

Legacy



In 1989, Dr. Jerry Carlton Lee became president of National University. Over the next 13 years, he orchestrated what has been hailed as one of the most extraordinary transformations in higher education.

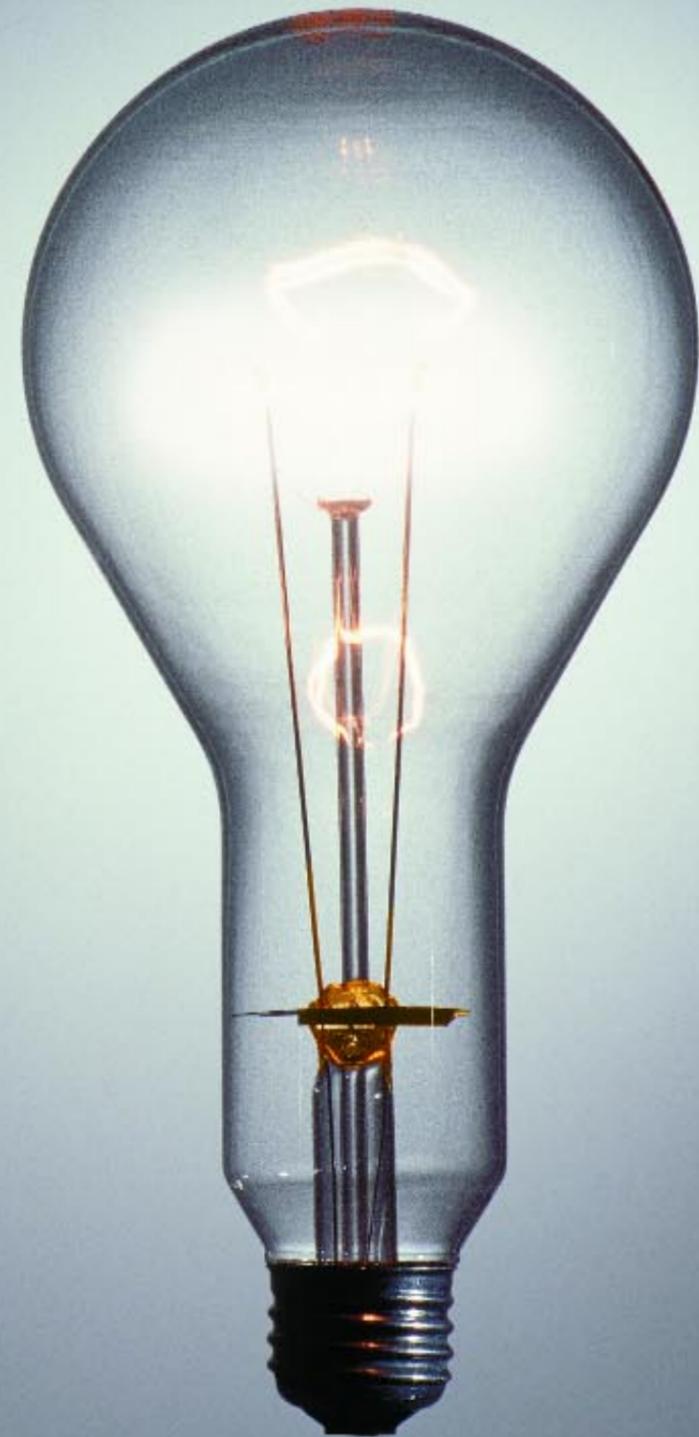
As he leaves the presidency to serve as Chancellor of the National University System, the quintessence of his leadership is best described in his own words. The following excerpts from his annual addresses illustrate how he used this forum to encourage, inspire, excite and ignite the National University community.

Dr. Lee instilled the belief within the institution that greatness is a matter of conscious choice. In so doing, he helped to move American higher education for the adult learner from the wings to center stage. This is his legacy.

La Jolla, California
September 2002

Innovative 1 9 9 2

"We are very fortunate in America. There are programs in higher education to meet almost everyone's goals. National University fits one of those special niches. It is a place where adults who may have missed opportunities can have another chance at learning and change and improve their lives."

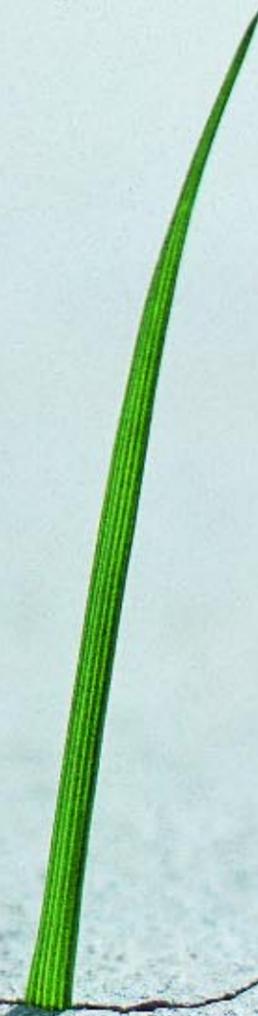


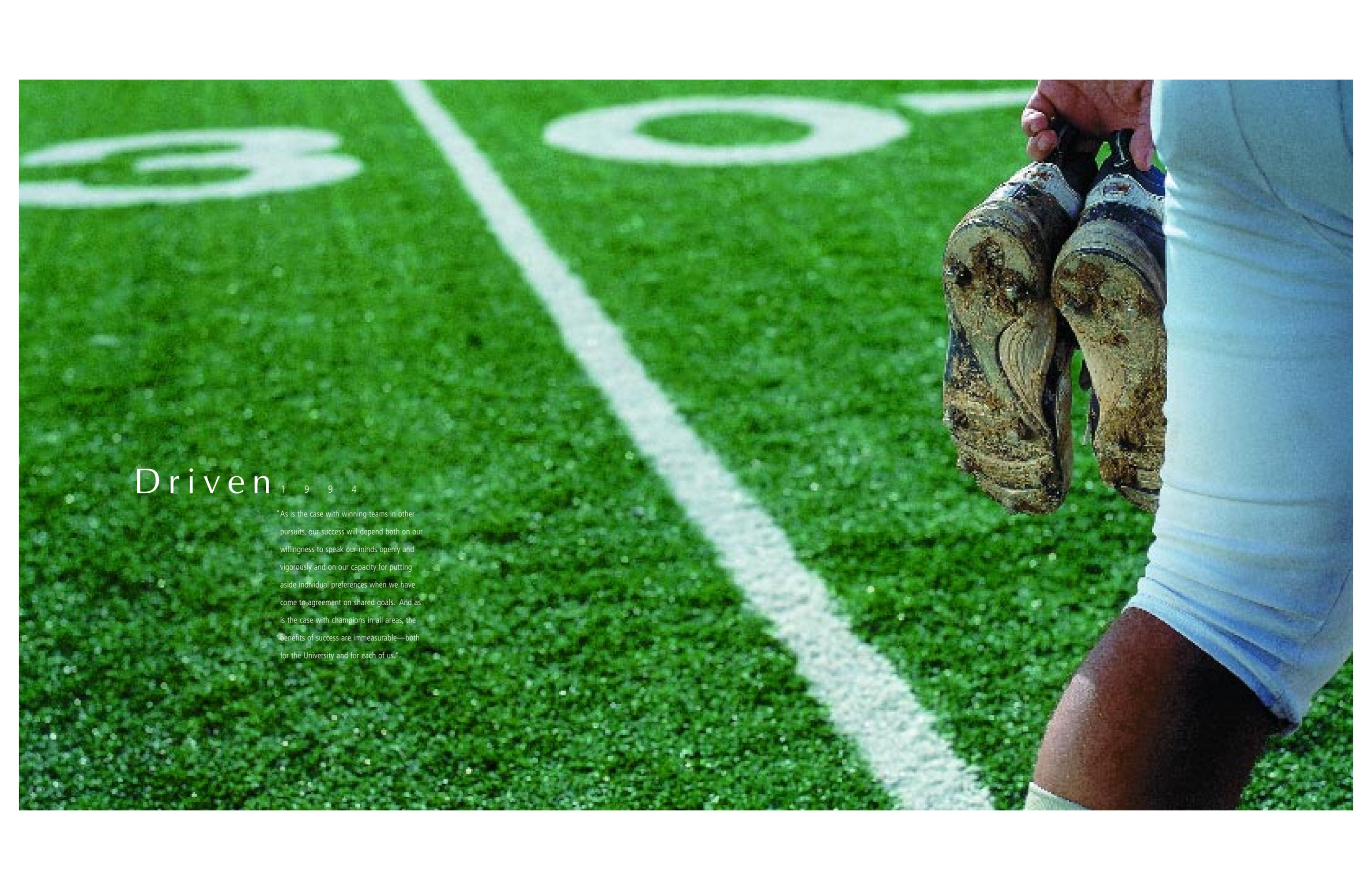
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"I invite the National University community to join me in a new quest, the pursuit of a vision whose shape I can only describe in general terms. My hope is that the NU community now will undertake the next logical challenge—the creation of a university for adults that holds a place of unquestioned distinction among its peers throughout the country.

I invite your participation as a player in bringing the vision I have portrayed to reality."

Ambitious



A close-up photograph of a person's hand holding a pair of muddy soccer cleats. The person is wearing light blue athletic shorts. The background is a green artificial turf field with white yard lines and yard numbers (10 and 20) visible. The lighting is bright, suggesting an outdoor setting.

Driven 1 9 9 4

"As is the case with winning teams in other pursuits, our success will depend both on our willingness to speak our minds openly and vigorously and on our capacity for putting aside individual preferences when we have come to agreement on shared goals. And as is the case with champions in all areas, the benefits of success are immeasurable—both for the University and for each of us."



"To be the premier institution of higher education for adults is both a worthy and an achievable goal, and I am asking you to join me in a five-year quest to bring this University to that level. To get there from here will require the highest level of dedication, creativity, and hard work from all of us. It will also require that we treat one another with a new sense of common purpose, with a greater degree of civility and good manners, and with an insistence on high standards that demands mutual accountability."

Evolving

1 9 9 4



Efficient 1 9 9 5

"The question of how best to manage and lead National University is one that must be constantly asked and re-answered. Obviously, there is no single, permanent answer to such a query, since our approach can always be improved and the circumstances in which we find ourselves will always require modifications in the systems and processes we use to accomplish our mission."

Team

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"To achieve the vision that I am describing will require the best of those often-noted qualities which characterize winning teams: a shared dedication to the best possible performance of the team; a willingness to sacrifice individual needs for a larger goal; a commitment to excellence in our designated roles, and an appreciation of the diversity that underlies our common pursuit."





Transformation

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"When I think of National University, the image that comes to mind is the segmentation of a caterpillar. My son Zan recently learned about how caterpillars metamorphose into butterflies. As he recounted what he had learned, the strange thought struck me: what would happen if each segment of the caterpillar worked against the others rather than with them, each pulling and tugging away at the piece of the whole in front or behind it? If the University were such a caterpillar with each segment working independent of or against the others, National would never be able to transform itself into an institution that could take off and fly. To avoid this fate, we must pull ourselves together and become one. The transformation that will enable National to fly will take place in the cocoon of community."

"I call upon National University—faculty, staff, and students—to become distinctive as an institution of higher learning committed to community by drawing close the ties that bind us to one another within the University, while promoting the common good at the local and global levels. I call upon National University—faculty, staff and students—to metamorphose from an entity of loosely connected segments to a remarkably agile and distinct new form."

Visionary 1 9 9 7



"National has the ability to become the university known for its unique commitment to building community within and outside our walls. It is as simple as deciding that we will respect each other, that we will cherish our work together, that we will complete what we have agreed to start, that we will assume good intentions on the part of others."

Diverse 1 9 9 7



"Life is essentially social. We are not born in splendid isolation. We are born into families and preexisting communities. We are all connected to each other whether we want to be or not. Over the past decades, humankind has used money, technology, and regulation as substitutes to solve the knotty problems left when we have no sense of community. Yet, there are heroes and heroines. We know about them. They are the extraordinary ones. The people, who with no more time, money, or energy than the rest of us, with no fewer job and family responsibilities, find a way to brighten our communities and remind us that, in the end, it is how we treat each other that changes things."

Compassionate

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Nurturing

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"The reality is that those of us at National come close to occupying the center of attention of our students' lives, sometimes ahead of their families. The impact we have on them and their lives is profound. Justice demands of us three things: first, that we be mindful of the sacredness of the persons before us in the classroom; second, that we exercise the intellectual rigor and honesty demanded by our respective disciplines; and finally, that with the respect and humility born of our own experience as students and lifelong learners, we carefully fulfill the duty we have to shape the thinking and values of the people we serve."

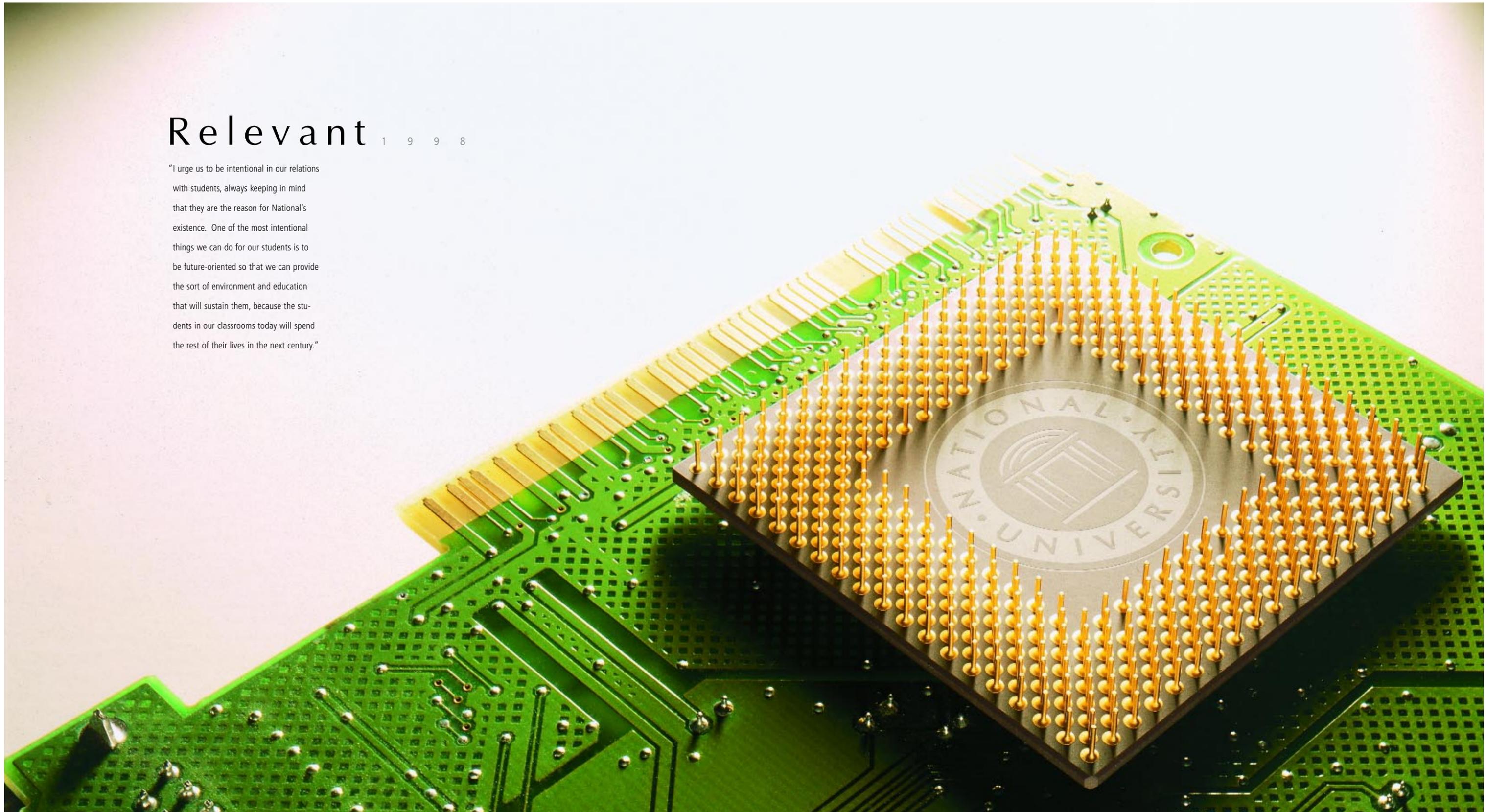


Complex 1 9 9 8

"We at National University are engaged in a marvelous enterprise, nothing less than helping people develop and cultivate their potential; and in so doing, we advance the well-being of society. Although subjects, like computer science, education, business, nursing and communications, may be the areas of our expertise, they must always remain secondary to our primary focus: the people we teach."

Relevant 1 9 9 8

"I urge us to be intentional in our relations with students, always keeping in mind that they are the reason for National's existence. One of the most intentional things we can do for our students is to be future-oriented so that we can provide the sort of environment and education that will sustain them, because the students in our classrooms today will spend the rest of their lives in the next century."





Adaptable

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"As I look back at the events that have shaped us and defined our century, I am struck by the explosion in technological advance, and by the adaptability of our culture to embrace and further such sweeping changes. I am a bit nostalgic for the larger-than-life heroes I knew as a child—scientists, astronauts, athletes and adventurers, though I know that Zan has adopted heroes of his own. I am humbled by the speed at which things change and the rate at which they become obsolete."

Energized

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“There will still be heroes in the next century, just as there were for my father, for me, for Zan in this century. There will always be those who, through their individual effort, belief, vision—or simple sheer determination—make a difference in the lives of those around them and the world in which they live. Through their singular efforts, they have enriched the lives of those around them, and enhanced their communities. Through their example, they have encouraged us all to try a little harder, to reach a little further, and to aim a little higher as we strive to achieve our goals and create a better world for those who follow.”



Proud

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"Pride is characterized by self-respect and self-esteem. It's vigorous and spirited, it's optimistic, it raises us above our surroundings, and it makes us stately and magnificent. Pride gives us a common goal, and pride is what makes a good team great and an individual a champion. Be proud of what you have accomplished. We have faced and overcome difficult challenges in the last decade. Other institutions might not have survived such odds. But we did, and we are stronger as a result. Remember that we never gave up. Remember that we never lost sight of our goals."





Achievement

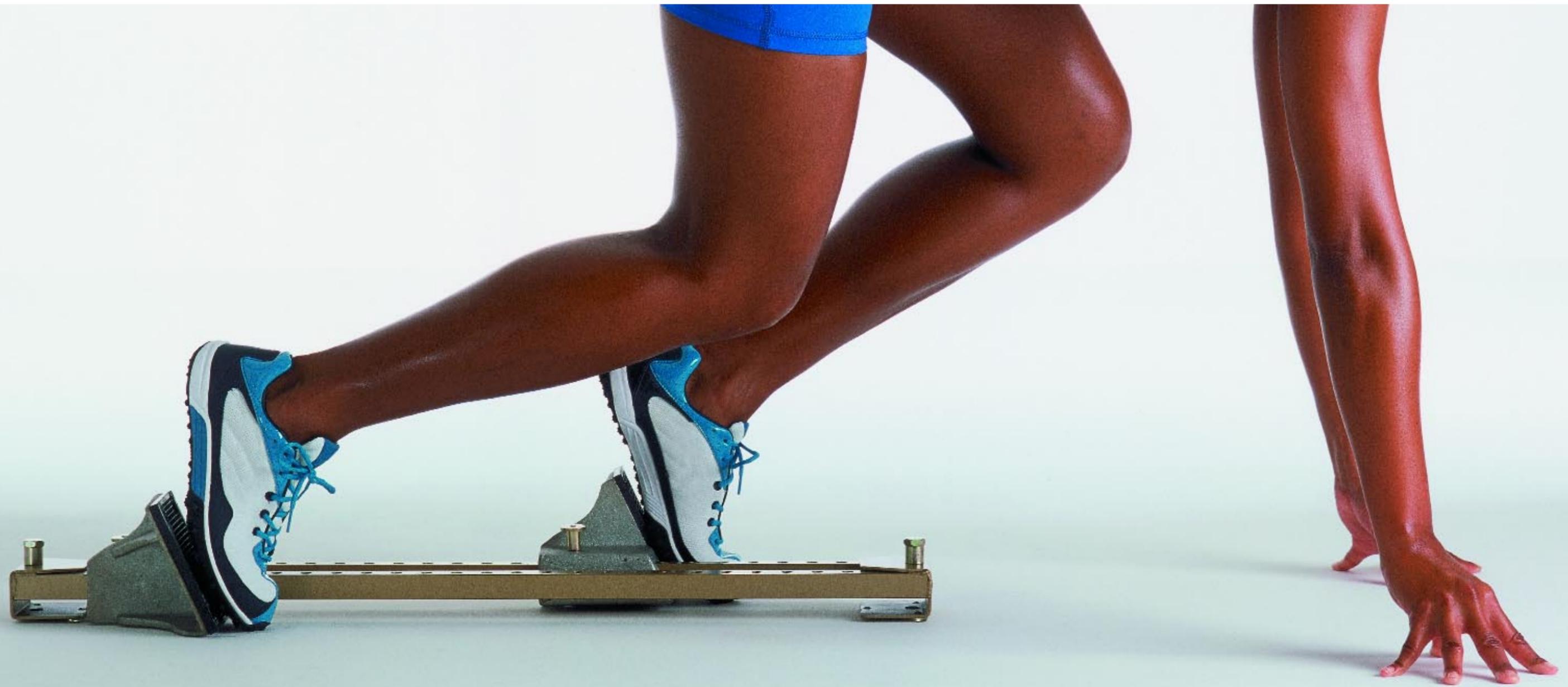
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"I applaud and support the work that has been accomplished thus far by the academic leadership in framing an academic agenda for our University. The successful accomplishment of such an ambitious undertaking will require the commitment of every member of the University faculty. Aristotle wrote that 'teaching is the highest form of understanding.' We are particularly fortunate at National University to have faculty who excel not only in the classroom, but also in their understanding of what it takes to become leaders in higher education quality and excellence."

D y n a m i c _{2 0 0 1}

"Every time National University opens a new campus, adds a new degree program, or receives an award, we have cause to celebrate. Every time an alumnus achieves a career milestone, volunteers for community service, or encourages others to pursue higher education, we have cause to celebrate. The combined efforts of the entire National University community have played a significant role in advancing the reputation and prestige of this institution, and in distinguishing National University from other institutions of higher education."





Competitive

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"We excel at understanding the needs of our students. We are a pioneer, and we are proud of it. We are an institution whose models are now emulated by other institutions of higher education, and we are proud of it. We are the fastest way to the future."

Distinguished

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"This year, we celebrate the founding, thirty years ago, of a unique institution that was established to meet the needs of adult learners. At that time, we challenged the more traditional models of higher education. Our mission was simple—to give working adults a more convenient, practical way to earn a college degree. We pioneered the concepts of speed and results-oriented education. There was no ivy on our walls. Today, thirty years later, we celebrate the qualities that distinguish us from other universities, as well as those qualities that join us in our common goals."



