Susan Millar: Amy's going to introduce our final speaker.

Amy Wendt: I have the honor of introducing Gary Sandefur, the dean of Letters & Science, to make some closing remarks.

[*Applause*]

Gary Sandefur: Well I've really enjoyed the symposium. I had a wonderful time yesterday evening, and again today with the different sessions and the talks that we've heard.

I met Denice very soon after she arrived here. I arrived here in 1984, and I had an opportunity to meet her fairly soon after she arrived here. The first thing we did together was we were on an advisory committee for an engineering research center that was run by the seagull known as the "Good Leon," I think. And one of the things I was struck with by talking with Denice was how energetic and enthusiastic she was, and how she had an opinion about everything, and she loved sharing. And so at these meetings I was always certain to sit next to her because I knew she was by far the most entertaining person in the room no matter who else happened to be there. I also had the opportunity to work with her as a mentor for Chancellor's Scholars. Some of you are familiar with the Chancellor's Scholars Program. It's been here at the university for many years now. And Denice, I think from the first year, was a mentor or a, Chancellor's Scholars – these are high-achieving minority students who are brought here to the university as part of a special program, and each one of them is assigned a mentor that meets with them periodically to have lunch. And one of the things that we always do in the Chancellor's Scholars Program is we have a four-hour picnic every fall organized by the director of the program, Mercile Lee, in which she forces the mentors and the scholars to engage in various kinds of group-building enrichment activities, which drove me crazy. But one of my most memorable experiences in doing these is that I happened to be in the same group with Denice. Denice and her scholar, myself, and my scholar. And I kept teasing Denice about how easy it was to do these things since we had a presidential young investigator as part of our group, and she laughed. She was just such a great person to be around, a great joy to be with.

One of the things that I also remember about her is she was talking about being a dean right after she arrived. So this was something that she thought about and wished for for some time. And it's really interesting, because I think back on it – it had nothing to do with the prestige or the pay – it was really that she saw it as an opportunity to do something good. That was what was important to her about that position – it would give her an opportunity to be a change agent, to do some things that she thought really needed to be accomplished in the world of higher education, especially in engineering. And throughout her career she challenged her academic institutions to be better than they already are, and

she charged us and challenged us to come to know ourselves better and to know our strengths and our limitations. And she was a great advocate for not only gender equity issues, but also diversity issues here and elsewhere around the country. And also for k-through-infinity science and engineering education. These are things that were always very important to her.

And as you look at the history of this university, and you reflect on the contributions of her and people with her and for her, and Denice and Donna Shalala, you can see the enormous changes that have taken place in this institution. Just some examples of things that we now have that wouldn't have had if it hadn't been for the work of these pioneers who stuck their necks out and tried to make sure that things got better. We have Plan 2008 that deals with diversity issues, we have an ombuds office that tries to help resolve climate and other kinds of problems on campus, we have a vice-chancellor or vice-provost for diversity and climate who works on issues that used to be ignored or swept under the table. We have a Women in Science and Engineering Leadership Institute and campus support for that after the NSF grant ended. We had an engineering and now the –

[*TAPE BREAK*]

Gary Sandefur: – how to improve things, how to continue this progress, how to gradually address some of the problems we still have to face. And there are two things that I will personally take away from this symposium. One is what a great privilege it is to part of a community of people knew Denice and who had some time to spend with her and get to be a part of her life and have her be a part of our life. We're just all very privileged to have had that opportunity in our lives. And the other thing that I'll take away from this and remember about Denice is the responsibility that all of us have to use what power we have – and we all have some power – to bring about good. That was her lesson to all of us, is to use your position to do good things for the world. That is our responsibility. So it's been a pleasure to share this time with you. Thank you all.

[*Applause*]