

**University Day Address**  
**John C. Stockwell, Chancellor**  
**University of South Carolina Upstate**  
*Speech to Faculty and Staff ... Campus Life Center Ballroom*  
*August 18, 2006*

**“Hope, Growth and Opportunity”**

Everybody has a story to tell. And mine is not unique. But it is the only one I know real well, and since I want to draw some lessons from it, I have to tell it.

I was born in 1944, a “victory baby” my mother called me, hopeful that the world was collapsing toward the conclusion of its second war of the century; born in Philadelphia, “the city of brotherly love,” as my father repeatedly reminded my brother and me. Dad was a composer and arranger and a minister of music in a fairly large church in Philly where we spent our early years, but he soon got the bug to preach, so we moved to a small town – Waveland, Indiana – west of Indianapolis near my four grandparents, where we grew up. We weren’t a family of means, but we had much to be thankful for, and these were great times to be children. I asked my grandpa in 1949 what the letters RFD (rural federal delivery) meant on his mailbox, and he proudly said “Ranklin Felano Doosevelt.” ... A true believer, which really irritated my father. In prayer meeting one Thursday night in 1952, a townsperson strode into church and announced that Truman had just signed the armistice and the Korean Conflict was over. Having a church boy in Korea, we all cheered and applauded. It was the only prayer meeting I really enjoyed.

My father had wanderlust, and was determined that we should see each of the forty-eight states (that’s all there were then) by the time we graduated from high school; and we did, though some we just drove through. Saving our coins during the year, we packed up the Willy’s Wagon, then the Nash, then the Olds 88, and hit the road for weeks every summer. My brother and I knew every car ever made in the 1950’s.

I have a visceral recollection of the sidewalks’ biggest cracks and heaves on our daily walk to school year after year. I remember the little Carnegie Library along the way that changed my life forever. And my third grade teacher’s husband’s funeral home half way on, the grandest house in town. And our telephone number: 119. Nothing more, just hand crank and ask Miss Fullenwider for 119. And the general store where we picked out penny candy from a barrel ... our favorite in 1956, “Kitts,” giving way in 1957 to a new little round blue gumball with bumps on its surface called “Sputnik.”

Sputnik, of course, was more than just a challenge to the twelve year-old jaw; its rotation blinked across the sky at night as no object had ever done before in the history of the human race. It was a challenge to the nation and stirred it to its last great national commitment to science and math education.

We lived through the build up of the Cold War (“duck and cover”), our fears always moderated by a sense that in the Wabash River valley of western Indiana we were fairly safe. Coming of age with the election of President Kennedy, our sense of possibilities were stirred by the space race. My heroes were Alan Shepard and John Glenn ... along with Whitey Ford, of course, and Elston Howard.

I always loved maps and, as a twelve year-old, with my Sputnik gumball, I studied the map of the world, especially attentive to the “Union of Soviet Socialist Republics.” A great mystery ... not comprehending at twelve what a “soviet” was, and not able to grasp the vastness and diversity of this cobbled together cluster of republics across eleven time zones where, in earlier days, one was a member of the overwhelmingly large peasant class (all former serfs) or of a very small group of nobility, with no middle ground and no hope of moving from one to the other (a lesson for us here and now) ... not comprehending what it meant to be a citizen of a pessimistic society when I had all the optimism of a child of the 50’s in a nation defined by optimism ... an optimism I cannot shake today in spite of multiple reasons for cynicism.

Several years ago, in the very late days of the USSR, I traveled to Moscow and to the Soviet Socialist Republic of Georgia on some business for the University of Wisconsin. I spoke a little about that adventure on University Day, Fall 2001, in a speech entitled *Lenin’s Tomb and the Pursuit of Distinction.*” I was alone in Moscow during the week in 1989 when the Russian Dumas was meeting illegally for the first time; and the streets were swarming with Red Army trucks that were, in turn, loaded with fully armed Red Army soldiers.

Fifteen years later, I had the opportunity to go to Ukraine, another one of the former Soviet Socialist Republics (always so against its will); then to go again with our colleagues Regis Robe and Marsha Dowell, where we signed a truly rich exchange agreement centered around nursing, and expanding beyond to other disciplines as well. An advancing nation, Ukraine continues to reflect the tugs and pulls of the Cold War, with parliamentary majorities tilting one year toward strengthened alliances with the West, and the next, toward Moscow.

My reading list this year has focused, for some reason, first, on the old Russia, then on the USSR I wondered about as a youth. For the second time, I read Dostoevsky’s *Crime and Punishment*, one of the greatest works of literature ever written about the human condition and the possibility of redemption. Then Edvard Radzinsky’s *The Last Czar—the Life and Death of Nicolas II.* Early on, Radzinsky earned a Ph.D. in history; but the planned economy had plans for him to be a man of the theatre, a writer, producer and director, and he was very good and very successful. However, with the breakup of the Soviet Union, he returned to his first love, history. Well respected and widely connected among the Moscow’s cultural and social elite, he was among the first to gain unrestricted access to a mother-lode of newly declassified government documents with the breakup of the Soviet Union; and, perhaps more importantly, he secured just-in-time access to a dying generation of Soviet men and women, young victors and victims of the 1917 revolution ... and he wrote a very interesting, if unconventional, history.

Later, this spring, like water swirling down a drain, Radzinsky led me to Orlando Figes, a young scholar, forty-nine, a history professor at Cambridge University, with multiple works of modern Russian history to his credit, three of which I have read with great interest, and would recommend them all. The first, *Peasant Russia, Civil War.* The second, *A People's Tragedy: the Russian Revolution 1891-1924*; and a third, *Natasha's Dance: a Cultural History of Russia* ... all filling in the blanks of a half-forgotten childhood curiosity about Russia and the USSR.

Chairman Krushchev, ironically, the first Soviet leader to unwrap the brutal legacy of Lenin and Stalin, announced to the west at the U.N. in 1960, "we will bury you." The world faced its challenges in those days, and its fears. Though in most ways, my generation was very fortunate. For most post-war babies in this country, the arc of our opportunity has been upward ... economic expansion in the 40's and 50's, relative peace and calm, the expansion of educational opportunity, the energy of the sixties, the opportunities of the feminist movement, the hopefulness of civil rights.

I have no ties to Russia, family or otherwise. Having grown up in the 50's, it is for me a kind of parallel universe to the United States, a universe that I continue to view with hope for its future. Maybe, given its history and politics, it requires a leader like Vladimir Putin to keep it on track and moving forward ... a man with political predispositions somewhere between the Czar Nicholas II and Lenin ... more like Prince Lviv in the first two decades of the twentieth century ... a strategic, benevolent quasi-dictator more suited to Russia than monarchy, communism or democracy.

Though I don't know the Cyrillic alphabet or a word of the Russian language, I have an informed understanding of and empathy for Russia through my readings and my travels, and I am richer for it.

Some of you have far deeper knowledge of Russia and the former Soviet Union than I do. And many of you have very deep understandings of other countries, other cultures, other religions.

Our colleague, Tom McConnell and his family are back with us following a one-year Fulbright with his family in the Czech Republic ... not fluent in Czech, but much richer as a creative writer and a scholar and a human being for the experience; and he returns as an informed ambassador of the Czech Republic, central Europe, and the Fulbright program. And our colleague, Liz Zach, departs this summer for a one year Fulbright in the Jordan. She does so with considerable personal history and scholarly experience in that part of the world, and will return with an even deeper understanding. Maybe, Tom, you, Liz and others who have had Fulbright experience can work to set up a support network on campus that will lead us to at least one Fulbright per year. I would love to see that.

And we have had several students in Magdeburg, Germany this summer. I've read their blogs on our website, and I would encourage you to do so too, if you want to understand

the value of international education. And several more students have just returned from Ternopil, Ukraine where they have lived for two weeks in dormitories with other students from Kazakhstan and elsewhere, and have had a chance to explore western Ukraine and the Carpathian Mountains. They have not returned unchanged.

Each of us needs a parallel universe, if you will, about which we learn and care, critique and support, hope and pray and, if possible, travel. There are so many places in the world that need the benefit of our own and our students' informed understanding ... Africa, indigenous Mexico and Central America, Africa, Argentina, Cuba, the Middle East, south central Asia, the Caucasus, Israel, Lebanon ... so many political systems ... so many economies ... so many cultural traditions ... so many religions.

I believe that global education is one of the true imperatives of higher education in our time, like no other time. Real, substantive international education wherein students learn the deep currents within and among nations over time, with opportunities to study those currents from varying disciplinary perspectives ... maybe history, political science, religion, philosophy, geography, economics, commerce, health care, education, culture or language.

Why do I think this international education, and even international experience, is so critically important?

Our incoming students have come of age against a backdrop of "terrorism as the enemy," not the Soviet Union and the Cold War. Nine/eleven occurred when they were entering the eighth grade ... thirteen years old. I was still counting heaves and cracks in the sidewalk at thirteen. Munich happened long before they were born. And the bombings of the Marine barracks in Lebanon and Israel's subsequent occupation of that country predates their memory.

In this new day, Muslims must know Christians and Christians must know Muslims. Otherwise, we put the world in jeopardy. My son-in-law of nine years is Muslim. I know him well. He calls me dad. He works hard. He visits me regularly. He helps me out when I need help, and vice versa. He is fair-minded. He is my daughter's husband, and he is Muslim.

Terrorists are terrorists. They are not religionists, or even fundamentalists. Terrorists are not terrorists because they're Muslim. They are more likely terrorists for political or economic reasons; or because they are young, uneducated, highly suggestible, wrong-headedly idealistic, influenced by truly vengeful and radical hate-mongers. Most terrorists known to our freshmen students have been Muslim, but not because they are Muslim. And for us to use these terms interchangeably or connectedly invites its own kind of terror.

In my young days, I too had to figure this out on a somewhat simpler scale. Russians were atheists bent on destroying America. Right? Wrong. Russians overwhelmingly were, are and have always been religious, even mystically religious people, who took

their religion underground as a matter of necessity in the face of state policy. Christians and believers, priests and prelates did not speak out against the regime with any more or less frequency and vigor than do Muslim believers in the current era. And the reasons for the relative silence are the same, I think. Reasons of self-preservation, cultural necessity, “family” in the large, cultural, embarrassed, defensive sense of the word ... not reasons grounded in support for the terrorists any more than the silence of Russian Orthodox believers was grounded in support of official atheism. In earlier wars, it was easier for us. We knew who our enemy was and whom we were determined to defeat.

Our Freshmen are reading this interesting little book, *When the Emperor was Divine*, by Julie Otsuka. She will be on our campus October 11<sup>th</sup> to speak and meet with classes. Brenda Davenport and her colleagues in the English Department and Steve Hopkins and his Student Life crew have done a marvelous job for the second year in selecting a common text for incoming students as part of what we are calling the “Preface” program, which also includes Japanese cultural experiences, faculty forums, freshmen conversation groups, a USO Show on September 14<sup>th</sup>, and a commemoration of peace on Pearl Harbor Day.

The novel explores one of the consequences of World War II, the internment of Japanese Americans. The camp Otsuka describes in Utah is a real place. Diane and I were traveling a couple of years ago in the intermountain west, and – before either of us had read the book – we stumbled across what is left of the camp she writes about, and we talked with the old retired rancher who volunteers as curator of the site, in the doorway of one of the camp’s few remaining buildings.

The book’s cover illustration is of one single origami crane. It became a symbol of peace when a ten-year-old girl died of leukemia after the bombing of Hiroshima. Sadako Sasaki believed that folding a thousand paper cranes would grant her wish for recovery. Her death became a force for peace as people around the world began folding cranes to honor her struggle. Our reference librarian, Laura Karas, folded the origami cranes for our table centerpieces at breakfast today. Thank you Laura ... and peace.

The Japanese Americans couldn’t speak out, even though they were proud and productive citizens of the United States; they couldn’t speak out for the same reasons, I would guess, that the religious Russian couldn’t or the practicing Muslims in the west today seems unable to do so.

Of course, we think it is tougher now, fighting this war on terror, because we’re not sure who we are fighting. But then, it has always been “tougher now” than before. Not knowing who our enemy is imposes an even greater necessity that we not manufacture a race as the enemy, or a nationality, or a religion.

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Think of our students moving onto campus this weekend ... 800 freshmen and 600 transfers; the freshmen born in 1988 and 1989, an era perhaps more like the late 1940’s and the 1950’s than any time since ... the years of the breakup of the USSR and the fall

of the Berlin wall, optimism at the end of the Cold War, the Regan presidency, the digital era with its own superstars and its multiple firsts, and the expanding economy and seemingly endless possibilities of “hope, growth and opportunity,” to quote Steve Forbes from his 1996 presidential campaign.

But unlike those few of us in this room born in the middle 40’s, for these students, it’s getting tougher as they get older. A crunch on their family’s financial expectations beginning in 2000; a greed-driven flood of popular culture that hydrates young people with alcohol and crass sensuality; a nation backing away public schooling and the commonweal; the costs of higher education ever increasing; a world that seems hell-bent on self-destruction.

You know, regardless of what you think of Steve Forbes’ politics, “hope, growth and opportunity” is not a phrase to be lightly turned aside. Especially not if you are in our business.

“Hope” is the driver of the human spirit. It is upon its foundation that we build institutions such as this. This is that same hope that drives parents to struggle financially to make what we offer available to their daughters and sons. It is this same hope that brings students to our door. And it is this same hope for a meaningful life and that drives students to persist to graduation and beyond.

“Growth” has two meanings for me in the context of the University: intellectual growth among our students, the unique potential of the human being ... indeed, growth within ourselves as we create the surroundings in which our students grow; and second, growth of the University itself in the numbers of students whose lives it changes, and in its character and stature.

And “opportunity”? Well, it’s the name of the game ... to help students realize their potential to succeed as students, to accomplish at high levels before and after graduation. If this is not what drives us as individual faculty, staff and administrators, then we are taking our students’ and their parents’ money under false pretenses and we should not be here.

Increasingly this summer, looking forward to today, my own spirits have been lifted by a sharpened sense of hope, growth and opportunity. I will confess to you that I have obsessed through the past five years over the constraints that have gripped our institution and higher education across our state ... inequity in funding, increasing tuition rates, retention challenges, the growing competitiveness in higher education options (often poor substitutes for the real thing), our own university’s place in the minds and hearts of Upstate South Carolinians. It’s been a tough few years.

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There was the man who went to the fortune teller to ask about his future. The fortune teller looked into the crystal ball and said, “You will be poor and miserable for the next five years.” “And then what?” came the question. “Then you will get used to it.”

I believe that, over the course of these difficult years, and perhaps of necessity, we have “gotten used to it.” We have micro-managed too much, we have budgeted with too little flexibility, we have centralized more planning and implementation than should have been the case.

“Hope” has been an essential as budgets have been reduced and costs have escalated, as bond bills have disappeared freezing nearly all state-funded construction plans. And over those same years “growth,” too, has been essential. Had we not experienced a steady increase in enrollments and student success, we would have had to hunker down, frozen budgets, cut positions, eliminated programs. Indeed, some institutions around the state have done just that. We have not, however. We have built new majors, expanded our presence in Greenville, hired new faculty and staff in record numbers ... with our steady enrollment “growth” alone making this possible.

Now, in the Summer of 2006, we have arrived at a time in which “hope” and “growth” present us with real “opportunity,” the kind of opportunity that, like a flywheel, sustains its own momentum. And the stresses and strains of the past five years are proving worth the effort.

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I’m not going to launch any major new initiatives in my speech this year. Rather, I am going to suggest that now is the time to recognize, assemble, and capitalize on the opportunities we have created.

In explaining what I mean, let me offer you ten “opportunities,” whose only rank order is the rhythm of the speech itself.

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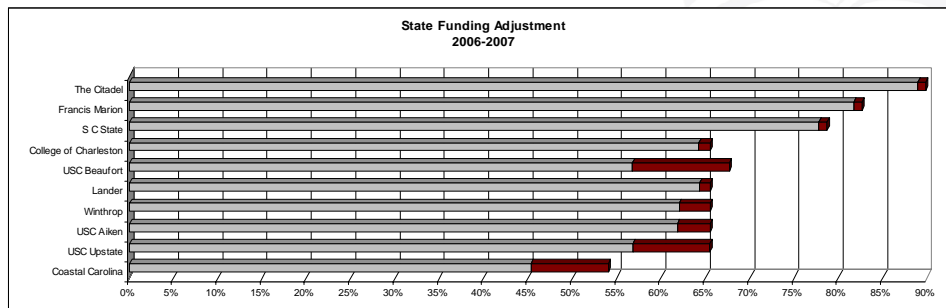
**Opportunity 1 ... Increased Resources.** For five years, by Bob Connelly, vice chancellor for business affairs, with the help of John Perry, vice chancellor for advancement, has championed the effort statewide to seek redress in the State Commission for Higher Education and in the General Assembly for inequities in state funding among the ten comprehensive universities in South Carolina, some of which have lost or remained steady in enrollments and others, like USC Upstate, which have grown substantially. Over the past seven years of these shifting enrollment patterns, no reallocations of funding have taken place ... until this year, when Representative Scott Talley gave me a call and asked what he could do about the parity situation. We gave him the numbers and he went to bat ... really went to bat, sending a letter to the chairman of the House Ways and Means Committee and, in a year of some state surpluses, triggering the redirection of several million dollars into these funding inequities.

This graph illustrates state operating budgets for all ten comprehensive universities. As a starting point for parity, our effort has been to get all institutions to at least 65% of the prior year’s average level of funding. The gray portions of the bar show where we started last year. The red extension of the bar shows that we hit 65% plus. We received an 8.7%

increase. There are still three institutions with much higher funding levels, but rather than seeking to have their dollars redistributed, which is not politically feasible, the continuing move of the other institutions, including ours, is to increase relative levels of funding, benchmarking against the prior year's averages.



## State Funding Adjustment



This year, the General Assembly invested \$1.8 million in our operating budget.

One word of caution, however. This money is “non-recurring,” that is, it is one-time money. We must work with the General Assembly next spring to assure that it becomes recurring and, indeed, that the amount grows, further reducing the funding inequities. Having once established the principle that major inequities exist in university funding, I am optimistic that the parity principle will be pursued until it is fully addressed.

I invited Representative Talley to join us this morning so we could thank him in person, but, having other obligations, he could not be here. But, in absentia, Scott, thanks to your and to your colleagues once again.

In addition, two years ago this spring, as you may recall, we sought \$3.9 million – the size of our parity funding gap at that time – justifying it for expansion in Greenville, including capital projects, new programs and new faculty and staff. We were successful in gaining about one-fourth of that request – \$1 million – in recurring money; and our proposal was to build a facility in Greenville on land to be deeded to USC by Greenville Technical College. We made the announcement, which was met with widespread interest and support, but with some focused and intense opposition.

As you may also recall, this spring, that opposition steered an effort to remove that \$1 million in recurring operating dollars from our budget, even though we had removed the capital plan from the table and clarified our intention to invest the money in continued program expansion at the University Center of Greenville.

One person in Greenville County was pivotal in preserving that million in our operating budgets and, consequently, in assuring our continued growth at the University Center, and that person was Senator David Thomas. This is the same Senator Thomas who, almost fourteen years ago when funding for the Campus Life Center was about to flounder in the General Assembly – this very building in which we are assembled this morning – went to bat for the University and secured the funding. Senator Thomas, also, wished to be with us today, but could not. If he were, I would ask him to stand up so we could express our thanks for his past, present and future support of USC Upstate.

As you all know, this institution is by far the largest provider of undergraduate programs at the University Center of Greenville, a circumstance that is a direct function of our metropolitan mission. I deeply appreciate the faculty's commitment to the challenge of growth in Greenville, and I am confident that, given our current trajectory, great things are in store for the future.

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**Opportunity 2 ... New Campus Entrances.** Twelve years ago, we began working with the Spartanburg County Council to secure a stoplight controlled intersection to enhance the entrance to our university campus. We were determined to get those agricultural tunnels providing entrance to the campus closed ... even if we had to do it ourselves. Council agreed to provide funding support in the amount of \$4 million.

However, as we talked further with other interests in the City and County, a picture began to emerge of a much larger project that would provide interstate access off I-85 and into the City via a new I-585 with limited access flow onto Valley Falls Road and a massive new intersection onto a new four-lane boundary boulevard surrounding the east side of the University's campus. As fate would have it, at the same time, Charleston was looking for \$300 million in State Infrastructure Bank funding for the Cooper River Bridge, and the surest way to secure approval was to make a deal matching it up with a \$300 million highway project in the Upstate. So, under the umbrella of the State Infrastructure Bank Board, and with the assistance of the Chambers in Spartanburg and Greenville and our legislative delegations, the \$300 million "I-85 Access Project" was born, of which the highway project surrounding the University was a part.

By the end of this year, we will see completion, not of a \$4 million stoplight controlled intersection, but of a \$60 million highway project – fronting, accessing and surrounding the entire campus.



The Carolina Piedmont Foundation has completed the purchase of two acres containing four lots with residences located at the corner of Valley Falls Road and University Way, houses left in place following the acquisition of right-of-way for the I-585 project. Two houses, facing toward the campus, we will use for Athletics Department purposes. Two others facing the new Valley Falls bridge and interchange are being demolished, providing a beautiful parcel for architecturally designed signage marking the west entrance to the campus. We will work with that same architectural theme, currently in design, to develop markers at other soon-to-be beautifully landscaped major entrances to the campus.

And for expanded parking and other purposes, we will soon acquire the frontage property between Campus Edge Apartments and Gramling Drive.

What extraordinary opportunities this highway infrastructure and these campus entrances provide for the future of this institution!

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**Opportunity 3 ... Completed Master Plan.** There are no guarantees, of course, but the most reliable predictions in years are coming from nearly every political angle that 2007 is the year for a significant state bond bill. And, I am happy to announce that, among 72 capital projects on the rank-ordered higher education list assembled by the State Commission on Higher Education, two of our projects – both related – are ranked number 5 and number 8. One is in the range of \$5 million for the renovation of buildings including our current library to be adapted for re-use for classrooms and faculty offices; and the other, in the range of \$17 million – the new library itself (or the Information Resources Complex as it is referred to in the CHE’s capital project list). I expect we will

begin engagement in serious design work this spring. It will be, finally, the opportunity we've all been waiting for ... not only to construct the much needed and SACS-mandated new library, but to acquire flexible new academic space vacated in the existing library and in other buildings as programs relocate to the Health Education Complex.



Parenthetically, a beautiful space for archives must be a feature of our new library. As you know, through the efforts of Dean Frieda Davidson and Susan Hodge, Senior Director of Development, the Library has received two significant collections this year that will begin to set it apart as a holder of special collections of unique importance to the Upstate. In February, we celebrated the first named special collection given to the Library: the Thomas Moore Craig Collection of Southern History and Literature, comprising over 200 volumes, some of which dates back to the mid-1800's. And in May, the Library received the archives of the Hub City Writers Project, a "place-based small press" founded in 1995. Hub City has published 26 books representing nearly 200 writers. It has won state and national awards for its work (the most recent of which is *South of Main*), and Hub City will continue to add archival material related to their publications.

Back to the master plan ... an ambitious ten-year project approved by the Board of Trustees in 1997 (time is closing in!) ... three more main features remaining to accomplish, at least two of which we may begin in 2007, and the third? We'll see.

One is the relocation of parking out of the new north quadrangle. This has to happen before we can really see "the future" of the campus promised by the new quad. Phase II of the Palmetto House residential complex is second. Vice Chancellor Wiles has contracted with a university housing consultant to advise on timing for this project ... and with our occupancy at 100% plus waiting lists for the fall, together with new private housing around the campus also at 100%, now may be the time.

Third is the Convocation Center ... urgently needed for athletics, for commencements, and for other very important and attractive purposes. This project will not likely be in the next bond bill. In fact, most of its costs will have to be raised privately. And we are at work on opportunities. When they present themselves – opportunities made much more likely by NCAA Division I and winning athletics programs – we will make our move.

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**Opportunity 4 ... Enhanced Facilities.** A study recently reported in the *Chronicle of Higher Education* asked students to rate the importance of certain campus facilities to their ultimate enrollment decisions. Those ranking 50% or better included facilities for the major, library, sophisticated technology and classrooms. A second cluster, not too far behind, were residence halls, exercise facilities, bookstore and open space. The lesson is clear. Enhance facilities, especially academic facilities.

In late June, our Facilities Management group circulated to you a list of new construction and renovation projects accomplished or underway. Rick Puncke, director, prepares this list for me on a quarterly basis, updating all the activity going on to make our campus more beautiful, accessible, user friendly, comfortable and conducive to teaching, learning and research. In the future, I am asking him to routinely pass these along to each of you via e-mail. It is truly a remarkable list reflecting the range and intensity of the work accomplished by our very capable Facilities and Landscape Management Groups.

New construction and renovation projects underway this summer include the installation of five modular classrooms – each requiring building pads and other plumbing and electrical infrastructure – which we will lease until the Health Education Complex is open, taking some of the pressure off the classroom space shortage on campus.

In addition to the modular facilities, a couple of other important leases have been undertaken. First is the five-year lease of the former Spartanburg Housing Authority Building on South Church Street, a 2.5 acre property with a twelve thousand square foot office facility with offices, some large classroom and conference spaces. This attractive and well-located building, to be named the *USC Upstate Community Outreach and Education Center*, will house the Achieve Program plus grant and outreach programs especially related to the south side of Spartanburg. A second structure on the property is a warehouse offering nearly eight thousand square feet of badly needed storage space.

Second, we have leased additional space for the School of Nursing program at McAllister Square Mall in Greenville. Though not directly in the University Center quarters, it is relatively close, and creates some breathing room for additional nursing skills laboratory space urgently needed for that rapidly growing program.

We are completely recreating Tukey Theatre into a truly beautiful, modern and fully functional lecture theatre, equipped with video conferencing equipment, making it not only an ideal venue for teaching but also for international conferencing. We are also taking this opportunity to renovate and re-landscape the spaces surrounding the entrance

to the Tukey Theatre, creating a much more attractive physical environment between the north end of the Library and the south end of the Smith Science Building.

Nearly every book on the university presidency I've ever read ... [by the way, there's not yet an *Idiot's Guide* ... maybe that should be my sabbatical project!] ... nearly every one carries with it warnings about the perils of parking policy, typically recommending that parking be placed in the portfolio of an administrator twice removed on the organizational chart. Well, our organizational chart is not that deep, so we share responsibility for the parking challenges. Each summer for the last four years, a new lot has been created, and this summer is no exception. The north campus parking lot, across Hodge Drive from the Palmetto House, is newly completed adding 153 parking spaces. Its twin – yet to come on the other side of the Health Education Complex site – will be used for the next eighteen months as a “lay-down” site for construction materials, then be created to provide balanced parking on each side of the new north quadrangle.

Last spring, Dr. Avery appointed a committee including York Bradshaw, Sheryl Turner-Watts and Katy Murphy, to propose upgrades to classroom learning environments. In just over a year, the committee has accomplished a number of objectives including the design and implementation of the Showcase Classroom Project, working with Information Technology to insure that smart classrooms are “faculty friendly,” making recommendations of furniture purchases, planning the learning environment for the temporary buildings I have mentioned, and advising on the Health Education Complex, the downtown Spartanburg project and our University Center of Greenville labs and classrooms. Over a two-to-three year cycle, virtually all of our classrooms will be transformed into truly modern facilities.



*Upstate*

## HEALTH EDUCATION COMPLEX

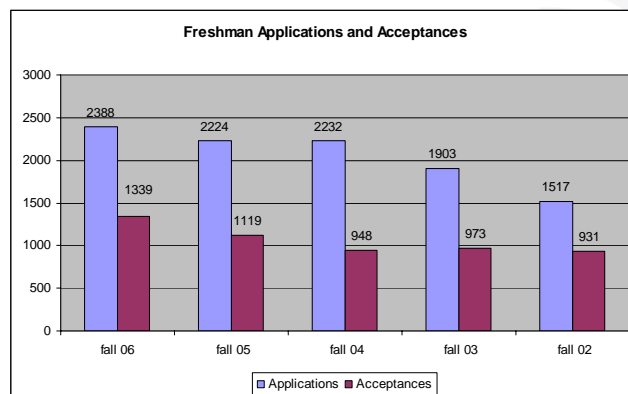
*...a \$24 million facility...  
...largest building footprint on campus...  
...the hub of campus life...*



We will begin construction soon on the Health Education Complex. The engineering process has taken a long time, longer than usual on a building of this magnitude and complexity. And we experienced a minor setback last week when, with engineering drawings finally approved by the State Engineer's office, construction bids were opened, each coming in at about \$4 million above our \$24 million budget. Thanks to expert interference run by Bob Connelly, and a characteristic readiness by President Sorensen, together with the USC System Board of Trustees and the State CHE to review and consider in extraordinary called sessions the expansion of our bonded indebtedness, we will lose little if any time in awarding the construction contract, and we will award the contract without cutting features from the project. These features, again, include the wellness/fitness center, bookstore and café, enrollment management offices, the School of Education, the Mary Black School of Nursing, sixteen classrooms, and a beautiful concourse connecting the complex from end to end.

What exceptional opportunities this largest building on the campus will provide!

**Opportunity 5 ... Strong Enrollments.** Our enrollment growth has been steady and spectacular ... by every measure. Look, for example, at our institution's attractiveness to potential students as measured by the numbers of freshman applications. Notice the steady ascent of the blue bar from Fall 2002, to the right of the chart, to this current fall's application numbers at the left ... from 931 to 2,388. And acceptance numbers, though they have increased by 43% over five years ago, are only slightly over 50% of those who have applied ... a very strong selectivity ratio for any public university, and one of the highest among the ten comprehensives in the state.



Among potential transfer students, applications have increased by one-third in five years, with acceptances up 70% over the same time period. As should be the case, this illustrates both the increased volume and improved ease of transfer for which our articulation agreements with Greenville and Spartanburg Technical Colleges are responsible. As of now, enrollment for this fall is up by 5% over last, with continuing student enrollment up by 3% (a movement in the right direction given our attention to students' success and persistence rates). New student enrollment is up by 12%!

Here's a clue to the success of the Enrollment Services Team. Let me read from a letter I received Wednesday from a father who was deeply impressed during the past month with the service Bonnie Carson in the Financial Aid Office provided his daughter. Saying that he must have called her two dozen times with questions, "she was always pleasant, well informed and answered ... very thoroughly, ... in some cases going above and beyond the call of duty regarding her assistance for my daughter." He went further. "... If everyone in academia and indeed in any business or government position conducted themselves with the professionalism of Ms. Carson, it would be a much more pleasant and productive world in which we live." Bonnie, you're a role model for us all. Stand up so we can thank you.

Indeed, we have a great Enrollment Services team working for the University under the leadership of Assistant Vice Chancellor Donette Stewart ... a team that includes the Records Office, the Financial Aid Office, and the Bursar's Office. Year after year, they have delivered students in larger and larger numbers, with stronger incoming credentials, underwritten with greater amounts of financial aid. In a real sense, their success is essential to any other successes we enjoy, and we owe them our thanks. Donette, let me ask you and the entire Enrollment Services staff to stand for a round of appreciative applause.

And let me thank our staff in Greenville – Jim Ferrell, Judy Prince and their colleagues; and, indeed, let me thank more and more of our faculty for consistent increases in programs delivered, students enrolled and credit hours generated at the University Center of Greenville. Credit hours generated three spring semesters ago, for example, had grown steadily over the years to a respectable 2,675. Over the past two spring semesters, they have surged to 4,220. None of us in this room knows with any certainty how important our commitment in Greenville will be to Greenville or to the University. I do know, however – and you share that knowledge with me as evidenced by your growing commitment – that it will be extremely important to both.

As an aside, looking ten years down the line, it is not hard for me to imagine a university of 10,000 students ... with a large and residential Division I main campus in Spartanburg and robust commuting urban operations in Greenville. When I think of prototypes of this model, I see in my mind's eye Grand Valley State University in Michigan with its main residential campus, only ten years older than ours, in Allendale, Michigan, and its Robert C. Pew Campus twenty miles away in downtown Grand Rapids. Established in 1960, Grand Valley State University – with a program mix and a metropolitan population base not much different from our own – now enrolls over 22,000 students.

The opportunity is in our hands. How do I know that? Here is the most telling evidence.

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**Opportunity 6 ... Faculty and Staff.** In preparation for the Fall Semester, Executive Vice Chancellor Reg Avery has worked with deans, chairs and dedicated search committees to hire over forty new full-time faculty members ... most of them tenure track, many new positions, some replacement positions, some instructorships or one-year appointments. This pattern has been repeated in similar proportions among staff in Athletics, in Business Affairs and elsewhere. In some cases, entire operations have been completely re-staffed – the Purchasing Office for example. The hiring activity in itself has been a herculean task, for which I thank each one of you involved.

Often not receiving recognition, let me thank also Barbara Sprague and the Office of Human Resources and Sharon Woods and the Office of Equal Opportunity Programs, both deeply involved in every hiring process and decision.

This is a record year of hiring activity; and as with student enrollment trends, it caps earlier records last year, and the last year and the last.

Let me speak for a moment to faculty, especially to those of you newly hired who are joining the founders of this thirty-nine year-old institution. And you are joining those builders hired in the middle years who have given it added breadth and substance. All have dedicated their professional lives to giving their best to their disciplines, to their students and to their university. Among them are the finest people and professionals I have ever known. Among them are the University's statespersons, its planners, its innovators, its risk takers, its researchers, its student supporters, its counselors, its community partners, its departmental administrators, its curriculum designers, its assessors, its governance leaders, its artists, its conductors, its advisors, its spokespersons, its diligent seekers.

None, however – and this is an important point – none have played only one of these throughout their careers. Each plays out different roles at different times over their professional lives. Were that not the case, multiple obligations of university faculty life would have gone unattended. Further, people change and interests change and demands on time and intellectual attention change as progress is made through the professoriate.

I say that to say this. The pressures of academic life are real. They come in different forms at different times throughout the career span. Promotion and tenure pressures are real, coming early in the career. And as an institution grows in stature and reputation, as the numbers and specializations of faculty expand, as credentials of new hires reach higher and higher promise, promotion and tenure expectations ratchet only upward ... never static, never downward. While these pressures are real, they are also the real anchor of excellence in the profession and in its practice. Tenure is unknown in other worlds. It holds very significant meaning in this world; and as this world is examined

with increasing curiosity by other worlds, we must strongly justify and protect this most important and unique treasure.

The strength of our faculty and staff – our only real capital – offers this university exceptional opportunity for the future.

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**Opportunity 7 ... Expanded Curricula.** Congratulations to Judith Kizer and the many dedicated faculty and staff who worked with her in preparing the new General Education Program for approval. We've been at this for a number of years now ... an earlier committee developed an important proposal, for example, under the leadership of Anne Shelley. Remembering, I took a look at my first University Day speech to the faculty and staff, thirteen years ago this week. In discussing the importance of clarifying our mission I said, "we should not be surprised to discover that our General Education Program is a series of political compromises rather than a one-for-one reflection of the values embodied in our university's mission." General Education programs cannot be changed overnight. It most often takes years of reflection and deliberation; and, though fine tuning steps remain, and the implementation stages remain, I congratulate the Faculty on creating this opportunity for the future.

Yet, it is only one of many curricular steps taken last year. Among others are new certification programs in Special Education offered both in Greenville and Spartanburg; revisions to the general business curriculum; the introduction of a new course called "Topics in Metropolitan Business Studies," pairing students with industry partners to work on real problems; and approval, under the leadership of Natural Sciences and Engineering Chair David Ferris, of the Engineering Technology Management major, accomplished in partnership with *five* technical colleges across the Upstate.

In Dean Marsha Dowell's second year in South Carolina, she is chairing the State's Council of [Nursing] Deans and Directors. Two weeks ago, Marsha co-led a state-wide forum of nursing executives and educators in developing a unified nursing workforce plan for the State of South Carolina. The product of the forum, *One Voice One Plan*, created a platform on which the profession will address the critical nurse faculty shortage ... including new models of nursing curricula, the expansion of on-line RN-to-BSN nursing programs (in which our Mary Black School of Nursing now leads the way statewide), and new funding to support increases in baccalaureate and graduate program capacity.

It is in ventures like Engineering Technology Management and the expansion of nursing education that USC Upstate is leading curriculum development statewide ... and is known statewide for doing so.

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**Opportunity 8 ... Improved Outreach.** Again, reflecting on my first speech at our initial University Day in 1994, I proposed adoption of the “metropolitan mission,” and in doing so, I cited the opportunities for metropolitan outreach:

I want *this* to be the institution of higher education at the hub of our regional agenda; I want *this* to be the place known for its expertise focused on the needs of the region; I want *this* to be the campus where the cities of the Upstate meet, where the corridor turns its head for discussions of its pressing issues. I want *this* to be the regional Upstate institution it was intended to be, bringing its faculty’s expertise to bear on this most heavily populated section of the state ....

It won’t happen unless our faculty and students and staff are out in the arena making a difference ....

And, over the years, much has happened in this regard. Jack Turner’s Watershed Ecology Center, for example; Ron Romine’s and now Teresa Ricke-Kiely’s Center for Non-Profit Leadership program and outreach operations; partnerships with schools, health care systems, communities, corporations; board memberships and volunteer services of all kinds.

And we took a major leap forward this past November as one of thirteen winners among 168 applicants for a prestigious three-year Community Outreach Partnership Grant secured from the U.S. Department of Housing and Urban Development by Dean York Bradshaw and his colleagues in and beyond the College of Arts and Sciences. The total grant amount was nearly \$400,000, and the University and its twelve community partners committed an additional \$1.5 million in support of the award, focused on Spartanburg’s Southside development. Since January 2006, twenty-six faculty members from across the University have worked on fourteen major projects in collaboration with our community partners ... and 211 Upstate students having contributed over 5,000 hours in internships and service learning activities. More than 1,800 young people have benefited from educational programs sponsored by the grant and over 6,000 people have attended grant-supported health education programs, with over 1,400 of these screened for disease and health challenges.

York reports that next semester, we will launch new programs in technology education, global education and work force development ... all engaging people of different ages on Spartanburg’s Southside. This metropolitan university is making a difference in the lives of people.

This fall, we will move many of the activities of the grant into the former Spartanburg Housing Authority administrative buildings on South Church Street, which I mentioned earlier, together with the Achieve Program and other outreach activities. The USC Upstate Community Outreach and Education Center will also house outreach operations of the Schools of Nursing, Education, and Business Administration and Economics. We have leased this property for five years, a third of the costs offset by lease payments

scheduled to be paid for the Achieve Program rental space in a less accessible location downtown.

Dr. Avery, with my support, is assigning Dr. Doris Paez, who joined our university last year as Director of the Metropolitan Studies Institute, to continuing support for the HUD grant; but also to the further development of the Institute as an umbrella structure to assist the emergence and support of outreach activities across the University ... in the College and in the professional schools. Her important achievements state-wide as a Liberty Fellow, her guidance of grant and graduate programs, and her work as an academically based community activist position her very well to help develop the future shape and scope of The Metropolitan Studies Institute.

Last year, Vice Chancellor Judith Prince developed, in collaboration with the Greenville Chamber of Commerce, a major conference on regionalism held at the Airport Marriott, and attended by nearly 300 top level corporate, governmental and educational leaders across the Upstate. This year, November 2<sup>nd</sup>, she's doing it again, this time at the Spartanburg Marriott, drawing in both the Greenville and the Spartanburg Chambers as partners together with BMW and the University ... and the topic is globalism.

And Dean Bradshaw, together with several faculty colleagues, is repeating the highly successful "Evening of Great Conversations," last year at this Piedmont Club in Spartanburg, next year in Greenville.

Great conversations, great conferences, great co-sponsorships, great opportunities for University outreach.

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**Opportunity 9... Student Success.** Over the past three years of University Day speeches, I have emphasized the importance of the success of our students as measured by their persistence from the Freshman to the Sophomore year and on to graduation. And I want to underscore again this fall that we are achieving in the student success agenda. It is an opportunity we are beginning to realize as our multiple avenues of pursuit begin to converge on the destination of substantially improved persistence ... avenues including selective admissions, effective collaboration with two-year institutions, fresh approaches to new student and parent orientation, student code of conduct, Opportunity Network, broadened Student Development and Career Center Services, the Center for Student Success, and our new Office of Academic Advising led by Warren Carson, Assistant Dean of the College of Arts and Sciences.

For example, our University 101 program has proven critically important in persistence from the freshman to the sophomore year. Measured by pre-registrations, 74% of the 101 completers last fall are persisters this fall, whereas 65% of all students will persist ... and, of course, the persistence percentage among non-101 students is even lower. Last year, 242 students participated, earning a fall GPA of 2.88 as opposed to the overall GPA of 2.7. We offered 12 sections of 101 last fall and we will offer 26 this fall ... a strong

movement in the right direction for which I am extremely thankful to each one of you, faculty and staff, who are handling sections of this important course.

Under Associate Vice Chancellor Cindy Jennings' leadership, we have had the good fortune this summer to be accepted by the *Foundations of Excellence in the First College Year* to undertake a self-study and improvement process of our student success agenda. Built around "foundational dimensions" developed collaboratively with over 300 institutions. These dimensions will guide the measurement of our many "student success" efforts, and provide an aspirational model for the entirety of the beginning college experience from initial contact with potential students through admissions, orientation and all first-year curricular and co-curricular experiences.

Nineteen four year universities have been selected to participate in *Foundations of Excellence* program this year, including USC Upstate, Ball State, Central Michigan, Gallaudet, Old Dominion, Texas A&M, The University of Toledo and West Virginia University.

Our Student Success Team will serve as the steering committee for the *Foundations* program. Rather than being a new initiative, this effort will serve to coalesce current efforts and benchmark effectiveness against best practices elsewhere.

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**Opportunity 10 ... NCAA Division I.** And another opportunity seized .... Last spring, again with President Sorensen's strong support, the USC Board of Trustees voted to enable us to accept an invitation to join the Atlantic Sun Conference and move from NCAA Division II to NCAA Division I. As with all our other realized opportunities, this has its important place in positioning the University for a great future.

In A-Sun, we are in the company of ten strong universities from Florida north to Tennessee and east to the Carolinas ... private institutions such as Campbell and Stetson, and public institutions such as East Tennessee State and the University of North Florida.

And with the addition of track and field and cross country next year, we will be ready to compete in Division I in all sports a year from this fall.

We have surely taken advantage of opportunities to get us here. All our spring sports this year were nationally ranked. Winning records, strong academic accomplishment, clean compliance records, great coaching and training staff, excellent administration, effective Faculty Athletics Representative and compliance team ... we are ready.

We have completed the Louis P. Howell Athletics Complex and soon will add a track and field complex ... we are ready.

Our new golf program gained a birth in the NCAA regionals in year one ... we are ready.

Soccer and volleyball seasons opening next week ... we are ready.

And Coach Eddie Payne and men's basketball season opens with an exhibition game on November 6<sup>th</sup> against the winningest basketball team in the history of the NCAA at Rupp Arena in Lexington, Kentucky ... against Coach Tubby Smith and the University of Kentucky! Can you believe it? We are ready!

That is, we're almost ready.

As we build this year toward a full Division I schedule in 2007-08, our fan base needs to grow. You'll see expanded on and off-campus marketing efforts to that end, but it all starts here. Many of our faculty and staff are great fans. Others of us have yet to discover the excitement. I hope you are able to do so. You owe yourself and your family and friends the experience of nationally ranked tennis and volleyball, softball and soccer. You owe yourself the excitement of men's and women's basketball in the Hodge Center and the sheer beauty of the games in the Cleveland Harley and Frank Cyril ballparks, not to mention their winning traditions. Picked pre-season favorites in several sports, this is our year to exit Division II Peach Belt Conference winning the Commissioner's Cup, and enter strong into Division I ... but to do so we need to fill the stands and the bleachers.

What opportunities we have before us!

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In starting my speech, I promised no new initiatives this year ... an understandable and reasonable promise given all that is and has been on our plate.

However, recognizing that there are a large number of faculty and staff who may be interested in realigning opportunities at a crossroads in a career, I can't resist one quasi-initiative ... actually, I'm going to call it a "Coalescence of Opportunities" rather than a new initiative.

A memo from me will reach you on Monday calling upon USC Upstate to undertake a journey that I propose we label "Healthy Upstate Carolina."

Many of you are currently engaged in various initiatives both on and off campus that are directly or indirectly related to active healthy living – from the numerous institutional collaborations with community health partners to the daily walks many of you take around the campus.

A "healthy campus" initiative such as this is not without precedent in other universities ... USC for example. Our call will be unique, however, in that I am going to suggest we consider active healthy living possibilities across the entire institution.

I envision "Healthy Upstate Carolina" as having two main purposes: first, to enhance the health and wellness of students, faculty and staff of the University; and second, to

become a model for healthy institutional and individual practices for the Upstate of South Carolina.

There are also two important qualifications. First, I am *not* seeking an expansion of institutional mission or goals. Rather, I am calling for the addition of a “healthy campus framework” through which we view our mission and goals. Second, I do *not* anticipate or expect that everyone will participate. I do believe, however, that the institution should make possible the participation of all who desire to do so.

I am requesting that a conceptual framework for “Healthy Upstate Carolina” be developed by a “steering committee,” tapping volunteer interest and appointing membership from those interested following consultation with faculty, staff and SGA leadership. Though the Steering Committee will have no authority to take action of its own accord, it will be charged to clarify “focus areas” for “Healthy Upstate Carolina,” and to recommend goals and suggest objectives, with a final purpose to encourage, track and report on the development of objectives by appropriate campus entities.

I am asking Sheryl Turner-Watts, our vice chancellor for planning and organizational development, to chair the Steering Committee. We will meet in an initial retreat session in early September, and request that the Committee undertake most of its work (defining focus areas, goals and objectives) during the Fall Semester. The Steering Committee may appoint sub-committees as needed, charging them to assist in developing specific sets of objectives.

Though some implementation will undoubtedly take place during the Fall Semester, I will expect a full report of recommendations to be in place by January 2007; then we will work seriously with the Steering Committee and the campus community toward implementation.

In Spring 2008, we look forward to opening the Health Education Complex. Although between now and then, we will expect to implement many objectives of “Healthy Upstate Carolina,” the grand opening of the Complex will be an ideal target date for a public declaration and celebration of USC Upstate as “Healthy Upstate Carolina.”

These are the **focus areas** I am thinking about. Some are already components of our university strategic plan. It is their “coalescence” into a single plan, “Healthy Upstate Carolina,” that is the added value here.

In the **academic arena**, I want to encourage new academic courses of study such as those under consideration related to the health and exercise sciences, for example, with concentrations in such areas as nutrition, clinical exercise, K-12 physical education certification, gerontology, community health, and so on. Such a major would draw expertise from Education, Nursing and the Sciences alike. I’d like to encourage other related curricular possibilities that are now under discussion, for example, sports science, sports management or healthcare management. And certainly we will explore the

possible synergies of the co-location of education, nursing and the wellness/fitness center.

From a **faculty and staff** perspective, I want to encourage incentives for wellness and fitness among those interested in making the commitment, providing the tools and opportunities making it possible to incorporate physical activity into the workday; supporting, among others, faculty and staff anxious to approach their senior years as healthy and fit as possible; providing wellness screening and diagnostics through the Office of Health Services, low-cost membership access in the Wellness/Fitness Center, and a variety of wellness focused seminars and workshops through our HR Office.

Focusing on **students**, we will provide a fully staffed and programmed wellness/fitness center; enhanced wellness services offered through Student Development offices, and healthy dining venues and menus.

I see the “Healthy Upstate Carolina” having an important **facilities** focus as well ... investing in campus infrastructure that encourages active living, from trails to recreational and exercise facilities, from attractive and walkable stairwells to the new wellness and fitness center; a commitment to a beautifully designed and a well-maintained campus, indoors and out, having a wall-to-wall and boundary-to-boundary “fit and finished” appearance that is striking to the campus visitor and a source of enjoyment and pride for campus community members. I see a commitment to “healthy buildings,” both with the renovation of facilities and with the forthcoming Health Education Complex and the new Library; and a commitment to a “healthy environment” assuring the use of environmentally safe practices in maintaining our campus property, indoors and out, and a “greening” agenda across the campus.

There should be an **administrative** focus as well ... a commitment to support the recommendations of the Steering Committee; a Human Resource policy commitment to support employees’ efforts to integrate wellness initiatives into daily lives; and a commitment to make campus safety and disaster prevention a top priority by completing and fully implementing a best-in-class “Crisis Management Plan” and developing campus safety committees to focus on daily safety concerns. We should seek to partner with organizations, foundations, corporations and other enterprises similarly committed to leadership in institutional, environmental and individual health and wellness.

And we should commit to a smoke-free campus.

In the closing words of the *Alma Mater* ... “Here’s a health, Carolina, forever to thee!”

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This is the year to assemble and coalesce our gains. This is the year to reflect on our “hopes,” give thanks for our “growth,” and look to the future from the promontories our “opportunities” offer us.

We have framed and focused our university, metaphorically, with its metropolitan mission, and literally, with its master plan, its new entrances and infrastructure, its main residential campus in Spartanburg and its growing commuting presence at the University Center of Greenville. We have enhanced its profile academically and athletically. We are better resourced and increasingly strong. This is a year to decentralize, to block budget, to draw on the leadership of our deans, directors, chairs and governance.

At the same time, this is a year to think about the future ... our size, absolutely, but also our influence, our reputation, our capacity to change the world we live in.

This is our year to re-energize our university. This is the year re-energize ourselves.

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And from a personal perspective, this is what I am looking forward to myself, quite frankly.

Most of you know that I have the good fortune of having been granted by President Sorensen and the Board of Trustees a sabbatical leave this fall. I will be off-campus and out of sight, though not completely out of touch (and I hope not out of mind!) for three months, from mid-September through December. Reg Avery, our executive vice chancellor for academic affairs, will very ably take on the added role of acting chancellor for that period of time.

As I make my own plans for the use of that time, I am also preparing some to-do lists for Reg and other members of the Cabinet. Using first names, speaking in the “familiar” ...

Reg ... take care of the place ... launch the USC Upstate Community Outreach and Education Center ... continue to advance the Greenville agenda ... deliberate with faculty the possibilities for Centers of Excellence ... and consider with them some important health related curricular developments.

Bob ... move the Health Ed Center along ... get the campus signage program off the ground ... develop the entrance park around the lake ... fully implement the classroom modernization project ... continue to work on the “fit and finish” of the campus.

Sheryl ... make sure the work of the Healthy Upstate Carolina Steering Committee a joy ... and in consultation with the Faculty Senate and the Staff Council undertake a fall faculty/staff salary study, including part-time faculty salaries, reporting to me in January.

Frances ... for my review in January, put a team together to design a plan to aggressively market the University’s image and reputation across the I-85 corridor.

Leon ... undertake the new housing study ... and prepare the policies, programming and staffing to open successfully the Wellness/Fitness Center.

John ... concentrate on the bond bill and on recurring parity funding ... and pursue the quiet giving that must precede the announcement of our capital campaign kick-off in a year and a half.

Jeanne ... work closely with Columbia to make "One-Carolina" a success ... and move as soon as possible on staffing your faculty instructional media support plans.

Mike ... Get us ready for an imposing entrance into Division I.

Judy ... get well ... and continue your great representation of USC Upstate in Greenville.

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Now, as for me, I plan to go back to Waveland, metaphorically. I plan to touch base with my father's old sermons and hymns, and reflect somewhat on my own "hopes" and "growth," and give thanks for my "opportunities." I plan to celebrate Dad's wanderlust and travel. I plan to write without the truly awesome deadline pressure of these 7:45 a.m. speeches twice a year ... yet, perhaps, to pick up some of the themes I've built these speeches around in earlier years ("Lenin's Tomb and the Pursuit of Distinction" ... "Our Place in the Cosmos" ... "The Upstate Way" ... "The University as Tightrope" ... "Madmen, Catechisms and Great Universities"), just to see where these and other speeches' themes lead me. And I promise to tell you what I've done, or not done, on University Day in January.

I plan to read more Russian history.

And I'm also carrying with me *Osman's Dream*, Caroline Finkel's recent history of the Ottoman Empire, and Howard Sachar's *History of the Jews in the Modern World*, in the hope of understanding and maybe, in a small way, helping.

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Thank you for allowing me to get away for a while. And, after twelve years, thank you for making it impossible not to return and continue this joyful and important work together.

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