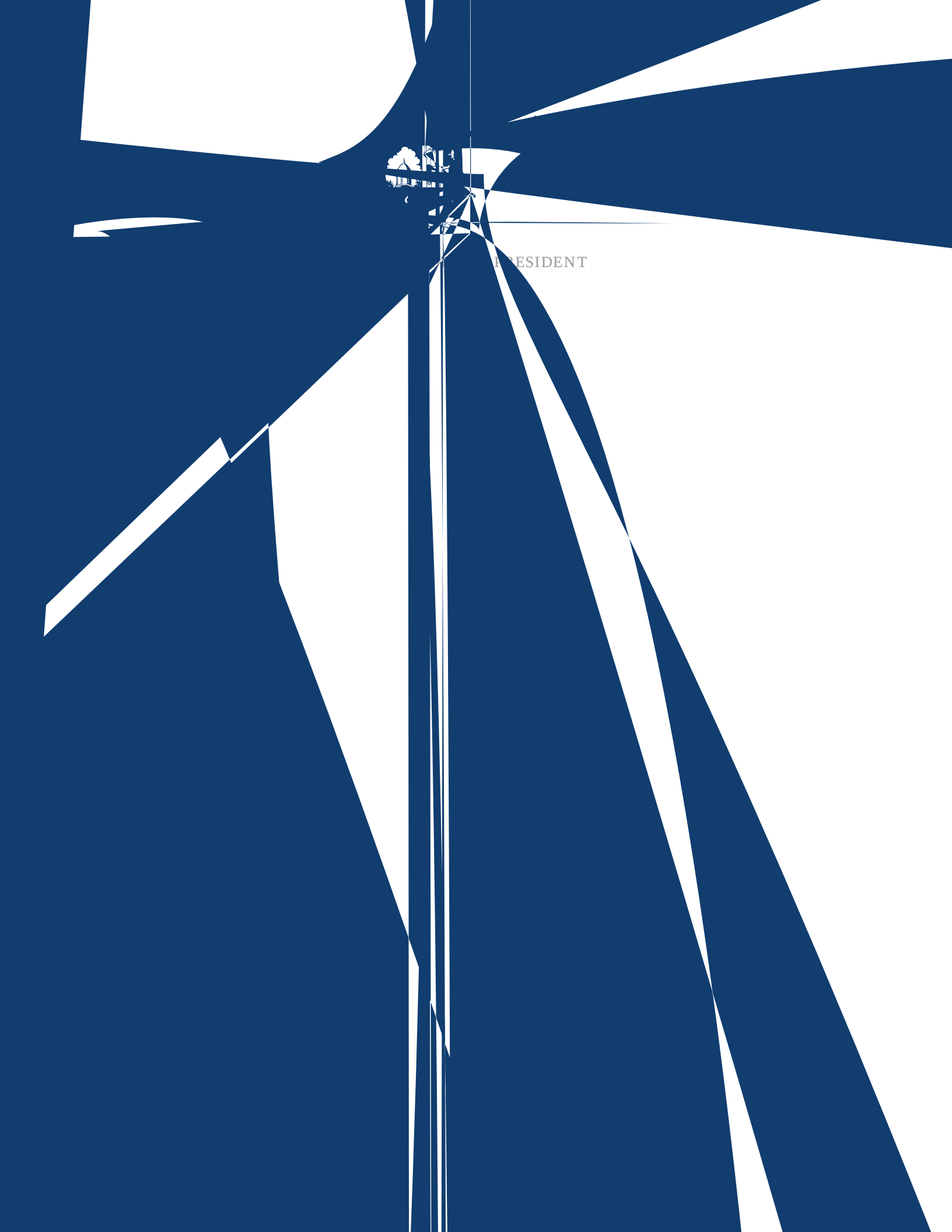
PRESIDENT

ab adb d ca d a a a a
a adc ac ac , a c d adc a ,
c c d ca c d .Y a
ad a add a ca .

A d a , dd ' a ; a ad ca a
a c a .J c a : a d c C
A adSc c .W d d G ddU d ada S d a (GUST)
b d ada d a dcd a acad c a ;
a a a c b c a,b a d ada a
a c - a ca .W C E c c Tac ad
L a ad O c I a Tc S c , d a a a a
.W ad a d a , a d d ada c c .W
a c d a acad c a ,ad C G ada adP a S d
add a c c - c .W d dac
c P adca ,a d a d a C D aM dc .
W d a d c ca c a a adacc a d
d , c , ,a db c .A d c d a
UNE' ab d c b da ac C
O a cM dc ad a c d a c ca a a
P adca .T , ' acc da a d ad c ,a d a c
b d .

N a a d c a a db d, ac COVID-19 acc
a - a a ca .W , c , a , a ,
a d c a c ca a a dd ad c
a d.

A d a c a ,I a a a d :W a c a
- - c a ac a , c a b .T ca
a a c a - - a d b -d c a a
ac .

***

L a adb d a d c, d ca d a a P Va
a da a a .[1] T a - c ada a a d
c a d d ad b c c d c d ca a a A ca d a
.I ad, d ac a acc a d c a c
d a c d b c c ab a d ca .

A a ca bac d , UNE d .W d a ,
a d a d a b .O dc a c a d ,
c a a db a , a ca b c db d ,
c a a, .I d b c
a d a a d ca d, ac c c
a c a dc ,b a a c a .

I d , b a -a .I
c a ad .

1 Va , P (1996). J Ba .

Our challenges [illegible]:

T [illegible] d [illegible] a [illegible] c [illegible] d I [illegible] d ab [illegible]. A [illegible] ad [illegible] c a [illegible] c [illegible] Na [illegible] a G a [illegible] a [illegible] a N [illegible] a [illegible] U [illegible] d S a [illegible] a [illegible] 20% [illegible] 25% [illegible] c [illegible] ad a [illegible] a [illegible] d [illegible] c [illegible] b [illegible] d [illegible] d cad [illegible].[2] A [illegible] a c [illegible] d [illegible] N [illegible] a [illegible] a b [illegible] d c a [illegible] a a [illegible] a [illegible] a [illegible] ad [illegible] a [illegible] c [illegible] c [illegible] a d [illegible] a [illegible] c c [illegible] 2025-26, [illegible] d [illegible] acc [illegible] a [illegible] a [illegible], d [illegible] d c d c [illegible] d-b a [illegible] 2008 G [illegible] a R c [illegible]. T [illegible] d c [illegible] ac [illegible] N [illegible] E [illegible] a d, a d [illegible] Ma [illegible] a [illegible] c a [illegible].

I [illegible] add [illegible] d [illegible] a [illegible] c c a [illegible] a [illegible] - [illegible], [illegible] - [illegible] d [illegible] ad a [illegible], [illegible] c [illegible] c a [illegible] c [illegible] ad a [illegible] a d [illegible] a [illegible] d [illegible] b [illegible] -ca [illegible] a d [illegible]. I d d, [illegible] a [illegible] ad [illegible] d [illegible] a [illegible], [illegible] d [illegible] a [illegible] a [illegible].

A [illegible] a [illegible] d [illegible] d [illegible], a [illegible] d [illegible] d [illegible] d [illegible] d [illegible] a [illegible]

T [illegible] d [illegible] b a d d [illegible] acad [illegible] c [illegible] a [illegible]

L [illegible] d b a d a a [illegible] d [illegible]

Our strengths, [illegible] c [illegible] ca [illegible] a [illegible] d [illegible] c a [illegible], [illegible] d [illegible]:

A c [illegible] a d c [illegible] d ca [illegible] a [illegible] ac

A d [illegible] a [illegible] a a [illegible], [illegible] a b a d a a [illegible] a a ca [illegible] a [illegible] a c a. W a c [illegible] d [illegible] a c [illegible] a [illegible] a a. W a a d d [illegible] ad [illegible], a d b [illegible] -d [illegible] d [illegible] a [illegible] c a d [illegible] a a [illegible] d [illegible] c [illegible] d a d [illegible] d [illegible] d a d

V [illegible] c [illegible]. O [illegible] d [illegible] a [illegible] b a d a a [illegible], c [illegible] - ad a [illegible] a [illegible], a d [illegible] a [illegible] a [illegible] d a [illegible] d [illegible] a [illegible]. O [illegible] - - [illegible] a [illegible] a [illegible]

A [illegible] c [illegible]

R a [illegible] b [illegible] a [illegible], [illegible] d b [illegible] a [illegible] ad [illegible] a d [illegible] a c

B a [illegible], [illegible] a a d ca [illegible]

A [illegible] c [illegible] d a c a a a [illegible], ad [illegible] ab [illegible] ca [illegible] ab [illegible]

G [illegible] a d a [illegible], a [illegible] d [illegible] ?

F [illegible], ***we must recognize our challenges clearly and frankly.*** A I [illegible] d c [illegible] a a [illegible] d a d a [illegible] b [illegible] c d [illegible] c [illegible] a [illegible] a [illegible], a c [illegible] a [illegible] a [illegible] ad [illegible], [illegible] ac [illegible], a d [illegible] a a [illegible] a [illegible] c a [illegible] d [illegible] c a [illegible] a [illegible] a [illegible]. I a ca [illegible], [illegible] d [illegible] c [illegible] ac [illegible] c. W [illegible] a a [illegible] a [illegible].

I c [illegible] a [illegible] c a [illegible], [illegible] d [illegible] a a [illegible] add [illegible] ca [illegible] c a [illegible]. T [illegible] a a c ca c [illegible] c [illegible] d [illegible], b [illegible] a [illegible] a a [illegible] a a b [illegible] d [illegible] c [illegible]. F [illegible] a [illegible], ca [illegible] c a [illegible] ac [illegible] d [illegible] a [illegible] c [illegible] a d d c [illegible] b [illegible] c [illegible] -b [illegible] d [illegible] c [illegible] ad a [illegible]. T [illegible] a [illegible]. W [illegible] d [illegible] c a [illegible] ab [illegible] a ac a d a [illegible] d [illegible] b [illegible] N [illegible] E [illegible] a d a d b [illegible] d.

2 G a [illegible], N. D. (2018). [illegible] Ba [illegible]: J [illegible] H [illegible] U [illegible] P [illegible].

D c cc c ca a c U , ca a aca b da a .P a a d c a c ad d c a ,b a a da ac a a c .I' d c a a d a UNE a.F a , I b a d c ,UNE' d a $58 ,ad da ad a , da ada $80 .O ca a dd , c ac ca a a ad c c a b .W a a ad db add a ac ca .B a c a d a a a d b c d .F b , UNE ,ad a ab , a -d d .T d c ac d c ad , c d d a acad c a ad a c d ad d .

***

S c d, ***we must have a clear sense of our mission and of our unique niche in the higher education marketplace, and we must use that understanding as our North Star to guide everything we do.*** UNE ,ad a b ,ab aa c .N E ad a c c a b aa c c , cd c , d-ca bac ad. T a c ,b a a a .N a a ca a a c b .Add a dca ac a c a a, a aCa -1 ac , c a ac ad ac cd, ac a a.Ad a , d 'a ba ; a' c .Ra , b da c ac d a , c, a d c .W a ca b ac aad a ca aa , a d c ca ab d,c a ad ba a a d , ad -ca d c ca ad a .T d ca a d b ad a b - ad a d ad a ,b d a d c a a c , c , ada ad c a d ad ac ad ca a a a d cad .

I add , a b b a ca a ca c d a a c ,b a b b ca c a .W b ac d a .Ma d a a a dc .Ma c d c cbac d.I d d, c a d a P G a c c a a - d d b a a c b d, ac c c a d acc d c ca c a dbac d.Add c cc a a d ," d ad a a a : 2.4%, c a d a ad a aa a a d 11%. T a a d a b d b a ab a bac d a ,ada b ac b b c .

O d a a acad ca d .W c a a ac a - d ,"

[illegible]

[illegible] ***Often the best path to distinctiveness is identifying best practices from elsewhere, and then modifying and integrating them into a uniquely UNE package.*** [illegible]

[illegible] ***we must continuously seek to enhance the student experience — both inside and outside the classroom.*** [illegible]

We must be data-driven. [illegible]

[illegible]

[illegible] ac [illegible] c [illegible] b [illegible] da . F [illegible] a [illegible] , [illegible] a c d [illegible] a [illegible] c a [illegible] a [illegible] 2009, [illegible] a [illegible] c [illegible] a [illegible] c [illegible] . B [illegible] a a c [illegible] a [illegible] 84 [illegible] c acc d d [illegible] a [illegible] c . T [illegible] ac [illegible] b [illegible] a ca c a [illegible] c c c b d [illegible] a d a c a [illegible] c a a [illegible] . I [illegible] a d [illegible] d a [illegible] CGPS, [illegible] , a d [illegible] ac a d [illegible] a a [illegible] ac [illegible] U [illegible] a d. A a , [illegible] c [illegible] d c -ba d [illegible] a a [illegible] d a [illegible] , d [illegible] c [illegible] , [illegible] d c a [illegible] , a d [illegible] d c [illegible] c [illegible] c [illegible] a a c [illegible] -a [illegible] a a a d a a [illegible] c a [illegible] a [illegible] d .

A [illegible] add [illegible] ac [illegible] a a , ***we must embed and embrace diversity and inclusion, in all their forms, in everything we do***. F [illegible] a [illegible] a [illegible] a [illegible] ac d [illegible] a [illegible] a , [illegible] a a a ca [illegible] a [illegible] b [illegible] a [illegible] ac [illegible] a c [illegible] c a [illegible] a a [illegible] d d [illegible] a [illegible] . I a b [illegible] c [illegible] a d [illegible] a a b [illegible] d c [illegible] N ' a c [illegible] a [illegible] d [illegible] a d [illegible] c . A [illegible] I a [illegible] d [illegible] a ad , a [illegible] c . W a [illegible] a ab [illegible] a d [illegible] ac , a d [illegible] a c [illegible] d c a a c [illegible] b [illegible] a d d c [illegible] a [illegible] a [illegible] d .

A [illegible] b c [illegible] a [illegible] c [illegible] a d [illegible] c [illegible] c [illegible] c [illegible] d b [illegible] ac a [illegible] ab , ***let us not neglect one of the most critical forms of diversity for a university community: the diversity of ideas***. T [illegible] da [illegible] a [illegible] acad [illegible] b [illegible] c a [illegible] d a , a d [illegible] a [illegible] ac [illegible] d a ca [illegible] c [illegible] d [illegible] a d [illegible] b [illegible] d c [illegible] c d, [illegible] c a [illegible] d b [illegible] a d a [illegible] c [illegible] ab . I a [illegible] c a [illegible] c c [illegible] d [illegible] a , [illegible] ac [illegible] ca [illegible] c , [illegible] d d [illegible] ca [illegible] d [illegible] d ac d [illegible] da a a d a [illegible] . W ' [illegible] a [illegible] a a [illegible] a ac [illegible] d a [illegible] a [illegible] a [illegible] d c [illegible] .

L [illegible] b c a a [illegible] d [illegible] d [illegible] a a a [illegible] . I [illegible] d [illegible] b a c [illegible] a c a ba a c [illegible] a [illegible] a c . D [illegible] d a [illegible] a a [illegible] , [illegible] a . S [illegible] d a [illegible] d ' [illegible] a [illegible] . I c a a N ' a [illegible] b ac [illegible] a [illegible] , [illegible] c d a [illegible] , [illegible] c a [illegible] a d [illegible] c [illegible] a [illegible] ' [illegible] . I a d [illegible] d a [illegible] U [illegible] L b a [illegible] b a c [illegible] a b d [illegible] d [illegible] d [illegible] , a d I c [illegible] d [illegible] . L [illegible] d c a d a [illegible] a [illegible] . L [illegible] d [illegible] d [illegible] d c [illegible] a [illegible] c c [illegible] c [illegible] .

***

A I [illegible] I' [illegible] ad c a , d [illegible] ad [illegible] d [illegible] ac , UNE a [illegible] a [illegible] b [illegible] . I ' [illegible] a d [illegible] a .

L [illegible] c c d b a [illegible] a a [illegible] d I a , a d I b [illegible] a a , b a [illegible] a a c [illegible] . T U [illegible] N E a d a a [illegible] d [illegible] , a a a [illegible] , a d a b [illegible] . L [illegible] a c [illegible] a [illegible] b [illegible] .

M b [illegible] acad c a . T [illegible] , ' a [illegible] b [illegible] .

T a [illegible] .