Interview with President George Hanbury III - President and CEO

George Hanbury III
Nova Southeastern University

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Nova Southeastern University

History of Presidents

George Hanbury

JP= Dr. Julian Pleasants

GH= George Hanbury

JP: This is Julian Pleasants and I’m at Nova Southeastern University. It’s June 21, 2010 and I’m speaking with George Hanbury. Let’s start out by discussing when you first came to work for Nova and who hired you and what your responsibilities were.

GH: I came to work at Nova Southeastern University in September of 1998. Prior to that, I was the City Manager of the City of Fort Lauderdale for eight years. Prior to that, I was the City Manager of Portsmouth, Virginia for eight years. Prior to that, I was the City Manager and Assistant Manager in Virginia Beach, Virginia for 12 years. And, prior to that, I was the Assistant Manager in the City of Norfolk, Virginia for two and a half years. Prior to that, I was a high school teacher at Chesapeake Public Schools and I found all of that quite rewarding.
When Ray Ferrero became the President of Nova Southeastern University in January of 1998, Ray saw a lot of similarities in the university and a city. Toward that effort, I had indicated to the City Commission of Fort Lauderdale that I felt like I had accomplished most of the goals and objectives that they had asked me to do as their city manager and that I would probably be looking for another city. City managers have to move to another city, there’s only one in every city and Fort Lauderdale is the largest in Broward County and one of the largest in Florida, so I probably was going to have to look either outside of the community or go outside the state.

Ray asked me to consider coming to the university to be its chief operating officer and to join him and, since I had been working on my Ph.D. at Florida Atlantic University during my tenure as city manager in night school, I thought that it would be a interesting career change after 30 years of public service to go into another noble career working for a private albeit not-for-profit university. To me, the same noble aspects of working for young men and women to achieve their goals and objectives to me was very similar as the aspects of being a public servant. So, I came to the university in September. In order to come in
September, however, I had to give Fort Lauderdale, as per my contract with the City Commission, that if I voluntarily left I had to give six months’ notice. So Ray offered me the job shortly after he became president, but I was not able to come until nine months later. So he and I have been a team for the last 12 years and I have found it one of the most rewarding things in my entire life and the culmination of all of my dreams, professionally as well as academically, came to fruition when the Board of Trustees in December of 2009 asked me to succeed Ray when his contract expires on June 30th of 2011. So I’m looking forward with great enthusiasm and passion to take the university to the next level, in effect to be a continuum of the aspects and the legacy that Ray has created for the last 12 years and look forward to elevate the university even higher in quality and in reputation at least through 2020.

JP: What is the official status? Ray is the chancellor; you are currently the president?

GH: Correct.

JP: How do you define your responsibilities at this juncture?
GH: This is a year of transition and both Ray and I and the trustees want to see it as a smooth transition for students, faculty and staff and, toward that end, Ray and I have talked about those responsibilities and the shift from Ray being more external during this last year and my functions being more internal.

The trustees, when they indicated to me that I would be the president, maintained my operating status as it has been since Ray hired me. So I am president and chief operating officer. Simultaneously, which was January 1 of 2010, the trustees gave Ray the title of chancellor and maintained his operating status as chief executive officer, CEO. So Ray is chancellor and CEO until June 30th of 2011 and I am the president and COO until June 30, 2011.

JP: That’s a set date?

GH: Yes, sir. And on July 1st, I will become the president and CEO, chief executive officer.

JP: Okay.

GH: And Ray will continue in his association with the university with the title of chancellor, but will not have the CEO, the chief executive. He will be working with me.
as a colleague reporting to me and not to the Board. I will be the only individual reporting to the Board.

JP: Before you came to work here, you obviously had been in Fort Lauderdale for a period of time, what was your view of Nova and how well did you know what was going on out here?

GH: Well, really my view of Nova University was all the way back to Virginia and Virginia Beach. I was city manager in Virginia Beach in 1974. As such, I had encouraged young men and women in the police department to seek college degrees. At that time, it was not a requirement that young men and women to join the police department have college experience. I felt that that was essential for individuals who had discretion of really life and death and that college education could help improve the leadership role, as well as the decision-making part of our law enforcement officers and firefighters. Toward that end, I started the tuition waiver program where the city would pay-- If the employee had good grades, we would pay for their books and their tuition.

I started receiving tuition waiver requests for a school called Nova University in Fort Lauderdale, Florida and I said, “I’ve never heard of this Nova University.
What kind of university is this? Is it legitimate? Is it something that, is it some correspondence school that you can buy a degree from?” Now, this is 1974. So, that’s some time ago and the university, if you’ve already gone through the history, was only created in ’64. It didn’t have its first graduating class until the 70’s. So, I doubt very seriously if too many people even in Florida knew of Nova University much less in Virginia Beach, Virginia. So, I checked it out and I found an interesting concept that was foreign to me coming in more traditional schools in Virginia where I had received my undergraduate and my Masters degree, that this was a concept of bringing the classroom to the student. Which, in 1974, was almost revolutionary and it was also something not only bringing the classroom to the student, but bringing it at a time and a place that was convenient for the student, a working adult like a police officer and firefighter, to adjust schedules to their schedule, which both of those professions are not traditional hours of operation. Not only did I find that bringing the classroom to the individual at times and places convenient to that individual, I found that the professors were highly credentialed academically, but also had practical experience. To me that was a very Jeffersonian perspective
of bringing theory and practice together so that the student could have the benefit of not just the theory and the knowledge of the professor, but actual practical experiences so that student could see how the application of theory could be applied, applied to practice.

So I said at that time, which we started reimbursement and we gave it very freely, “What a wonderful concept and an idea and if I ever get to Fort Lauderdale I want to look up that school.” Well, that was ’74. The City Commission of Fort Lauderdale recruited me in 1989. So here 15 years later almost to the day I came down here. Of course, I didn’t realize that Nova University wasn’t in Fort Lauderdale, it was literally in the Town of Davie, but it used Fort Lauderdale as its address and legitimately it could do so because there was an east campus in the City of Fort Lauderdale.

So, I came out here practically the first week because I had remembered all of this and I wanted to see the president of the university and I drove up to the front of this building, the Mailman Hollywood Building, and at that time it was a parking lot and grass was not prevalent, a lot of sand, and I walked into the door and the receptionist asked if she could assist me and I said, “I’d
like to speak to the president,” and she said, “He’s on the second floor and just take the elevator.” So, I went up and the hallway was empty and I just walked there and I looked in the door and there was a gentleman who was sitting there in this old gray Navy Surplus desk and he asked if he could be of assistance and I said, “Yeah, I’m looking for the president.” And he said, “You found him.” And it was Abe Fischler. That was 1990. So, I told him of that story and he said, “Well, that’s what we’ve done from the beginning.”

JP: Now, the campus, obviously, changed pretty dramatically when Feldman came along. He put in trees and grass and over a period of time new buildings and that sort of thing, but it was a pretty sparse campus in terms of landscaping and buildings even as late as 1990.

GH: Oh, absolutely correct. Since 1990, really since 1994 when we merged with Southeastern University of the Health Sciences, we have built more than 3 million square foot of research office, classrooms, laboratories. If you had not been on campus since 1994 you would not recognize it today.

JP: And also dorms and now you have a student center and that sort of thing.
GH: That would all be included in the 3 million square feet.

JP: Right.

GH: Correct.

JP: When you were city manager, during that period of time, as I understand it, a lot of people in Fort Lauderdale and Broward County really didn’t know much about Nova. People were on the eastern side and didn’t come out to “the western side” very often and it was sort of evolving without having a lot of interaction with the city or the county. Would that be a fair statement?

GH: Absolutely, and all the credit to try to break down the barriers of the enclave of a private not-for-profit university really came about with Ray Ferrero. Ray wanted to confront local officials without being confrontational for utilizing this university as Broward’s university. There is no doctoral research university headquarteried in Broward County. The state university system has no university located in Broward County except through satellite operations such as I mentioned.

JP: FAU.
GH: FAU where I went to night school in downtown Fort Lauderdale, but certainly not a traditional type of campus. It’s headquartered in Boca Raton. FIU is headquartered in Miami-Dade County. So, Nova Southeastern University, in Ray’s perspective, had every opportunity to be Broward’s university and toward that effort he wanted me and through his own gravitas as a, not only as an imposing sort of guy as big as he is, but in his voice, his demeanor and his position as president of the university really broke barriers to be involved in community activities and to give back to the community through his leadership and the involvement of the university by offering facilities for groups and organizations to come to our campus and to hold meetings or to hold walks for the prevention of cancer, runs for various aspects such as the Heart Walk, activities that the community could participate and use the 300 acres that we have here. And I think over the last 12 years people have indeed recognized NSU as Broward’s university and I think Ray and I both anticipate that in the not too distant future we will be recognized as Florida’s university, not to compete with the flagship university of the state university system, but we are in every major city now with some type of a stand-alone facility.
JP: I know you have a nice facility in Orlando.

GH: Orlando, Jacksonville, Tampa, Palm Beach, Fort Myers, Miami-Dade, the entire, every major metropolitan city really if you look on the map east of Tallahassee. So, Tallahassee is kind of far west, so if you look straight on the map and, because Tallahassee is even further than the west side of Florida’s peninsula, so you could come Tallahassee straight down all the way across, up back up to the east coast to Jacksonville and you’ve covered every major city that we are in some, in some fashion.

JP: One of the major changes, obviously, was the development of the law school which graduated its first class in 1977, and then the new professional schools, the medical school, the dental school, once you have these core of professional schools that makes a huge difference in how the community sees Nova, does it not?

GH: Absolutely. The law school and the work of the school of, The Center of Psychological Studies, which has been recognized internationally, and then the merger with the Southeastern University of Health Sciences brought substantial credibility and will help to enhance the reputation in the future of what— I feel very certain that
by 2020 we will be recognized as a premier quality academic institution, not just in our professional and graduate programs but in our undergraduate programs as well.

JP: And, while we’re on that topic, it seems to me that that has to be one of the major focuses of the future is to expand both the number and the quality of undergraduates at this institution.

GH: Without a doubt. Our trustees feel that the recognition of any great university must have a foundation of a quality undergraduate program. Because we have been an inverted pyramid practically from the day on which we were created to today where 80% of our student body are graduates or professional students, the trustees would like to see the expansion of the undergraduate and the quality of those undergraduates in admissions. So, with the state university system capping undergraduate programs now, I think we are set, especially after all the infrastructure that you, that I just mentioned has been built with probably one of the finest libraries, which should be the foundation of very great university. We have on our campus the state’s largest library and because we are predominantly graduate and professional, we probably have more scientific and research available information to our
undergraduate students than most any university in this state. So, I think we’re set very well to see the trustees’ dream come to fruition at least within the next ten years.

JP: And of course the problem is the tuition of state schools is probably around $3,000. I don’t know what the tuition here is, about $19,000 for undergraduate, something like that?

GH: $20,000-$21,000.

JP: Yeah.

GH: So, there is a significant gap. However, if the state university system has its way, that gap is going to get smaller and smaller primarily because the legislature is realizing that programs such as Bright Futures, which has practically made it no charge to go to--

JP: It’s free really.

GH: Free-- That somehow that has to be curbed. We’re the third largest state in the nation and even though we’re in an economic recession an average temperature of 70 to 75 degrees is going to be attracting more and more people to come here who will have children of undergraduate age. So, the Legislature of Florida has recognized that there has to
be some type of cap on the Bright Futures or either curbing it and, toward that end, has authorized almost a 15% increase each year. This year there is a 15% increase.

JP: In the tuition?

GH: Yes, and I think most of the large state institutions are wanting to do what we have done in the past and that is to concentrate on the graduate and professional programs because the legislature does not regulate the tuition of those programs and to continue to raise the tuition for the undergraduate program that people would have to pay and I think for those bright students who have good grade point averages and good SATs in the undergraduate program, we give substantial scholarships so that, after the scholarship and after other grants that are available to that student we see in the near future that we will be competitive for the brightest and best and still offer an atmosphere for that undergraduate student to experiment far more than they could in any other university in this state of what would they like to go into after they graduate from the undergraduate program into a graduate program or a professional program such as law, medicine, pharmacy, optometry, dentistry, psychology or a graduate education. So, I think we will be able to compete very
well with the state university system. We are not-for-profit. Our undergraduate tuition is still, when you compare it to other private not-for-profits—

JP: Miami is what, $30,000?

GH: $35,000. So, we’re a good $15,000 cheaper than Miami and yet we offer the undergraduate something that hardly any of the state university systems can do—A small classroom so that they would have direct individual attention instead of going to a class with 1,000 students and they are no more than a number or swiping a card to ensure their attendance. All right. And, I think that’s important because many young men and women, that first year in college, the first year’s experience or even the second year for that matter, can be quite traumatic and to have smaller classrooms where the professor could mentor that individual and help to guide that individual to me is extremely important. So, I see all of the moons lining up in the right order and the stars so that we will be extremely competitive.

JP: So, what Nova has to do is provide more money for scholarships, obviously it has to advertise, appeal to, recruit better students.
JP: Than we currently have and then, is it necessary to hire more faculty who would be teaching the undergraduate courses and/or changing the curriculum?

GH: Absolutely. We’re getting into programs like engineering and sciences, but then we’re also getting into some of the liberal arts programs such as the expansion of the University Center. That’s a $100 million building, of which close to $20 million was in music, theater, dance or the liberal arts. We are getting into more biological research even in the undergraduate program. So, you will see us marketing the undergraduate program, encouraging and leveraging the success of our graduate and professional programs so that, for instance, if you have a bright young man or woman who wants to be a lawyer they could come here, have three years of undergraduate, three years in law school and have a law degree and an undergraduate degree in six years instead of seven years. Or, in the case of my son, he went to Virginia, it was four years in undergraduate, he took off a year to find himself and then he came back and went to Virginia law school, so it was eight years of-- So, I think when you look at that type of individual, and that’s who we will try to attract,
individuals who would be interested in having good grades, coming to this university, who may like to parlay the fact that they’re here and could go on to medicine, pharmacy, law, psychology or education or engineering, or to be involved in the nation’s only Center of Excellence for Coral Reef Studies—

Now, you hit the magic word when you said the university is going to have to raise more money for scholarships and faculty development and full-time faculty. That’s why we’re in $100 million capital campaign. We have been in existence since 1964. Our endowment is still relatively small, only around $40 million. So, to raise $100 million will be the hardest. But, in my opinion, raising that first $100 million will be the hardest. I’d like to see that eventually be $1 billion, then we can really offer substantial scholarships to students who are the best and the brightest to come here and I think you will see that coming in the future.

JP: Of course, as you know, for so many years of this institution, it was barely viable and it took a long time for Abe and a lot of the other presidents to develop a stable institution that was at least in the black.
GH: And I don’t think that was created until Ray became president.

JP: And so you really hadn’t had a large window of opportunity. You don’t have a huge number of alumni to appeal to.

GH: Right.

JP: So, it’s going to take awhile to get to this next level, but what you’re talking about is you have the basics and now the next level is that you want to expand both the quality and the quantity of the offerings and the quality of the students.

GH: Absolutely. I see my role in the future, at least in the next ten years if the good Lord’s willing to keep me around and the trustees have the confidence in me that they had when they appointed me as president, to be a cheerleader for this university, to help raise the funds for that $100 million campaign and to emphasize academic excellence in all areas, undergraduate, graduate and professional.

JP: How much time do you spend on fund raising now?

GH: Not as much as I will be in the future. Ray has spent a lot of time on that and has been quite successful.
I have, during the last two years, by entertaining and taking people out to football games, we did negotiate with the Miami Dolphins to have a suite and a lot of people like to go to the football games—Since we have no football team at NSU except the Miami Dolphins’ training facility, I have taken several people there and fund raising and events such as football games or dinners or functions primarily give you an opportunity to build relationships and to find out what individuals’ passions may be and where their interests lie.

And, this one gentleman had an interest in Special Olympics and, in the last two years, I was able to foster that relationship with him and one of our trustees that Special Olympics could be located on our campus and use our facilities as long as it did not create adverse scheduling problems with our own athletes and our own students either at the university school or the university itself and, because of that, this philanthropist gave us our largest contribution the university has ever seen. So, we will indeed have opportunities such as that in the future.

I am also working with another gentleman that likes to go to the football games and I’m going to every football game. I’ve become quite a Miami Dolphins fan. So, those
types of activities I will be doing and will be doing even more so. I will be looking for a new executive vice president and chief operating officer to come in and fulfill the role that I’ve served with Ray for the last 12 years to serve with me after July of 2011.

JP: What do you see as the future of athletics? There is this sense-- We looked at Central Florida, they’ve just built this huge new stadium; South Florida got into the Big East, you get this national publicity, do you see athletics as important in the future here and, in particular, do you want a football team?

GH: Well, the trustees have asked that question and I think it’s interesting and very timely that you ask that question of me today. In this morning’s paper there was a Knight report, a Knight Foundation report on just Division I. The emphasis was on Division I that more money was being spent in Division I athletics than on Division I academics and that there should be some changes so that the distribution of the funds of the NCAA Division I should be emphasizing how the student athlete is doing.

Interestingly enough, Division II athletics, NCAA, which we are a, probably the largest Division II school in the nation because athletics is based on the traditional
undergraduate program and because only 20% of our 29,000 students are undergraduate, of that 5,000 undergraduates only half (2,500) are on this campus, the main campus here. Which means that we have kind of a smaller undergraduate program, which is reflective of the other Division II schools of which we’re in. However, they are predominately undergraduate so they’ll three, four or five thousand students, we’ve got 29,000 students, but we only have about 2,500 students going here on the main campus.

We emphasize “student” of the student athlete. Division II has always done that. We have found that extremely important because I doubt if there is any Division I, a few schools that their athletic program has an average, an average of over 3-point in a 4-point system and the chancellor and I have lunch with about 40 athletes that have a 4-point. Now, each year, and it seems to be growing. So, we emphasize what the Knight report is saying.

Now, you asked the question-- Should we have football? Because we’re not only predominately graduate and professional in all of our programs today, which seems to be something that is a phenomena nationwide, when I went to school it was 90% male. Well, at one point it was 100%
male. Today, at Nova Southeastern University and throughout the nation female and male has gone substantially—Whereas at the university we’re over 70% female. When you add that to the fact that Title 9 of the United States Tax Code, Internal Revenue Title 9, which indicates that universities must have a proportionate representation of its programs, I’ve mentioned athletics but it’s been used for athletics, so if you have 70% of female than your predominate programs have to be predominately female by the numbers. When you put together a football team you need a good 60 young men.

JP: At least.

GH: At least and then when you talk about the trainers and what have you, you probably have 100 and then when you have tryouts you may have 150. In order to offset that, we would need at least six or seven female sports. At the present time, we have 11 female sports and six male sports. So, if we added football, we would probably have to have 20 female sports. I don’t know if there’s that many sports that we could come up with. We already have swimming and diving.

JP: And the women’s golf team.
GH: Definitely, the national champions two years running, and we have men’s golf. We have ladies rowing. We have softball, soccer. We have all of the sports. We’re looking at Lacrosse. We have women’s tennis. We don’t have men’s tennis. We don’t have men’s rowing. So, we have some sports. We have women’s basketball and men’s basketball. We’ve got every major sport except for Lacrosse, men’s tennis, men and women’s Lacrosse.

JP: Field hockey.

GH: Field hockey, that all of the other schools have accept football. If we did do football the big question is, should we be D-I or D-II and I think right now it would be best for us to concentrate on sports that we are winning. In golf, there’s opportunities in basketball, baseball, swimming and diving that could really bring a national reputation. I don’t know if we need football. Some of our students have said they think they would like to have football. The interesting thing is, when I tell the student that, are they willing to pay an athletic fee, they hadn’t thought of that.

JP: They just want the football.

GH: Right.
JP: They think it just appears.

GH: Right.

JP: Well, even if you didn’t have the issue of women, it would seem to be from your perspective as a young university still growing and still expanding that it would take a lot of money and a lot of energy away from the basic function of the university to build a stadium and get the land. I mean it’s a time consuming and a very difficult process. You’ve got to hire coaches and it’s a huge enterprise.

GH: Well, as I told you, I went to night school to get my Ph.D. at FAU. That was a good 15 years ago and during that period of time, the president of FAU wanted to implement football Division I. The faculty found it not to their liking. All of the money was going toward the development of football and it cost a good $5 to $6 million not counting building a stadium, which could be another $25 to $30 million and then the annual operations of that are a good $5 to $7 million just for football.

JP: And almost all the programs in the country lose money.
GH: Exactly. I was reading an article that even, of all of the Division I schools only about 52 out of 1,300 actually are profitable and I think it’s a big risk to take, especially if we want to emphasize academic excellence, faculty development and scholarships. I would like to try to build that reputation far more than to be a football machine. I know that it builds a lot of esprit de corps and creates—Many college presidents feels as if it enables them an opportunity to raise funds, but most people that I know who contribute to the university contribute to the football program and there are some aspects of sloughing off into the scholarship, but I know that when I contribute to my undergraduate alma mater I make sure it goes to the academic side and not to the, to the football booster club.

JP: Well, somebody gave $2 million at Florida for the weight room. So that might tell you something.

GH: Exactly.

JP: Now, let’s talk about academics and one area that’s been very successful lately is the oceanographic center, which has gotten these federal grants, talk a little bit about that and what the future for that center is.
GH: Well, I think that can go toward even satisfying the goal that the trustees have challenged me to do in the next ten years, to build the undergraduate program. Even though this is a Center of Excellence for the nation for coral reef studies and it’s 100% graduate research work, I think, especially with emphasis on energy and the preservation of coral reefs, the fiasco that has occurred recently with the oil spill in the Gulf, I think if there’s anything America is having a wakeup call for alternative sources of fuel for transportation and preserving the environment for future generations. I think just the mere fact that we’ve got this $40 million research lab right on the nation’s live coral reef and the ecosystem that this state has on, from the Kissimmee River down through Lake Okeechobee, over the River of Grass in the Everglades, out into the Florida Bay, on out into the Atlantic Ocean, that whole ecosystem has a wonderful opportunity and I think, not only as a Center of Excellence for the nation for coral reef preservation and marine biology, but to attract students from all over this nation who are interested in the preservation of that ecosystem for future generations to want to come here and be associated with it. So, I think it can do many, many things and still be used as an attracter and a recruiter for undergraduates.
JP: And the future of this state may well be water.

GH: Exactly. We may even be under it.

JP: One way or the other.

GH: If we don’t do something with global warming. Exactly.

JP: Another area that you mentioned earlier is this library, which is very impressive. You were involved with the building and the organization of the library with the County of Broward. Talk a little bit about that and what your involvement was.

GH: Well, when Ray hired me, Don Riggs, who was the university librarian at the time, and Sam Morrison, who I knew obviously when I was city manager in Fort Lauderdale, Sam Morrison was the librarian of Broward County, I also knew the county administrator because of my relationship as city manager with the county, Ray asked me could I lead the effort to try to see if a concept which was foreign at that time of a private not-for-profit university having a public library. Both Sam and Don thought it was an interesting dream, but just how do you get it done is the key aspect. I told them I thought I could do it and we began putting together a concept that the county at that time would pay
50% of the cost of construction and also 50% of the cost of a parking garage because we would have to displace about 500 surface cars. So, Ray challenged me that I would have to not only get the county to pay for the library half, but also the parking half. That became a little harder challenge and I pointed out to the county that in downtown Fort Lauderdale the main library has a parking garage that charges $1 an hour that pays for the debt service and that we could do the same thing here. We set up a series of little buckets and I negotiated with the county. Also at the university is a bright young man who is legal counsel, Vice President of Legal Affairs, Joel Berman. Joel would provide all of the indemnity clauses and I would do the business side and between the two of us, it took about six months of negotiations with the county administrator and the director of finance of the county, many weekends. I would even, the last weekend on Sunday I was here negotiating a final agreement and the contract and the county approved a 45-year agreement. So, it was quite, quite an agreement and we are now in year-six of the operations of that library. It is not only the state’s largest library, but I think it is a wonderful resource for the people of Broward County and our students.
JP: And the people of Broward County use the library.

GH: Over 60% of the circulation is through Broward County residents and we’ve issued over, over 60,000 library cards to residents of Broward County. On the back of the library card it has a pin number of which they can, from their home or anywhere in the world, get on the internet, use the pin number and access our databases from remote locations and even check out our books.

JP: Now, the problem has been, I guess, as the recession hits Broward County, they have cut back on their commitment of funds to this library. How is that situation today?

GH: Well, each year for the last three years and this Friday I have to have another Sunshine meeting with the county, each year the county has cut the library services. In my discussions with Ray and with the trustees, we have voluntarily amended the agreement so that we would take the same cut that the Broward County libraries received and we have done so and cumulatively each year. For instance, the first year it was a 9% cut; the second year it was a 10% cut; and the third year an 8.5% cut. So, we have cumulatively cut the budget of the library whereby in the agreement that I originally negotiated with them they would
never pay less than 40% nor more than 50% of the operations of the budget. Today, because of these cumulative reductions, they’re paying 35% to 38% and this Friday I’m sure I’m going to hear after three years of cuts for the fourth consecutive year I will probably hear they’re going to cut, they’ve proposed a 25% cut this year. They’re decimating the public library service and it is a shame to see.

JP: Well, as I understand it, the library here has not cut its hours, has not cut its personnel, nobody has been fired, and so the County of Broward is paying less money in, but the services rendered by this library have not changed.

GH: Have not diminished. Right. Now, I did receive a letter from the county administrator who said, and I would oppose this, that they are cutting back on the hours and they, contrary to what they have agreed in the past, they only want to fund for 66 hours. We’re open 100 hours every week and for the last year we’ve been the only library open on Sunday in Broward County. So, you’re correct. We have not diminished the service even though the county has diminished its financial participation.
JP: Will you have to diminish the service at this point?

GH: That will have to depend on how much they agree during these negotiations and how much we agree. We may have to reduce some service. We cannot reduce the service to our students.

JP: No.

GH: So, we would have, the first reduction would be to the general public.

JP: What about the debt service on the garage?

GH: The debt service on the garage was amended two years ago. The county said that they would like to be relieved of the responsibility to pay half of the debt service. Coincidentally, because we’ve been growing, our students needed more parking. So we agreed to, and we amended the third amendment, we’ve had four amendments to the agreement, the third agreement we agreed to take over all of the debt service, but provide 190 parking spaces for the general public’s use for the library on the first floor. The county accepted that so they’ve been relieved now of all of the costs, which would save them about $13 million over the remainder of this contract.
JP: Because it’s what, 45 years?

GH: Yes.

JP: And what situation--?

GH: And now the debt service was for 30 years.

JP: Yeah, 30 years, but what you now have though, you get the assets from the parking, right?

GH: Right.

JP: All of the money goes--

GH: All of the dollar an hour goes to us and any special events.

JP: Yeah. Does that help a little?

GH: It helps to defray the cost, not as much as all of the debt service, but it certainly defrays the cost and it helps to relieve any parking problems that we did have. So, it was, it worked out good for us. We probably would have never built that size of a parking garage in the first place, but now that we did-- One thing in any college, it’s parking and food and thank God this year I haven’t heard problems about food or parking.
JP: Well, the issue seems to me to have benefited both parties.

GH: It did.

JP: I mean, in the long run this was a good idea.

GH: Yes sir. Absolutely, and I still think it’s a good idea primarily because the general public gets to use a facility that they would never get to use at any other time.

JP: Speaking of parking, one of the issues has always been transportation and I noticed that now on campus you have all these shuttle buses. It seems to me that the transportation system is fairly well organized.

GH: Well, it is, but at the same time it needs to be incorporated and integrated with the county system. Getting people here should not be to get them here in their private automobiles and then let us shuttle them around. We have over 70,000 trips a day coming to this area and it’s not just for Nova Southeastern, it’s in what’s known as the South Florida Educational Center, which includes Nova Southeastern, Broward College, FAU satellite here in Davie, University of Florida, AFUS, Agricultural Extension, the Broward County K through 12 public school program, a
vocational technical center, a television station owned by the Broward County school system, a PBS station and the entire area is about 1,000 acres made up of those five educational institutions including private not-for-profit Nova Southeastern. That by, not our counts, state traffic engineers, generates over 70,000 vehicles a day. That’s more vehicles than Sawgrass Mills. It’s equal to and exceeds downtown Fort Lauderdale except under peak, peak demand periods. So, if there is any place that was needed to tie into a major transportation system it should be this. We feel that if any type of a light rail or even a bus system is integrated into the county it should be integrated into that system. For that reason, when we built the library, because we knew that the substantial amount of the public would be using it, we built a bus transfer station. I can’t get the county to bring the buses to the bus transfer station, but I feel that that will be done.

JP: Would they, would they mainly be from say downtown Fort Lauderdale, sort of an express bus?

GH: Well, it would be, yes, and also we have students, 80% of our students come from Florida but, of that 80%, 50% come from the tri-county area. Now, instead
of everybody coming by car, it would be great to have express routes coming from Palm Beach, Broward locations. The state has built park and ride sites all over South Florida and indeed we could use public transportation. It doesn’t have to be spending millions of dollars to get students to come here so they wouldn’t have to be utilizing an automobile.

JP: And Florida has not been very good at public transportation.

GH: No, they have not.

JP: I mean, the Research Triangle in North Carolina, man they have free bus service, express bus service to travel to Duke, you know, they, you don’t have to drive your car.

GH: That’s exactly right.

JP: And, in the long run, as you already know, you can’t park if you do drive your car, so it works in several different ways. So that’s long term for you to try to resolve that transportation issue.

GH: Yes. Exactly, and we have supported mass transit and even encouraged and participated in trying to have a
dedicated tax source. Unfortunately, it was denied at the last election.

JP: Well now, Orlando came up with light rail, did they not?

GH: Yes, and they came up with a dedicated tax source.

JP: Yeah, yeah.

GH: So, all the money from the federal government, see if you put up a quarter you get 75% back from the federal, all of the federal money coming into the state is going up into northern Florida now and not coming to South Florida and it’s unfortunate, but that’s what our electors decided.

JP: Talk to me about one of your pet projects, your Academical Village.

GH: Okay.

JP: How did that idea get started and what long-term plans do you have?

GH: Well, I said we have 300 acres here. We really have 270 acres that are developed for academics. Thirty acres entails a for-profit shopping center, which is right
on the edge of our campus. That 30 acres at one time was owned by the university and in some of those difficult times that you mentioned when Abe Fischler was president he sold off that 30 acres. University Drive was not built and the concept was that College Avenue would be the main entrance and not University Drive. University Drive got built, a shopping center got built on the 30 acres in the 70’s, and a nice shopping center. Thirty acres of a shopping center, over 173,000 square foot of buildings taking up about 10 acres of land. The other 20 acres were parking lot right in front of the building-- Traditional type of 1970 strip shopping center.

Well, I’ve had 30 years of being a city manager. Being a city manager means land use planning, redevelopment in all the cities that I served was redevelopment efforts. You didn’t have to be a rocket scientist when I came here to see that 30 acres of land with 20 acres of it a parking lot could be transformed into a mixed use project if you got a little density from the town and a little height you could really see a major integration of a for-profit shopping center into a not-for-profit academic institution integrating those through some type of a transportation system, either rail or shuttle bus so that there would be
this pedestrian-friendly work, live, play and educate all in the same area.

Thomas Jefferson in 1819 created a concept known as an Academical Village. He wanted young men, it was 100% men at that time, and today the University of Virginia is about 50% women and 50% men, but he wanted to have young men in Virginia who had not been exposed to theory or practice of how theory could enhance practice and how practice could be expanded by initiating theory. He called it his Academical Village of bringing theory and practice together in a very great concept. So, in 1819 after he had been President of the United States and he was up into his 70’s, he created the University of Virginia and in that he called it his Academical Village.

Well, if you think about it, here we are in the 21st century with the latest in technology, that this university spends a good $20 to $25 million a year in technology, we have the finest fiber optic secure cable for HDTV quality, we can transmit in nano seconds on a land rail, a light rail, for any university in the world, transfer for technology, copyright development, biotech, high tech research, any of the aspects that are needed in medicine,
whether it is for remote robotic heart surgery-- We have all of that technology.

JP: Virtual classroom.

GH: Exactly, and we have a not-for-profit university which is the theory and you have a for-profit building that could be biotech, research, office, hotel conference center, multi-family residential units, a hospital and a medical office building all in one, that would be the practice. You combine the for-profit practice with the not-for-profit theory of Nova Southeastern University with the latest and greatest technology and you get a 21st century Thomas Jefferson Academical Village. Hence, the name “Academical Village.”

We have gone with the Town of Davie, the Water Management District of South-- South Florida Water Management District. They have approved all of the drainage that is essential so that we don’t have to have surface drainage. In the western part of Broward County, in order to develop you have to have retainage and drainage. You can’t have density if you have lakes. So, we got approved, just like downtown Fort Lauderdale, to have underground drainage of 150% storage. Not only that, we have been platted by the county and by the state and by
the city that we can transform that 173,000 square foot shopping center with a couple of lakes to 3 million square foot of research office, hotel conference, hospital with a 150-foot height limit, medical office building and retail operations all integrated into the university connected by shuttles or trolley system to go around the complex.

**JP:** When do you think you could accomplish that?

**GH:** We would have started the first phase 24 months ago but, as you know, we’ve been in a good almost 36 months of recession. When the recession really hit, the developers have delayed. With the economy now loosening up with credit, the developers have remained. Cypress Equities of Houston, Texas and Starbuck Realty as the leasing agent, they feel that they can begin the construction drawings so that within 18 to 24 months they feel the first phase of about a million square foot can begin to go under construction.

**JP:** And so, would it be what you just outlined? Would there be a hospital? Would there be a hotel, retail shopping, condos?

**GH:** In the first phase, the hospital—We went through the certificate of need and it was opposed by the
South Broward Hospital District and HCA. So, the certificate of need--

JP: And HCA is Hospital Corporation of America.

GH: Hospital Corporation of America, right. The gentleman who is now running for--

JP: Competitors.

GH: Right, right. The government. But, I feel that Central Broward eventually will need, especially as we grow, a public hospital in the center part of the county. We have 1.8 million people. We will be over 2 million people living here and to have it integrated with a medical school and all of our health professions as well as the university complex itself, I think would be essential. Unfortunately, in the first phase it was going to be in there but the certificate of need was rejected. That makes up about a million square foot, so it will be, the first phase will be retail, office and residential.

JP: You’re talking condos here?

GH: No sir. Market rent, for rent.

JP: Oh, okay.
GH: So, anyone who wishes to live in a university setting and enjoy the cultural and athletic events and all of the seminars and sessions that go on will be. I am also trying to get a hotel. If we get the hotel, then it will be about a million and a half square foot, but the hotel gets hot and cold with the economy. I do know that the first phase without the hotel will be close to a million, with the hotel it will be close to a million and a half square foot.

JP: Now, when you look to the future of Nova, and I know this is a personal goal that you have, your Academical Village, what do you see for the future of Nova? How do you see the school changing and progressing say in the next ten years of your presidency?

GH: I see a substantial undergraduate program. I see more dorms. I see more classrooms being built for undergraduates. I see more science labs. I see physics labs. I see engineering labs. All of those aspects and I see more emphasis in athletics. Now, the big question will be, will there be football? And that will remain a question. For instance, we spend more than $10 million right now in athletics, this university. We do offer scholarships. If we had a football program, we’d have to
spend $20 million. Our budget is approaching $600 million a year. Now, we can afford a $10 million program. I don’t know about a $20 million program.

JP: What’s the biggest advantage or disadvantage of being a private, not-for-profit University as opposed to a public university?

GH: Well, the biggest disadvantage, we don’t have any tax dollars supporting us and we’re about 90% tuition-driven and because we have a small endowment I can’t offer as much scholarships to attract the brightest and the best to come to our university. That’s the biggest disadvantage.

The biggest advantage is we are a private not-for-profit university and as such we don’t have to go to Tallahassee to make decisions, we don’t have to go to the Board of Governors. We have 25 board members, board of trustees and they make the decisions based upon whether it is good for the university and good for the student and is it going to enhance the vision that I just expressed.

JP: So, part of the key is flexibility?

GH: Flexibility and speed and it also enables entrepreneurship. We can get far more accomplished quicker
than many of the state university systems who could debate and discuss programs ad nauseam if indeed it makes good academic sense, goes through academic review, makes good business sense, that it would attract and retain students whose tuitions would offset that, or that we could have a philanthropy to help defray the costs of such academic programs, than we we’ll do it and we’ll do it quickly and we’ll get it up and going probably more so than any other institution.

JP: Well, one of the things I’ve noticed in the history of this institution is that it is really entrepreneurial and over a period of time it has been an institution willing to take risks and I look back at the NYIT merger, the Southeastern merger, the dental school, they were closing dental schools all over the country when the dental school here opened, so it seems to me maybe at this juncture you don’t have to be quite as involved in risky entrepreneurial activities, but that seems to be sort of a pattern for this university, would you agree with that?

GH: I think as long as it makes academic and business sense. We are an academic institution. It has been Ray’s effort and mine, primarily for hiring me, my background is
indeed business and running cities like a business, I’ve tried to run the university like a business, and that’s the way I’ll continue to do because it’s in my nature. So, as long as it makes good academic sense and good business sense, then we’ll be doing entrepreneurial efforts.

 JP: What do you plan to do with the Grand Oaks Country Club?

 GH: Well, I think Ray was a visionary when he saw that, maybe not 10 years from now or even 20 years from now, but maybe 30 to 40 years from now, since we are only 45 years old, if we grow anywhere near like we’ve grown in the last 45 years, the next 45 years we will need that land for some purpose. I don’t anticipate that land being utilized for buildings as much as for some type of open space, fields for athletic programs and things of that nature as we build our critical mass here. If you look on our present master plan, we’ve got a substantial amount of athletic fields on the main campus. We’ve got a substantial amount of surface parking lot. I see all of those eventually being filled in, which means that we will have to find land for athletic, athletic fields. The 250-acre Grand Oaks Golf Course, I’d love to see it forever as a golf course, but there’s not that many 250-acre empty
spots left in Broward County. So, I think it was a wise decision to make, but it’s primarily a land bank and it’s right now probably one of the most or the most exclusive private golf clubs in Broward County. It’s a gorgeous club that I don’t know is equal to any, any other club in the county.

JP: But you’re not sure that the university wants to run a golf club?

GH: I’m not. We didn’t get in business to run golf courses, right.

JP: What about international studies? Obviously, the trend has been with a widening world that the university has to have programs in China and has to be able to bring foreign students here. How much work have you done towards expanding your international relationships?

GH: Well, we have about 1,000 international students now that come here and, in today’s global economy and a flatter and flatter world, I think it’s important for students to experience some form of education not only here but outside. Toward that effort, we’ve had several programs-- We’re in over seven different countries now and we’re growing more and more with the international
emphasis. Most of those efforts have been in education. Law has established a program of exchange in Barcelona and in Venice and in several other European cities. I’d like to see more programs because: (1) I think it helps to broaden the student’s prospective; and (2) I think it helps to recruit students who would be interested in broadening their perspective and I think that is coming home more and more throughout this country by media and by challenges of students recognizing that they’re going to have compete globally and not just regionally or statewide or even in the 50 states of the United States.

JP: Well, at one point, I don’t know the status now, it is not required to take foreign languages here, is it required at that juncture now?

GH: That’s something that we offer. It’s still not required and that’s something that I think the provost and the Dean of Arts and Sciences are looking at.

JP: If you’re going to have that international component--

GH: International component. Now, we do offer Chinese and multiple languages, Spanish, French, all the,
German, but we have, have not made it a requirement for all undergraduates.

JP: Another area it seems to me looking at the history of this university there has been a focus is diversity. I noticed that one of the very first graduate students was an African-American and that since that time it seems that all the minority groups-- There is a program at the law school which encourages people to come and take two courses to see if they are interested or qualified for law school, and that they’re trying to encourage minorities, both in the professional schools and undergraduate. Is that an issue that it is going to be of paramount importance to you?

GH: Well, I think that does emphasize something that I think allows access, but still emphasizes quality. For instance, those young men and women who take those courses and get a C+ or better are guaranteed admission into the law school. However, the students that are, go through the normal process of higher LSAT scores and grade point averages don’t distinguish those students from their own. They are integrated into the classroom and they have to pass or succeed. The whole concept is that grade point averages are a better predictor of success or failure than
a structured exam like the LSAT. The LSAT does not measure
determination or desire or perseverance. Those types of
aspects are something that once you get in law school
you’re going to have to demonstrate, no matter whether you
had a high LSAT or came in through what we’re calling the
AAMPLE Program, those two summer courses.

I’ve been very pleased that two commencements ago the
individual who was chosen by their classmates to give the
speech and was number one in the class was a student, a
minority student, who came through that program. And, to
even emphasize quality more, is to measure how well (1) the
students are retained through the entire three-year program
of law school and then more importantly—Did they
graduate? And, even more important than that—Did they
pass the bar? For two consecutive years now, the only
school that has done better on the bar passage has been a
state university system. We had the greatest percentage of
bar passage of any other school in the state.

JP: Other than—who was first?

GH: Florida State. We beat your alma mater. The
first year Florida was and then last year it was Florida
State, so we beat Florida last year.
JP: Well, the downside of that is, if you allow access and if you go to a *U.S. News and World Report* who ranks law schools based on entrance exams and LSATs and all that, your law school “national recognition” doesn’t rise as much. So, you’re really caught between quality and national reputation in access.

GH: And that somehow we’ve got to have a balance. It’s going to be my goal that we will be recognized by *U.S. News and World Report* and any other accrediting agency that has, that we have any special program that has an accrediting effort. So, that will have to be a concern. However, there’s other things beside just the LSAT that they are looking at and that would be, if we can consistently show high bar passage rate, retention rates within that, I think we could make a good case toward that end.

JP: I guess a lot depends on what accrediting agency, what they value in making their judgments.

GH: Yes sir. Now, we are ABA accredited.

JP: Yes.

GH: And we will retain that accreditation.

JP: Sure.
GH: We also, when you talk about your averages on your LSAT, that is an average and as such the AAMPLE student may bring down the average, but it didn’t say that we couldn’t require a higher SAT for the other students to offset that.

JP: Right.

GH: So, I think that’s something that the provost, the dean of the law school and I will definitely be looking at in the future.

JP: Well now, for the university in general, are you coming up on another accreditation by SACS?

GH: Well, you get one-- We’ve had a ten-year accreditation, so we are in year-three.

JP: Okay, so you just, you just had one?

GH: Yes sir. So, we’ve got another seven years.

JP: Oh, well that’s good, because you know how difficult they are.

GH: Oh yes.

JP: It takes so much time and effort.
GH: I’ve been through two of them in the 12 years I’ve been here.

JP: Well, the ideal it seems to me for Nova is to present to the State of Florida and the country what you’re doing and the quality in the changes that you’ve been making because there’s this-- As I talk to people, there’s this lingering image of Nova as a diploma mill which, you know, came from 25-30 years ago. So, are you still dealing with a little bit of this negativity?

GH: Well, I think so and I think we have to overcome that in our efforts, which we’ll have to be in our marketing as well as in our performance.

JP: Is there an issue in your time here that you’ve been disappointed that you haven’t achieved or has there been some negative experience you wish you might have changed?

GH: I think in the 12 years that I’ve been here have been probably the most exciting 12 years that I’ve had in my life and I can’t think of even during some difficult times that have not proven to at least turn out to be a positive. Now, we’ve had some legal suits that I would have loved to have not gotten into, but it was certainly
not something of either Ray’s making or mine and I think those legal outcomes have been disappointing, but it’s also made us stronger.

JP: Now, there was one issue in 2007 with the maintenance workers. There was sort of a strike. Have you had any problems like that that have not been resolved?

GH: Well, it wasn’t a strike per se, we were sued by the union.

JP: Okay. Over salaries?

GH: No sir. The contractor for janitorial services and landscape services--

JP: That’s right. I remember that.

GH: We had a third party contract providing those services. They had provided those services for 12 years. We were getting ready to go out anyway and because-- What happens with contract services, if you’re not careful, you can get complacent that you don’t know if you’re getting a good price for the service.

JP: Or a good service.

GH: And, Ray and I wanted to go out for a bid to see if indeed we were getting the service we expected for the
price that we would like to see and to be competitive. Without going out for competition, it was difficult to see if indeed we were getting the service at a competitive price. So, we indicated that we would be going out for bid. Almost simultaneously, the union, SEIU, had been negotiating with Unico, which was the landscape and the janitorial services that we had contracted. Unico is a national organization. SEIU was negotiating with Unico nationally for all of their sites and they had signed an agreement. We had already decided to go out for bid. We went out to bid before they ever signed the agreement. While we were out to bid, they signed the agreement. We did not select Unico. We selected a minority provider at less cost and better service for both the landscape and janitorial services. The union immediately sued. There was never any interruption in service. There was never any strike. There was some picketing.

JP: Okay.

GH: On our property, but they weren’t our employees, so it couldn’t be a strike.

GH: So, it was-- They were not our employees. They were contract employees of Unico. We hired a Hispanic organization called TCB, Taking Care of Business, and they are local, they’re not international like Unico and they really have done superb service at a very competitive price and we even are providing health insurance, which Unico did not until they agreed with the union.

JP: How was the lawsuit resolved?

GH: It has not been resolved yet, as of yet.

JP: Wow!

GH: So, it’s gone through the National Labor Relations Board, the administrative law judge. The administrative law judge did rule that NSU did not violate any labor law.

JP: Well, that’s positive.

GH: Yes. And, the TCB did hire more than 51% of the former employees of Unico and, therefore, they were going to have to bargain with the union, and we said that’s up to them.

JP: Yeah.

GH: That’s not our decision.
JP: Right.

GH: The union wanted us to tell the contractor to recognize them and we told them, “We never told Unico to recognize them and we’re not going to tell the new party to recognize or not recognize them, that’s between the contractor and the union.”

JP: Absolutely. Let me, if you’ve got time for just a couple more questions?

GH: Sure.

JP: One of the things that, when I was talking with some of the earlier presidents, the system from the way it was described to me is that the divisions sort of were semiautonomous that the President Abe was sort of an overseer who would say to the law school, you know, “Here’s your job, work out your own budget,” that sort of thing, is that still part of the way the university is run?

GH: No, that’s something that Ray and I had worked for 12 years to eliminate primarily because it may be entrepreneurial, where every tub sits on its own bottom.

JP: Yeah, that was the term.
GH: Every tub sits on its own bottom, which meant that, if you could afford it you could do it.

JP: Yeah.

GH: So, you would have 16 colleges and schools that would have their own marketing, their own finance, their own technology, their own database.

JP: And sometimes their own computer systems, right.

GH: Kind of like their own college.

JP: Yeah.

GH: But, it was called a college, a predilection college. If one student wanted to the other college, he had to go over and sign a whole new application, everything for that college. No single database. No shared administrative expenses. So, over the last 12 years, we’ve looked at centralizing those aspects so that you would have efficiencies, but yet still be responsive to the needs of the academic units. Trying to convince them was a difficult aspect to let us handle the applications—Applications we would find in drawers somewhere with checks that were three or four years old that hadn’t been cancelled. So, creating efficiencies has been something that I always did as a city manager and it’s what we’ve
done here and yet do it at a cheaper price when you look at centralizing it instead of repeating itself 16 times.

JP: But these were more services.

GH: All service-oriented not academic areas.

JP: Right.

GH: Now, the academic would obviously create their needs academically for their particular discipline, which is what you would expect, but shared services such as applications, admissions, forms, technology, the database so that we could all draw off of the same database is now what we have.

JP: And so, the law school still would retain quite a bit of autonomy?

GH: Oh yes, and still does.

JP: Yeah.

GH: ABA is going to want them to have the autonomy anyway.

JP: So, if they were to hire a new dean, would they, would you hire the dean, would they send you three names, how would that work?
GH: Well, that’s what they did last time. We had a search committee and we had multiple interviews and we did hire a dean from Cleveland and his name is Athornia Steele and the president hired that person.

JP: Yes.

GH: So, he still works for the president.

JP: Right.

GH: And he can be laid off by the president.

JP: But, by and large internally they’re going to work on their own curriculum and do their hiring and firing?

GH: Oh, yes sir. They do the curriculum.

JP: Yes.

GH: They do work with the provost.

JP: Right.

GH: But, academic curriculum is put together by faculty.

JP: Right. Now, one development that took place I found kind of interesting is that Ray Ferrero told me that he had made an arrangement with the Museum of Art in
downtown Fort Lauderdale, which is sort of an interesting development considering what this university had been involved in before. How did that come about and was it due to the fact that the museum was having financial trouble and had they integrated that museum into the university?

GH: Again, Ray turned to me to do the negotiations.

JP: I figured that was the case.

GH: And I’ve enjoyed it. I enjoy negotiation and also because I was city manager I was very familiar with the Museum of Art.

JP: That’s helped you a lot because not only do you know how the system worked and you knew some of the people, right?

GH: Exactly.

JP: Yeah.

GH: And, I don’t think I would have been of any benefit to Ray had I not been the city manager for 30 years because I always dealt with people, multiple cultures, multiple backgrounds, multiple personalities, which is helpful in any kind of negotiations to understand the people you are negotiating with.
We talked to the museum on a couple of occasions. The first occasion, they came to us and we talked about working with the University of Florida. Ray had a colleague at that time who was a close friend of his and Florida had a museum and it was a possibility that together we would be able to work with them. Well, the museum turned us down and went with FAU. FAU fell upon hard times trying to get some money to do what they wanted to do and backed out of the deal after they came courting us and then said they were going to go to FAU. So, the second time they came to us, Ray made it clear that he had been, he had been to the alter once and been jilted and he wasn’t about to go there the second time.

JP: My guess he could, he could make that point pretty strongly.

GH: Oh, I think he did and he said, and they said, “No, we’re serious,” and they said, he said, “Well, if you’re serious then I’ll tell George to come meet with you.” So George went over there and we negotiated a deal to merge. We didn’t pay anything except to merge the two. Obviously, we accepted their liabilities, but because they had the value of the building and the land was over $12 million, it really helped us that year in our balance sheet
to show an asset of $12 million. Now, we didn’t book the value of the artwork which, depending on who you ask, could be anywhere from $60 to $70 million. So, but the art, if it was ever sold had to—So really, the value of the building and the land was billed at $12 million and that helped us and we have tried to integrate and we’ve just hired a curator that will also have a faculty position in Arts and Sciences and we’re looking at another educational position that would have a faculty position in our School of Education. So, we want to try to integrate the academic perspective, have our students experience that, as well as kind of what when we first started talking here of being a part of the community, of being Broward’s university.

That’s been Ray’s perspective from day one and it’s what I’ve told the trustees, with this continuum that I’ve mentioned, that I want to try to see and I think it’s helped me also because of my previous position. I know all of the players in Fort Lauderdale. Eighty percent of the business of Broward County is conducted in Fort Lauderdale. Eighty percent of the business license tax of Broward County comes within the jurisdictional limit for Fort Lauderdale. So, it’s interesting, Broward County is the biggest little city I think I’ve ever been in because there’s some key players that work and live in this county,
but it’s a lot of decisions that are made within Fort Lauderdale that I think I could be of benefit and have been a benefit to Ray and the university.

JP: And that’s essential for both the city and the county and the university.

GH: Definitely.

JP: If you integrate your needs and concerns and assets--

GH: So that things are like the library, a win-win situation or even the museum.

JP: Yes.

GH: A win-win situation. Everything should be looked at. Is it going to fit within the mission of the university and the vision that’s been expressed by the trustees and, if it does, how can it help the party that’s interested in this and still fulfill the mission? And, everything that we’ve negotiated so far has been exactly that.

JP: And so, does the university pay for the operating of the museum or cover their losses?

GH: We cover-- We have covered its deficit.
JP: Yeah. And, so now you have students who use that and the museum has exhibits out here, that sort of thing, so there’s this interaction that’s what you’re really looking for.

GH: And what I would like to see it to be used as an attractor similar to what I said the Center of Excellence for Coral Reef would be, to attract some of the best and brightest students who are interested in being involved with an art museum and the art that we do here on our main campus. It has to fit in with the academic mission of the university.

JP: Yes. Well, let me sort of end with one final question. In the current status of cuts at universities all over the country, mainly public but a lot of private universities as well, it seems to me that Nova is doing quite well. I’m unaware that you’ve to lay anybody off or you’ve cut back any kind of facility development or any kind of services, is that generally true?

GH: Well, I’m glad you have that perspective.

JP: What counts is your perspective.

GH: Right. No, we have had to cut back. We did not get pay raises this year, although our programs in our
graduate and our professional programs are still more applications than we have positions for.

There is one school that relies heavily on the local tax base, not directly, but indirectly. By that, I’m talking about the School of Education. The School of Education represents almost 50% of our student body. So when they get a cold we get pneumonia. This year the budget-- We’re only 15 days, well not even that, we have ten more days in this fiscal year, this year the budget for the School of Education was based on two hundred and twenty some thousand credit hours of paid tuition for graduate teachers, Masters, EDD. In December, we made a downward adjustment of about 190 credit hours. In March, the interim dean came in, we’re down to 138,000 credit hours. A good $30 million hit during the year, which meant that beginning in the fall we could see this going down with the fall so we did a 10% cut across the board. No pay raises, any kind of pools established for new positions, capital outlay, contingency funds for any type, we held tight and did not spend. So we will end at the-- And then the other schools have done better than what they budgeted, so I was able to cut that $30 million reduction to live within that budget during the fiscal year, but solely because of some
of those Draconian methods. Since we will probably finish the end of the year, Ray and I are looking at, should we try to do anything, like the first quarter we did give a one-quarter bonus. If we would do another one-quarter bonus, which would be half of the pay raise, but we would not be increasing the base salary.

   JP: Yeah.

   GH: And then, since next year is still adversely affected in education because the Broward County School System and many school systems are talking about laying people off. We haven’t had to lay off any full-time positions and that’s absolutely correct, but we did not give pay raises this year and we cut expenses pretty heavy as I just mentioned.

   JP: But that-- That’s a better financial situation than most schools.

   GH: Yes sir, and we’re not really hiring that many new, new positions. The, we are trying to hire new faculty to satisfy the growth in the undergraduate and in research. We are doing some substantial research, especially with the Coral Reef exercise, as well as a lot of researchers that we’re seeing in pharmaceuticals and in medicine and
dentistry. So, there are some research positions that are coming in as well as faculty.

What, what has exacerbated this was the legislation that was passed that would take away the incentive for school teachers to have advanced degrees, the financial incentive. Thank God Governor Crist vetoed that.

JP: I saw that.

GH: But I’ve been informed that it will come up again next legislature because it’s tied in with the tenure perspective in the K through 12 program. So, it does seem a little ironic and counterintuitive to tell a group of educators that there is no incentive for you to have advanced education. It makes no sense to me and it plays into the hands of those who want to be critics of our school system.

JP: Well, it is the Florida Legislature.

GH: Right, and then the second thing they’ve talked about is doing away, because of the financial crunch and tax supported institutions like school boards, school boards are taking away the tuition waiver incentive. So, if the state legislature takes away the incentive for advanced degrees and this local school board takes away
tuition waiver, that’s why you see that we’ve had some--
Because 90% of our students in the School of Education are teachers.

JP:  Sure.

GH:  So, that’s why we’ve had a reduction in credit hours and how we’ve had to make modifications in our budget.

JP:  Well, we’ve covered quite a bit today. Is there anything you’d like to discuss? We could go on for another hour or so, but is there anything you would like to discuss or talk about that I have not brought up?

GH:  I think you’ve probably brought up everything. You had about 20 points down there. Did you get all your points?

JP:  Most of them.

GH:  Okay. Was there anything on there that you didn’t get because I could stay a little longer?

JP:  No, I think I’m pretty good. I’m sure as soon as we quit I’ll think of something. Oh, I did-- One more thing I did want to ask.

GH:  All right.
JP: You talked a lot about Ray Ferrero as president, would you make a couple of comments on Fischler and particularly Ovid Lewis as president, what their contributions were?

GH: Well, I--

JP: Obviously, I know you were not working here at the time, but--

GH: No, and I think I only met Ovid one time. When I was city manager, he came to see me. A very pleasant gentleman, but I only know about what I’ve heard about Ovid and I’ve heard he was quite a scholar and a very brilliant jurist. He had one of the highest, the highest degree you can get in law. Abe I knew. As I said, I introduced myself when I first came here in 1989 as city manager and because after he retired when Stephen Feldman became the president after Abe, Abe ran for the School Board of Broward County, so I got to know Abe more as a school board member when I was the city manager than I did as his presidency.

JP: Right.

GH: And then after Stephen Feldman came Ovid and then after Ovid, obviously, came Ray and Ray brought me here.
So, I know more about Ray Ferrero than you probably want to know or he wants me to tell you.

JP: Well, on that note, let’s end the interview and I thank you very much for your time.

GH: Thanks sir.

[END].