

# Presidents: New and Old

## Mobley stresses research, recruitment in speech

Editor's note: The following is the text of the presidential acceptance speech given by Dr. William Hodges Mobley.

Chairman Eller, Members of the Board of Regents, Chancellor Adkisson, it is with pleasure, pride, and high expectations that I respectfully accept your invitation to become the 20th president of Texas A&M University. Since its founding in 1876, this great University has been blessed with outstanding leadership among its Regents, chancellors, presidents, various advisory boards, deans, department heads and faculty. Over the past seven years, Dr. Frank E. Vandiver has further embellished Texas A&M's tradition of exemplary leadership. The qualitative and quantitative development of the institution during his presidency has been truly remarkable. I look forward to nurturing the many seeds that he has planted, and to planting new seeds in the richer intellectual and cultural environment that he has helped create. President Vandiver, it is a distinct honor to be your successor.

As Texas A&M University prepares for the challenges and opportunities of the 21st century, our accomplishments will be constrained only by the resources and creative environment that we provide for our talented faculty, students, and staff. With the concurrence of the Board of Regents, a priority goal for this administration will be to accelerate the development of the external resources needed to supplement the increasingly tight resources. Enhanced external resources are essential if we are to take full advantage of the intellectual and creative human capital represented in the faculty, students and staff of this University. Only with enhanced resource development can we further push back the frontiers of knowledge and infuse this knowledge into the eco-

conomic, technological, cultural and social fabric of our state and nation.

Over the coming weeks and months, I am looking forward to working with the faculty, students, staff, various constituencies, the chancellor, and ultimately the Board of Regents, in further refining the University's goals and plans for the coming decade. Although there will be other forums later for more expansive discussions, permit me to share ten basic dimensions of my vision for the University and the presidency.

First, the global village has arrived. We have an obligation as an institution to help insure that the students and public whom we serve are informed citizens, problem solvers and decision makers in an increasingly interwoven global economy and society. The global thrust of our academic, research and service programs must be accelerated.

Second, as we move further into a knowledge-based society, Texas A&M has an opportunity to play an increasingly important role in developing the knowledge base and technologies that are essential to the continued economic and social development of our state and nation. Texas A&M University has moved into the nation's top ten research universities. We should continue to enhance our research and graduate program emphasis in strategic areas and to sharpen our technology transfer capabilities.

Third, as we continue to develop our research programs, we cannot, we must not, and we will not forget that teaching and knowledge dissemination are co-equal to the knowledge generation and research mission of this institution. It is a false dichotomy to pit teaching against research. Both are essential. Both must be, and will be emphasized, rewarded and recognized.

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— Willim H. Mobley, new A&M president

portive student environment, and the student leadership development opportunities afforded by the Corps of Cadets, the Memorial Student Center, student government and literally hundreds of student organizations, are a fundamental component of the rich fabric of this University. The development of the remarkable number of graduates who go on to be leaders in their chosen fields, and the incredible institutional loyalty and generosity of our former students, are attributable in no small way to the supportive student environment and co-curricular programs that characterize this University. We must, and will, jealously guard and nurture this environment in the face of the size, diversity and complexity of our University.

Fifth, the demographics of Texas and the nation are changing rapidly. We are becoming an older, more urban and more ethnically diverse population. Texas A&M University must continue to expand its emphasis on the recruitment and retention of minorities if we are able to be responsive to the economic, social and leadership needs of Texas and the nation. I plan to play a personal role in this effort. We also must explore innovative mechanisms for delivering our knowledge and services to the older and urban portions of our population.

Sixth, there are a number of foundation elements that support all that we do, and can do, as a great University. In this category, I place our libraries, computing, telecommunica-

tions, state-of-the-art lab equipment, and physical space. These foundation elements are very expensive and require continuous initiatives, we will not lose sight of the need to address the resource requirements of these foundation elements.

Seventh, we are entrusted with a very large and growing financial and physical base supported by state, federal, auxiliary enterprise, gift and grant dollars. We will continue to be committed to the highest standards of prudence, diligence and integrity in the stewardship of the resources available to us.

Eighth, when all is said and done, it is our faculty who provide the quality teaching, the student mentoring, the research and knowledge dissemination that have made this University great. We must continue to recruit, develop and reward excellence as we continue to develop an already superb faculty.

Ninth, Texas A&M University has a great story to tell about its students, former students, faculty, research and service programs and its remarkable development. We can, and will, be doing an even better job of communicating this story, in Austin, in Washington, in New York, and throughout the nation and world. I consider it to be one of the more pleasant opportunities of the presidency, to be able to play a leadership role in more broadly communicating the Texas A&M University story.

Tenth and finally, Texas A&M University is a major component of the Texas A&M University System. I have had the distinct honor and pleasure for the past two years of working for System Chancellor Dr. Perry L. Adkisson, a distinguished scientist, an effective administrator, one of the hardest working, honest and dedicated leaders I know. Deputy Chancellors Jimmy Bond and Ed Davis are truly talented, effective and committed members of the Chancellor's leadership team. Chancellor Adkisson, you and your System leadership team have made my commitment of cooperation and support in continuing to develop the strongest possible working relationship between the System and this University.

Much more could be said about the future of Texas A&M, but this is not the time or place. Let me close on a personal note. My family and I have been blessed immensely by Texas A&M University. In the eight years that I have been at Texas A&M, I have had remarkable oppor-

unities for professional and personal development. My wife of 24 years, Jayne, and my older daughter, Michele, earned degrees from this University and my younger daughter, Jennifer, currently is pursuing an Aggie degree. We are proud to be a part of the Aggie family that has so enriched our family.

Permit me to conclude by citing one of my favorite passages from Alfred North Whitehead:

*"Fools act on imagination without knowledge, Pedants act on knowledge without imagination. The role of a great university is to effectively weld imagination and knowledge."*

Mr. Chairman, members of the Board of Regents, Chancellor Adkisson, I look forward to working with you and our various constituencies, to continue to develop Texas A&M University's role as a master welder of imagination and knowledge. Thank you.

## Leaders from city, campus praise choice of Mobley

"He will probably continue the incorporation between the city and the University and will probably be good to work with. I am pleased with the selection. He is a person who willingly listens to what you have to say."

— Larry Ringer, mayor of College Station and head of the statistics department at A&M.

"I have worked with him (Mobley) in the community and think he is an excellent choice and a great leader. He is an outstanding choice for the position. I know him and have felt through the entire process that he

would do an excellent job if he were selected."

— Bryan Mayor Marvin Tate.

"I knew from talk around campus that the Regents wanted someone local. I worked with him a few times on the Chancellor-Student Advisory Board and really enjoyed it."

— Mason Hogan, student body president for 1987-88 and a member of the Board of Regents Search Advisory Committee.

"I've known him for a long time. He's a man of high principles and dedication. I think he will be one of the great presidents of Texas A&M. It's good news that he's been selected."

— Edwin H. Cooper, director of school relations for A&M.

"It's a fantastic choice. I think he's going to be a great president. I don't think we could have found a president who could fit the bill better."

— Gen. Wesley Peel, vice chancellor for facilities planning and construction.

"He's an outstanding person. I'm very pleased because from what I know about him he's a super choice."

— Maj. Gen. Thomas Darling, Commandant of Cadets.



Photo by Jay Janner

(Left to right) Frank Vandiver, William Mobley, David Eller and Perry Adkisson take questions at a press conference Monday.

## William H. Mobley

**BORN:** Nov. 15, 1941 in Akron, Ohio.  
**EDUCATION:** 1959-1963 — Denison University in Granville, Ohio. Bachelor's degrees in psychology and economics.  
1967-1971 — University of Maryland in College Park, Md. Ph.D. in industrial organizational psychology.

**FAMILY:** Married in June 1964 to Jayne Patton Mobley. Two daughters — Michele and Jennifer.

**UNIVERSITY WORK EXPERIENCE:**  
University of South Carolina  
1973-1976 — Assistant professor in the College of Business Administration.  
1976-1979 — Associate professor in the CBA.  
1979-1980 — Professor in the CBA.  
1975-1980 — Director for Center of Management and Organizational Research.  
Texas A&M University  
1980-1981 — Professor and head, Department of Management.  
1981-1983 — Associate dean, CBA.  
1983-1986 — Dean, CBA. Founding director of the Center for International Business Studies.  
1986-1987 — Deputy chancellor, academic and resource development.  
1987-present — Executive deputy chancellor for the Texas A&M University System.

**SELECTED A&M COMMITTEES:**  
Blocker Chair Search Committee, 1982 (chair).  
Accounting Department Head Search Committee, 1982 (chair).  
Industrial Research Park Development Committee, 1983-1984.  
Liberal Arts Dean Search Committee, 1984 (chair).  
System Long Range Planning Committee, 1986 (chair).  
Deputy chancellor for Agricultural Search Committee, 1987.

**SELECTED BOARDS:**  
1986-present — Board of Directors, Center for International Business Studies.  
1984-1985 — Board of Directors, Bryan-College Station Chamber of Commerce.

**SELECTED OTHER PROFESSIONAL ACTIVITIES:**  
Chairman, Southeastern Industrial Organizational Psychologists Association, 1976-1977.  
Study Abroad Coordinator, CBA, Summer 1987, England and Scotland.  
American Assembly of Collegiate Schools of Business, Accreditation Research Committee, 1984-1986; Chairman, 1985-1986; Accreditation Management Committee, 1985-1986.  
Texas Higher Education Coordinating Board, Advisory Committee on International Issues, chair, 1988-present.

## Correction

In Friday's *Battalion* a story erroneously said the nuclear science center was part of the Texas Engineering Extension Service. The correct entity is the Texas Engineering Experiment Station.

The center received a \$5,000 fine from the Nuclear Regulatory Commission for violations and A&M officials said they would take any necessary steps to comply with commission guidelines.

The *Battalion* regrets the error.

## Vandiver steps down, leaves trail of accomplishments

By Janet Goode  
Senior Staff Writer

**TEXAS A&M PRESIDENT** Frank E. Vandiver, the man who brought to A&M the concepts of "world" and "space-grant" university, and saw endowment figures pass the billion-dollar mark, is stepping down Aug. 1 to head the Moshier Institute for Defense Studies.

Dr. William Mobley, executive deputy chancellor of the Texas A&M University System, was named Vandiver's successor Monday at the Board of Regents meeting.

Through Vandiver's seven-year administration, A&M has surpassed milestones placing it in the ranks of the nation's top 10 universities. And the University's 2,500-student increase this past fall was the largest in the nation.

As enrollment figures near 40,000, Vandiver said Monday, the only immediate problem he sees facing the new president is a lack of resources to combat enrollment increases.

"I think (Mobley) is coming in at a peculiarly interesting time in the history of A&M," Vandiver said. "We are at a crossroad where (A&M) has all kinds of opportunities, somewhat hampered by problems, not the least of which is money."

"But I think with (Mobley's) contacts in industry and business, he will be extremely effective in raising outside funds. That will be one of his main functions. Aside from that I don't really see problems that ought to give him cold chills at night."

Vandiver, 62, said he regrets leaving only because of things undone and his love for A&M.

"I would like to have done some things that I didn't get done, but I'm so tickled at what I'm going to be doing," he said. "I think seven years as a president is a long time for a University."

"It's time to pass it on to people with vision, new enthusiasm and opportunities. I regret leaving because I love the job. I love the school. But I don't regret the fact that I have such an able man taking over for me."

**AS A YOUNG BOY,** Vandiver often visited his next-door neighbor — Albert Einstein — for help with his math homework. He says he didn't learn much, though, because "math wasn't really my thing."

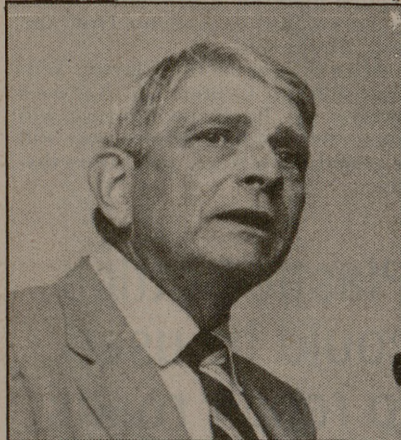
Vandiver never officially graduated from college or even high school. He stopped attending regular classes after the seventh grade when his mother moved to Florida to care for her sick father.

He studied with private tutors and then, after fulfilling the requirements in an undergraduate examination at UT-Austin, Vandiver went directly to graduate school. He published his first scholarly paper at 16 and completed work on his master's degree in nine months. Two years later he earned a doctorate in history at Tulane University.

Starting in 1975, he became provost and then vice president of Rice University. He resigned in 1979 to accept the presidency of North Texas State University.

**VANDIVER ACCEPTED** the presidency of Texas A&M University two years later, September 1981, calling himself a "galvanized Aggie."

He was noisily greeted by some 3,000 Corp of Cadets members who marched on the president's house. Vandiver and his family reportedly



Frank E. Vandiver

faced the crowd smiling, and joined in the yelling.

Vandiver was quoted by *The Battalion* as saying that some people felt he was the "crazy new guy with global concerns."

Shortly after his powerful beginning, Vandiver's administration almost came to an abrupt end when he threatened to resign because of Jackie Sherrill's emergence as the new athletic director and head coach for Texas A&M.

As reported in the Jan. 2, 1982 issue of *The Battalion*, Vandiver had given the previous coach, Tom Wilson, a vote of confidence. Despite this, the University regents, who reportedly instigated the hiring, disregarded Vandiver's recommendation. The incident was said to have damaged the president's credibility.

Soon after, Vandiver re-emerged with a strong-arm conviction to do something positive for the University.

**HE BEGAN HIS ADMINISTRATION** with a proclamation of making A&M a "world university." He has traveled around the world many times for the University in hopes of bringing it this status.

In a July 6, 1982 article by Vandiver, he outlined the concept under which about 25 universities would link themselves together, conquering world problems such as famine and pestilence.

He said, "Governments cannot, or will not, solve the world's really profound problems. On a global scale, about all governments can do is wage war, or under the best of circumstances, administer a Band-Aid approach to peace."

Since then, Vandiver's philosophy that scholarly and technical ties are stronger than political ones have been met through international programs.

• 1985 marked the first step in establishing A&M as "world-class" by having at least 26 nations, including 18 third world countries, represented at a food and water conference.

• In 1986, a total of 35 foreign institutions joined into an agreement with A&M to pave the way for student and professional exchanges, collaboration on research. This was one of 13 agreements signed by A&M with other countries.

• In 1987, agreements were signed with Czechoslovakian universities — the first documents that the socialist government of the Czechs had signed with and American University.

• In May of this year, an agreement was signed by Vandiver and Fudan University in Shanghai, China.

• Today, Texas A&M has entered into formal agreements with 44 institutions around the globe to facilitate international research and cooperation.

**ABOUT RELINQUISHING** his position, Vandiver was quoted by the Office of Public Information earlier this year as saying, "... there can be no question that Texas A&M is making its presence known in a highly positive and productive manner on a global basis..."

At the press conference following the Board of Regents meeting, Mobley said Vandiver had "planted many seeds" that he looked forward to continuing to nurture.

One seed — a dream not realized by Vandiver — is his idea of A&M as a "space-grant" university.

Space-grant legislation, introduced into congress by Texas Senator Lloyd Bentsen and passed by in November 1987, is awaiting NASA implementation.

"My dream, of course, is for Texas A&M to be the first space-grant university," Vandiver was reported as saying in the Oct. 22, 1987 issue of *The Battalion*. "It can make a significant national contribution to the space effort, just as it has done by being one of the nation's foremost land-grant institutions and among the first four universities to gain sea-grant approval."

Although the space-grant program remains an ideal of the future, the president's dreams have been well-exceeded in the area of minority recruitment among faculty and students.

**WITH THE LARGEST** freshman class last fall, there was also a 20 percent increase in minority students — up 18 percent over the previous en-

rollment period. Enrollment stood at 39,137 last fall and is predicted to exceed 42,000 by 1990.

A&M also leads state institutions in minority retention and has tripled its enrollment of blacks and Hispanics since 1979.

Vandiver has attributed some increases in enrollment to "a signal being sent out to high school students that Texas A&M is the 'in' place to be."

He also has said that cooperation between A&M and the University of Texas in joint sponsorship of minority recruitment outreach stations in major urban areas has led to the increase in minority students.

**IN THE AREA OF** the faculty, Vandiver is credited with raising the quality of its members.

Eighty percent of A&M's faculty holds doctoral degrees. The faculty also has attracted its first Nobel Laureate — Dr. Norman Borlaug, distinguished professor of international agriculture, and Sir Derek Barton, distinguished professor of chemistry. The faculty also includes Charles Gardone — a Pulitzer prize-winning playwright.

In accordance to excellence in the faculty, Vandiver also is credited with founding the A&M Faculty Senate in 1982.

Vandiver, a military historian and author of numerous books, says he is now looking forward to the opportunity to return to his "scholarly pursuits" in "launching and leading" the defense think-tank. He says he hopes to have a significant impact in the future on the U.S. defense situation and hopes that one day the new Moshier Institute for Defense Studies will rival the prestigious Brookings Institution in Washington, D.C.