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SEPTEMBER 2023
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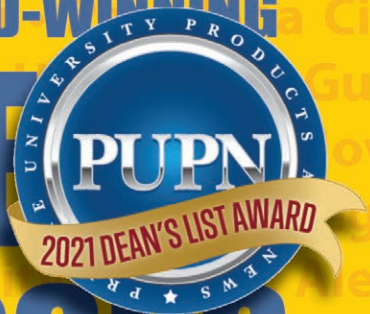
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Residence Hall Master Keys: Five Risks and How to Avoid Them

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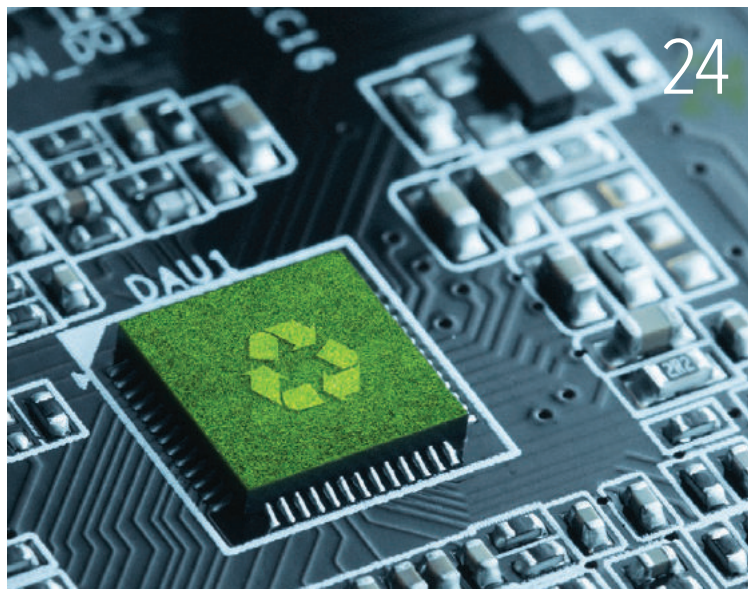


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08 Healthcare Analytics and Artificial Intelligence at Quinnipiac University

Rachida Parks, Associate Professor of Business Analytics and Information Systems in Quinnipiac University's School of Business and Associate Professor of Medical Sciences at the Medical School, strives to investigate and understand the best uses of artificial intelligence and data analytics in healthcare to promote better outcomes for organizations, practitioners, patients, and her students. Parks has published articles in many leading scientific journals addressing key aspects of AI and analytics. In her Fulbright research, she has focused on these issues in developing countries, and her experiences over the past year have deepened her commitment to supporting emerging scholars, particularly those from groups that are currently underrepresented in higher education.

Editor's Letter

SEPTEMBER 2023

Dear Valued Readers,

Welcome to the latest issue of *Private University Products and News*! As autumn approaches, we're excited to bring you a dynamic edition that delves into the pressing topic of facility needs within higher-education institutions. From cutting-edge advancements in facility equipment to upcoming fall campus events, there's a lot to look forward to.

In this issue, we are thrilled to present the 2023 Dean's List Awards, where we recognize and celebrate the providers that have been instrumental in transforming higher-education campuses into modern, efficient, and innovative spaces for learning. These awards showcase the remarkable strides being made in the field, spotlighting those who are pushing boundaries and redefining the student experience.

As the new academic year kicks off, your campuses are abuzz with energy and anticipation. Your calendars are full of exciting fall campus events you will be hosting. From academic conferences and symposiums to cultural festivals and artistic showcases, these events promise to enrich the intellectual and creative atmosphere of our campuses. They are a testament to the vibrant community that thrives within the walls of higher-education institutions.

And let's not forget the spirited onset of football season! As the cheers of fans fill the air, campuses across the nation gear up to welcome a multitude of visitors. The enthusiasm surrounding football games creates an electrifying atmosphere that is truly unique to college campuses. From tailgating to halftime shows, these events encapsulate the camaraderie and pride that unite students, alumni, and the entire campus community.

It's during these moments that your campuses truly shine. The lush fall foliage, iconic buildings, and state-of-the-art facilities provide a picturesque backdrop that sets the stage for unforgettable experiences. As visitors converge on our campuses, they are met with not only exceptional sporting events but also the embodiment of academic excellence and innovation.

As we delve into the worlds of meeting facility needs, celebrating campus events, and embracing the spirit of football season, let's take a moment to appreciate the pivotal role that higher-education institutions play in shaping lives and fostering connections. We hope this issue inspires you to reflect on the incredible journey of learning, growth, and community that unfolds within the hallowed halls of these campuses.

Thank you for your continued support. We invite you to explore the stories, insights, and accolades within these pages, and to join us in celebrating the vibrant tapestry of campus life.

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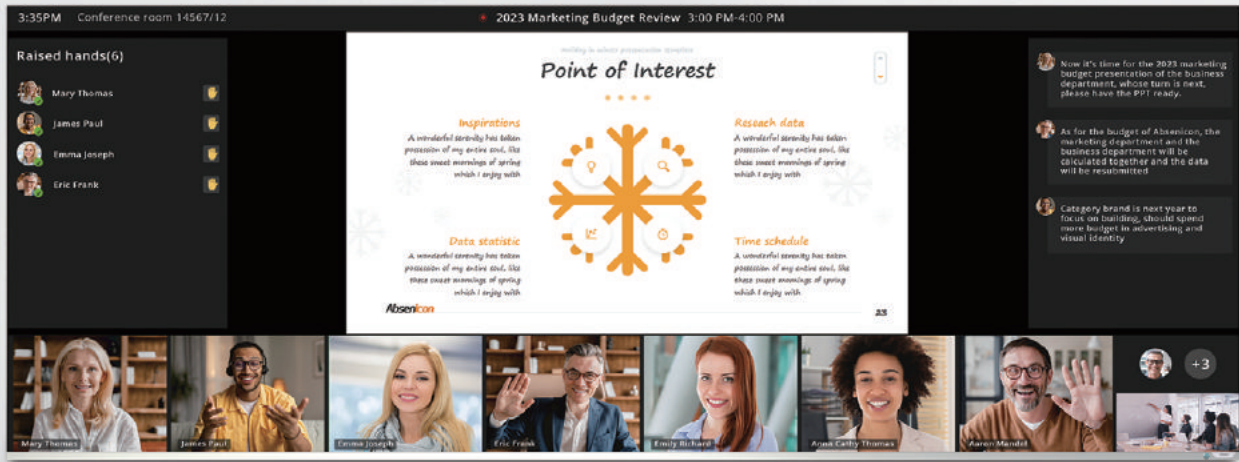
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Healthcare Analytics and Artificial Intelligence at Quinnipiac University

BY CYNTHIA MWENJA, PhD

Rachida Parks, Associate Professor of Business Analytics and Information Systems in Quinnipiac University's School of Business and Associate Professor of Medical Sciences at the Medical School, strives to investigate and understand the best uses of artificial intelligence and data analytics in healthcare to promote better outcomes for organizations, practitioners, patients, and her students. Parks has published articles in many leading scientific journals addressing key aspects of AI and analytics. In her Fulbright research, she has focused on these issues in developing countries, and her experiences over the past year have deepened her commitment to supporting emerging scholars, particularly those from groups that are currently underrepresented in higher education.

Focus on Healthcare Analytics and Artificial Intelligence

Data analytics has always been important in healthcare, and artificial intelligence—when thoughtfully and ethically employed—can provide new and innovative ways to help healthcare organizations make data-driven decisions on all fronts. The main three arenas in which healthcare data can be used are operations, finances, and clinical applications. Operational analytics can help healthcare organizations improve processes, decrease lengths of stay, and manage waits, while financial analytics can predict problematic claims. Clinical analytics can go beyond improving current quality of life to predict likely health issues and reduce preventable deaths; all of the available data for all people can be compiled and compared to show individual risks and create truly personalized healthcare.

Currently, however, Parks' research shows a lack of synergy among these three healthcare-data uses, a problem she hopes to solve. "They're siloed, and that's hindering care," she says. Because each of the facets affects the others, her goal is to help healthcare

organizations move to operationalization—turning abstract concepts into measurable outcomes—to create that needed synergy. In her words, such a shift will "establish the capability for organizations to create and deliver synergistic analytics and AI solutions that generate measurable outcomes aligned with organizational strategic priorities." Parks notes that these approaches can "transform healthcare and make it more efficient, effective, and personalized."

Parks does point out the care that researchers need to take in working with AI tools. "It is extremely important to acknowledge one of the major shortcomings of AI, which reside in its algorithms that have the potential to perpetuate pre-existing biases and reinforce existing discriminatory practices," Parks says. "Addressing these limitations requires adherence to the tenets of responsible AI, encompassing principles like accountability, transparency, and fairness."

Interdisciplinary Researcher

Parks' research agenda is, by its nature, interdisciplinary. She is currently the Principal Investigator for a research team that includes

a doctor, a lawyer, and a medical student; she brings her medical informatics and business analytics expertise to the mix. Because of her role in this research and others, she holds a joint appointment in Quinnipiac's Business and Medical Schools. Angela Mattie, Professor of Management at Quinnipiac University, says that Parks "has all the ingredients to be a successful PI" who is researching AI and its implications for the operational and clinical aspects of healthcare. "She's smart, collaborative, and interdisciplinary." Mattie, who is the team's healthcare lawyer and policy specialist, also holds a joint appointment in the Business and Medical Schools.

Maureen McCarthy, Executive Director of Quinnipiac's Office of Research and Sponsored Programs, says Parks' joint appointment is "fruitful" for the university and "beneficial" for students, and it shows the "commitment to interdisciplinarity that Quinnipiac has." McCarthy points out how important it is for medical students to understand the business side of medicine—how patient data is collected and used, how the algorithms work, and how the systems work together. Parks also stresses the vital importance for doctors to understand

the value of this data. With multiple sites for research around the globe—and multiple stakeholders affected by the outcomes—healthcare analytics and AI provide a rich opportunity for more interdisciplinary research.

Fulbright Scholar

Parks was awarded the highly competitive and prestigious Fulbright scholarship for the 2022-23 academic year; she is the fifteenth Quinnipiac professor to gain this honor. According to the U.S. Bureau of Educational and Cultural Affairs website, this “flagship international academic exchange program sponsored by the U.S. government has fostered mutual understanding between the United States and other countries since 1946.” This opportunity has kept Parks on the move—in the past six months, stops have included Morocco, Denmark, Norway, and Panama, and all of the travel has been related to her research.

Parks recently returned from a six-month research trip to study healthcare analytics and AI in Morocco. “Disease doesn’t know boundaries,” she says, explaining her interest in studying these issues in developing countries. AI tools can predict an individual’s



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predisposition to diseases like cancer and diabetes, so these technologies can be used to “leverage data to help humans throughout the world.” Morocco is currently in the process of digitizing its healthcare information; in learning more about that process, Parks talked with government ministers, Nobel Prize winners, healthcare leaders, and academic researchers. She says that these conversations and collaborations are “almost beyond interdisciplinary,” transcending all national borders and reaching every continent.

One of the many incredible experiences Parks had was touring a research lab in Morocco where they are working on a robot to deploy in retirement homes. If the robot finds a resident on the floor, it will communicate with the individual. Depending on the response—or lack of one—the robot will summon the appropriate help. Parks says she was not expecting this level of innovation, and she found similar “pockets of great research” in many places she visited.

Parks also had the opportunity to tour the AI Movement, which is the Moroccan International Center of Artificial Intelligence located at Mohammed VI Polytechnic University (UM6P)—home to Africa’s largest data center. She says that the president of the center gave her half a day and showed her innovations such as drones to fertilize crops. Her time at the lab was eye opening and enriched her own research by showing the breadth of uses possible for AI tools. Additionally, Parks was invited to judge a dissertation proposal for a UM6P PhD student immediately after her return to the U.S.

Though McCarthy, in her official Quinnipiac role, has supported Parks as she has applied for a variety of grants, she says that helping to prepare Parks’ Fulbright application has been the most exciting. McCarthy says that Parks is her “go to” when she sees any grant-application opportunity for healthcare analytics or business. “(She) has the background and expertise to be competitive, along with the motivation and determination” to pull the needed components together under

even the most aggressive timelines, McCarthy says. “She is a delight to work with!”

Noting the “life-changing” nature of the Fulbright award, Mattie calls attention to Parks’ accomplishments as a Fulbright scholar, traveling the world and “working with interesting individuals and decision makers, as well as those at the highest levels of government in Morocco.” Mattie also notes that Parks is “just beginning to scratch the surface of paying it forward to Quinnipiac students, and the potential collaborations are endless.”

Mentor

Parks’ commitment to mentoring others in her profession extends across the Quinnipiac campus and beyond. Her thesis advisee, John Gnaljian, is a third-year medical student at Quinnipiac Medical School; he is the medical student on the interdisciplinary research team at Quinnipiac Medical School. As Gnaljian reports, the team has been interviewing healthcare executives, medical doctors, healthcare consultants,

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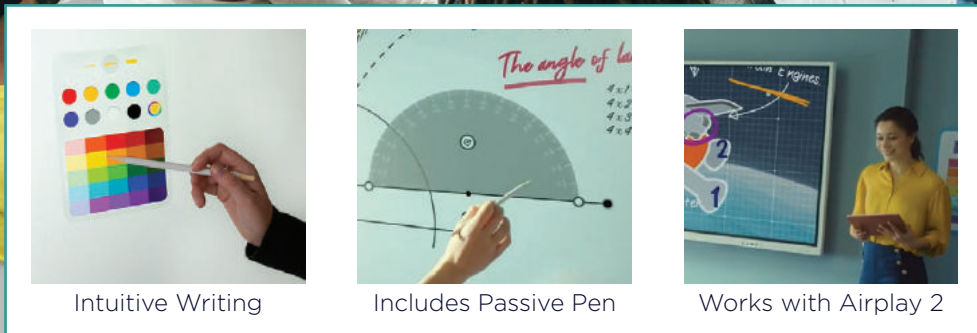
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and government regulators to learn more about the issues and various points of tension involved in this arena. For example, when an analytics team puts together analysis reports for a healthcare organization, the organization's management will generally prioritize finances, while the clinicians normally focus on patient

care and outcomes. These diverging interests can lead the various stakeholders to interpret the exact same data from the analytics team in different ways; the same information can lead to different conclusions.

In a recent international-conference presentation of their research, Parks presented a paper

in Panama on which Gnalian was lead author; the paper focused on leveraging the power of analytics and AI to better align diverging healthcare interests. Gnalian says he has always had an interest in learning more about the systems that affect patient care, and he hopes to use his research experience under Parks' tutelage to move into healthcare leadership roles in his future career.

Parks also mentors emerging scholars from around the world as a longtime member of The PhD Project. As Blane Ruschak, President of The PhD Project (<https://phdproject.org/>), states, the project was founded in 1994 by a consortium of businesses as a response to the lack of diversity in the business community, particularly in leadership roles. The goal was to increase the diversity of classroom professors in order to attract more diverse students to study business. When The PhD Project was founded, there were only 294 minority tenured/tenure-track professors in all accredited business schools in the United States. By enticing people from populations that have been historically underrepresented in business schools to leave their careers in business to become professors, The PhD Project has helped to propel the number to over 1,700, with an astonishing ninety percent of program participants earning their doctoral degrees. As further proof of the success of their efforts, twelve alums of The PhD Project are now university professors.

Parks credits The PhD Project with sparking her sense of mentorship; she herself is one of the successful business professionals who joined The PhD Project, earning her doctoral degree in 2012 from Penn State University. She became very involved while in school, serving as an officer in the doctoral student committee. Ruschak says that Parks continues to stay engaged and give back, consistently participating in the ongoing mentorship of students and young professionals at annual gatherings and conferences. He talks about how inspiring she is when she talks to PhD Project students; she helps them see that they could also earn a Fulbright, as she did. She makes such achievements seem doable, helping the students imagine possibilities beyond earning their degrees. The PhD Project also provides workshops dedicated to helping participants become better teachers, researchers, and administrators, so they have the necessary grounding to move into higher level roles within the academy.

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Parks credits her Fulbright experience with expanding her opportunities for mentorship. When she was invited to Norway, she says, she could see how much she could help young scholars with her expertise and connections, as well. She has now officially invited four students from around the globe into research collaborations. She says that established scholars have the duty to extend a supportive hand, particularly to underserved populations.

Mattie points out how important it is to have women in the ranks of senior faculty, particularly those like Parks who are doing “smart and interesting things.” As more women move into full professor positions in business schools, they can support one another and make needed improvements. In addition to being a “superb scholar,” Mattie says, Parks is also “an engaging and committed teacher who goes outside the confines of the classroom to bring practical” aspects of the material to her students’ attention. As Mattie points out, the more that administrators “can allow such flowers to bloom, the better for everyone.”



ABOUT THE AUTHOR: Dr. Cynthia Mwenja teaches Composition and Rhetoric at the University of Montevallo.

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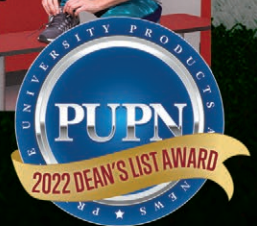
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Residence Hall Master Keys

FIVE RISKS AND HOW TO AVOID THEM

BY TRICIA BUTLER

For campus housing professionals, providing students with a safe environment is a top priority. Knowing private spaces are protected from unauthorized access increases students' sense of security and gives their parents peace of mind.



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However, the common practice of using master keys poses significant challenges to residence halls. Being unable to account for all keys or failing to ensure their proper use can create a critical security gap. Understanding the common risks associated with master keys—and how to avoid them—helps eliminate potential problems while fine tuning the safety protocols around their use.

Inadequate Key Storage

When considering how to manage keys, it is important to balance security with the need for convenient access. For example, stashing a key in a front-desk drawer—especially if there are gaps in coverage times due to staff shortages—is convenient, but this practice is a significant security risk. Hanging keys on a pegboard is also risky (even if the pegboard is in a locked room) due to the ease with which someone can swipe a master key from a hook.

At minimum, all keys should be secured in a lockbox. However, most lockboxes

require keeping track of a shared code or an additional key to access the keys inside, which is less convenient. They are also not secure if an unauthorized person gains access to the lockbox key or code. The best balance between convenience and security is an electronic key control system that locks keys in a secure drawer or wall-mounted panel and automatically authenticates employees with a unique login method for each user.

Unreliable Record Keeping

Residence halls have multiple people who might need access to various areas of the buildings: full-time residence life employees, resident advisors (RAs), facilities personnel, campus law enforcement, contractors, and more. Maintaining accurate records of key assignments, checkouts, and returns is essential to security.

To prevent human error or manipulation, minimizing manual steps in the key control process is important. Rather than relying on

someone to check IDs and fill out a manual key log, technology can automatically authenticate employees and their access levels as well as record who removed a key and when.

Improperly Managed Access Levels

Assigning access levels based on the responsibilities and roles of residents and staff members is important. Ensuring staff members can only access keys essential to their job functions helps prevent any misuse by individuals attempting to gain access to resident rooms for reasons unrelated to their assigned duties. For instance, RAs may be granted keys that can only be taken out for a limited period (e.g., two hours). This restriction helps maintain accountability and mitigates the potential for unauthorized entry into resident rooms.

By implementing a hierarchical key system and carefully assigning access levels, residential halls can safeguard their residents' security and privacy. Such measures minimize the risks associated with unauthorized access

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and ensure that only authorized personnel possess the necessary keys to carry out their designated responsibilities.

Managing master keys with an electronic key control system helps enforce access levels by automatically verifying each user when they log in to retrieve a specific key.

Missing Keys

To avoid unauthorized access to student rooms, housing staff must be able to locate missing master keys promptly. Having a reliable way to find keys not only protects students and staff but reduces rekeying costs and wasted administrative time if the key turns up nearby where it fell out of someone’s pocket or was distractedly left behind.

Two common technology solutions to this issue include:

1. Bluetooth Trackers

A Bluetooth tracker helps the user locate missing keys by sending a signal from their

phone or other device. Attaching these small tags to master keys is a relatively inexpensive solution that can help housing, facilities, and campus police staff locate keys quickly. There are some limitations, though.

For example, certain tags will only work with specific device brands. Others can only control up to sixteen tags per account. Most only work up to a range of 200 to 390 feet. Some brands have a battery life of only a few months. In addition, Bluetooth trackers don’t provide a foolproof way to see who has the key checked out, and employees may feel uncomfortable using their personal devices to track keys. Certain states, cities, or schools might also have security or privacy concerns surrounding location tracking. While Bluetooth trackers can be a feasible solution for smaller schools, larger schools will likely need to consider alternatives.

2. Electronic Key Control Systems

With an electronic key control system, keys

are attached to tags that automatically record when a key is removed and who removed it. As a result, it is easy to see who has a key checked out, holding them accountable for that key. If someone fails to return a key within the allotted time, the system will send a text or email alert to designated people so they can contact whoever is responsible for the key. Since most systems’ key tags are not equipped with location tracking, they don’t present the same privacy concerns or range limitations as Bluetooth trackers.

Ultimately, the choice of technology solution should be based on the institution’s specific needs and security considerations.

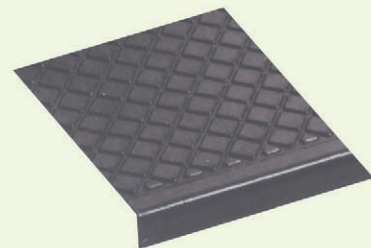
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Resources, sixty-eight percent of full-time staff plan to look for other employment opportunities. In 2021, that figure was only twenty-four percent.

When employees leave, the remaining staff members spread themselves thin to fill in the gaps, making it easier for key control to fall through the cracks. To prevent turnover from becoming a security risk, managers must collect all keys, fobs, and access cards on the employee's last day and revoke their access privileges.

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When new employees start, integrating key-control best practices and security training into the onboarding process can help create a culture of security.

continued...



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To ensure students' safety, proper management of master keys is paramount. The risks associated with unsecured key storage, unreliable record keeping, improperly managed access levels, missing keys, and employee turnover highlight the need for effective key control. The right technology solution and proper protocol will balance convenience and security, automate record-keeping processes, enforce access levels, facilitate prompt location of missing keys, and streamline employee onboarding and turnover procedures. By following these best practices, campuses can create a culture of security around residence halls to give students much-needed assurance their safety is valued.



ABOUT THE AUTHOR: Tricia Butler is a Senior Field Manager with KeyTrak, Inc. For more than two decades, she has helped some of the largest higher-education campuses across the western U.S. minimize key-management risks and operate more efficiently.

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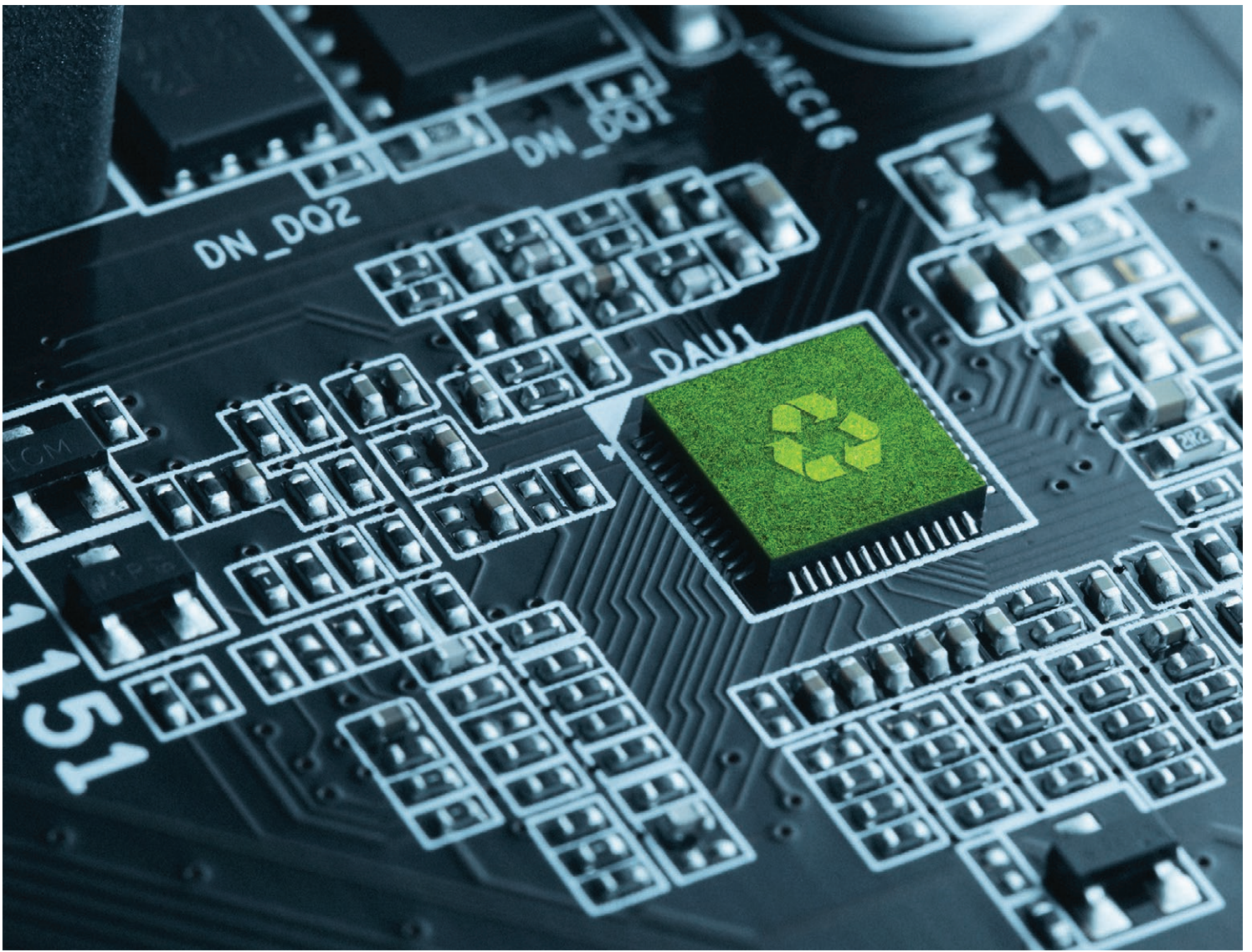
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Revolutionizing Green Technology

BY DAVID VINSON, PHD

Founded in 1977, SportsArt has built a culture of forward-facing excellence with its remarkably innovative and green-friendly equipment designed for the fitness, medical, performance, and residential communities. The products at SportsArt are versatile, durable, and energy efficient as well as cost effective, and the company has proven adept at anticipating and responding to evolving consumer needs.



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During my conversation with Ruben Mejia—Executive Vice President, Americas at SportsArt—I learned that at its inception more than forty years ago, SportsArt was a relatively modest operation focusing primarily on designing treadmill motors for other manufacturers. The company soon realized that it could provide a superior and more durable treadmill of its own. From there, SportsArt has grown exponentially, vastly expanding its product line, and reaching new customers largely by word of mouth. Today, SportsArt stands among the largest single-brand manufacturers in the world with products sold to more than seventy countries worldwide. Such a meteoric rise is no stroke of luck, and the global reputation of SportsArt remains a testament to its standards of excellence, innovation, and brand inclusivity.

Mejia’s enthusiasm is infectious, particularly when he discusses SportsArt’s commitment to providing unparalleled service to fitness communities in higher

education. The company offers more than 150 exercise-equipment products, and these have collectively reshaped and elevated current industry standards. The impact of SportsArt technology on college campuses is palpable.

“Our equipment is rigorously tested, and we’ve developed hundreds of patents worldwide for innovation technologies,” Mejia told me. “We offer fitness technology that others cannot. This sets us apart and appeals to prospective and current students interested in technology that allows them to burn calories while offsetting carbon footprint.”

Mejia’s insights into the appeal of green technology to students align with recent research about why a student may select one institution over another. Research shows that among the Gen-Z community, 75 percent state that sustainability is important to them when determining what they buy. Moreover, nearly 90 percent say they would be willing to spend 10 percent more for sustainable products. Such data is eye

opening, and higher education must take note. In 2023, and no doubt going forward, we are witnessing a significant cultural shift in which college-bound students are prioritizing ethical consumption over price. With its dynamic selection of long-lasting and eco-friendly fitness equipment, SportsArt is an ally of any institution whose aim is not merely to grow enrollment but to do so while making its campuses greener and healthier. SportsArt has tapped into what students want in fitness equipment—sustainable, high-end technology that’s both fun to use and provides a great workout. Its fitness equipment serves as a tangible reminder to students that their institution of choice shares their values.

Building Trust with the Student Body

Students are more tech savvy than ever, and the response of higher education has been to provide smarter, more efficient, and fluid learning experiences in the classroom, laboratory, library, and beyond. The same

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standards of meeting students' expectations must be applied to our campus recreation and wellness centers. The question of how SportsArt stays ahead of the curve and determines what students want in their fitness equipment can be answered in just three words—listen to them. Mejia explains that green exercise is very much on students' minds, so much so that students, unprompted, are initiating these conversations and striving to achieve actionable change. They are writing and submitting proposals to administrators and sustainability committees. They are even reaching out to industry leaders like SportsArt for advice: "It's not uncommon for students to contact us," Mejia says. "Sometimes all they need is pricing. At other times they need guidance on presentation building and strategies for persuading the decision makers at their institution. We help in any way we can, because we believe in what they're doing."

Pushing the boundaries of green technology is an exciting, commendable endeavor, but market research only goes so far. By working directly with students to determine their specific needs and wants, SportsArt has gone straight to the source—after all, who better to consult than the students who use the equipment? Working with students builds trust and teaches burgeoning professionals invaluable lessons about eliciting change. From the perspective of SportsArt, offering guidance represents an opportunity to create positive change within the community. This is community building in action, a form of reciprocity in which each party learns from the other. From the higher-education perspective, working with students and encouraging a dialogue with SportsArt is both an efficient and generative strategy for advancing student needs—a win-win. The culture of health and wellness on campus is enhanced by SportsArt's green technology; students take note and are satisfied that their ethical concerns are met, and our institutions benefit from yet another excellent recruitment tool.

Innovation, Green Technology, and Inclusivity

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self-generating ellipticals and cycles which require absolutely no power to operate. SportsArt's latest eco-friendly innovation is the ECO-POWR™ line—a series of cardio fitness products with a built-in inverter that harnesses wattage from human exercise, converts the wattage to AC power and then in seconds

feeds useable energy back into the power grid. SportsArt's treadmill motors use thirty-two percent less electricity than standard treadmill motors, which alone can save a university thousands of dollars each year. Their treadmill options are wide ranging and cost effective. SportsArt's ECO-GLIDE™ auto-lubrication

system, for example, allows for easier and less frequent maintenance. Flowtec filtration keeps the motor compartment clean and free of debris and dust, and their MyFlex/MyFlex+ Deck cushioning system provides a more comfortable user experience. SportsArt treadmills also contain heart-rate sensors that provide telemetry-based heart-rate detection.

As an industry leader in green fitness, SportsArt's ECO-POWR™ technology has revolutionized how users think about cardio workouts. The built-in technology embraces the connection between our individual actions and their impact on the environment by turning workouts into clean, renewable energy. Just as the technology facilitates better workouts, it converts up to seventy-four percent of human energy into clean, renewable energy. It even motivates users with meaningful impact metrics such as watts generated, as much as 220 wH of electricity per workout hour. For students, such a metric is a visible reminder that they can enjoy a healthy workout while serving environmental needs. SportsArt technology also facilitates a workout that feels comfortable and natural. Its ellipticals, for example, provide a biomechanically focused movement path that, as Mejia explains, "is the closest to human stride available on the market." The ellipticals provide users with a low-impact and highly efficient workout, and the products' seamless adjustability allows them to customize their workout for a uniquely personalized experience.

Mejia is particularly proud of SportsArt's success in creating brand inclusivity. Indeed, this is a core philosophy of the company—to embrace inclusivity and accessibility with its technology. "We need to rethink the traditional gym," he says. "It doesn't take much to bring in others who want to exercise. Let's get everybody working out. Let's have a space for everyone." Many of SportsArt's products offer motorized ride assistance, and SportsArt trainers set facilities apart by offering distinctive moving paths and multiple workout options within the footprint of single machines. Users who require technology for rehabilitative purposes enjoy SportsArt's ICARE technology—intelligent control-providing movement that is neither always assistive nor always resistive. It is designed with an assist-as-needed approach in mind,

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not unlike what a therapist provides physically and intuitively while gait training a patient. Users in need of rehabilitation benefit greatly from ICARE, and the technology frees clinicians from hours of strenuous manual lifting while also improving the users' access to assistive technology.

The Family at SportsArt

A revealing moment occurred during my conversation with Mejia. I asked him to identify new SportsArt products that he's most excited about. He smiled, noting SportsArt's recently released rower, which serves as an example of how the company is applying its technology to new modes of exercise. But then Mejia paused, pivoting to a different but not unrelated topic. "Let me tell you a quick story," he says. "Back in 2020 during the pandemic, the economy tanked. People everywhere were losing their jobs. Paul Kuo, the founder of SportsArt, got us all together. He stressed that no one in the company would be laid off, that everyone would keep their job." Mejia paused once more, and the tone of his voice shifted slightly. In retrospect, I see how moved he was by what he was about to say: "Our founder was determined to use this time to grow and be better. We'd find ways to improve our internal processes, to work collaboratively, to improve the company and come out stronger. We did exactly that, and part of what made this possible was we maintained contact with our customers. We followed up, did all we could to stay in touch, to ask how they were doing. We applied ourselves and did what was right for the customer. We sent information their way for maintaining the equipment they had, to make sure they kept their equipment in top shape and sanitized. We gave them the tools." Following the pandemic, not only did everyone at SportsArt still have their job, but the customers remembered that SportsArt was available when others were not. They valued the company's personal touch, its positivity and determined sense of responsibility to others.

"It's refreshing to work for a company that cares. It makes you want to give it your all. This is SportsArt's culture, and it extends to our product line. We're always striving to do better."

Internally, SportsArt takes care of its own. Externally, the company shows how much it cares for its customers all over the world. Its products are inclusive and user friendly, and SportsArt continues to innovate for the benefit of the consumer as well as the environment. Mejia is a wonderful ambassador for SportsArt, and I have little doubt as to why. The reason is simple but also telling. Mejia believes in the values of the company, the supreme quality of its products, and the service it provides. I must say, I'm now a believer, too.



ABOUT THE AUTHOR: Dr. David Vinson has a PhD in English with specializations in transatlantic literature and cultural studies. He is a committed scholar, teacher, and dad. If you ever meet David, avoid the subject of soccer. His fandom borders on the truly obnoxious.

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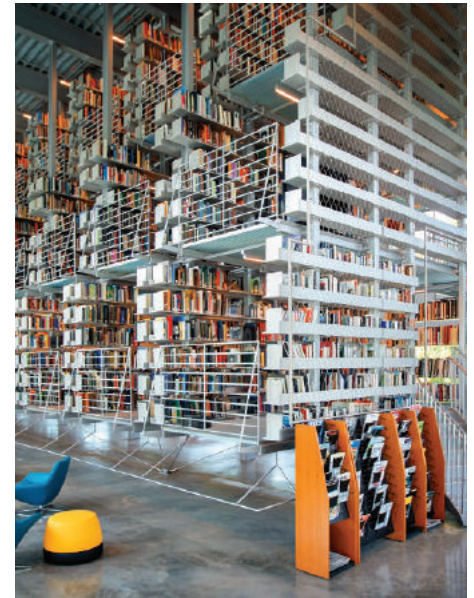
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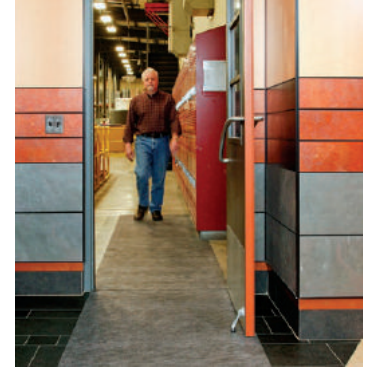
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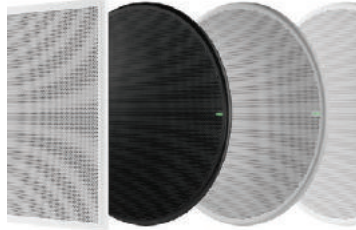
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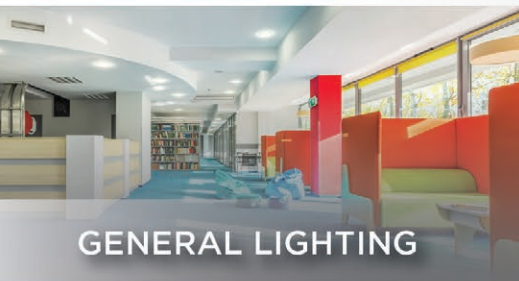
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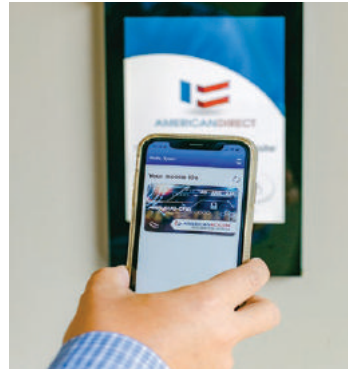
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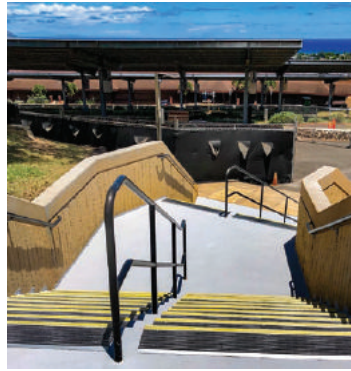
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Colby-Sawyer College Breaks Ground on Janet Udall Schaefer '52 Center for Health Sciences

Colby-Sawyer College broke ground on its new center for health sciences Thursday, May 4, during a commemorative ceremony on its New London, New Hampshire campus. The ceremony, held at the site of the future Janet Udall Schaefer '52 Center for Health Sciences, featured remarks from Colby-Sawyer leadership as well as statements shared by the offices of U.S. Senator Jeanne Shaheen and U.S. Representative Annie Kuster. Construction of the building will begin this spring and is slated to be completed by fall 2024.

"We are thrilled to be able to recognize this important moment in the college's history with key constituents who have helped make this project possible," Colby-Sawyer President Susan D. Stuebner says. "Construction of the Janet Udall Schaefer '52 Center for Health Sciences will strengthen multiple programs at the college and offer all students access to a facility that fosters enhanced teaching and learning. We are extremely grateful to the numerous supporters who have helped bring this project to fruition through their generosity."

Colby-Sawyer announced in March

2022 plans to construct a new \$19 million, 20,500-square-foot home for its School of Nursing and Health Sciences. The building and the college's commitment to increasing enrollment in its health science programs come at a time when healthcare providers across the nation are struggling to fill workforce vacancies.

To address this issue, Colby-Sawyer has pledged to significantly increase enrollment in its undergraduate nursing program, continue to promote its Accelerated Bachelor of Science in Nursing program, and add additional health science programs in areas of specific need, such as a Master of Science in Nursing with three tracks of emphasis, a Master of Social Work degree, and a Doctor of Nursing Practice degree.

"The Janet Udall Schaefer '52 Center for Health Sciences will build on Colby-Sawyer College's proud legacy of shaping students into dedicated and highly skilled healthcare workers," Senator Shaheen said in a written statement. "This state-of-the-art facility will be home to a comprehensive learning experience that will prepare them for challenges and scenarios they will encounter in the field."

Representative Kuster echoed that sentiment: "We know that now more than ever, the Granite State needs highly skilled and trained professionals to meet healthcare workforce demands today and in the future." In a written statement, Kuster continues, "Upon completion, this site will serve as the academic and clinical training hub for the college's growing health sciences programs."

Schaefer, who died in February 2022 at the age of eighty-nine, left one of the largest one-time gifts in Colby-Sawyer's 186-year history, with a portion being designated to help fund the construction of the building. Schaefer attended what was then Colby Junior College before leaving the institution in 1952 and eventually returning to complete her associate degree in 1996.

A generous donor to Colby-Sawyer ever since, Schaefer was inducted into the college's Legends Society in 2004 in recognition of lifetime giving of more than \$1 million. In 2015, Schaefer was awarded the Susan Colgate Cleveland Medal for Distinguished Service, the college's highest honor, in appreciation of her unwavering commitment to the college.

Harvard Art Museums Now Free to All

The Harvard Art Museums on Friday announced a new free admission policy for all visitors, effective immediately. The new policy represents a significant expansion of free access to the museums' collections, exhibitions, and research for public audiences. The initiative is made possible by a generous contribution from the Estate of David Rockefeller and support from the Office of the President at Harvard University.

"Art is for everyone, and the Harvard Art Museums will now be free to all visitors," says Harvard President Larry Bacow. "This initiative ensures that every visitor to our campus will now have the opportunity to view and engage with the phenomenal collections in our care at the Harvard Art Museums."

The museums have a long history of providing free admission to a significant percentage of visitors, including the Harvard community, students, youth, and local residents. Over the past eighteen months, two newer initiatives created by the museums offered additional free admission opportunities. In September 2021, the museums

began to offer free admission to all visitors on Sundays, and in April 2022 the museums began the Harvard Art Museums at Night program, granting free admission to all visitors on the last Thursday of each month from 5 to 9 p.m.

The new policy expands on that success. The museums have seen dramatic increases in visitation in 2022 and 2023 as a result of the Sunday and Thursday evening initiatives and following the lifting of COVID-related policy restrictions in spring 2022.

Since that time, visitation has been consistently increasing at an average of twenty percent per month, with a notable forty percent increase in August 2022. This growth has been sustained in the first half of 2023, with a ninety percent visitation increase in January and the highest-ever monthly visitation in April. The Free Sundays and Thursday evening events have both attracted, on average, between 1,500 and 2,000 visitors since their inception (a fifty percent increase for Sundays), with as much as half that number representing first-time visitors.

The combined effect of granting free admission to existing audiences and the expectation of continued growth in visitation represents a significant new investment in opening the museums and collections to residents of Greater Boston as well as those visiting from around the world. Harvard University and Harvard Square are major attractions to those visiting the area.

"We are thrilled to implement this new comprehensive free admission policy, which will remain in place permanently," said Martha Tedeschi, the Elizabeth and John Moors Cabot Director of the Harvard Art Museums. "Taking this step represents our deep commitment to serving all audiences, enhancing our mission of teaching and research, and becoming a center where discovery, exchange, inclusion, and learning can flourish for all. Increasing numbers of longtime supporters and new friends alike have been showing us that we have something unique to offer in the cultural landscape and that we are a welcoming place to experience art and community together."



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