

CONVOCATION 2016
Tuesday, August 23
President Huftalin's Remarks

Good Morning and welcome... Welcome back to an exciting school year!
One of the traditions we began last year, was welcoming in the new academic year with a poem.
Our own SLCC Poet Laureate, Lisa Bickmore shared Inquiry Method with us last year. As we
come together today to celebrate a new start, a new school year, let's begin again with another
original poem. Lisa....

—we know, however immediate
the present river seems, it springs
from somewhere else, deriving

its origin from a headwater, a bursting
forth, a hurry downhill to the next
meander, next eddy, channel and rapids,

until it completes a course from source
to mouth. We watch, anxious now,
the lakes and streams as they parch,

count days of no rain, scan the sky
like seers, while elsewhere streets swim
loose with flood. I am thinking

of one who will soon arrive, of one
who works with her hands; of another,
home from war, and another for whom

war is what he has fled: of everything
they have hazarded, will yet hazard,
to arrive, their own plans plotted

with care, or seeded by havoc: how,
looking back, each sees a road
she has traveled, each retraces a logic

to it all, a grammar of water: water,
which can both brook and ravage
the riverbank. Catastrophe, like grace,

is fickle, its diagrams the jurisdiction
of the traces you and I walk: we look
into a past that is grit under our feet,

a murmuring bicker about what we can
and cannot foretell, of how to make
a chaos tractable: here, on the plaza,

a fountain, its timer charting the choreography
of its jets: its forebear a fountain of green
glass, simulacrum of a mountain stream:

the designers sought a bright openness,
where paths would cross at these
machineries of perpetual flow, contrivances

of water rising from invisible sources,
so that you and I might walk by, pause,
notice a wild thing made small, decorous,

a fierce current piped in and bridled:
but these women and men, their cities
and towns: I want to travel the road each

has traveled, I want to see the vast
pattern surface of their far steps
converging on this hopeful place,

see them become visible, part of
a fluid map, a dreaming rushing in
from all directions, dream we must hear

if it is to speak its act into waking:
I think of her, at a table, in lamplight.
Before her, a book of days, the plot

of what she imagines for herself.
I may want to, but I cannot imagine it
for her. Steady now: she slips

the hollow of one hand to fit exactly
at her cheekbone, and keeps writing.

See: she has navigated a track

already, as she must, a path
she is herself singing into being.

Last spring at Commencement I offered some words of wisdom to our graduates. I likened their journey at the College to a chapter in their own personal book.. I said this:

This day marks the formal ending to this particular story in your life. Today, there are more pages to the left of your SLCC book than to the right; the final chapter is in your hand. But the beauty of life, is that there are parallel stories occurring all the time and while this chapter may be ending, in other parts of your life you're blessedly in the middle, or just starting out, or perhaps haven't even yet picked up the book.

I want to evoke that same story metaphor in our gathering here today. But this time, think of it as the story of the College. The ongoing narrative of Salt Lake Community College and our trajectory and influence in the state of Utah. And I want to begin with this:

Slide of Alinea:



Who knows what this is? This is the symbol of a new paragraph.

Recently I was watching Chef's Table which I enjoy for a variety of reasons but mostly because I can vicariously indulge in amazing food guilt free. If you could gain weight by watching The Great British Baking Show or The Kitchen, I would be in trouble. But I digress...

So this episode focused on this inventive restaurant in Chicago called Alinea. As the owner and chef searched for a symbol and name for his new restaurant, he came across this symbol...also known as a pilcrow. He decided to use it because for him, his restaurant symbolized a "new train of thought" in cuisine.

This year...SLCC is embarking on a series of “new trains of thought”. We are thinking differently about what we need to do to get students to complete. What we should be including in a transfer program that will work for students. What industry needs differently from a training perspective. How we can do things differently to change the participation rates and completion rates of students of color. How we can collaborate and integrate our data to improve student success.

You could argue that our fundamental mission at SLCC is grounded in the element of change. Every one of the more than 61,000 students we train and educate each year undergoes a change during their time here. Our talented faculty challenge students every day to think differently, to consider new trains of thought. And as our economy, workplace environments, student demographics, technology, client expectations... as all of these things change, so, too must we.

Many of you spent long hours this past year as we collectively crafted the College’s Vision, Mission, Values and strategic goals. Our Vision statement challenges us to be transformative and inclusive educators. Our Mission statement focuses us on preparing students for a successful transfer or to have quality skills to put to work. Embedded in our list of values are words like collaboration and learning, constructs which to be fully embraced depend on an openness to change.

With vision, mission, and values defined, we set five goals in our SLCC Strategic Plan for 2016-2023. And we decided that we needed to change our former Council structures to allow for more immediate and transformative change. We drilled down to identify a cross-disciplinary method that will allow us to work collectively toward meeting these goals. Today, I share with you more detail about the campus-wide Collaborative Work Teams that have been or are in the process of being formed. These CWTs will each be given a singular charge during a designated time frame. Teams will dig into specific strategies and tactics of implementation to meet our five strategic goals. While the CWTs will be responsible for the deep dives that will move us closer to our goals, I assure you that work on these goals will be addressed across the College by all of us. ... in every classroom, in admissions, in human resources, in financial aid, in athletics, in the development office, in the professional development center, in CTE programs ... truly across the college, we will all work on these goals. That’s why we chose the Libba Bray quote for today’s program. She said, “And that is how change happens. One gesture. One person. One moment at a time.”

So a reminder of our collective goals:

- **Goal # 1: Increase Student Completion**
We need to move from a 22% completion rate to a 40% completion rate. Our strategies address challenges of career and program planning; the cost of college; and persistence toward educational goals. We will enhance the student experience and support students when they start at SLCC all the way to obtaining their degree or certificate.
 - **CWT: Strategic Enrollment Management**

- **Dr. Chuck Lepper - Cabinet sponsor**
- **Kate Gildea-Broderick & Michael Navarre –Co-leads**

This work team has been meeting for some time as colleagues in Institutional Advancement, Student Affairs, Academic Affairs, and Institutional Effectiveness work together to improve student access, support, and success. These four groups are meeting on a regular basis to strategically coordinate the communications we have with students in the pre-enrollment phase, to improve registration performance for current students and to ensure that our course offerings match what students are looking for in their programs of study. It’s a holistic approach to enrollment that we believe will improve the overall student experience, and meet our enrollment projections.

Our new **SLCC Promise**, is a big, new step toward this end. Through the thoughtful redistribution of existing student-aid funds, SLCC Promise will help many more members of our community realize the dream of accessing a higher education – its their dream and our commitment. By changing access for even one individual, we change a family and change a community. Each year, more than 14,000 Utah residents complete the FAFSA application – the first step toward securing the SLCC Promise award. To date, we have processed 4,352 PELL awards and more than 479 students have received a Promise award. I hope you all saw the front page of the Salt Lake Tribune on August 1st that featured Lisa Flinton and Loree Reece, two of our students for whom college has already been made possible because of SLCC Promise.

Another strong effort in the enrollment strategy is the expansion of our PACE Program. PACE offers ninth-graders at West, East and Highland high schools two-year guaranteed scholarships to SLCC if they fulfill certain requirements. Many of these students are the first in their family to attend college More than 350 students are enrolled in PACE and we will begin the program at Cottonwood High School this fall. In order to fund the SLCC Promise and the PACE program, our Development Office staff has worked relentlessly in our community to raise over \$1 million dollars last year – just for these two programs alone – from foundations, corporations and individuals through major gifts and philanthropic giving. Kudos to all of you who have helped make the SLCCPromise a reality.

- **Goal #2: Improve Transfer Preparation and Pathways and**
 - **CWT: Guided Pathways**
 - **Dr. Clifton Sanders (phase one) - Cabinet sponsor**
 - **David Hubert - lead**

To reach SLCC’s 2023 target of a 60% transfer conversion rate we need to transform our current processes into authentic Guided Pathways that accelerate student completion of associates degrees.

This Collaborative Work Team will initially focus on two points—establishing meta majors from within our current offerings to provide clearer roadmaps for students in both transfer and CTE programs and developing simple and clear mechanisms for students to arrive at career decisions as early as possible.

Initially, the Clear Pathways—Meta Majors CWT will recommend meta major categories for clustering of SLCC programs of study.

Once the meta major categories are established and programs of study organized in the appropriate category, the stage will be set for the next phases that include effective marketing to students and for timely and relevant advising and intervention as students pursue clear career pathways. The third phase will rely on Faculty Senate, associated sub-committees and the Assistant Provost for Learning Enhancement’s engagement in improving curriculum-related processes to strengthen student completion.

We’ll help more SLCC graduates earn degrees. Our transfer strategies focus on improving quality, affordability and the alignment of SLCC’s transfer programs.

Goal #3: Align With and Respond to Workforce Needs

Although not the work of the CWT, it’s worth noting a division effort which is already producing results. We restructured our workforce division to allow for more seamless partnerships with business and industry to create career and technical education pathways for students as they move toward high-demand, high-wage employment.

- **Goal #4: Achieve Equity in Student Participation & Completion**
SLCC will become more inclusive in our services, curriculum and hiring. We’ll build shared values to ensure welcoming, respectful and transformative educational experiences for the diverse communities we serve. We’ll find ways to embrace the Zulu greeting “Sawbona”. Maria Griffith, one of our English faculty shared this beautiful greeting with me. Literally translated it means “I see you”. But when said it reflects much more: I see you, I recognize you. You belong here. You are accepted here. You are one of us.”
 - **CWT: Strengthening Talent Acquisition and Workplace Culture**
 - **Dr. Roderic Land and Dennis Klaus – Cabinet sponsors**
 - **Marianne McKnight - lead**
- As a community college it’s imperative that we reflect our community. The composition of our student population has changed, but the racial diversity of SLCC’s full-time

faculty, staff, and leadership has changed very little over the last few decades. We know intuitively and also from research that diverse faculty, staff, students and curriculum enhances the educational experience of all students and better prepares students to work and live in an increasingly diverse world. As we are faced with declining enrollments, unsatisfactory “completion” rates, and a persistent achievement gap, a diverse pool of talented and committed faculty and staff is essential.

- This CWT will recommend and implement a strategy for diversifying talent, for expanding and strengthening our recruiting practices to hire the best and brightest to teach and support our students and on how to create a strong workplace culture that retains quality, talented, high performing staff and faculty.

- **Goal #5: Secure Institutional Sustainability and Capacity**
 - **CWT: Data Governance**
 - **Denece Huftalin – Cabinet sponsor**
 - **Barbara Grover - lead**

We need to build SLCC’s capacity to thrive in a changing economic and educational landscape. One systemic focus we will highlight over the next few years is our data governance.

This past year we have pushed our data to new limits. We have gained transformational insights through this improved interrogation. Let me thank Jeff Webb and his team in institutional research and reporting for improving our analytics efforts. There are also many others involved in these processes and I thank each of you. We will highlight some of this research at our SLCC 360 event in February (more on that in a minute).

To truly become the model for inclusive and transformative education and to secure institutional sustainability and capacity, we must continue to unleash the power of inquiry and analytics. We can use our data to build better, more customized student experiences. We can identify potential problem areas and achieve just-in-time support. We can predict the impact of the economy, college preparation, and even childcare on student success. We can determine the effectiveness of our work and find new ways to combine and focus our efforts. Data will make us better.

But to become an inquiry-driven institution will require many of us to reconsider how we manage the data we produce. Analytics cannot succeed without data integrity and governance. Governed data is data that exists in an environment where policies and standards have been enacted regarding responsible ownership, knowledge, access, quality, integrity, and usage. The work of creating these policies and developing these standards is the core of data governance. This is work we will accomplish this year.

Vice President Barbara Grover will lead a collaborative work team to recommend and implement a data governance structure. Specifically, this team will recommend and work to implement reliable procedures addressing access to banner, banner data entry controls, and ongoing integrity of data definitions, procedures, and reports. A strong data governance foundation will provide sure footing to limitless technology and analytics innovations to guide our work into the future.

Our strategic goals form the blueprint for “new trains of thought” we will consider over the next few years, but there is also excellent change happening all around our campuses and in our classrooms.

Here are just a few examples of new trains of thought and some phenomenal 21st century instructors and their work:

1. In the School of Arts, Communication and Media, the communications program has been revamped for ease of transfer and has created a capstone course in media studies/journalism. The capstone creates a "teaching hospital" model (that is the official moniker) of journalism that puts radio, television and print students together to work as a triage team – in the same way a hospital –or, in this case – as a newsroom works. The class functions as a new, contemporary newsroom. This is cutting edge for journalism instruction in the country and was created by Tamara Philips, Matt Merkel, Julie Gay, Allison Arndt Wilde and Nick Burns. This is work that integrates knowledge, promotes creativity and higher-order thinking, and creates a direct industry-related experience for our students. THIS is change folks. THIS is innovation.
2. The School of Science, Mathematics and Engineering just solidified a partnership with the Loveland Living Planet Aquarium for the specific purpose of providing our students exceptional and innovative educational opportunities. Beginning Fall Semester 2016, the aquarium will serve as an off-site campus for BIOL1070/1075 (Marine Biology). As part of continuing efforts to provide hands-on research experience, students will also be involved in a variety of undergraduate activities. For example, in collaboration with Aquarium staff, InnovaBio interns and biotechnology and chemistry students are currently working on a project to develop an automated method to detect unhealthy levels of nitrates in water samples to help ensure the health and safety of the animals housed at the aquarium. Research opportunities will be extended to biology and engineering technology students in the next few years. In addition to research and instruction, this partnership offers opportunities for student internships, participation in community outreach and a place to take the room out of the classroom (e.g. field trips). This partnership goes far in complimenting both the mission and values of SLCC and the mission and values of Loveland Living Planet aquarium.

3. In student learning and completion, I was informed last week of very exciting news for our ASL Interpreting Program. At the recent Utah Registry of Interpreter's for the Deaf (UTRID) Biennial Conference, a 2016 SLCC ITP graduate, Laci Tagge, received the *Student of the Year Award*, and our senior faculty member and Program Coordinator, Connie Spanton-Jex, was awarded the *Kim Maibaum Lifetime Achievement Award*.

As interim dean of the School of Humanities and Social Sciences, Dr. Paul Allen, noted in his email to me, these are important accolades and a testament to the quality of the program that was revamped over the past five years. It is an important example of our diligence and successes at getting students certified and into the workforce.

We have a brand new Bruin arena floor designed to highlight the Bruin basketball and volleyball teams but also welcome the Salt Lake City Stars, the new Jazz D-League team who will be playing all their home games in Bruin arena.

Our Westpointe building is literally emerging from the ground and is on track to be open for classes Fall of 2018.

Our Eccles Lab School launched a new Nature Playground which showcases the imagination and play found in the natural world. Dale Smith, Sally Schramm, Brandi Benson, and Sharlie Barber have been imagining this new inventive space for many years and it is now a reality. We all know that these projects don't happen without tremendous cross disciplinary effort and Wes Hansen from Facilities was also an integral part of that project. Kudos to all!

Let me tell you about an amazing conversation I experienced at our recent summer barbecue series. I was seated with several colleagues at our Jordan campus...

I'm keenly aware of all of the work that goes into our facilities and grounds 24/7, long after students and most of us leave campus at the end of the day. I sat for a while with a group from our facilities staff and thanked them for all of their efforts. * Dennis Bowles, JT Taylor, Wayne Sagendorf and others commented on how important it is that students have nice facilities and well kept campuses so that they can come here and learn... What an extraordinary example of how each one of us – across the college – and in all of our distinct jobs contribute to the learning, support and success of our students.

Let me give you another example of staff, faculty, administrators aligning for cross-discipline, cross-college, BIG thinking. We know that students finishing their math requirements has been a barrier to completion. That's why right next door in the atrium of the Science and Engineering building a new Math, Science and Technology Resource Center is taking shape. But it's the way it came about that represents the the kind of new thinking I'm talking about today.

So here's how it happened. To focus on student completion, our STEM colleagues dreamed of a dedicated space where students can work directly with faculty and advisors as well as with each other. They imagined a collective space where students could gather together to discuss ideas for formulas and equations and other math stuff. They imagined a large area for inventions, experimental technology and examination and interaction of the natural world. Then they went and met with Nicole Omer and the great team in the grants office and wrote a federal grant for such a space. They talked to the development office and got private donors excited about what they are trying to do for students and how they learn. Let me reiterate: Colleagues used improving student completion as an impetus and collectively discussed what the barriers were. This means that faculty and advisors were working together. Then they pulled the office of sponsored projects into the dream. Next they included the development office to reach out into the community for more support. The dean, the faculty, the advisors, the grants folks, the development experts... and BOOM! We have a Math, Science and Technology Resource center that will open on this campus in Summer of 2017.

Here's another new train of thought. Many of you across the College have supported your programs or activities with the use of federal grants. But that hasn't been a systemic process. Looking forward we realize that with enrollment fluctuations and limited state funding we increasingly need to rely on diversifying and expanding our funding sources. So we should all have our radar tuned to opportunities for federal grants and special funding opportunities. To build structure for those opportunities for our entire institution, the Office of Sponsored Projects will be unveiling a new training program that will help more of us find funding opportunities, develop competitive proposals, and administer awards. You may say a training program isn't new thinking, but think of this: when you take the knowledge of a few and scale it to the entire institution, you create a groundswell of progress.

And what about to embrace **changing or inventing new opportunities** our values of learning and collaboration toward the goal of securing institutional capacity by investing in our faculty and staff?

Angie Napper and others have stepped into remarkable leadership roles in the newly formed UWHEN SLCC chapter. This informal group of women has identified professional development and leadership opportunities for women on campus, designed events and programs to address them and aligned them all to our College values and strategic goals. As part of our equity and inclusivity efforts on campus, this group is making strides.

And on a larger scale, our newly redesigned Professional Development Center represents an invitation to change, and combines the best in technical and human resources to support our incredible faculty and staff.

1. First, the physical manifestation of new thinking is the design and remodel of the third floor of the Technology Building on this campus into a first-class Professional Development Center. Have you been there? It's AMAZING. Today is your chance. Take a few minutes during lunch to explore the new center. They are hosting an open house. All are welcome. This beautiful, thoughtful new space is a testament to our shared values of COLLABORATION AND LEARNING. We are acknowledging that professional development takes place collectively, continuously, and in a variety of ways across the college. And we are acknowledging that we need to learn. We don't know everything.
2. Second, our next College wide gathering, on Feb. 3, 2017 will not be Professional Development Day because professional development shouldn't be a day, it should be every day. No...we are planning a new improved, different day called SLCC 360. This will be a chance to gather as a community to mark our progress regarding our goals and the collaborative work taking place across campus. Put in education terms, this will be, among other things, our midterm examination to hear from the CWTs and assess progress toward our five goals.
3. So let's go back to that concept that professional development should be every day. I am keenly aware that many of you work tirelessly, many hours and rarely have time for development. But I am here to share that as part of that strong workplace culture, there is an expectation that we offer meaningful ways for you to grow, in diverse modes to increase access and in an organized way so you can see progress. My sincere thanks to Anjali Pai, Jason Pickavance and many others who have worked arduously to pull together both a Faculty Development and a Staff Development professional development catalog. You'll see amazing opportunities within these catalogs for ways to develop your technical skills, your communication skills, your emotional intelligence. You'll see opportunities to learn from colleagues on effective teaching practices, course design, and how to build inclusive curricula.
4. The Staff Development Catalog will be available both online and in hard copy at the PDC. The Faculty Development Catalog will be distributed during Dr. Sander's academic meeting today and can be found online.

Although we're an institution ripe for change, we take pride in our legacy as an exciting and welcoming place. We are a community of people who come together in support of our students and give them tools for their own changing selves. We also support and encourage our colleagues and co-workers. As we begin a new school year, may I ask the folks who have joined the college since May 1 to stand and be officially welcomed to Salt Lake Community College.

And I'd like to introduce our excellent Student Life and Leadership Officers who will represent

our student body for 2016-17.

Sydney Cahoon	North Region VP
Amber Caine	South Region VP
Lori Ili	Central Region VP
Brock McCloy	Publicity and Advertising VP
Connor Holt	Executive VP
Arturo Salazar	President
Ana Brown	Clubs and Orgs VP

Our students will be very capably led by this year's terrific Student Association leaders. Let me take a few minutes also to recognize that in addition to leadership on our campus, there are people who work in the community on behalf of our students and the institution. I'd like to recognize one who has worked tirelessly on behalf of Salt Lake Community College.

Senator Wayne Harper lives in Taylorsville and works for Taylorsville city. Senator Harper is one of the most senior and respected members of the Utah State Legislature. He has was first elected to the State House of Representatives in 1996 and in 2013 was elected to serve in the State Senate.

For nearly 20 years the Senator has supported the College in many different ways. Despite his incredibly busy schedule as a legislator and a municipal employee, he has always been willing to make time to hear the thoughts and views of the College. He has also taken time to visit with our students on campus.

He serves on several key committees in the legislature, all of which directly affect the College, including the Infrastructure and General Government Appropriations Subcommittee; the Business, Economic Development, and Labor Appropriations Subcommittee, and the Senate Revenue and Taxation Committee.

As you know, last year the College was seeking funding for our new Westpointe Workforce Training and Education Center. As is always the case, there were many buildings requested for state agencies and institutions of higher education, and the costs of those requests far exceeded available funding. As a result, the competition and advocacy for the buildings was intense, starting long before the legislative session began in January.

From the beginning, Senator Harper was an advocate for our Westpointe Building. He had been to the site several times to fully understand the purpose and vision of the building. As a result, he was well aware of, and vocally supportive of, the need for a new facility in Salt Lake County that would serve the needs of students and industry in growing career and technical fields. As chair of the Infrastructure and General Government Appropriations committee, the senator's support was crucial. His committee members greatly value his perspective and opinion.

Due in large measure to his leadership, the committee strongly endorsed and supported funding the Westpointe building. That overwhelming committee support resulted in the legislature deciding to fully fund construction of the \$43 million Westpointe Building, the largest appropriation for any building funded during the session. As you know we broke ground on the building on June 1 and we were pleased to have Senator Harper there to celebrate with us. Without his support, our Westpointe building likely would not have been funded last year and we wouldn't be looking forward to serving students in the new building beginning in 2018. Thank you Senator Harper! We look forward to having you back for the ribbon-cutting ceremony!

As critical as it is to receive funding for new buildings like the Westpointe Center, it is equally important that state agencies and institutions receive adequate funding to maintain and improve their existing facilities. Over the past few years Senator Harper has played the lead role in ensuring that this essential funding has been a part of the state budget. As a result of his efforts, Salt Lake Community College has received hundreds of thousands of additional dollars to keep our campuses well maintained and to help us with needed improvements and upgrades that benefit all of us and our students.

Senator Harper has also helped the college with many pieces of legislation to help us better serve our students and maintain our mission as a comprehensive community college.

Senator Harper, on behalf of the entire College, we want to thank you for your sustained support of Salt Lake Community College over nearly 20 years of legislative service. While you have always been a champion for the College, we recognize you this year as our 2016 Salt Lake Community College Legislative Champion.

As we start a new school year, we continue our SLCC story. Just as I told our graduating students last year, the next chapter of their story is ready to be written as is the next chapter of SLCC as an institution. I invite you to create and examine our parallel stories as leaders, educators, and colleagues with a new train of thought. We have some heavy lifting to meet our goals and I am confident of success as we work alongside each other. I am humbled and honored every day to be part of Salt Lake Community College and to share this journey with all of you.

So, who better to lead us into the year than our guest today – Dr. Michael Wesch whom it is my pleasure to welcome to SLCC. An associate professor of cultural anthropology at Kansas State University, Dr. Michael Wesch has been dubbed “the prophet of an education revolution” by the Kansas City Star and also “the explainer” by Wired Magazine. Dr. Wesch is a recipient of the highly coveted “U.S. Professor of the Year” award from the Carnegie Foundation. After two years of studying the implications of writing on a remote indigenous culture in the rain forest of Papua New Guinea, he turned his attention to the effects of social media and digital technology on global society and education. His videos on culture, technology, education and information have been viewed over 20 million times, translated into more than 20 languages and are

frequently featured at international film festivals and major academic conferences worldwide. Wesch has won several major awards for his work, including a Wired Magazine Rave award, the John Culkin Award for Outstanding Praxis in Media Ecology, and he was named an “Emerging Explorer” by National Geographic.

SEE VIDEO*

Dr. Wesch keynote.

<https://www.youtube.com/watch?v=33qfQtGoLjw&feature=youtu.be>

President Huftalin:

Thank you, Dr. Wesch....

Provost Sanders’ meeting begins here now. If you are not staying for the academic meeting, the food trucks are ready outside. You will find your voucher on the back of your program. Please rip it off and give it to the truck of your choice in exchange for your lunch. SLCC catering is providing the drinks and desserts. Lunch will be served until 1:30 so faculty will have plenty of time to enjoy the food trucks after their meeting. Please look at the schedules in your program

Thank you