity and inclusion
- Regional engagement
- Financial stability
- Additional thoughts



Let's start with enrollment management, which President Dunn and our trustees have described as "job one," and I fully agree.

SIU Southern Illinois University

ENROLLMENT MANAGEMENT: 2018 GOALS

- Grow enrollment of first-time freshmen by at least 10%
- Grow enrollment of transfer students by at least 10%
- Grow enrollment of graduate students by at least 10%
- Grow retention of first-time freshman to at least 70%

We will not fix overnight something that has developed over years, but we can take steps now to make progress.

Here are the two-year goals we have set for fall 2018: increasing new freshman and transfer student enrollment by at least 10 percent each, increasing graduate enrollment by 10 percent, and increasing retention of first-time freshmen to 70 percent, up from this year's rate of 64.3 percent.

SIU Southern Illinois University

ENROLLMENT MANAGEMENT: STEPS TO DATE

- Reinforced admissions
 - Redeployed staff
 - Expanded outreach
 - Increased prospects
- Continued retention initiatives
 - Implemented more intensive advising: Degree Works
 - Established early warning system
 - Improved support for provisional students
 - Launched 15-to-finish

We've already taken a number of steps in the right direction.

As you know, we have had significant turnover in the admissions office over the past several years. This has contributed in part to our new student enrollment challenges in spite of the very hard work of the staff remaining.

- Under the new leadership of Terri Harfst as interim director, we are working vigorously to recruit a strong fall 2017 freshman class.
- We now have a fully deployed admissions staff.
- We have expanded the number of students we contact and are making contact earlier.
- We are planning visits to every Illinois high school and community college, as well as targeted visits in border states.

We have continued to implement selected strategies in our retention plan.

- We are more intentional and proactive in our academic advising. We have just launched “Degree Works,” an online tool that better enables advisors and students to track progress toward degree.
- We’ve implemented an early warning system for freshmen, and revamped and improved our programs for provisional students beyond the first year.
- We have implemented communication initiatives to help students understand the value of taking 15 credit hours a semester to graduate in four years.

Let’s look at what else can do, starting with the enrollment of new students.

SIU Southern Illinois University

ENROLLMENT MANAGEMENT: NEW FRESHMEN

- Establish college goals
- Target programs
- Hold line on fees
- Review scholarship award process
- Create ambassadors
 - Alumni
 - Faculty and staff



The admissions office is currently working with deans to establish enrollment goals by college for fall 2017. We want the goals to be realistic but ambitious. Without clear goals, it is impossible to have a shared focus and evaluate progress.

We will also be working with deans to identify programs that have the potential to attract more students. We must market them and provide resources accordingly. University Communications and Marketing has set aside funds to assist those designated programs with marketing.

By identifying high-demand programs, we can make better decisions about resources in general. Here is an example of success: by adding one non-tenure-track faculty member, we were able to enroll an additional 25 new students in automotive technology this year.

To address competitive affordability – and in consultation with student government -- we will recommend to the Board of Trustees that we do not increase total mandatory student fees for one more year. Some individual fees may increase or decrease, but our goal is to have no increase to the bottom line since SIU’s fees have historically been higher than some of our peers.

Currently, our combined tuition and fees rank in the middle of the state’s public universities, and we are the most affordable among Illinois doctoral research universities. I think that’s a good place to be in a competitive marketplace.

In addition, I am asking the financial aid office to review our scholarship award process to ensure that we are appropriately aligning resources with student talent and need. It is important that we take a more critical look at our strategy in order to be competitive and make the best use of available resources.

I also note that the admissions office and academic units cannot be the only ambassadors recruiting new students. I am charging the alumni services office to develop a plan to engage alumni in the student recruitment and mentoring effort. That is not to say that there is nothing happening now -- including a new, collaborative initiative with admissions asking every alumnus to recruit new five students. But we need a strategic, comprehensive plan. My hope is that this plan will be developed and implemented by the end of the fall semester if not sooner.

We will also implement a voluntary program to help our own faculty and staff be ambassadors for SIU. Many people are deeply engaged in their specific work on behalf of the university but are less aware of the strengths and traditions outside of their areas. Every conversation is an opportunity to tell our positive story, and we hope a better understanding of that story will spread exponentially. I have asked University Communications and Marketing to move this initiative forward as part of increased outreach with both our internal and external communities.

SIU Southern Illinois University

ENROLLMENT MANAGEMENT

TRANSFER	GRADUATE
<ul style="list-style-type: none"> • Increase on-the-ground recruitment • Accelerate transfer articulation process • Explore tuition differential for international students 	<ul style="list-style-type: none"> • Identify high-demand programs <ul style="list-style-type: none"> – Program based marketing – Fee-paying students • Accelerate acceptance process • Revisit prerequisites

To take steps to increase transfer enrollment, the admissions office is increasing on-the-ground recruitment across the state.

A significant challenge in growing transfer enrollment is the process of developing articulation agreements with individual community colleges. We are starting discussions about how we can address this challenge both in the registrar's office, which oversees these agreements, and in the academic units, which must review and move them forward. Speed must be a priority. I am asking the provost to come forward by the end of October with recommendations based on input from enrollment management and academic units.

Finally, we must continue our long tradition of serving international students in a changing and competitive marketplace. Other institutions in the state have a significantly lower differential in tuition for international vs. in-state students. I have asked the office of institutional research to prepare a report that will guide a possible change that we may take to the Board of Trustees during this academic year.

Looking at graduate enrollment, we need to review our recruitment efforts. I believe we have been relying too heavily on graduate assistantships as our primary recruitment tool. Graduate assistantships are important both to students and the university, but we have a culture of thinking that they are a requirement to be able to recruit. I think we must change this culture, especially in strong, high-demand programs that we can market to paying students.


We also need to identify and address barriers that slow down the acceptance of qualified applicants. It varies unit by unit, but we must do everything we can to streamline and advance the process.

We must also revisit prerequisites, especially for doctoral programs, to make sure we are comparable with competing institutions and eliminating barriers wherever possible. I have asked Provost Ford to work with deans, including the dean of the graduate school, on these efforts for implementation in fall of 2018.

SIU Southern Illinois University

ENROLLMENT MANAGEMENT: RETENTION

- Update retention plan
- Enhance the academic and student experience



About two years ago, faculty and staff across the university developed what was supposed to be a rolling, two-year retention plan. Many aspects of the plan were implemented and are in place today, such as improved advisement, improved services for at-risk students, and the early alert system.

The original plan was for 2014 to 2016, and the intent was to update it annually. However, aspects of the plan have been dormant. It is time to review and update it so we have a clear, shared vision of our retention goals and how we will achieve them. I will work with the provost to appoint a group to update the plan during the current academic year.

Retention also requires us to look broadly at the academic and student experience, because positive experiences will lead to positive retention. This doesn't mean that every student should get an "A" in every class, but that we must knock down barriers to persistence and increase student engagement.

I will talk about both the academic and student experience next. First, let me pause the conversation on enrollment management with this note: enrollment management at all levels is a shared effort that must be driven by goals and by data. I hope these will be the focus of every related conversation going forward.

SIU Southern Illinois University

MOVING FORWARD

- Enrollment management
- **The academic experience**
- The student experience
- Diversity and inclusion
- Regional engagement
- Financial stability
- Additional thoughts



Let me turn now to the academic experience.

SIU Southern Illinois University

THE ACADEMIC EXPERIENCE



- Develop program prioritization plan by December 2016
- Review and develop proposals to expand program delivery methods by March 2017
- Grow external research funding
- Maintain Carnegie status

We need to be very aggressive evaluating academic programs and exploring multiple delivery methods. We also need to continue to focus on supporting both student and faculty research and maintaining our Carnegie status.

SIU Southern Illinois University

THE ACADEMIC EXPERIENCE: STEPS TO DATE

- Launched fermentation science degree
- Closed master's programs in law
- Opened McClafferty
- Increased research support



The launch of the fermentation science degree and institute are a great example of developing a program that addresses economic needs, attracts students and incorporates research. The closing of the master's programs in law -- while fulfilling our commitment that currently enrolled students can complete their degrees -- is an equally good example of eliminating programs with low enrollment. These are the kinds of steps we must take so we can identify resources to reinvest in programs that will help us attract students.

On the research front, we have opened the McClafferty annex to house research facilities for fermentation science, fisheries and other areas.

In addition, last year we increased external research funding to \$76.5 million -- an increase from \$63.1 million the previous year -- in spite of a number of barriers at the state and federal levels.

Let's talk about what we should do next, starting with program prioritization.

SIU Southern Illinois University

THE ACADEMIC EXPERIENCE

PROGRAM PRIORITIZATION	PROGRAM DELIVERY
<ul style="list-style-type: none"> • Start with existing report • Identify <ul style="list-style-type: none"> – Programs that can be enhanced – Programs that can be added – Programs that can be eliminated 	<ul style="list-style-type: none"> • Expand online • Revisit summer and intersession • Explore options to better serve non-traditional students

I cannot say strongly enough that we must take immediate steps to evaluate programs and begin to initiate change. Frankly, if we do not do it ourselves, it will be done for us by the Illinois Board of Higher Education.

Here again, we must grasp the opportunity to control our own destiny. I hear too frequently that we can't save money because change takes too long, or we can't make change because we have to teach programs out. But if we never start, we will never make progress.

The Faculty Senate and Graduate Council's program prioritization task force has launched the process with its report, which will serve as a starting point. I have asked Provost Ford to work with all deans to develop a preliminary plan by December 31.

I will also ask our academic leadership to identify opportunities to expand enrollment and credit hour generation by enhancing the delivery of programs.

We continue to see growth in online enrollment, a sign of the times as students look for more flexibility in earning degrees. I'm very pleased to report that this fall, with the addition of English 101 and 102, and Communication Studies 101, our entire core curriculum is now available online. We can now offer some of our degrees fully online. I commend the faculty members who have made this possible.

The next steps are to expand the selection and scheduling of online courses each semester. This will assist students and advisors in planning degree programs.

Turning to summer and intersession, we have followed multiple models but continue to struggle with enrollment, as do a number of other institutions. Last year was the third year of a pilot funding model. It is now time to assess its effectiveness and determine what tweaks need to be made.

In addition, our on-campus offerings are not as friendly as they could be to non-traditional students, and I am eager to receive recommendations on ways we can better serve the

academic needs of adult learners. The expansion of online degree programs is, of course, one strategy, but we also need to look at on-campus course scheduling throughout the day.

I have asked the provost to move the expansion of online programs forward and to work with the deans to develop recommendations regarding summer enrollment and course scheduling in time to make changes for summer and fall 2017.

SIU Southern Illinois University

THE ACADEMIC EXPERIENCE: RESEARCH

- Increase interdisciplinary research
- Continue investment in student research



Research is core part of our mission as a doctoral research university. It is critically important as we maintain our Carnegie status as a “higher research active” institution. While the state budget has stalled funding for most state-supported research, we are seeing success in federally funded research, especially interdisciplinary and multi-institutional efforts.

We are encouraging faculty to continue to build collaboration across disciplines to seek grant funding whenever possible. And we want to continue to look at technology transfer, or the commercialization of intellectual property. Next month, the SIU system will host a technology and innovation expo in Chicago to build visibility for these efforts.

We must also continue to invest in student-supported and student-driven research as part of our distinctive academic mission. While we have had to cut some student research programs due to budget constraints, we are still investing more than \$700,000 annually in student research. We must do what we can to preserve this funding going forward. The ability for students to gain research and creative experiences early in their undergraduate careers sets us apart from other institutions and is a point of pride.

I have asked Interim Vice Chancellor for Research Jim Garvey to continue to work with faculty on external funding and the student research experience. I have not set specific goals here given the volatility of the funding environment, but we should expect to see growth in funding year-to-year, depending on fluctuations in state and federal research funding.

SIU Southern Illinois University

MOVING FORWARD

- Enrollment management
- The academic experience
- **The student experience**
- Diversity and inclusion
- Regional engagement
- Financial stability
- Additional thoughts



From the academic experience, let's turn to the student experience.

SIU Southern Illinois University

THE STUDENT EXPERIENCE

- Enhance the student experience through increased engagement
- Measure progress through feedback, focus groups, surveys



SIU is known for the quality of its student life and the beauty of the campus and region. Students here can always find something to keep them interested and engaged outside of the classroom.

We know, however, that because there is a direct relationship between engagement and retention, we must do everything we can to evaluate and enhance the student experience through increased engagement.

And we must measure progress in multiple ways. For example, we have formalized a transcript of student activities to measure ways our students are engaged, and we will be able to track overall engagement of students over time.

STU Southern Illinois University

THE STUDENT EXPERIENCE: STEPS TO DATE



- Relocated Multicultural Resource Center
- Enhanced para-transit services
- Appointed student ombudsperson
- Launched solutionfinder.siu.edu
- Created spirit campaign
- Reconfigured Student Center floor
- Started food pantry

We have already taken a number of steps.

- We have relocated the Multicultural Resource Center to Grinnell Hall in order to better serve students.
- We have enhanced our transit services for students with disabilities.
- And we have appointed Jeff McGoy in Student Affairs as student ombudsperson to give students a clear point of contact for any concerns and issues.

All three of these efforts are a direct result of student input.

To supplement the work of the ombudsperson, we have created a website to help students identify pathways to address concerns about financial or academic issues and personal or safety concerns. This site is also a resource for faculty and staff who work with students.

To build pride and connection, we have launched a Saluki Spirit Campaign with the help of the committee shown here, and we have reconfigured the third floor of the Student Center as multi-use space for Registered Student Organizations, including our undergraduate and graduate student governments.

And we have started a student food pantry to assist any student. I thank all of you who came today to contribute non-perishable items for the pantry. It is open for tours today in the basement of the Student Center immediately after my remarks. I encourage you to visit.

STU Southern Illinois University

THE STUDENT EXPERIENCE: REDUCE BARRIERS

- Review student policies and procedures
- Review academic policies and procedures
- Conduct campus climate survey



An important part of the student experience is the removal of barriers that can create frustration and impede success. We absolutely need policies and procedures to guide our work to ensure consistency, fairness and compliance, but we must make sure that our policies are not putting unnecessary barriers in front of our students.

I am asking both student affairs and academic affairs to review all policies and procedures affecting students to identify possible changes. For example, we have already streamlined our emergency aid assistance procedures to eliminate barriers to access.

I can't say today what further changes will be made without a thorough review that incorporates input from students themselves, but this is an important step to take during the current academic year.

We also remain attuned to campus safety. We know we are as safe as any other campus, but we will continue make the safety of our students - as well as our faculty, staff and guests – a priority.

We will assess student perceptions and views of safety and gender-based violence by conducting a campus climate survey this year. While this is a requirement of federal law, it is also the right thing to do. This year's survey will also be a baseline to track progress.

I should note here that we have a new confidential advisor on campus dedicated to providing victim-centered support to SIU students who have experienced gender-based violence. Rebecca Gonnering is based in the Wellness and Health Promotion Services office in the Student Health Center.

STU Southern Illinois University

THE STUDENT EXPERIENCE

STUDENT CENTER	TRADITIONS
<ul style="list-style-type: none"> • Add services <ul style="list-style-type: none"> – Banking – Food vendors • Increase academic collaboration 	<ul style="list-style-type: none"> • Preserve old traditions • Refresh current traditions • Add new traditions

I would like to see the Student Center become a true heart of student engagement on our campus. We need to continue to attract students by adding new services – including additional food vendors and on-site banking.

And much like the new first-floor hub promoting collaboration on innovation and sustainability, I am asking the student affairs staff, led by Interim Vice Chancellor Lori Stettler, to work with faculty to identify additional opportunities to use student center space to engage students in academic initiatives.

If you talk with alumni, you know that a factor to staying engaged with campus after graduation is the connections with traditions as a student. We are currently working to preserve long-standing traditions such as watermelon fest, refresh traditions like homecoming with new events such as movies after the game and an enhanced tailgate area, and add new traditions, such as Dawg Days at Touch of Nature.

These ongoing projects involve many people across campus, and I welcome your ideas as we move forward.

SIU Southern Illinois University

MOVING FORWARD

- Enrollment management
- The academic experience
- The student experience
- **Diversity and inclusion**
- Regional engagement
- Financial stability
- Additional thoughts



Another area that affects student engagement – and the engagement of everyone on campus – is diversity and inclusion.

SIU Southern Illinois University

DIVERSITY AND INCLUSION

- Provide a welcoming campus where all of our students, faculty and staff can study and work in a respectful, positive environment free from racism and intimidation.



In my May 3 email to campus, I shared a number of first steps to ensure that our campus is welcoming and open to all. The steps were the result of significant input from students, faculty, staff and alumni. The steps are a launch-pad to a more comprehensive effort that will develop from a campus-wide diversity plan. We have made much progress during the summer, with much more to come.

STU Southern Illinois University

DIVERSITY AND INCLUSION: UPDATE

- Scheduled first meeting of Diversity Council
 - Diversity Plan
- Increased programming and training
 - Students
 - Colleges
 - Faculty and staff
- Incorporated cultural competency into senior position requirements
- Streamlining human resource processes
- Appointing interim associate chancellor of diversity

Appointments to the campus-wide diversity council, which will have the critically important responsibility of developing a diversity plan, are almost completed. The council will hold its first meeting on Oct. 3. I'm pleased to report that Professor Phil Howze in Library Affairs has kindly agreed to serve as the council's chair.

We have significantly expanded student programming to facilitate open conversation about diversity and inclusive excellence. The deans are taking similar steps at the college level. We held a retreat on diversity and inclusive excellence with the senior administrative team this summer. We have enhanced faculty and staff training opportunities and will continue to expand them.

We are ensuring that job descriptions advertising for upper administrative positions require cultural competency. Further, a group looking at human resources broadly has explored ways to streamline the hiring process so we do not lose good candidates.

Our new interim associate chancellor of diversity will have responsibility for a number of other initiatives, including mandatory training for search committees and a climate survey focusing on diversity and inclusive excellence. I will announce this interim appointment by the end of the week. Shortly afterwards, we will launch a national search to permanently fill the position.

I will be posting a full update on each of the initiatives announced last spring on the chancellor's web site by the end of this week, and I anticipate that all of these steps will be implemented in the current academic year. As I have noted before, inclusive excellence is built into our mission and must be incorporated into all that we do.

SIU Southern Illinois University
CARBONDALE

MOVING FORWARD

- Enrollment management
- The academic experience
- The student experience
- Diversity and inclusion
- **Regional engagement**
- Financial stability
- Additional thoughts



We have talked about many important internal initiatives. Let's talk now about our community.

SIU Southern Illinois University
CARBONDALE

REGIONAL ENGAGEMENT



- Fulfill our mission as a regional and economic leader and catalyst for economic development.

I said at the outset that part of our mission is to be a regional and economic leader and catalyst. We know that enrollment has an impact on the community, but this effort is about more than enrollment. It's about sharing expertise, communicating clearly, and working collaboratively. We understand that Carbondale is a college town and that we are in it together, thus we have a shared interest in each other's success.

This picture, by the way, is a "For the Community" website that outlines the many ways community members can benefit from having a public doctoral research university in their own back yard. This is one of many related initiatives implemented to date.

SIU Southern Illinois University	
REGIONAL ENGAGEMENT	
STEPS TO DATE	NEXT STEPS
<ul style="list-style-type: none"> • Created “For the Community” • Enhanced relationships • Offering first course at John A. Logan • Held SIU Day at DuQuoin state fair 	<ul style="list-style-type: none"> • Appoint community liaison • Engage multiple chambers • Develop “speakers bureau” • Leverage existing relationships • Leverage arts, athletics

We have also continued to build strong relationships with Carbondale Chamber of Commerce and City Government officials, including Mayor Mike Henry, who is with us today.

We also value our relationship with John A. Logan College. We are offering our first SIU course on the Logan campus this semester. This is a commitment to the relationship as well as a step in the recruitment of community college students who have finished their associate degrees.

And we have reinforced our commitment to the region through SIU Day at the DuQuoin State Fair.

One reason we have so many stops and starts in our regional relationships is that we have not had an individual fully dedicated to community outreach and engagement. We need someone on point to making sure we are working internally to engage faculty and staff in the community and externally to build SIU’s relationships in the region. Further, I have heard from community members that there is a lack of clarity about who should contact whom for what. As a result many of our existing efforts are disconnected and uncoordinated. I am preparing to make an internal personnel reassignment within the next two weeks to help us stay focused on and guide these efforts.

This individual will help do the following:

- Engage chambers of commerce and communities regionally, even beyond Carbondale.
- Create a community speakers bureau to share faculty and staff expertise.
- Identify and leverage existing relationships of faculty, staff, retirees and alumni in their communities. I note here that we are very grateful for the continued engagement of our retirees, emeritus faculty and alumni with the community as well as the university.
- Ensure that we are also leveraging our most attractive public resources, including the arts and athletics, to serve our greater region. This will complement the excellent work

already being done in economic development through the Southern Illinois Small Business Development Center on campus.

SIU Southern Illinois University

MOVING FORWARD

- Enrollment management
- The academic experience
- The student experience
- Diversity and inclusion
- Regional engagement
- **Financial stability**
- Additional thoughts



Let me turn now to financial stability, an area that is difficult to manage and predict in the face of state budget uncertainties.

SIU Southern Illinois University

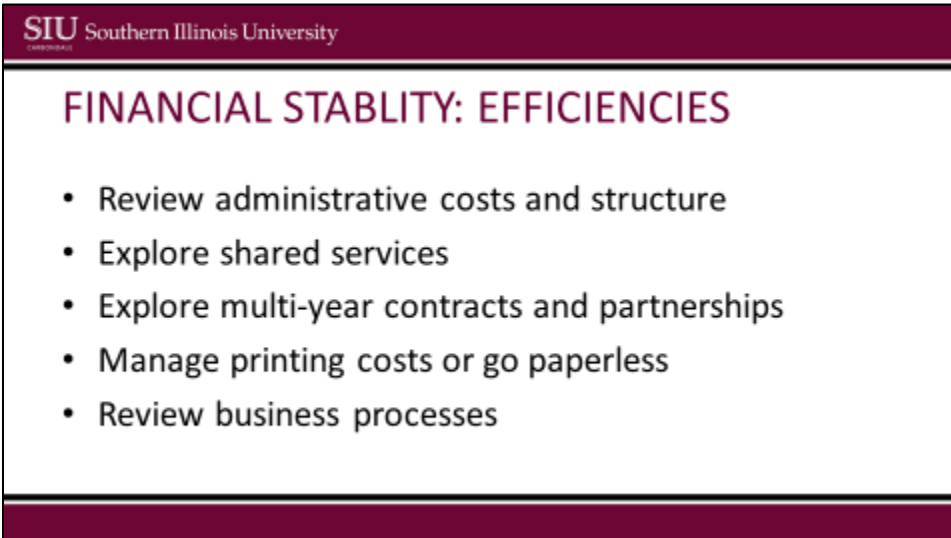
FINANCIAL STABILITY

- Minimize spending from any budget source
- Continue to identify efficiencies to control expenses long-term
- Identify opportunities to grow revenue

As I noted earlier, we must continue to minimize spending for the immediate future until we have greater clarity of our fiscal position for this year.

I have already discussed the \$21 million permanent cut at the beginning of this fiscal year. We have also taken a number of smaller, practical steps, such as implementing a new cell phone policy to save funds. My point: every dollar counts.

Even as we take immediate steps to address current issues, we must take a longer-term look at efficiencies and cost control, and identify new opportunities to grow revenue where possible. Longer term, we can't continue to cut our way out of budget challenges.



SIU Southern Illinois University

FINANCIAL STABILITY: EFFICIENCIES

- Review administrative costs and structure
- Explore shared services
- Explore multi-year contracts and partnerships
- Manage printing costs or go paperless
- Review business processes

Let me talk first about efficiencies. We must review our administrative costs, including both academic and non-academic administrative structures. When we speak of administrative costs, we are talking both personnel as well as the operating expenses.

We have already done a lot. Our ratio of administrators to students and administrators to all staff are among the lowest in the state, meaning that we are lean compared to other universities. And of the \$21 million reduction made at the beginning of this academic year, more than \$5 million is in administrative costs.

That said, I will be asking the vice chancellors to make an additional 5 percent in administrative cost reductions over the next year.

It is also time to make strategic decisions about the organization of colleges and departments to reduce administrative costs, knowing that savings will not necessarily be immediate. I ask the provost to come forward -- following appropriate consultation -- with recommendations related to the academic administrative structure.

I have personally spent a great deal of time looking at our non-academic administrative structure, and I understand that there will be recommendations forthcoming from the Committee on Non-Academic Program Review.

The committee is also looking at the other items on this list -- shared services, contracting, printing costs and business processes. I look forward to receiving its recommendations in October.

As you know, we are already a very lean university. Additional steps to trim expenses will be challenging but necessary.

SIU Southern Illinois University

FINANCIAL STABILITY: REVENUE

- Grow enrollment strategically
 - Recruitment and retention
 - Academic program prioritization
- Implement advertising and sponsorship policy
- Expand scholarships through fundraising



On the revenue side, we have already talked about the most important strategies: growing enrollment through enhanced recruitment and retention initiatives ... and prioritization of academic programs that will attract students, including fee-paying students.

Some other initiatives:

We are working on a policy that will clarify a number of issues and enhance the ability of some units to accept sponsorship and advertising. I expect this campus policy to be vetted and implemented during the spring semester. Further, we will expand our scholarships through a fundraising plan being developed under the leadership of Vice Chancellor Jim Salmo.

SIU Southern Illinois University

MOVING FORWARD

- Enrollment management
- The academic experience
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- Financial stability
- **Additional thoughts**




I've now covered the key areas I outlined earlier. I would like to turn briefly to offer additional thoughts on a few other subjects.

SIU Southern Illinois University

FACILITIES

- Housing plan
- Campus entries
- Our optimal size and footprint



In spite of the budget challenges we face today, we must continue to think about our campus over the long-term.

Housing is a significant factor in our enrollment, and we must take steps to ensure that our student housing is competitive and up-to-date. We need to move forward to remove Southern Hills, which is an eyesore, and to replace the Towers with more modern and attractive housing. Specifically, the Board of Trustees has requested that a plan to replace the Towers be taken forward for discussion at its December meeting. Any plan will take some time to implement, but we must get started.

In addition to Southern Hills, we have plans to tear down the unsightly blue barracks on east campus.

We must also take a look at the entryways to campus. The coal plant and the strip are not necessarily welcoming, and we need to look at long-term possibilities, in partnership with the community as appropriate. We appreciate the city's efforts to address the strip and downtown revitalization. We need to let people know they are arriving at the most beautiful campus in the state.

A look at housing and space raises the question about our optimal enrollment and footprint. It's a question frequently asked and difficult to answer. It would be irresponsible to simply guess at a number. I believe we can arrive at a best estimate with an analysis of the competitive marketplace and demographic trends aligned with what we know about our programs, space and mission. My goal is to have this effort launched in the spring.

STU Southern Illinois University

FACULTY AND STAFF

- Improve HR processes
- Launch key searches
- Create internal professional development and team-building opportunities
- Revisit colleges



Before I conclude, I would like to talk about our most valuable resource, our faculty and staff. You are all working hard in the face of challenges, and I am deeply grateful.

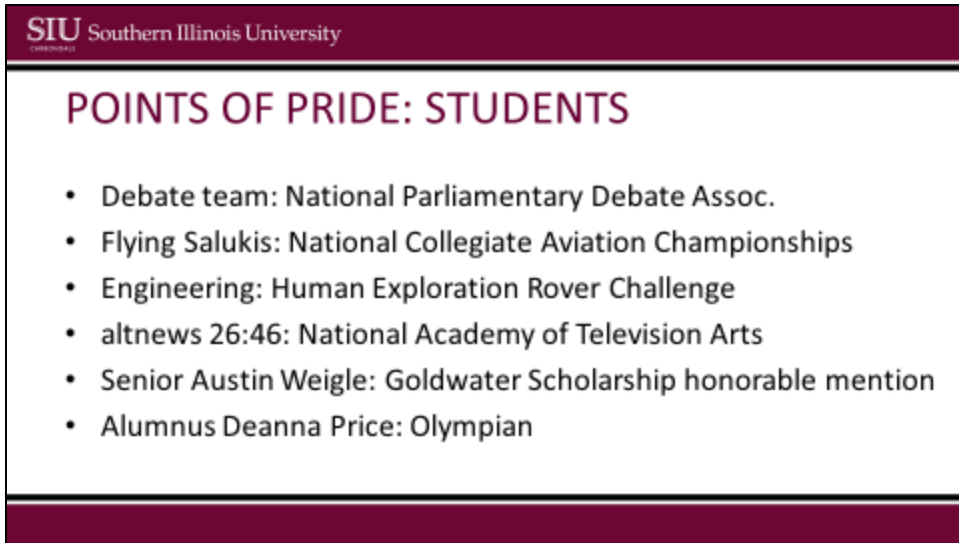
I want to provide a few updates on faculty/staff-related activities. First, we have had a group exploring the streamlining of human resource processes. Many of its recommendations will become reality through the implementation of Hire Touch, an online system that will eliminate a great deal of the physical paperwork, as well as some of the steps in the process. Implementation will take place later this fall.

We are also looking at the number of “interim” titles of administrators and plan to launch national searches this fall for at least two senior positions that report directly to the chancellor – the vice chancellor for student affairs and vice chancellor for research.

I believe professional development is important, although it has suffered across campus due to budget challenges. I am currently considering strategies to take advantage of our internal expertise to develop a series of workshops on a variety of topics beginning this spring. We will start by asking our constituency groups about their professional development needs.

I also welcome the many efforts to build teamwork and collegiality that are happening organically across campus. A terrific example is the efforts of grounds department and the rest of Plant and Service Operations to collect items for the student food pantry. We can’t dictate collegiality, of course, but I welcome all you do to create a supportive work environment, regardless of your role.

Finally, the provost and I are planning to again visit all of the colleges -- a “tour” we conducted last fall -- to engage faculty in conversations about many of the initiatives announced today as well as others that may be raised.



SIU Southern Illinois University

POINTS OF PRIDE: STUDENTS

- Debate team: National Parliamentary Debate Assoc.
- Flying Salukis: National Collegiate Aviation Championships
- Engineering: Human Exploration Rover Challenge
- altnews 26:46: National Academy of Television Arts
- Senior Austin Weigle: Goldwater Scholarship honorable mention
- Alumnus Deanna Price: Olympian

We have so much to be proud of at SIU. Here are just a few points of pride about our students and former students:

- The Debate Team has advanced to the champions of the National Parliamentary Debate Association six time in nine years, winning four.
- The Flying Salukis have finished in the top three of the national collegiate aviation championships for six consecutive years.
- Our engineering students consistently place among the winners in the Human Exploration Rover Challenge – known to many as the “Moonbuggy” competition.
- alt.news 26:46, the television magazine program produced by College of Mass Communication and Media Arts students, has earned more than 30 regional professional Emmys from the National Academy of Television Arts.
- Austin Weigle, a senior plant biology major, was an honorable mention for a prestigious Barry Goldwater Scholarship.
- 2016 graduate Deanna Price finished 8th in the women’s hammer throw at the Rio Olympics. She was one of two U.S. women who were the first to finish in the top eight of in the event in 16 years.

STU Southern Illinois University

POINTS OF PRIDE: FACULTY

- Marcus Odom, Accountancy: Outstanding Educator Award
- Sosanya Jones, Educational Administration and Higher Education: Illinois Education Research Council
- Joseph Schafer, Criminology and Criminal Justice: Commission on Accreditation for Law Enforcement Agencies
- Junghwa Lee and Frank Stemper, Music: Global Music Awards
- Scott Blackwood, English: NPR's Book Concierge Guide
- Susan Thompson Hingle, Medicine: American College of Physicians

Our faculty are recognized in Illinois, nationally and internationally. Here are just a few of the many examples I could share.

- Marcus Odom, Accountancy, earned the 2016 Outstanding Educator award from the Illinois CPA Society.
- Sosanya Jones, Educational Administration and Higher Education, has been chosen as the Illinois Education Research Council 2016-17 faculty research fellow.
- Joseph Schafer, chair of Criminology and Criminal Justice, was named to the Commission on Accreditation for Law Enforcement Agencies.
- The album "Blue 13," featuring compositions written by professor emeritus Frank Stemper and performed Junghwa Lee, School of Music, was ranked among the top ten albums of last year by the Global Music Awards.
- The novel "See How Small" by Scott Blackwood, English, was included on NPR's Book Concierge Guide to Great Reads.
- Susan Thompson Hingle, Medicine, has been named chair-elect of the Board of Regents of the American College of Physicians.

SIU Southern Illinois University

POINTS OF PRIDE: PROGRAMS

- Business: Top 5% of business schools
- Law: “Best Schools for Practical Training”
- Rehabilitation: 4th nationally
- SIU: “America’s Most Entrepreneurial Universities”
- SIU: Top 100 Undergraduate Degree Producer in 29 categories
- Students: top school for veterans, adult learners, student with disabilities

We also have many nationally recognized programs. Again, here are just a few:

- Accreditation by the Association to Advance Collegiate Schools of Business International puts the College of Business in the top 5 percent internationally.
- The SIU School of Law has been recognized by National Jurist magazine as one of the “Best Schools for Practical Training.”
- The Rehabilitation Institute is ranked fourth in the country by U.S. News and World Report.
- We have earned recognition from Forbes magazine as one of “America’s Most Entrepreneurial Universities.”
- “Diverse: Issues in Higher Education” ranked SIU in the Top 100 Undergraduate Degree Producers in 29 undergraduate categories.
- And we continue to be recognized by multiple organizations for our services to students

SIU Southern Illinois University

POINTS OF PRIDE: SIU

- More than \$3.7 million in STEM grants
- Innovation and Prosperity University
- Community Engagement Classification



There are a few more university points of pride I would like to mention.

- We have been particularly successful in attracting funding from the National Science Foundation for projects related to science, technology, engineering, and mathematics, or STEM. Much of this funding directly benefits students. The three most recent grants total \$3.7 million.
- We can also take pride that SIU has earned national recognition for its regional economic development work from The Association of Public and Land-grant Universities. Our designation as an Innovation and Economic Prosperity University is valid for 10 years.
- And we have also earned the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching in recognition for our commitment to service and outreach.



OPPORTUNITIES

- Big Event (thebigevent.siu.edu)
- Eclipse (eclipse.siu.edu)
- 150th anniversary



SIU has many, many more great stories to tell, and I welcome your help telling them. We also have many opportunities ahead that will shine a light on the university, its programs and people, and its history.

This spring, we will join a national effort called the Big Event, the largest, one-day student community service project in our history.

Of course, SIU is already gaining international attention as a top viewing spot for the 2017 total solar eclipse. NASA will base its webcast coverage from Saluki Stadium, giving us an opportunity to showcase the university and its programs.

And we will soon begin planning for the 150th anniversary of the university's founding in 1869, which takes place in 2019. This will give us an additional opportunity to focus both on our distinguished history and promising future.



Speaking of the future, I share this beautiful photo of Campus Lake because it is symbolic of our path. Just in case you haven't driven or walked by it lately, it doesn't look anything like this now as we take steps to improve the health of the lake.

When the work is done, the lake may not look – or smell -- exactly the same. But it will still be Campus Lake, a point of pride for SIU.

I view our future similarly. We have a history and mission to be proud of. We are taking steps to address our challenges – even though the steps are difficult and sometimes messy. We will be a strong -- if somewhat different university -- on the other side.

However, change will require a willingness to make difficult decisions. To make sacrifices. To think in new ways. It will take the shared commitment of everyone who cares about this university. I am optimistic that we will -- like Campus Lake -- survive and thrive.

Over our history, we have overcome many challenges because of the outstanding work of our faculty and staff. I know that you are going above and beyond with limited reward to fill in the gaps caused by vacancies and to make sure that we are still here to serve our students. Your belief in SIU is the foundation for my optimism.

Thank you to all of the students, faculty, staff, alumni, friends and community members who are committed to our future. Again, you are the reason we are here today and will be here for many years to come.

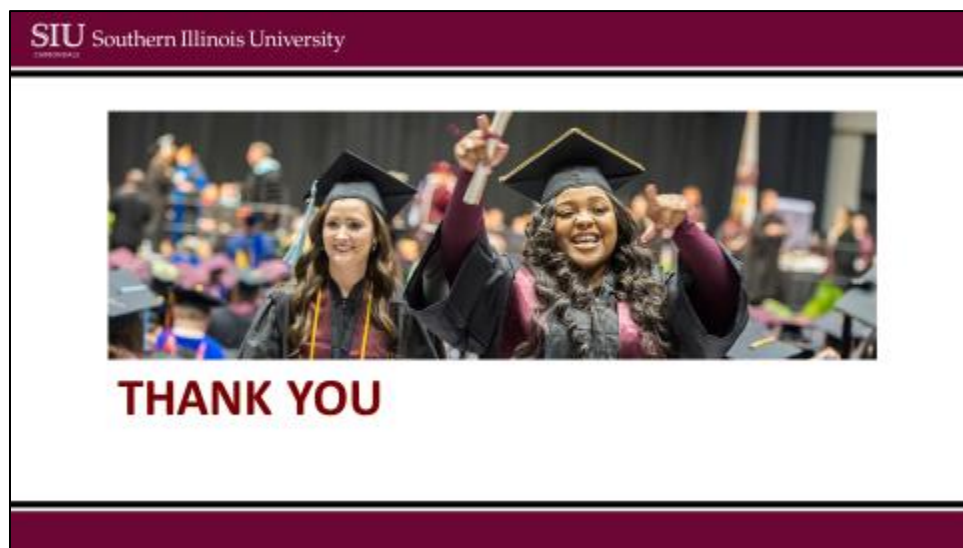
I said at the beginning of these remarks that we distinguish ourselves from other institutions.

- We stand out not only because we are a national, public doctoral research university ...
- Not only because of the quality of our teaching and research ...
- Not only because of our long-standing commitment to access and inclusion ...

- Not only because of our caring commitment to students ...
- Not only because of our outstanding student life experiences ...
- Not only because of the opportunities our students have to engage in research as freshmen ...
- Not only because we have a beautiful campus adjacent to a national forest ...
- And not only because of the commitment of our faculty, staff and supporters.

We distinguish ourselves because of the combination of all of these characteristics, the most important of which is the people who make up SIU.

I am proud of this university, and I thank you for all you do.



Thank you for coming today.