

Monday, August 22nd. Convocation Talking Points
Final 08.17.22

SECTION ONE: WELCOME, POET LAUREATE, THEMES, AND ACKNOWLEDGEMENTS

Talking Points: Welcome

- Welcome to the 2022-2023 Academic Year! I'm grateful we are all here together to take part in our special ritual of Convocation.
- I hope this day has already been one of inspiration and connections as we come together as a college community to begin another academic year.

Talking Points: Theme - Ritual Effect and Happiness

- This academic year comes with a special designation.
 - Beginning in January, we will start a year of recognizing and celebrating 75 years of SLCC!
 - With that milestone on the horizon — 75 years of excellence in education and workforce training in the Salt Lake Valley — it seems like a perfect time to reflect on rituals.
 - So, in just a little bit, we are going to explore something called the Ritual Effect.
 - The Ritual Effect is an expansion on last year's Convocation theme of The Science of Happiness and preparation for the year ahead. It's an examination of how rituals connect us in the community and magnifies our personal and professional lives.
 - In just a short time, we'll hear from our keynote speaker, Dr. Michael I. Norton, who is an expert on the topic and author of the book, The Ritual Effect.
 - As a community, our institutional rituals reinforce our vision of SLCC as a model for inclusive and transformative education as we strengthen the communities we serve through the success of our students.
 - Our rituals also support our values, provide grounding to our work, and move us forward in our quest to be the best community college and technical college we can be.
 - As we meet today and throughout the coming year, think about the everyday things we do. Some of these things we might believe to be routine — setting an alarm clock, hosting a meeting, facilitating a classroom discussion — but take time to reflect on them and realize their importance and the positive impact they make on students and our community.

Talking Point: Land Acknowledgement Ritual

- For example, one important new ritual we engage in at SLCC is our Land Acknowledgement.

- In November 2020, a land acknowledgment statement was crafted by SLCC students, staff, and faculty to honor those who lived on these lands before us and the rich history and cultural legacy that continues in our indigenous students and communities.
- In the spirit of admiration and respect, we now engage in the very important ritual of making this statement at every major college event.
- ***"Salt Lake Community College is located on the Native American shared territory of the Goshute, Navajo, Paiute, Shoshone, and Ute People. We honor the original ancestors of this land and also offer respect to our other tribal communities. We acknowledge this history to cultivate respect for and advocate with our indigenous students and communities still connected to this land."***
- I appreciate our Land Acknowledgment ritual and how it encourages us to reflect on past wrongs and open opportunities for deeper understanding and reconciliation.

Talking Point: Introduction of SLCC's Poet Laureate

- Let's turn to another important ritual, and that is hearing from our SLCC Poet Laureate, Dr. Deidre Tyler. I'd like to invite her to the podium. (Dr. Tyler performs the poem Ritual of the Alarm)
- Thank you, Dr. Tyler, for your reminding us of the many rituals, big and small, that drive our daily lives.

Talking Point: Leadership Acknowledgements SLCCA Executive Council

- As we prepare to welcome students tomorrow, let me recognize our SLCC Student Association Executive Council for the academic year.
 - President, Lindsay Simons
 - Executive VP (Senate), Emmanuel Mukaz
 - Equity and Diversity VP, Jesus Ruelas
 - Clubs and Organizations VP, Angel Star
 - North Region VP, Shelby Campbell
 - Central Region VP, Anahi Padilla-Oliver
 - South Region VP, Danielle Higgs
- Many thanks to our student leaders for all they do to inspire, assist, guide, serve, and represent all students, including those of diverse cultures, abilities, and ages. (Hold for applause)

Talking Point: SLCC Executive Cabinet

- Another team that works diligently on behalf of SLCC is our executive cabinet. Two new members have joined us this year. Please stand as I introduce you:
 - VP for Institutional Equity, Inclusion and Transformation, Dr. Juone Kadiri
 - VP for Finance and Administration and CFO, Chris Martin
- And will the other members of our executive team stand and be recognized as I call your names:
 - VP for Institutional Effectiveness, Jeffrey Aird

- VP for Student Affairs and Enrollment Management, Dr. Chuck Lepper
- VP for Institutional Advancement, Alison McFarlane
- Provost for Academic Affairs, Dr. Clifton Sanders
- VP for Government and Community Relations, Tim Sheehan

Talking Point: Academic Deans

- I'd also like to take this opportunity to formally recognize those who lead our areas of study -- our academic deans.
- Let's start with our newest Dean, Dr. Robert Pettit, who heads up our School of Health Sciences. Dr. Pettit, please stand and be recognized.
- And our other deans, please stand as I call your names:
 - School of Business, Dr. Dennis Bromley
 - School of Math, Science and Engineering, Dr. Craig Caldwell
 - School of Humanities and Social Sciences, Dr. Roderic Land
 - Salt Lake Technical College and the School of Technical and Professional Specialties, Dr. Jennifer Saunders
 - School of Arts, Communication and Media, Richard Scott
- Thank you to our academic leaders for creating engaging learning spaces and opportunities for our students. Your work helps ensure a bright future for us all.

Talking Point: Staff and Faculty Leaders

- We are also fortunate to have dedicated leaders who share their time and talents in support of our staff and faculty. As I introduce these individuals, will you please stand:
 - Faculty Senate President, Adam Dastrup
 - Faculty Association President, Shirene McKay
 - Staff Association President, Gina Alfred

Talking Point # New Staff and Faculty Welcome

- We are also pleased to welcome our newest members of the SLCC family. If this is your first Convocation, please stand. Welcome to SLCC! We're glad you're here! (hold for applause)

SECTION TWO: STATE OF THE COLLEGE

- While we will talk a lot today about ritual and its consistency and stabilizing force, I also want to acknowledge that we find ourselves in a rapidly changing environment. We are witnessing a cultural, social, environmental and economic resorting that is shaping our nation, our community, and our institution. There is a confluence of forces in the economy, the populations we serve, the climate, the political scene and public health that are demanding we rethink and reimagine this College. We must all recognize our role in

adapting to that change and determining how we help shape and embrace it. We'll talk about some of those changes today.

- And change was part of our origin story...We opened our doors in 1948 as Salt Lake Area Vocational School to provide returning World War II veterans education and training in 16 programs, helping them pivot from their military service to a new job or career.
- In the proceeding decades, the school changed its name many times until we officially became Salt Lake Community College in 1987, when we began offering general education classes and associate degrees.
- And while we've experienced an incredible amount of change and growth over the decades, as an institution, we've never wavered from our charge to provide top-notch technical education.

Talking Points: Salt Lake Technical College SLTC

- This year, in addition to our identity as Salt Lake Community College, we are magnifying the work of our technical programs with the mantle of Salt Lake Technical College.
- Since the late 80s, Salt Lake Community College has been unique in regard to being both a degree-granting institution and the technical education provider for Salt Lake County.
- So when the Utah System of Higher Education recently combined the state's degree-granting institutions and technical colleges together into one system, we leaned into strengthening our Technical College offerings and positionality to be more present and accessible in SL County.
- To provide clarity to potential students and area employers regarding our role as the leading technical education organization in Salt Lake County, we have renamed our School of Applied Technology as Salt Lake Technical College.
- Salt Lake Technical College reaffirms our deep commitment to technical education and provides a distinct brand for programs that are similar to what's offered at Utah's other technical colleges.
- In addition to reducing confusion among students and other stakeholders, Salt Lake Technical College will offer other benefits, including:
 - Better alignment with the USHE's new structure.
 - Stronger accountability for our applied technology offerings.
 - A more effective platform to reach potential students who are looking to gain or upgrade their skills and go directly to the workforce.
 - Highlighting our ability to train a highly-skilled, well-educated workforce in areas such as construction, manufacturing, transportation, mechanics, health care, culinary arts, and office and computer skills.
 - Shorter-term, less expensive and transferable certificates leading to apprenticeships or associate degree programs.
- This approach, coupled with all the work that we do in our workforce and economic development area, clearly positions the college to prepare students for the workforce and launch vibrant and rewarding careers. At the same time, the college continues to meet the needs of Utah employers and bolster the state's economy.

Talking Point: Inflation

- The lingering impact of the pandemic has, unfortunately, produced worker and product shortages worldwide and increased demand for goods resulting in a rapid rise in the cost of living.
- In these circumstances, education is more important than ever. As such, SLCC remains committed to providing affordable, high-quality education to anyone who wishes to obtain it.
- We know our students are deeply and negatively impacted by the current economy, and in this environment, we continue to be mindful of our tuition rates and fees.
- SLCC offers many financial aid options, including SLCC Promise, that helps eligible students pay for tuition.
- We will continue to do all we can to educate students on how to apply and receive aid, as well as keep them informed on the scholarships and other financial programs that may be available to them.
- We know that tuition is just one of the costs our students face when attending college. To continue to provide as much access as possible to students, we've provided wrap-around services and support, including textbook savings through OER, basic needs support through our Child Care service on campus and through vouchers and the Bruin Pantry. Visits to the Bruin Pantry have increased substantially as we work to address food scarcity for students.
- We are also paying careful attention, with a shout-out to Ella Aho and the team in Career Services, to building more opportunities for students to work on campus. We are working hard to expand the campus internship program, strengthen the use of the federal work-study program and increase overall on-campus employment for students. We know most of our students need to work, so let's have them work on campus; it helps them with networking, negotiating time to study, and keeps them close to a supportive community to help them succeed.
- 52% of our non-returning students said that mental health was a factor in their decision not to return (up from 42% years earlier). Nearly 30% said it was a major factor in their decision. We know that even those who did return can be suffering, so we have bolstered mental health support for our students as well through our Center for Health and Counseling.

Talking Point: Workplace Transformed

- As a community, we also greatly value our employees, and as we emerge from the pandemic and open up spaces more safely, we are rethinking decisions that affect our workplace culture. We have heard and understand that flexibility is important to you, and we've also heard that an in-person community is critical for serving students and building strong and trusted relationships. This year we will try to balance those needs with a new take on hybrid work.

- Recognizing that hybrid arrangements don't work for all positions or employees, we are asking supervisors to be intentional about hybrid schedules and creating time for eligible employees to be in the office working together and still have some time to work from home. Eligible employees will be able to work from home up to two days per week, and supervisors will be asked to set and share their core expectations for hybrid work as it applies to individual departments and divisions within the college. You can expect deeper detail and support from People Workplace and Culture in the coming weeks to help supervisors map out those arrangements.

Talking Point: Political Upheaval and Violence

- Besides inflation, this year in the U.S. and worldwide, we continued to experience political strife, most notably Russia's invasion of Ukraine.
- It's a reminder that many people from across the globe come to the United States seeking security and opportunity for themselves and their families, and many of them come to Utah and turn to SLCC to help them succeed.
- We provide quality education to students from 65 different countries. We are proud to be Utah's most diverse higher education public institution, and it's an honor to help these students in building their lives and achieving their dreams.
- We serve many students without documentation and provide support for them and their families as they navigate an uncertain future for DACA. We are committed to providing financial assistance, legal referrals, and supportive, open, safe spaces for them and their families. To that end, we are working with a non-profit to create scholarship support for students who need financial help to renew their DACA application, and we will be assisting our employees with DACA status with financial help as well. Please watch for a notice from PWC on how that reimbursement will work. Expansion of Dream Center bigger space at WVC and a new staff person
- At SLCC, we will always strive to be a source of hope and inspiration, and we reaffirm our commitment to being a safe place for everyone regardless of socio-economic status, nationality, disability, religious affiliation, race, ethnicity, sexual orientation or gender identity.

Talking Point: Equity, Inclusion and Transformation

- While it is the work of each one of us to be intentional about inclusivity, diversity and equity our efforts are being graciously led by Dr. Juone Kadiri, VP for Institutional Equity, Inclusion and Transformation.
- We are grateful to have Dr. Kadiri in this role to lead us through the process of strengthening our efforts to create a more equitable institution.
- Over the next few months, Dr. Kadiri will be having conversations with many of you, and will use your input to develop a new equity framework for SLCC, called the Equity Compass.
- Let me turn some time to Dr. Kadiri to tell you a bit more about that process and how you can be involved.

(Juone PPT here)

- Thank you Juone.
- To offer our best to students and to our colleagues, we must make equity and inclusion central to our work – no matter our function or role. When we do this, we will be able to make equity an authentic part of our culture, and it will become part of the essence of who we are.
- Another way we seek to prioritize equity at SLCC is through the regular rituals we have throughout the year. In 2022, we made room in our calendars for new celebrations that recognized and paid homage to the diversity found at our institution.
- We officially held our first ever Juneteenth Celebration that featured rituals in the forms of food, word, song, and dance.
- We held our first Symposium on Equity and Inclusion.
 - At this event, students, staff, faculty, and community members shared stories of transformation that highlighted their wisdom and work in overcoming obstacles and promoting inclusion in the workplace, classrooms and community.
- And we build inclusivity into our curriculum and pedagogy in a variety of ways: here are some highlights:
 - Students in Associate Professor of Humanities Claire Adam's course The Immigrant Experience Through Literature & Film contributed recipes related to their countries of origin or culture.
 - These recipes were then pulled together into a cookbook, *Flavors from Home*, which was designed and published through our Community Writing Center. Professors of Religion Suzanne Jacobs and Wijitha Bandara invited three Venerable Tibetan Monks to SLCC's South City Campus to create a sand mandala, which is a symbolic representation of Tibetan Buddhist philosophy and a type of meditation monks use to develop wisdom. Constructed with millions of grains of sand, the mandala took a week to construct under the watchful eye of our students and was on display at our Eccles Gallery. Upon completion, the monks released it into the Jordan River with hopes that the prayer of compassion evoked through the process would journey throughout the world.
 - The willingness of the monks to share one of their rituals with us provided a rare opportunity to learn firsthand about Tibetan artistic, cultural, and religious expression.
 - Our Gender and Sexuality Student Resource Center staff do an outstanding job in advocating for our LGBTQ+ and trans students, and this past year, SLCC was recognized by Campus Pride Index as the most affordable LGBTQ-friendly college in the United States, as well as one of the "Best of the Best" places for LGBTQ+ students among American community colleges.

- The physical spaces offered on our campuses also play a role in creating a more equitable institution that feels welcoming to everyone.
- One such place I'd like to highlight is the new Peace and Justice Garden at South City. This unique place is a beautiful and serene spot to gather and learn.
- If you haven't had the opportunity to visit, I encourage you to do so. The space includes:
 - A Repectus stone
 - Peace poles
 - Plaques representing the eight indigenous tribes in Utah
 - Flags of the home countries of our students, and
 - A beautiful new inspiring, and thought-provoking mural created by three SLCC alumni artists and the Roots Collective
- Thanks to the many faculty, staff, and students for their vision and work in creating this moving and unparalleled space.

And finally, this past year, we were introduced to the concept of the college becoming a Hispanic Serving Institution, or HSI.

- Since 2011, our Hispanic student population has grown significantly, even during times that total enrollment has been down.
- Today, 23 percent of our students identify as Hispanic, and to become an HSI, our student population must be 25 percent Latinx or Hispanic. We believe we will reach that benchmark soon, so we must take the time now to determine how best to meet their needs as a college.
- Being an HSI is more than a designation or a strategy. It must be a part of our culture and requires a shift in our perceptions and actions.
- At SLCC 360, we learned about SLCC's new status as an Emerging HSI, and we detailed our plans to become a full HSI, including work that the Collaborative Work Team was already embarking on. Such as
 - The implementation of an HSI Roadshow that helped build awareness, and
 - Conducting a qualitative study to discover more about the lived experiences of our Hispanic and Latinx students.
- Today, the CWT is beginning to pivot toward phase two. This phase includes:
 - Hiring an HSI executive director,
 - Working to get more signage and materials translated into Spanish,
 - Hiring more bilingual staff and faculty, and
 - Developing a more robust plan to bring on more faculty, staff, and administrators who are committed to equity and justice.
- Innovative faculty members, such as Emmanuel Santa-Martinez, are pushing the envelope with new attempts to serve Hispanic students by offering dual language courses in biology.

- Our SLTech and ESL faculty are building contextual English Language Learning into their programs to increase access and progress to a degree.
- We are moving towards the creation of an Ethnic Studies program and are offering five sections of Concurrent Enrollment Ethnic Studies courses at Copper Hills, East, Mana, Academy and Olympus high schools.
- We'll be hearing more about becoming an HSI in the coming year, and I encourage everyone to think about how your work contributes to our goal.

Talking Point: Construction Updates

- In our quest to make education accessible to all, we continue to expand into other communities.
- Our most significant expansion underway is our Herriman Campus.
- By this time next year, we will be welcoming students to this new campus. The opening will usher in an era of improved educational access and opportunity for one of Utah's fastest growing areas.
- Since starting construction in July 2021, crews have completed the building's framing, and the roof and exterior are starting to be put in place. Once those are completed, they will start work on the interior of the building.
- If you work at the Taylorsville Redwood Campus, you may be wondering where we are on reconstructing the old Applied Technology Building, which will be renamed the Technical Arts Building or TAB.
- We've engaged in a careful analysis process since a fire destroyed the building in 2020. After weighing logistics and costs, the decision was made to completely rebuild the structure. Barring delays due to supply shortages, we expect the building to open in the Spring or summer of 2024.
- This past year, we opened a new childcare facility at the South City Campus. Renovation of the former LDS Institute building allowed for an expanded footprint, so we can now accept children ranging in age from infancy to 12. We also added an age-appropriate playground. We are hopeful our student parents and employees will find this upgraded center to be a great resource.

Talking Point: Academic Achievements

- In addition to our physical growth, during this past year, SLCC experienced a great deal of academic success and achievement.
 - Our Culinary Arts and Hospitality Management Program was named one of the top 20 programs in the country.
 - Newsweek Magazine recognized SLCC as one of the country's best online learning schools, and

Our Veterans Business Resource Center at the Mill was invited to participate in Syracuse University's STRIVE program, which offers veterans, active duty, reserve, guard, and their spouses the opportunity, at no cost, to take an early-stage business or business idea through a rigorous ten-week training program.

The first SLCC Honors Program students received their Associates degrees this Spring, and one student was accepted at Princeton University to begin studies this fall.

- Business Students from SLCC's Phi Beta Lambda Chapter competed in the National Competition, with 13 students finishing in the top ten in several categories and one student receiving first place. This competition included colleges and universities from around the nation.
- SLCC Faculty Darin Jensen is the editor of the Teaching English in the Two Year College Journal, a nationally recognized peer review journal for two year college programs. Several SLCC English faculty have published articles this year.
- Writing Across the College at Salt Lake Community College was selected to be the 2022 Exemplary Established WAC Program. Congratulations to Professor Tiffany Rousculp for leading this important program.
- Todd Baird, an Aviation Maintenance faculty member, worked with SkyWest Airlines, who donated a Bombardier CL-600-2B19 aircraft (50 seat aircraft) to the SLCC Program. This in-kind gift is valued at approximately \$10 million dollars.
- And in a promising sign that we are regaining lost ground from the pandemic, we were able to again offer our study abroad program.
- Students in Professor Melissa Seaboch's Anthropology 2083 course spent three weeks in the Primate Ecology & Ecosystems Field School in Costa Rica.
- And students joined Associate Professor Jeff Zealley for a week exploring and experiencing Louisiana's culture, music, food and history in his Taste of Louisiana class.
- Given our goal to offer our students elevated and high-impact learning opportunities and experiences, we are pleased we could resume our domestic study and study abroad programs, one of SLCC's most powerful high impact learning practices.

Talking Point: Comprehensive Campaign

- In 2015 when we launched our strategic plan, we realized we needed more resources to fulfill it. To obtain these resources, we embarked on a major capital campaign for the first time in SLCC's history. Launched in 2017, the campaign's goal is to raise \$40 million in time for our 75th Anniversary.
- I'm happy to report that due to our growing culture of philanthropy, the great leadership of our deans and academic deans, and the perseverance of our Development office, we are three-quarters of the way to our goal.

- Development, with partnerships across the college, has made this work happen by reaching out to individuals, companies and foundations and by hosting events such as Giving Day.
 - Our most recent Giving Day took place earlier this year, and thanks to many of you and our partners in the community, we raised just over \$300,000 in one day! This is double the amount raised during our inaugural Giving Day event that took place in 2021.
- You'll be hearing more about the campaign as this fall, we will enter a new and final phase of this fundraising campaign when we encourage the public to join us in our mission of bringing education to all.

Talking Point: Athletics

- One of the most familiar rituals for most colleges and universities is athletics. SLCC's sport teams have been very successful throughout the years, and 2022 was no exception.
 - In Men's Basketball, the Bruins had a 35-2 season and were named Region 18 champions and runner up in the NJCAA's Division One national championship.
- And our baseball team had a fantastic 47-10 season and earned a first-place title in the Scenic West Athletic Conference. The team also came within a game of advancing to the NJCAA World Series.
- We also grew our athletic program this year with the addition of a Men's and Women's Cross Country Team and E-Sports. These are exciting developments that will provide more opportunities for student athletes locally and across the nation.

Talking Point: Accreditation

- This past year our accreditation was reaffirmed by the Northwest Commission on Colleges and Universities.
- During this process, we received many commendations and recommendations, and most of the recommendations are currently being implemented.
- Accreditation also led to the decision to substitute our traditional campus climate survey with a more qualitative independent study. The purpose of this assessment is to identify how our employees experience the culture at SLCC and to zero in on areas for improvement.
- The assessment focused on nine areas, including *Sense of belonging and community*, the *Inclusion of diverse perspectives*, *Unconscious bias*, *Collaboration and teamwork with colleagues*, *Leadership effectiveness*, *Relationship with manager/supervisor*, *Clear and objective feedback from the manager*, *Access to career opportunities* and the *Complaint resolution process*.
- We'll share the results of the survey with employees in a public forum on September 20th. And in collaboration with the Faculty Association, Faculty Senate, and Staff Association, we will be holding subsequent smaller forums hosted by a variety of groups on campus. But I wanted to share a small sample of what we learned and how we are

responding here. One of the areas where there were mixed results in terms of positive feedback was leadership effectiveness, and some of that related to lack of responsiveness, clarity around goals, etc. So at our recent Senior Leadership Team retreat, a retreat which includes all Vice Presidents, Associate/Asst. VP's, some Directors, Academic Deans and leaders from Faculty Association, Student Association, Staff Association, Faculty Senate and Associate Dean's council, I shared these overarching expectations of senior leaders.

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I believe that as positional leaders, we have an obligation to be clear, approachable and to build community and trust with those we serve. I hope these expectations will help strengthen our effectiveness in serving you all.

Talking Point: Strategic Plan and Respectus

- The strategic plan many of us built in 2015 will sunset in 2023, inviting us to begin planning for the next 5-7 years.
- Although you will hear the final results of our current plan during SLCC360 next spring, let me share some highlights:
 - Our student population closely reflects the racial and ethnic population makeup of Salt Lake County, bringing us closer to our equity in participation goal.
 - Our Pathways academic model is underway and encourages students to be more intentional in their college journeys in an effort to strengthen completion.
 - And we've developed many great relationships with local industry to ensure our employers have access to the labor force they need to grow and flourish.

A new chapter requires a new plan, and this year we will be engaging in foundational work that will help us chart our course for the future. Over the next year, we will be engaged in many different conversations, all in an effort to set the stage for our next strategic planning cycle. You will be asked to participate in conversations and dialogue around our budget, the equity compass, program prioritization, the cultural assessment feedback and areas focused toward strategic questions.

- We will have a group that will explore our legacy and institutional character.
- We will have a group that will study our institutional talent and capacity to identify our strengths and recommend ways we can build on them.
- A third group will explore the big national and local trends that impact the future of the college,
- And lastly, we will have a team that delves into the details of our student market and why students choose to attend SLCC.
- All of this will be designed to include you all...to hear your ideas, to share information transparently and to set us up for a renewed strategic plan to take us through the next 3-5 years. This is a great time to be a part of the college, and as opportunities pop up throughout the year to get involved, please don't ignore them. Now is your time to influence SLCC's future, and we need your insight and input.

- As many of you know, each year during Convocation, I announce a quote for the year that will be placed at a site on campus that we call the Respectus.
- This year I chose a quote from the American novelist, historian and one-time Utah resident Wallace Stegner.
- Stegner's writings examine nature and environment but also dig deeply into the human condition. He was very much conditioned by the climate, geography and the forms and colors of the American West.
- But Stegner particularly probed issues of both community and individuality and the relationship between the two. He considered how the West had shaped him, and how he might have contributed to it. And here's what he said:
- **"If there is such a thing as being conditioned by climate and geography, and I think there is, it is the West that has conditioned me. It has the forms and lights, and colors that I respond to in nature and in art. If there is a western speech, I speak it; if there is a western character or personality, I am some variant of it; if there is a western culture in the small-c, anthropological sense, I have not escaped it. It has to have shaped me. I may even have contributed to it in minor ways, for culture is a pyramid to which each of us brings a stone."**
- As I think about the year ahead and how important it is for each of us to understand our role in the creation of a stronger, better SLCC, his work resonated with me. This year's respectus quote will be:
 - **"for culture is a pyramid to which each of us brings a stone."**
- I hope you will take seriously the role you play individually in creating a collective, vibrant culture at SLCC.

SECTION THREE: CONCLUSION AND INTRODUCTION OF KEYNOTE SPEAKER

Talking Point: Conclusion

- I have never been prouder to work for SLCC.
- I am in awe of the ingenuity demonstrated by each of you. Your commitment to our students and our community humbles me, and I find SLCC's extraordinary staff and faculty to be a source of inspiration each and every day.
- The exceptionalism that is in this room radiates to our students.
- Our students achieve fantastic and amazing things, oftentimes in the face of great obstacles. Because of you, our students are able to weather challenges and build their futures.
- I hope that as our institution approaches a new era, you will celebrate where we've been and all we have achieved.
- I hope you will take time this year to participate in our many rituals at the college, both old and new. Rituals give us common ground, bring us joy, and help us build up and support each other.
- I appreciate you being here today to take part in our ritual of Convocation.

- I hope you are inspired to make this coming academic year the best yet – for you, your colleagues and, of course, for our students.

Talking Point: Introduction of Keynote Speaker

- Now, we are pleased to have Dr. Michael I. Norton, author of the book, *The Ritual Effect*, with us today.
- You may recall at last year's Convocation, we learned about the science of happiness. This year we are building on that and learning more about rituals and how we can use them to create a more joyful existence.
- Dr. Norton is a professor at Harvard Business School, and he studies ways in which rituals can influence human behavior.
- In his research, he has found people establish rituals to enhance their enjoyment of something or to improve their success.
- We are so glad to have him help us launch our academic year. Please give a warm welcome to Dr. Michael Norton.

(Norton Comments)

Talking Point: Farewell

- Thank you, Dr. Norton. We appreciate your insight and look forward to using rituals as a springboard to a stronger community and institutional success and as a tool for our own personal happiness.
- Let's give him another round of applause. (Hold for applause)
- And with that, enjoy the rest of your afternoon, and we'll see you tomorrow to welcome our new and returning SLCC students.
- Go Bruins