

**The University of Georgia**  
**2009 Academic Affairs Faculty Symposium**  
Unicoi Conference Center  
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***Welcome and Introduction***

Arnett C. Mace, Jr.

Senior Vice President for Academic Affairs and Provost

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I wish to thank each attendee for participating in this 19<sup>th</sup> annual academic affairs faculty symposium.

I am very grateful to the Teaching Academy and the members of the Planning Committee for their work in planning this Symposium.

The Theme of “The challenged University – communication and collaboration in the good and bad times” is a most appropriate and timely topic for UGA and most every university today.

The Symposia are always enjoyable and very productive in advancing the learning expertise at UGA which is critical to advancing UGA.

With some 40+ years of being a faculty member and administrator at two AAU universities and UGA, I find myself increasingly perplexed. I say this because the foundation of scholarship is searching for new knowledge and concepts and providing instruction to instill creative and critical thinking and problem solving to our students. Yet universities and faculty are among the most resistant to and slow to change.

Universities, as we have grown to know, must give way to a different model and, therefore, must change in the future to be successful.

1. Revenue sources will be more limiting and different sources will require increased flexibility;
2. The increased intellectual capability of students will challenge our faculty;
3. Revision of our instructional techniques must match how students learn;
4. Advances in technology will not only challenge our budgets, but the incorporation into everything we do; and
5. Global competition and sustainability has and is rapidly changing.

To excel, we must:

1. Adapt and change how we collaborate within the University and with external groups, including other institutions of higher learning;
2. We must reconsider how we structure our faculty composition and the duties of each faculty member; and
3. We must change how we communicate to decision-makers the value of what we do.

The next day and a half is devoted to discussion and recommendations on these & other challenges.

*Introduction of Dr. Susan Herbst:*

The University of Georgia cannot be successful in meeting the challenges ahead without support of the leadership of the University System of Georgia.

For that reason, it is most appropriate that today's keynote speaker is the University System's Executive Vice Chancellor and Chief Academic Officer, Dr. Susan Herbst. There are few people in this state who understand Georgia's higher education challenges as thoroughly as does Dr. Herbst. As Executive Vice Chancellor, she is responsible for meeting the academic needs of more than 260,000 students and approximately 10,000 University System faculty members. The Presidents of fifteen institutions in the University System report to her. She is also Professor of Public Policy at Georgia Tech, and author of numerous scholarly books and articles about American politics, media, and public opinion.

Before arriving in Georgia, she served as Professor of Political Science, Director of American Studies, and then Chair of the Department of Political Science at Northwestern University. In 2003, she became Dean of the College of Liberal Arts at Temple University, and then went on to serve as Provost and acting president of the State University of New York.

Dr. Herbst earned a Bachelor of Arts degree with honors from Duke University. She received her doctorate in communication theory and research from the University of Southern California, Annenberg School for Communications, in Los Angeles. She has also completed advanced research and study at the University of Michigan in Ann Arbor.

On a personal note, I want to express my deep appreciation for all that Susan has done to instill excellence in higher education in Georgia. Her extensive experience – as an administrator and a scholar - has given her an appreciation and understanding of comprehensive Research One Institutions. I have appreciated her willingness to listen when issues have arisen that affected the University of Georgia. And I...and we have benefitted from her wise counsel.

It is my pleasure to present our keynote speaker --- an outstanding administrator, scholar, and a valued colleague ---- Dr. Susan Herbst.