INAUGURAL ADDRESS

President Adam W. Herbert

University of North Florida
Presidential Inauguration

Friday, September 29, 1989
10:00 a.m.
University Theatre
DR. ADAM W. HERBERT

President

University of North Florida

Adam W. Herbert was appointed president of the University of North Florida (UNF) by the Florida Board of Regents on December 5, 1988. He assumed duties as the University's third president on February 6, 1989.

President Herbert was born in Muskogee, Oklahoma. He earned both the Bachelor of Arts in political science and the Master of Public Administration degrees from the University of Southern California (USC), and the Doctor of Philosophy in urban affairs and public administration from the University of Pittsburgh.

Dr. Herbert held his first faculty appointment at USC in the School of Public Administration and the Center for Urban Affairs. He also served as coordinator for academic programs in the Center. In 1972, he accepted an appointment at Virginia Polytechnic Institute and State University (Virginia Tech) as chairman of the urban affairs program and associate professor of urban affairs. While at Virginia Tech, he received one of the university’s Excellence in Teaching awards.

In 1974, Dr. Herbert was selected as one of 15 White House Fellows and served as Special Assistant to the U.S. Secretary of Health, Education and Welfare. Following that assignment, he served as Special Assistant to the U.S. Undersecretary of Housing and Urban Development.

Remaining in Washington after leaving government service, Dr. Herbert was named director of research for the Joint Center for Political Studies. He also served as an adjunct professor of political science at Howard University and at USC's Washington Public Affairs Center. He subsequently renewed his affiliation with Virginia Tech as professor of public administration and as the first director of Northern Virginia Programs for the University’s Center for Public Administration and Policy, which offered the Ph.D. in public administration.

In 1979, Dr. Herbert accepted an appointment at Florida International University in Miami, where he served as professor of public administration for almost 10 years. During that period, he held administrative posts as dean of the School of Public Affairs and Services, associate vice president for academic affairs and vice president (chief academic and administrative officer) of the North Miami Campus.

President Herbert has held a variety of local and national leadership positions in his professional field of public administration. In 1988-89, he chaired the Commission on Peer Review and Accreditation, the accrediting body of the National Association of Schools of Public Affairs and Administration, and was nominated to serve as the Association's Vice President. He also was elected by his peers to the highly prestigious National Academy of Public Administration.

Since his appointment as UNF's president, Dr. Herbert and his wife, the former Karen Y. Loftly of Washington, D.C., have become active participants in the civic life of Jacksonville. He currently serves on the boards of numerous non-profit, business and community service organizations including: The Bolles School; Jacksonville Urban League; Barnett Bank of Jacksonville; North Florida chapter, American Red Cross; JAXPRIDE; Mazda Gator Bowl Committee; WJCT, Channel 7/Stereo 90 public broadcasting outlets; and the Jacksonville Chamber of Commerce. He will become chairman of the Chamber's Committee of 100 and Economic Development Committee in January 1990.
Thank you very much, Regent Edwards and Chancellor Reed.

It is with profound respect for a history of significant institutional achievement, and with optimism for the University's future, that I accept this medallion, symbolic of the presidency of the University of North Florida.

To the members of the Florida Legislature who are with us today: I thank you for your presence and your support of both the University of North Florida and our State University System.

To the members of the Florida Board of Regents and Chancellor Reed: I appreciate the strong support and encouragement which each of you has given to me and to the University of North Florida. Your presence here today is reflective of that support and of your determination to build nine strong public universities to serve the people of our great state.

To Mayor Hazouri, members of the Jacksonville City Council, other guests from governmental bodies, and members of Jacksonville’s dynamic corporate sector: Your presence this morning also is appreciated greatly. It is an indicator of the strong partnerships which have been built between our institutions; partnerships which we will nurture and build upon for the betterment of our total community.

To the delegates who represent learned societies and our sister institutions of higher education around the nation: We welcome you to the UNF campus and to this celebration of an important, historical tradition within the academic community.

To Presidents Maidique, Borkowski, Marx, and Altman: I am honored to have the privilege of working closely with such a strong group of State University System presidents and colleagues. Your friendship and presence here today are especially appreciated.

To the presidents of our sister institutions of higher education in Jacksonville, Presidents Spence, Brady and Mitchell: I look forward to the continuation of the effective cooperative relationship we have established over a very short period of time. Our community will clearly be the beneficiary of these important efforts.

To all of our guests, members of my family, old friends from Miami and new friends in Jacksonville: Thank you for making the special effort to share this very significant day with us. Your love, friendship and encouragement are important elements of the support system which my university colleagues, Karen and I depend upon and value a great deal.

To the members of the UNF community, our faculty, staff, student body and the UNF Foundation: I am grateful for your support over the past eight months, and I am proud to have this opportunity to share with you the exciting opportunities we have to continue the process of building a stronger and increasingly more dynamic University.

These greetings would not be complete without three additional acknowledgements: First, Mrs. Addie L. Herbert. My mother’s life and spirit, her repeated encouragement and sound advice, and her concern for the welfare of others are very important legacies which continue to influence my life, style and aspirations. I am truly fortunate to have been given the love and to have been exposed to the values, sensitivity and appreciation of education which were emphasized in our home. We share this day together!
Another special person in my life, who unfortunately could not be here today, is Dr. Norman Topping, Chancellor Emeritus and former president of the University of Southern California. His support and wise mentoring have been strong and consistent for over two decades. His example not only guides my belief in collaborative leadership, but also serves as a very important compass check in the conduct of my administrative and professional responsibilities.

The third special person I would like to acknowledge today is my wife, Karen. I could not ask for a more sensitive, supportive friend and partner. The university presidency is a complex position which places a diverse array of demands on the incumbent and his/her family. The high level of personal support Karen provides and the pride in and enthusiasm about UNF which she manifests have made this opportunity an especially enjoyable and exciting one.

The University of North Florida's Heritage

The inauguration of a university president provides an important opportunity to reaffirm institutional commitments, articulate evolving priorities and reflect upon the university’s future. As we initiate our discussion of UNF’s priorities and prospects for the future, I am reminded of Alex Haley’s repeated observation that an appreciation of one’s heritage is vital to understanding more clearly who we are and where our future may lead.

The University of North Florida has a history and a set of traditions and values worthy of such retrospective contemplation. The heritage of which I speak began with strong and dedicated leadership from UNF’s first president, Thomas Carpenter. It was continued by Interim President Andrew Robinson, by the University’s second president, Curtis McCray, and by Interim President Roy McTarnaghan.

I am challenged and honored to follow in the footsteps of such able executives. The high standards of leadership they established and the institutional commitment to UNF which they demonstrated are ones to which I now aspire and upon which I shall seek to expand. I appreciate having the opportunity to make this inaugural statement and reaffirmation of an important institutional heritage in the presence of three of these four leaders and Mildred Robinson, the wife of the fourth, Andy Robinson, in whose honor this complex was named.

Another vital element of UNF’s heritage is the energy, vision and values which the founding faculty and staff brought to the institution. A group of 110 faculty and 274 staff saw the unique opportunity to build a very special kind of university. These “founders” of the University were truly committed to outstanding teaching. They believed deeply in the importance of high quality undergraduate education. They saw the critical linkage between teaching and research. They put into practice a deep belief in interdisciplinary teaching and research. They were dedicated to establishing a caring, client-oriented institution which was responsive to student and community needs. They were dedicated to the belief that any initiative undertaken by the University must be done well or not at all. And they sought to develop and maintain a beautiful campus environment.

As we look to UNF’s future, it is essential that we not forget these important elements of our heritage. In this regard, the late Bartlett Giamatti once observed that, “Educational institutions are out of phase with themselves...because there are few voices...remembering for each genera-
tion the enduring principles and purposes of the place.’’ We are fortunate at UNF that many of our original faculty and staff are still with the University. Others have maintained close relationships with UNF following retirement or job shifts and are frequent visitors to the campus. All of their voices continue to remind us of those founding principles as we build for the future.

Yesterday, we dedicated Founders Hall as a lasting tribute to our founders and the legacy of their ideas and values. To all of you who joined us yesterday and are here again today for this reunion of our forebears, I assure you that the same values which you so successfully sought to implement during the University’s early years continue to define “who we are” and “where our future leads us.”

The Critical Challenges to Higher Education

In making such a commitment, we recognize that the challenges confronting higher education generally, and the University of North Florida specifically, are changing significantly. As a professor of public administration, I tell my students that the policies, programs, organization and management practices of public organizations must evolve continuously in relation to the overall environment within which they exist.

This fundamental reality applies to institutions of higher education as well. We have been created to respond to some very specific societal needs. Over time, some of those needs will change. New occupations will be created. New scientific challenges will be identified. New diseases will demand prevention. New societal needs will evolve. New technology will be needed to enhance both the quality of life and organizational efficiency.

It is my belief that universities must maintain a level of organizational flexibility and a spirit of academic enterprise which enable us to accept challenges and assume critical educational and research roles such as these. In preparing for and addressing such challenges, a recent observation by Michael Sovern, president of Columbia University, is worthy of note:

Without excellence in our colleges and universities, we will damage our prospects for a coherent foreign policy, lose our lead in the biotechnology race, delay possible solutions to cancer and AIDS, weaken the basic research that made us the nation we are.

Within today’s evolving education environment, the maintenance of high quality academic programs, research and student services is a particularly significant challenge for all of our institutions. The realities confronting us in our quest for excellence are all too clear:

1. Higher education institutions throughout the nation are experiencing difficulty in identifying, recruiting and retaining professors, particularly in fields such as computer science, mathematics, engineering and accounting. The primary explanations given for this labor shortfall are growing corporate competition for potential professors and a reduction in the number of American-born students pursuing advanced degrees with an explicit interest in teaching.

2. The cost of purchasing scientific and technical equipment makes the conduct of high quality science education increasingly more difficult. In the absence of federal research funding or major private sector donations, growing numbers of institutions outside of the research uni-
versity category are simply unable to offer science education or to engage in scientific problem-solving at the cutting edge of science.

3. During a period in which we have begun to see more clearly the necessity of interdisciplinary collaboration to address "mega-problems," far too many research initiatives isolate scholars from colleagues within their own disciplines and from those in naturally related fields. This continuing trend toward specialization at the expense of understanding the totality of a problem robs us of perspective and ultimately limits our potential for creative problem-solving. As Norman Cousins has indicated:

...only the whole man will be able to find intelligent solutions for the world's ills. Man is asked to look to politics alone or to economics alone...or to science alone or to philosophy alone or to religion alone. But it is not political man or economic man...or scientific man or philosophical man or even religious man by himself who holds the solution. Only the whole man can be equipped to find and act on whatever solution may exist.

4. Closely related to the challenge of disciplinary isolation is the continuing trend toward the glorification of advanced graduate instruction at the expense of undergraduate education. This short-sighted emphasis will be detrimental to the society we serve. The long-term maintenance of the current quality of life in the United States requires more highly trained professionals who hold advanced degrees. But the nation's intellectual pyramid must have a stronger and broader base. The development of that national intellectual base begins in our elementary and secondary schools and must be nurtured within our undergraduate programs. Undergraduate students must be exposed to our best and our most experience teachers throughout their academic careers, beginning in the freshman year. They must be enrolled in classes small enough to stimulate learning. They must be given opportunities to develop faculty relationships which cultivate intellectual curiosity and foster the exploration of ideas.

The University of North Florida's Future

In three years, the University of North Florida will enter its third decade. Notwithstanding the magnitude or significance of the challenges before us, I look to the years ahead with excitement and optimism. With the support of Chancellor Reed, the members of our Board of Regents, and with the strong support of our community and its political and civic leadership, we are destined to become an outstanding urban university with a national reputation of quality.

The foundation is clearly in place at UNF to assure our success in this effort. We have a very strong faculty which is committed both to teaching and to research. We have a faculty which has expressed a determination that this University will not implement new graduate level programs, however critical the need for them may be, through a reduction in our commitment to high quality undergraduate education. Although the University of North Florida will seek to implement additional master's degree programs and a limited number of doctoral degree programs over the next decade, we take pride in our priority mission to provide one of the best undergraduate educational experiences in the nation.

We also take pride in the fact that the University is now attracting some of the best students in this region, the state of Florida and, increasingly, the nation. It is not by accident that UNF was
described by *U.S. News & World Report* last year as one of the five most selective comprehensive universities in the nation. This is illustrated by the fact that over 1,300 students applied for the 264 seats in our 1989-90 freshman class. While test scores are only one measure of student ability, it is important to note that the mean SAT score of our freshman class has increased by 100 points over a six-year period. UNF’s current fall freshman class has a mean SAT score of 1070 and a mean high school grade point average which exceeds 3.3.

For those who raise questions about the impact of athletics on a university’s academic standards, we respond with pride that, while UNF has been ranked number one or two nationally in all-around NAIA sports competition over the last two years, the profile of entering freshman student athletes also reflects this University’s commitment to academic excellence. Our current class of freshman student athletes has a mean SAT score of 1009, ACT score of 23.67 and grade point average of 3.28. In addition, on average they ranked in the 81st percentile in their graduating classes.

A capped lower division and a growing reputation for quality undergraduate education are making a difference. Although we seek to expand our lower division so that the University can better serve this community, I am convinced that UNF will attract growing numbers of outstanding young scholars who are excited by what and how we teach, and by the extent to which we care about them and their intellectual growth. Our aspiration is not to become an elitist institution. Rather, we seek to build a University around the ideals of quality and recognize that this will increasingly become an invitation which bright and able students will readily accept.

As we prepare for the decade ahead, I see six imperatives which constitute the foundation for the development of the University of North Florida.

**First, we must maintain our commitment to quality undergraduate education in the highest traditions of the liberal arts.** The opportunity to teach bright and able students within a learning environment committed to such values is surely what has attracted us to this community of scholars. I believe that the maintenance of such an educational philosophy must be the overriding priority of this University. To achieve this important objective, we must maintain class sizes at a level which encourages significant intellectual exploration. We must make the classroom more stimulating and facilitate the learning process by placing a higher priority on teaching excellence and innovation. We must make more extensive use of computer technology to foster intellectual curiosity. And we must maintain a curriculum which demands that our students develop:

* an appreciation of their social and civic responsibilities;

* an awareness of the history and diversity of human thought and endeavor;

* an appreciation of creative artistic expression;

* the ability to utilize critical analysis and precise thought;

* a high level of competence and precision in writing; and

* a level of computer literacy which
assures the capacity to work effectively in an increasingly more technologically-oriented world.

Second, we must remain responsive to regional needs and priorities. Our challenge in this regard is clear. Over the next decade, we must selectively add several new degree programs at the undergraduate, master’s and doctoral levels. Most of these programs will be linked directly to regional economic development needs in such areas as education, health, business, engineering and computer science. Other programs will be developed within the College of Arts and Sciences to enhance our capacity to offer an interdisciplinary liberal arts education second to none.

Responsiveness to regional needs also will occur through the added emphasis we will place upon the conduct of research which informs our teaching and addresses critical community and societal needs. When coupled with growing levels of UNF staff participation in the total life of this community, it is clear that the strong symbiotic relationship which exists between this University and the region it serves must and will be expanded. We are determined to be serious participants in the effort to build both a stronger, more vibrant community and a state which lives up to its promises of a better life for us all.

Third, we must be a state leader in the enhancement of K-12 education. Our education faculty has repeatedly demonstrated its commitment to work with elementary and secondary school teachers both on the UNF campus and in public schools throughout this region. We must build on these initiatives by devoting significantly greater attention to: teacher preparation and continuing education; recruitment of minority teachers; student retention; leadership development; educational innovation in the areas of curriculum and pedagogical techniques; and education system problem-solving. Superintendent Larry Zenke, FCCJ President Charles Spence and I share the belief that by working together, our three public educational institutions and Jacksonville's two private institutions of higher education will make a difference in addressing these challenges and many other critical community needs. Working together, we can play an important role in Jacksonville's efforts to achieve the standard of community excellence to which we all aspire.

Fourth, we must maintain a strong and unequivocal commitment to the achievement of diversity among the University's faculty, students and staff. Our University has been among the state's leaders in the recruitment and retention of women, minority and handicapped students. This is a record on which we can and will build.

To illustrate, over the next decade we aspire to be among the nation's top 25 universities in the recruitment of National Achievement Scholars. These scholars are among the best black students in the nation. This fall, black students made up over 10 percent of UNF's best freshman class ever. We expect to see continued improvement in that statistic. In addition, all of us must be concerned that over the past ten years, the number of black males enrolled in higher educational institutions has declined by over 30,000. We at UNF aspire to do our part to reverse this troubling trend. And these efforts will begin here at home.

Our commitment to diversity must not be limited to the student body. We will aggressively work to retain our current colleagues, while simultaneously recruiting outstanding
faculty and staff from universities throughout this nation. They will come to UNF and Jacksonville because we are part of an outstanding State University System, because this is a special kind of university, and because we are located in an outstanding city. There is no doubt in my mind that many of those colleagues will reflect our commitment to diversity.

Fifth, we must utilize our resources in creative ways which are reflective of UNF's institutional commitment to excellence and innovation in all University endeavors. The tradition established by our founders that we undertake only those initiatives which can be done well will remain our guiding theme. We will continually review academic programs, support services, student activities and community-based initiatives to assure that they meet the quality and service standards our faculty, students and community can and should expect. We will utilize a University-wide management by objectives system to facilitate effective institutional planning and to monitor the implementation of university priorities. These priorities will be established and resources will be allocated in such a fashion that over time, on a systematic, program-by-program basis, all segments of the University will be strengthened. The achievement of our academic aspirations demands that we take such prudent planning and management actions. During periods of limited resources, the taxpayers of this state should expect no less.

Sixth, we must nurture within the campus community those ethical standards which reflect the highest aspirations of our society. Knowledge is important, and we must provide an educational experience second to none. The intellectual experience at UNF should produce very bright and able students who are well-prepared to pursue their life's work. But let us educate them also to appreciate the challenges and obligations of life in a civilized society. Let us confront them with the significant social and philosophical issues of the day. Let us challenge them to view the world from perspectives other than their own. Let us, in the words of Bart Giamatti,

...provide a liberal education, rooted in the concept of freedom, 'the liberty of the mind free to explore itself, to draw itself out, to connect with other minds and spirits in the quest for truth.' The goal of such an education 'is to train the whole person to be at once intellectually discerning and humanly flexible, tough-minded and open-hearted, responsive to the new and responsible for the values that make us civilized.' In providing such an education, we must discover what binds us together 'in common hope and common need.'

Conclusion

This is the future I see for the University of North Florida. I see a decade of exciting progress. I envision a decade of controlled but steady growth in academic programs, student enrollment and staff levels. I see a high quality higher educational institution which attracts growing numbers of National Merit and National Achievement Scholars. I see an outstanding University whose faculty, students and staff reflect the rich cultural diversity of a dynamic community and growing state. I see a public University working with civic leaders in a concerted effort to achieve our community's highest aspirations. I see a University which cares about its students and regards a high quality undergraduate experience as its most important product. I see a very special state University which will receive rapidly ex-
panding levels of community support from the citizens of the First Coast region.

The achievement of this future rests on several simple, but important and obvious, ingredients: an outstanding faculty, very bright and able students, excellent equipment, dedicated staff support, a quality library, and strong community support.

To this list, I must add one additional element, "spirit." We must be vigorous in the pursuit of our goals. We must maintain our dedication to the values which have guided the University's development. We must be more aggressive in sharing the exciting UNF story. Above all, we must believe in ourselves!
THE UNIVERSITY OF NORTH FLORIDA

The University of North Florida (UNF), one of nine institutions within the State University System of Florida, is a comprehensive, urban University which offers degree programs at the baccalaureate and professional graduate levels. Established in 1965 as an upper-division and master's degree-granting institution, the University began offering classes in 1972 to a 2,000-member student body. In 1985, freshmen and sophomores were admitted for the first time.

The Florida Board of Regents appointed Thomas G. Carpenter as the first president of UNF in 1969. He was succeeded by Interim President Andrew A. Robinson, Jr., in 1980 and by UNF's second president, Curtis L. McCray, in 1982. Roy E. McTarnaghan was named Interim President in 1988, serving in that role until the appointment of the University's third president, Adam W. Herbert.

The University is an accredited member of the Southern Association of Colleges and Schools. Among its professional programs, national accreditation has been achieved in the fields of business administration (undergraduate and graduate), teacher education, computer science and nursing.

UNF has been identified as one of the most selective comprehensive universities in America. In 1989-90, one of every 4.5 applicants was enrolled in the fall freshman class. Over the past five years, the mean SAT score of UNF’s entering freshman class has increased by 100 points. With a mean SAT score of approximately 1070 and grade point average of approximately 3.3, UNF's 1989-90 freshman class is reflective of the University’s commitment to high quality undergraduate education.

Academic programs at UNF are built on a strong foundation in the traditional arts and sciences. The University offers 45 undergraduate degree programs and 26 master's degree programs through its Colleges of Arts and Sciences, Business Administration, Computer and Information Sciences, Health and Education and Human Services. UNF has been authorized by the Florida Board of Regents to plan for its first doctoral program.

Since its founding, UNF has demonstrated a continuing commitment to excellence in teaching, research and public service. The University’s faculty is strongly committed to providing high quality instruction, with particular emphasis on undergraduate education. Members of the faculty simultaneously engage in and produce a level of creative scholarship which demonstrates a determination to remain at the cutting edge of intellectual inquiry and practice in their respective disciplines. Through its centers and institutes, numerous continuing education programs and staff volunteer activities, the University is a major contributor to the total life of the community, the First Coast region and the state of Florida.

The University has been strengthened significantly by public-private partnerships in which it is a proud participant. Through the strong support of the University of North Florida Foundation, Inc., and the generosity of both corporate leaders and dedicated citizens of Florida’s First Coast region, UNF now has four fully-funded Eminent Scholar Chairs valued at over $4 million: the Andrew A. Robinson, Jr., Chair in Educational Policy and Economic Development; the Ira M. Koger Chair in American Music; the Prime F. Osborn Chair in Transportation; and the National Paper Trade Association Endowed Research Chair in Wholesaling.

The University currently enrolls 7,900 students. It has 296 faculty and over 1,300 full-time and part-time staff. The total UNF budget exceeds $40 million annually.