

A Bold Vision for USF's Future

Presidential Fall Address
Thursday, September 12, 2024
As Prepared for Delivery

Thank you, Dr. Simmons, for that kind introduction, and for your leadership in the USF Faculty Senate. Our faculty play an invaluable role in our university's continued growth and success, and we are grateful for all they do for our students, our university, and our society.

Good morning. I am delighted to welcome everyone who joined us today and those watching the live stream.

And of course, thank you to our friends from across the Tampa Bay region, our alumni, members of the Board of Trustees, the State University System Board of Governors, our state leaders, and our partners in the Legislature. Our university is better because of the strong community we have supporting us.

As many of you know, I have been connected to the University of South Florida for most of my life. I came here as a student and a staff member in the Office of Sponsored Research, and even after leaving the university to attend law school and begin my legal career, I stayed connected to my alma mater in many ways. As an alumna, a donor, a Bulls fan, a volunteer, a board member — and now as President.

When the University of South Florida opened its doors for the first day of classes in September of 1960, there were slightly less than 2,000 students enrolled for the fall semester. At the time, there were only three buildings on campus — and Fowler Avenue was still a dirt road.

Here we are, nearly 65 years later. Look how far we have come.

It is undeniable that USF has experienced incredible growth and change, and that we have been on a remarkable trajectory these past few years. We are proud of how far we have come — and we want to keep that momentum going and continue to be relentless in our pursuit of excellence.

Today, I am going to speak about our vision for the future and how we aspire to make an even greater impact. But first, I want to spend a few moments celebrating all that we have achieved — together.

It has been a little over a year since USF was invited to join the prestigious Association of American Universities, a major moment that has instilled a deep sense of pride in our entire community. Our acceptance into the AAU is historic and has forever changed our place in the higher education landscape.

Being asked to join the AAU — a group of the top 3 percent of universities in the United States and Canada — is exceedingly rare. Prior to our invitation, only four universities had been invited to join the AAU in the past decade. We were the first public institution from Florida to be invited in nearly 40 years.

And I am particularly proud that we are the fifth youngest university in the AAU, because it is yet another sign that the University of South Florida is reaching milestones faster than many thought was possible. And we are just getting started.

USF's membership in the AAU is accelerating our impact in many ways, including growing our research enterprise, expanding our research collaborations, and bringing even more high-achieving students to our institution.

And it is also helping us recruit top talent. Building upon the world-class faculty that helped us reach AAU status, we are attracting an unprecedented number of faculty members from around the world to conduct research and teach at USF.

Joining us this morning is Neda Latifi, an assistant professor in the Department of Medical Engineering, who joined USF in August of last year. She came to USF from the University of Toronto, another AAU institution, and she credits our recent invitation to join the prestigious association with solidifying her decision to come to our university.

Neda is just one of the many trailblazing scholars we have recently welcomed across our three campuses and USF Health. This year, we are proud to have an accomplished group of nearly 300 new faculty members who will help us strengthen our position in the AAU.

Speaking of talent, our AAU membership is a key differentiator in helping us recruit more high-achieving students. It has become an immense source of pride for our students who know the degree they will earn comes from one of America's leading research universities.

Joining the AAU is not the only point of pride for our university. Everywhere you look, big achievements and impactful contributions are being made that continue to advance our university into a bold new era.

Students are excited to be part of a welcoming community and learn from our world-class faculty, as evidenced by the record number of undergraduate applications we received this year. For the fall and summer terms, more than 68,500 undergraduate first time in college and transfer students applied to USF, an increase of approximately 5% from last year and over 35% from just 3 years ago.

Our incoming class of more than 6,900 students joins our university with an impressive academic profile, including an average high school GPA of 4.22, an average ACT score of 28.2, and an average SAT score of 1306. Collectively, these students represent counties across the state of Florida, 45 states, and 73 countries.

Joining us this morning is Caleb Lake, who just started his first semester at USF St. Petersburg. His mother is a proud USF alumna, and after graduating from Tampa Catholic, Caleb chose to follow in her footsteps and become a Bull. Reflecting on his decision, Caleb shared that he chose USF because of its culture and his family's history with the university — he believes it is the perfect fit for him.

With aspirations to earn a degree in computer science and become a software engineer, Caleb's journey exemplifies the ambitious spirit of our USF Bulls community and the boundless opportunities available to those who pursue them.

One of the reasons we earned an invitation to join the AAU is the growth in our robust research enterprise. Research funding awarded to our university reached an all-time high of \$692 million in fiscal year 2023, elevating our stature as one of the most research-intensive universities in the country.

And our researchers are turning their bold ideas into both action and impact. With 88 new patents secured in 2023, USF is ranked 14th among American public research universities and 34th among all universities worldwide in generating new U.S. utility patents.

Our university's national reputation continues to climb, and we continue to receive widespread recognition for our impact in student success, research excellence and community engagement.

For the fifth consecutive year, USF ranked among the top 50 public universities in America, and we achieved our highest overall position ever among all universities public or private in U.S. News & World Report's Best Colleges rankings.

And earlier this month, our university achieved notable placements in two additional national rankings. Washington Monthly's 2024 National University Rankings placed USF at No. 22 among public universities and No. 47 among all universities, public or private. And in Forbes's list of America's Best Colleges, USF ranked No. 41 among public universities, a rise of 22 spots from last year.

Just as we have seen growth in USF's research enterprise and national reputation, we continue to see growing support from our alumni, friends, and the broader community who have given in support of our students, faculty and staff, and programs.

Over the past three years, donors have generously given nearly \$500 million to the USF Foundation, and we have continued to set new records for both philanthropic giving and the number of supporters who choose to give to our university. All of this speaks to the widespread enthusiasm for what our university has accomplished, the programs and opportunities we provide, and where we are headed in the future.

We are also grateful for the significant backing we've received in Tallahassee over the past several years with major increases in recurring operational funding and support for other key projects as part of the state budget. This investment shows that our state leaders are taking notice of the important work taking place across our university and that they recognize the value USF provides to our region and state.

It's also an incredibly exciting time for USF Athletics. Over the past year, our Bulls have celebrated major victories in several sports including football, track & field, and cheerleading.

And let's not forget men's basketball, which experienced a historic season last year. Under the leadership of Coach Amir Abdur-Rahim, our Bulls recorded their longest conference winning streak in program history and their first regular season conference championship. His peers took notice, unanimously selecting him as the American Athletic Conference Coach of the Year — all

in his first season here at USF.

Our student-athletes continue to make impressive achievements both on and off the field. For the past 19 semesters, they have posted a 3.0 combined grade point average or higher, with a record 338 student-athletes earning Athletics Honor Roll recognition.

There is also much cause for celebration in USF Health. Our presence in Water Street Tampa plays a leading role in growing Tampa's world-class medical and research district. This summer, the Taneja College of Pharmacy officially moved into our state-of-the-art facility, a move that will provide innovative learning opportunities for our students and help our university better serve the health care needs of our region and state.

Also, this summer, USF was selected as the international headquarters of the Global Virus Network, a distinguished organization comprised of virologists spanning more than 80 Centers of Excellence and Affiliates in over 40 countries, who are working collaboratively to advance knowledge about viral pathogens and pandemic viruses.

Alongside this fantastic news, we welcomed Dr. Robert Gallo, the co-discoverer of HIV and one of our nation's most respected researchers, who also co-founded the GVN, to our faculty at the Morsani College of Medicine, and we are happy to have him here with us today. In his new role, Dr. Gallo is also developing and serving as director of the USF Health Virology Center, and he and his research team are already making plans to collaborate with other research leaders on the USF Health team.

Across One USF, we are seeing tremendous accomplishments, and that includes our campuses in St. Petersburg and Sarasota-Manatee.

In St. Petersburg, we are making great strides in enhancing USF's impact within environmental and oceanographic sciences. Last year, we celebrated the homeporting of the Research Vessel Western Flyer, the most technologically advanced vessel in the Florida Institute of Oceanography's fleet.

This year, we were proud to add the remotely operated vehicle Taurus, which can reach depths of up to 2.5 miles, allowing us to explore some of the most remote areas of the ocean and potentially discover new species. Taurus is housed aboard the Western Flyer, and its acquisition makes USF the only university in the continental United States to own an ROV with such advanced capabilities.

At our Sarasota-Manatee campus, we recently celebrated a historic moment with the completion of the new Campus Student Center and Atala Residence Hall. Before the grand opening of this facility, the Sarasota-Manatee campus only had one building to support its students, faculty, and staff. The students living in the residence hall are creating history together as the first USF Bulls live on the campus, and we cannot wait to see all they will experience and achieve.

The University of South Florida is a relatively young institution, yet we stand alongside the top institutions in the country, often outperforming some of our oldest peers.

As we look ahead, before us lies a powerful opportunity to help define the future of what an AAU institution can be. Our location in a thriving metropolitan area, and our rich traditions of promoting access and opportunity for students from all backgrounds — that includes serving thousands of first-generation college students, Pell Grant recipients, and student veterans — uniquely position us to set new standards for excellence and shape the next chapter of higher education in our country.

To maximize USF's impact across the Tampa Bay region and the state of Florida, we have our sights set on becoming a Top 25-ranked public university.

Why is the Top 25 our goal? Like our membership in the AAU, achieving the benchmarks associated with this distinction will enable us to attract the best and brightest minds — both students and scholars — to join our university community. It will spark groundbreaking research and bring more entrepreneurs and promising companies to our region, because they want to access the strong talent pipeline and expertise available through our university.

But let me be clear — we are not pursuing rankings for their own sake. Instead, we remain focused on several key indicators measured by the rankings that overlap with our mission, such as graduation and retention rates, the social mobility of our students, and the affordability of earning a degree from our institution.

Now is the time to stay focused and committed to our goals — to ensure we continue to enhance our position in the AAU, our status as a preeminent research university, and our reputation as one of the top-performing institutions in our state. We have ambitious aspirations for USF's future, and I am confident that by working together and staying the course of our bold path forward, we will achieve them.

So, what does our continuous pursuit of excellence look like? It starts with student success. We are committed to supporting our students throughout their journey at USF, ensuring they have the tools and resources to thrive. Our commitment to their holistic growth extends far beyond the classroom. Allow me to tell you about some of our key priorities this year.

USF offers a world-class education in a state that has the lowest tuition in the country, providing an immense return on investment for students and their families. As the national conversation focuses on the rising cost of college and mounting student debt, we are proud of our work to keep higher education accessible and affordable.

After financial aid, the average cost of a bachelor's degree for a Florida resident at USF is only \$730. This has dropped from \$7,130 in 2017-18, which shows we are making significant progress in ensuring USF continues to provide a quality education at one of the most affordable prices in the nation.

These efforts continue despite challenges from the FAFSA Simplification Act, which caused substantial delays in financial aid processing nationwide. Joining us this morning is Joshua Farnsworth, a financial aid advisor who was one of several team members who rose to the occasion amidst this challenging time.

USF's Office of Financial Aid had to create four new reports to resolve conflicting information, each involving hundreds of students. While some advisors had over a hundred students on their lists, Joshua kept his numbers in the single digits.

Every morning, he arrived early to process as many files as possible. His efforts significantly reduced delays in financial aid disbursement, helping students navigate a complex, rapidly changing process that could have otherwise hindered their pursuit of a USF degree.

Joshua's dedication ensured our students received the support they needed to continue their education without unnecessary obstacles. His efforts reflect the dedication and commitment to student success that our staff exemplify each day, and we are proud to have him on our USF team.

I have already discussed our incoming student profile and the high-achieving students we have welcomed to our university. We continue to see incredible results in our admissions and student recruitment efforts, in part because of the work that has been done through our strategic enrollment planning project.

This effort is about modernizing and optimizing our admissions practices to ensure students can access the information, tools, and resources they need to seamlessly progress in their academic journey. Over time, this will contribute to positive momentum in several areas that we are closely monitoring this year, including the retention of our students and our four and six-year graduation rate.

We are also committed to ensuring our students are prepared to enter the workforce and embark on successful careers. To do so, we have placed a strong emphasis on promoting experiential learning opportunities, which include activities such as internships, cooperative education, student employment, and undergraduate research. Through these opportunities, our students can enhance their skills and achieve their educational and professional goals.

This commitment is so important to us that we have dedicated our new Quality Enhancement Plan to it — a plan we have appropriately named ExCeL, shorthand for Experiential Centered Learning — and that plays an integral role in the application for 10-year renewal of our accreditation.

This year, you will see an increased emphasis on career readiness and experiential education for our students, both through the resources and programming offered through USF's Center for Career and Professional Development, and in select academic programs that are piloting this model in their curriculum, such as philosophy, sociology, and interdisciplinary sciences — fields in which there is a wide array of career opportunities available to our graduates, even if they are not immediately apparent.

USF's record-breaking success in research funding is a point of pride for our university, and we are focused on continuing this good work and reaching even greater heights. Our goal is to achieve \$1 billion in research funding by 2030.

How will we achieve this? By investing in our talent and research infrastructure, and by providing more resources that empower our faculty to excel in research and transform their ideas into impactful innovations. Alongside increasing our research funding, over the next five years, we plan to grow our faculty by adding 500 additional positions to our university.

We are committed to recruiting and retaining top faculty and supporting their innovative ideas. One way we are doing this is through the newly created Collaborative Research Excellence and

Translational Efforts (CREATE) awards. A core part of our mission is to solve pressing challenges, and this initiative aims to drive innovation and enhance our university's impact.

One of the selected projects, USF's first precision medicine program, is led by Rays Jiang, an associate professor in the College of Public Health who joins us here this morning. This project brings together faculty from five USF colleges, fostering collaboration, training, and service across our institution, leading to new treatments and health interventions customized to individual needs.

As we invest in our research enterprise and the scholarly pursuits of our world-class faculty, we are also committed to promoting faculty success and academic excellence.

At USF, we recognize the vital role our faculty play in fostering new knowledge and maximizing the success of our students. The teaching and research excellence of our faculty continues to transform lives and advance our communities — and just as these world-class scholars are committed to maximizing the success of our students, we are equally committed to supporting their success.

This commitment is especially evident through our academic colleges, several of which have recently welcomed new leaders. This summer, we welcomed two accomplished leaders to serve as deans in our colleges — David Blackwell in the Muma College of Business, and Elizabeth Spiller in the College of Arts & Sciences. In January, we will welcome Dr. Sten Vermund as the new College of Public Health dean. We are also in the process of searching for a new dean in the College of Engineering, which we plan to have completed later this year.

As we continue positioning USF's existing colleges for success, our planning efforts continue for our proposed college of AI, cybersecurity, and computing.

The vision for the college includes offering undergraduate and graduate programs aligned with our university's strategic plan and the state's Programs of Strategic Emphasis to prepare students for high-demand careers, empower faculty to conduct innovative research that leads to new discoveries and technological advancements, grow industry partnerships, and promote ethical considerations and trust throughout the digital transformation underway in society.

USF is the first university in Florida and among the first in the nation to announce plans to create a college dedicated to these rapidly evolving disciplines. Through the expertise of our faculty and our strong partnerships, we are strategically positioned to be a global leader in

these fields and to help address talent and research needs faced by our partners.

Another key area of focus in our strategic plan is expanding our role in the national security space. We conduct a significant amount of high-impact research in technologies and policy, and we offer a wide range of degree programs that prepare students for careers in the military and national security.

Under the leadership of retired General Frank McKenzie, former commander of U.S. Central Command, USF's Global and National Security Institute has established itself as an authoritative source of information on critical issues facing our nation in defense, economic and political security, health and human security, and infrastructure and environmental security. The Institute will continue bringing military and civilian policy experts together to explore potential solutions to some of the world's most vexing problems.

Across our university's colleges and departments, our faculty are making significant contributions in a variety of fields. One of those areas is health sciences. Our talented team in USF Health continues to set the standard for the future of health care through their teaching, research, and patient care.

Later this month, we will host a ribbon-cutting ceremony for USF Health's new Hyperbaric Oxygen Therapy Research Center and Functional MRI Research Core.

The addition of the functional MRI machine — the first in our region — was made possible by a combination of federal and state support. Together with our internal resources, it will allow us to advance research and clinical research studies in serious brain diseases.

We also are extremely grateful to the Florida Legislature for its support of the Hyperbaric Oxygen Therapy Research Center. Researchers in the USF Health Morsani College of Medicine will conduct a clinical research study to help determine if hyperbaric oxygen therapy can ease the symptoms of traumatic brain injury in veterans, active duty, and reserve service members.

Meanwhile, expansion efforts at the College of Nursing are underway. This project includes building a state-of-the-art simulation center, generously funded by Tampa General Hospital, and new classrooms. The new facilities will enable the college to increase its enrollment, expanding the College of Nursing's capacity by 500 undergraduate students by 2028 — an initiative that is especially important in addressing pressing workforce needs. There is a nursing shortage in our

state, and USF is going to help fix it.

In addition, the Morsani College of Medicine is entering a new era of enhanced partnership with Tampa General Hospital, fueled by TGH's extraordinary investment of more than \$162 million in USF Health. For context, this investment is roughly \$100 million more than it was five years ago.

Our university's long-standing partnership with Tampa General has provided significant benefits to our students and our region, and this historic investment in academic medicine propels us even further along in our collaboration.

At the core of this agreement lies our commitment to delivering world-class patient care, expanding our state's health care workforce, and advancing research — three goals that play a vital role in the future of our university and our communities.

Evolving partnerships such as the one between USF Health and Tampa General are fantastic examples of how our university's footprint continues to grow.

When I became President, I made it a point to emphasize that our university is a significant resource for our communities and there are many more opportunities for us to collaborate to do even more to strengthen the Tampa Bay region and beyond.

That is why we have continued to invest in the Office of University Community Partnerships. This team's impactful work also includes helping our university build bridges across USF's existing relationships to maximize our impact.

For example, our university recently expanded its partnership with Tampa Bay Wave, a leading tech start-up organization dedicated to transforming entrepreneurial ideas into scalable businesses. Joining us today is Linda Olson, CEO and Founder of Tampa Bay Wave.

USF's collaboration with Tampa Bay Wave began with the Muma College of Business to launch a FinTech accelerator program, which has been highly successful in nurturing and propelling startups to new heights of success. The program will welcome its third class of fintech startups later this month.

Over the past year, the Office of University Community Partnerships has worked with Tampa Bay Wave to broaden this relationship, which has led to additional accelerator programs in HealthTech and BlueTech — two key industries in our region's economy and entrepreneurial

ecosystem. This is a powerful example of how our university can work with our partners in the business community to help our region and state thrive.

Next month, we will launch a new program designed to strengthen USF's connection to our communities. This leadership initiative will give community leaders a clear understanding of what our university does in education, operations, research, and service, helping to build partnerships that benefit everyone.

The participants in the program will engage directly with the university, visiting all three campuses and USF Health's facility in Water Street Tampa. This will help them learn about the resources available through our university and recognize how important USF is to the success of our region and state.

Our vision for the future extends beyond the boundaries of our campus as we lead the charge in reimagining the area surrounding our Tampa campus. Our efforts aim to create a vibrant and thriving university neighborhood with safe and reliable transit, affordable housing, and a series of districts and villages that enhance the local area.

This vision is coming to life with the support of several leading local partners such as Tampa Electric, Moffitt Cancer Center, Florida Blue, Busch Gardens, the VA, Advent Health, MOSI, and the University Area Community Development Corporation. Together, we will shape the university neighborhood to ensure its vitality for years to come. We have a once-in-a-generation opportunity to make a lasting impact on our community, and now is the time to make it happen — together.

Alongside this initiative, we continue the process of determining how to repurpose the land along Fletcher Avenue, formerly known as The Claw Golf Course, to better serve the university and the surrounding area. We have proactively engaged with the community to help inform our planning for this 138-acre property, which we envision as a vibrant, multi-use destination for our students, faculty, staff, alumni, and visitors to our area.

For as long as I can remember, there have been conversations about how to better activate the area surrounding our university. Our goal with this project is to transform it into a pedestrian-friendly and accessible space. Some of the proposed features include new housing, dining options, retail stores, academic and research facilities, conference areas, recreational spaces, open areas, and other amenities that contribute to an enjoyable and enhanced experience.

As I have said from early in my tenure, the USF Forest Preserve that sits alongside this property will not be developed. We remain committed to maintaining the preserve and providing research opportunities for our students and environmental experts.

As we continue to enhance and expand our university's partnerships, we are also investing in USF Athletics like never before.

I have always believed a university's intercollegiate athletics program can help cultivate a deep sense of community and serve as the front door to the institution. As we strengthen our focus on USF's connection to our communities, this remains an important initiative for us moving forward.

We recently welcomed a pair of new additions in women's sports — lacrosse, which will begin its first competitive season in the spring, and beach volleyball, which will begin competition during the 2025-26 academic year.

Joining us this morning are our coaches for these two teams, Mindy McCord for women's lacrosse, and Pri Piantadosi-Lima for beach volleyball. They will help us create history as the inaugural leaders of these new sports, which bring the total number of varsity men's and women's teams sponsored by USF Athletics to 21.

Throughout this exciting era for USF Athletics, one of the topics I hear about most often from our passionate supporters is their excitement for our future on-campus stadium.

The transformative facility will greatly enhance the USF student experience and provide a compelling reason for our alumni, Bulls fans, and community members to visit our campus and engage with the university. By bringing tens of thousands of people to campus for games and events, the stadium will open new opportunities to build lifelong connections to USF, to allow the broader region to experience everything our university has to offer beyond athletics, and to significantly grow our brand visibility on a local and national level.

We look forward to hosting the groundbreaking ceremony on October 18 as part of USF's Homecoming festivities and our first games in the stadium in 2027.

All these initiatives I have just mentioned are united by a common thread — they help prepare our university for bold opportunities that may arise in the future. We have several peers in the AAU that have seen tremendous success in both academics and athletics. We can do the same here at USF.

When I became president, we made it a priority to ensure USF is a great place to work. And I'm proud to say we are earning national recognition for our commitment.

Last month, USF was recognized by Forbes as one of Florida's top employers, and among the state's 12 public universities, our institution ranks No. 1. Whether it's preparing our students for successful careers, discovering innovative solutions for complex problems, or forming bold partnerships that impact our communities, our faculty and staff are why we are one of America's leading research universities.

Our people are our greatest asset, and in the coming months, we will continue to launch new tools and resources that ensure USF remains among the best places to work in our state and across the nation.

We recently announced the launch of a new human resources system powered by Oracle, which will go live in January 2025 and be made available to employees on all three USF campuses.

This new system, which will fully replace GEMS, includes several features and enhancements that will help modernize our university's HR business practices, such as new recruiting tools, universal search, and digital timesheets. We look forward to sharing more with you in the coming months about this important initiative.

It is because of our people that we are on a bold path to an incredibly bright future, and we continue to reward your dedication. Last month we announced that for the third straight year, our team members will participate in a three percent discretionary pool of base salary increases for eligible out-of-unit administrative and staff employees.

For in-unit staff employees, increases will be implemented as permitted by applicable collective bargaining agreements. For in-unit faculty, USF remains committed to bargaining in good faith with UFF to reach a new agreement, which may take time and delay much-deserved increases to in-unit faculty.

That is why we have authorized a three percent (3%) discretionary pool to be distributed to eligible in-unit faculty as part of the university's continuing discretionary authority to make salary adjustments for market equity. These adjustments will be effective October 11th and will be reflected on paychecks beginning November 1st. As always, USF remains committed to bargaining in good faith with UFF to reach a new agreement.

And in recognition of your tireless work and service, we are pleased to announce that USF will extend the winter break holiday schedule to encompass December 23rd through January 3rd. This includes an additional day off that was previously announced in July. I hope that you will use the additional time off to rest, recharge, and reconnect with your loved ones during the holiday season.

As we reflect on the national landscape of higher education, it's clear that we are navigating a great deal of change. Many institutions are wrestling with complex challenges like declining enrollments and shrinking budgets — but that is not the case at our university.

At USF, we continue to break records and exceed expectations. Each milestone we achieve is not a stopping point but a steppingstone to the next level of excellence.

We are doing the work now to position ourselves for the future. The challenges and opportunities awaiting us underscore the importance of our mission as a public research university. Now, more than ever, we must rise to the occasion.

As we embark on this new academic year, I encourage you to think boldly about what is possible, to push boundaries, and to forge new paths. Institutions of higher learning such as ours are the future, and we can only move forward by continuing to innovate and set new standards.

And we must continue to do so together. It is the collective effort of our world-class faculty, dedicated staff, high-achieving students, passionate alumni, and supportive friends that drives our momentum. Your commitment and hard work are the foundation of our success, and for that, I am truly grateful.

Let us continue to move forward together, united in our university's mission and vision.

For those of you joining us here in person, I encourage you to stay for the Senior Leadership Meet and Greet immediately following this program. Hosted in the back of the Marshall Student Center Ballroom, this will be a wonderful opportunity for you to connect with our university's leadership team.

Thank you for your time, your dedication, and your unwavering support of our USF Bulls community. Together, we will continue to be bold, to reach greater heights, and build a better future.