



Inaugural Address of Donna E. Shalala



MIAMI IS THE WORLD



Miami es el Mundo

U N I V E R S I T Y O F M I A M I



"As the intellectual guardians of open democratic societies, we must commit ourselves to excellence in everything we do. I'm talking about excellence in our classrooms, concert halls, theatres, research labs, in our studios, and on our playing fields. Excellence in the research we pursue and the campus life we build. Excellence in the way we treat each other and the ties we build to the people of Miami and Florida."

—Donna E. Shalala
November 2, 2001

INAUGURAL ADDRESS

Donna E. Shalala was inaugurated as the fifth president of the University of Miami on November 2, 2001. Held on the University Green of the Coral Gables campus, the investiture ceremony was witnessed by more than 200 delegates from colleges, universities, learned societies, and professional organizations worldwide, as well as by more than 3,000 of the University's faculty, trustees, students, staff, alumni, and friends. The text of President Shalala's inaugural address follows.

MIAMI IS THE WORLD

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This is no ordinary time. The loss of thousands of our fellow citizens means that what I say today will not be—cannot be—exactly what I would have said prior to the tragic events of last September. Our lives have changed, our country has changed, and our words must change too. ■ In 1963, after President Kennedy was killed, two of his advisors were talking. One said, “We’ll never laugh again.” To which the other replied, “We’ll laugh again, we’ll just never be young again.” ■ Even here at the University of Miami—a place I chose to call home because of its beauty, vitality, and youthful energy—we are all a little older. But we are also stronger, wiser, and more resolute.



Donna E. Shalala, president of the University of Miami, addresses members of the University community and honored guests.

THE ESSENCE OF FREEDOM

President Bush was right when he called the events of September 11th an attack on freedom. But freedom is more than free elections, a free press, or the freedom to worship as our conscience dictates. Freedom is also the freedom to think. To question. To criticize. To dissent. And, yes, to seek truth and to speak truth to powerful people. If these sound like the core values of the University of Miami, it's because they are.

Heinrich Heine, a great 19th-century poet, wrote, "Where one burns books, one will, in the end, burn people." The terrorists took a different tact. They went after people, hoping to destroy our impulse to write books, to read books, to create new knowledge. That is why I say that what happened on September 11th was more than an attack on people and property. It was an attack on intellectuals, on the academy. It was an attack on academic freedom. It was an attack on progress—on our civilization. It was an attack on tolerance. It was an attack on our very reason for existing.

So we must do everything in our power to make sure that these terrorists feel our strength, our courage, and our determination. Where will the University find this strength? In only one place—in our pursuit of excellence.

As the intellectual guardians of open democratic societies, we must commit ourselves to excellence

in everything we do. Before September 11th, this was a worthy goal. Today it must be our only goal. I'm talking about excellence in our classrooms, concert halls, theatres, research labs, in our studios, and on our playing fields. Excellence in the research we pursue and the campus life we build. Excellence in the way we treat each other and the ties we build to the people of Miami and Florida.

If the University of Miami does its part to continue to sow seeds of excellence, the world will know that intellectual freedom is strong and unbowed in our country. At the same time, we will stand with this nation's best universities.



President Shalala accepts congratulations from Florida Governor Jeb Bush, center, and University of Miami Trustee Charles E. Cobb, Jr.

We will attract the most promising students and gifted teachers, scholars and clinicians from every corner of the globe. We will build a reputation for research that is second to none. We will be a place of international citizenship, dedicated to breaking bonds of intolerance and building bonds of friendship. We will increase our endowment by earning the generous support we need.

And perhaps most importantly, we will continue a journey that began 75 years ago when the University of Miami opened for business as an educational gateway to Latin America. That gateway is now a virtual highway stretching from South America to the Northwest Passage, and from the middle of Europe to the Middle Kingdom.

Today we say with pride, *Miami es el mundo*, Miami is the world.



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A PROUD AND VIGOROUS SENSE OF SELF

I did not come to Miami to reinvent this university. A healthy institution does not need to begin again. In fact, it cannot—at least not without violating its integrity. The University of Miami began only once, 75 years ago, just weeks after the great hurricane of 1926. The first 55 faculty members and 560 students met in makeshift classrooms partitioned by cardboard.

We began with donated land and the promise that in Pan American commerce and culture we would find our future. We survived hurricanes and world wars. Through a mix of ingenuity and generous donations, my predecessors turned a small private college into a major research university. We became a powerhouse in athletics and an open house to any student with a love for learning and the determination to succeed. We built one of the great academic health centers.



Our history is inextricably linked to this community's immigrant history. We may not have been the first major port of entry into America, but we're certainly one now. Wave after wave of immigrants have come to Miami, bringing their traditions, accents, temperaments, political philosophies, and dreams for a better life. They dared to undergo hardships, sometimes crossing dangerous waters in nothing but a small boat. Many didn't make it, and we honor them today. For those who did and made South Florida their home, these immigrants found the better life they were looking for—in part by building it with their bare hands and in part by passionately believing in education for their children.

Education at every level has given Miami a proud and vigorous sense of itself. The University is the beating heart of this vigorous Miami, drawing strength from it and giving life to it. We are a mag-

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net for intellectual capital, public and private investment, cultural diversity and jobs, and as we become a major player in the academic marketplace, we must help to make this region a major player in the global marketplace.

But in the same way that the global marketplace continues to expand, leaving behind anyone content to live with the status quo, we too must expand or be left behind. I'm not talking simply about new facilities, new partnerships, and a larger endowment, although all of these will certainly be necessary. I'm talking about a new and more expansive view of who we are and what our mission should be. I've already described this view as *Miami es el mundo*, Miami is the world, and it begins with a profile of our students.

STRENGTH THROUGH DIVERSITY

Over 30 percent of University of Miami students are Hispanic. Another 11 percent are African-American. And 6 percent are Asian or Pacific Islander. We have more women than men, but not by much. They come from almost every state, and 10 percent of our students come from abroad. The majority of our students are full-time, but many are not. Many work. Some are only a year out of high school. Others haven't seen the inside of a high school for a decade or more.

Their interests range from architecture to zoology, and their family incomes are equally varied. The air at the University of Miami is filled with languages from around the world. Like a choir, the more voices we have, the better we sound. We don't talk enough about Miami, indeed Florida, as a beneficiary of the University's mission.

The world is a rapidly changing place. Global communications. Global markets. Global opportunities. We are 75-years-young and at the center of this changing world. You can see it in our state-of-the-art research facilities, in our recruiting of the most scholarly and imaginative faculty, and in our partnerships with government, other universities, and Miami's rainbow of communities. But we don't believe in change for change's sake. We believe in change so that every University of Miami graduate is ready for the future.

So my first pledge is to our students, to prepare them for citizenship—not just for a first job, but for the second, third, and fourth jobs that together add up to a rewarding lifelong career. We will also prepare our students to be productive, no matter where on earth they land. I promise our students that your studies will get tougher, but together we will make the campuses more lively for your study and play.

Second, we will pursue excellence with the kind of single-mindedness that only great commitments deserve. Nowhere is that more



Carlos M. de la Cruz, Sr., outgoing chairman of the Board of Trustees, left, stands proudly with President Shalala as Robert L. Blake, secretary of the University, assists in the presentation of the President's Medal during her investiture.

apparent than in our medical school. We intend to move into the top ranks of American medical schools in this decade. We will do that by a renewed commitment to research with new facilities and recruitment second to none.

Despite our changing world and economy, I still believe that arts and sciences must remain at the center of a superior education. Whatever the pressures, they must continue to flourish at Miami. But we cannot ignore other areas of knowledge either—international studies, our special commitment to marine science, and professional education. That's why from law to engineering, communications, nursing, continuing education, music, and from business to medicine and education and architecture—the University of Miami will offer its students the most imaginative and high-quality professional education.

But traditional academic boundaries can no longer restrain our undergraduate and graduate education, or research. We will seek innovative approaches to both. There will be no invidious competition between undergraduate and graduate education, between liberal arts and professional education. All are firmly within our mission and our capacity.

Third, I do not need to expand on the importance of our faculty. But let me just say that they are one more compelling reason why this is not an

occasion for a new start in the life of the University. In one or more classrooms professors are teaching according to the method laid down by Socrates. Others are professing a view of mankind held by Kant and teaching texts that Jefferson read. Others are using and developing the latest technology, or creating new knowledge in their laboratories or on the sea, or helping to design and build livable communities. They are the heart of a great university, and recruiting and retaining the best scholar-teachers and outstanding clinicians is the key to our getting better and better.



*Alumni marshals
Jacqueline Nespral,
A.B. '89, left, and
Irwin Raij, B.B.A. '92,
with President Shalala
following the inaugural
ceremony.*

THE PUBLIC SERVICE MISSION

My fourth pledge: We will be a private research university in the public service. I bring with me a Midwestern notion that private and public research universities must incorporate in their missions public service. Beyond question, the scientific research done under the sheltering arms of research universities has improved human life, prolonged human life, and enriched and protected and comforted human life. But scientific research is not our only contribution. Some of the most progressive social reforms in the last century also have originated at research universities. And the humanities have given the world the receptive, knowledgeable, critical, and enthusiastic audiences Whitman demanded.

This public service tradition of our research universities is a beacon to us as we begin a new century. We must not be complacent.



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We must not think that ours is a job of fine-tuning, of civilizing already-explored frontiers. In fact, the research university has a tremendous basic job of discovery before it. Bioterrorism has brought us threats to our health as a nation more terrifying than polio or whooping cough of another century. Our job of research is fully as urgent. We have doors to open for which we have not yet found the keys. We must open those doors carefully; we must not let our science get ahead of our ethics. Science and technology are not inherently moral; the responsibility that they are put to a moral purpose belongs to us.

My final pledge is that we will be a good neighbor and an active partner in this community's future. I've already noted that the University of Miami is the world. Well, our future is also inextricably tied to the future of this great community, to the people of Coral Gables, our immediate neighbors, to all the communities of South Florida. That means we must be uniquely sensitive to the world we are a part of. To make sure we do not fail in this responsibility, the

University of Miami will continue to make a strong commitment to Caribbean, Cuban, and Latin American studies.

We will make similar commitments to learning about and protecting the environment, particularly in our region, and to being a world leader in understanding aging. We also commit ourselves to the people of our community by providing the highest quality care with our partners, the Jackson Memorial Medical Center and the Public Health Trust. I believe that the future of great research universities is inextricably tied to what happens to our most vulnerable citizens.

We will help our community by educating leaders for the future, and by always being a strong supporter of public education.

To my colleagues at Florida's other great public and private universities, we will be collaborative, not competitive—except on our playing fields.

THRIVING IN CRITICAL DEBATES

In my lifetime, America's colleges and universities have never been islands of tranquility—quiet, contemplative, and far removed from the sharp elbows that keep our democracy vigorous and strong.

We have never hidden from the major issues of our time. We will continue to thrive in the swirling, critical debates of our age: What is the role of government in the 21st century? What

must we do to lift children out of the grip of poverty? How do we make sure that our science never gets ahead of our ethics? How do we fight terrorism and protect freedom? What are the lessons of history? How can we use technology to create new knowledge?

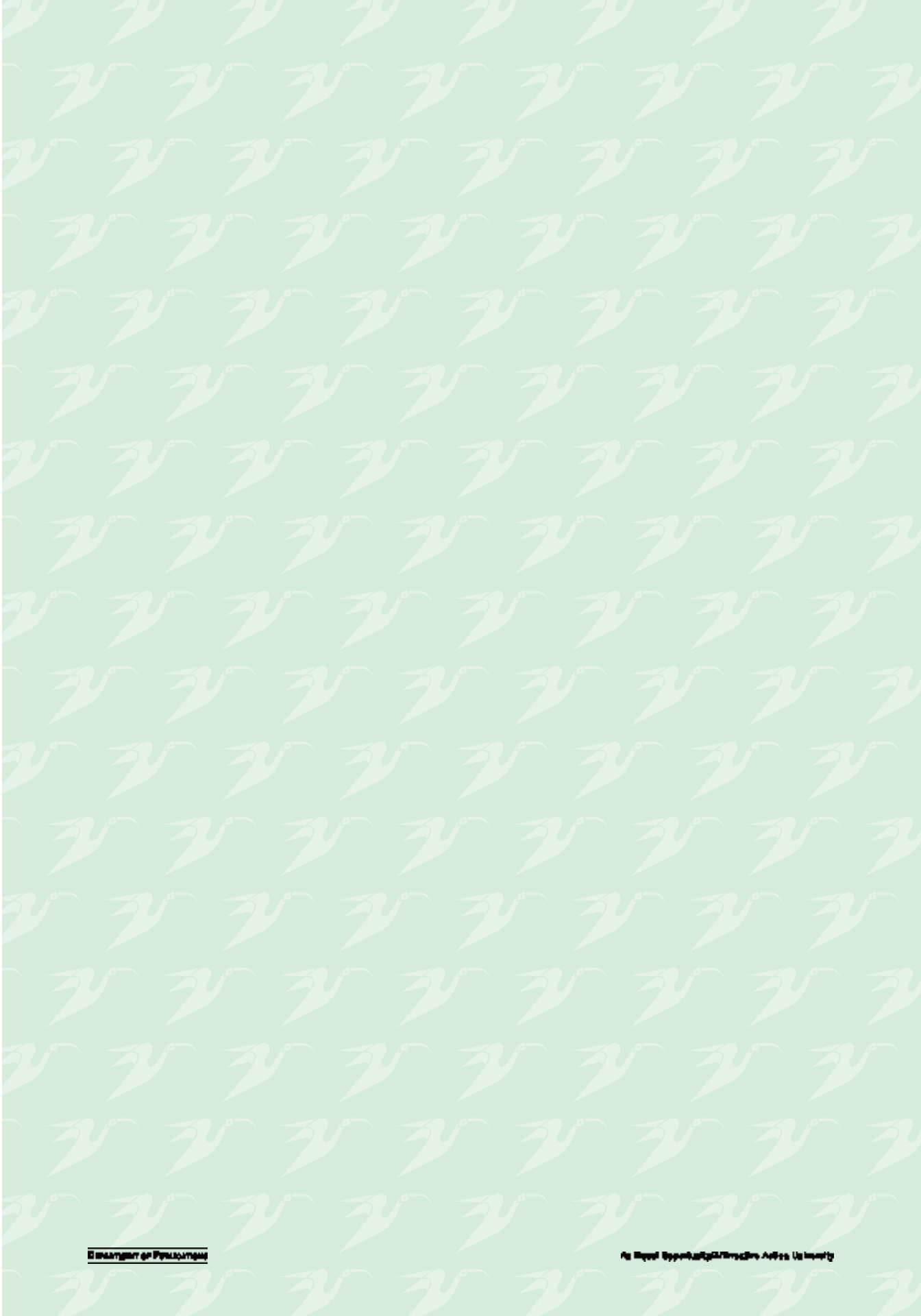
And so in the great tradition of American higher education, we will continue our hot pursuit of hot debates. And we will continue to build the University of Miami and keep the world coming to Florida.

Miami es el mundo, Miami is the world.

Thank you, and Go 'Canes!



President Shalala joins in singing the University of Miami Alma Mater at the close of the ceremony.



The background of the entire image is a repeating pattern of the University of Miami crest, rendered in a light green color. The crest features a palm tree, a sun, and an open book, with the motto "CORPUS MINDS SPIRITUS" and the year "1925" on a banner below.

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