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UNF-5

Interviewer: Dr. James Crooks (CR)

Interviewee: Dr. George Corrick (CO)

Date: September 16, 2005

CR: It's Friday, September 16, 2005, in the UNF oral history project, and we're interviewing Dr. George Corrick, who has held many jobs at this institution. Let's start, George, with background. What brought you here and what was your professional background before coming to UNF?

CO: Well, I got a bachelor's degree in Journalism in 1958, and I went out into the business world for a couple of years. I was invited to come back to the University of Florida on the Alumni Association staff. I was the assistant to the executive director, which was visiting alumni clubs and writing for the magazine and a variety of things. I did that for about a year and a half, eighteen months, I think. Then I was invited to become Assistant Director of Public Relations for the health center, the J. Hillis Miller Medical Center. I was in that job for about two years, and in the process, I ended up helping write an annual report for the university. In the process I met the Assistant to the President. Just out of nowhere, he left, and the President invited me to become his assistant, which was one of those fortuitous kind of things, so I did it. In that job, I helped with a plan to create, believe it or not, a development program. In the 1960s, the University of Florida was a hundred and something years old with no organized development fundraising program. So I became the first Director of Development. I think that was 1967, and I did three years in that job. I enjoyed it, had a lot of fun, met people, all kinds of things. I kind of figured out I wanted to make a career out of higher education, and I had a bachelor's degree. A good friend of mine, Alan Robertson

who went on to be President of Santa Fe Community College, was my boss, and as we traveled around, he encouraged me to get a doctorate degree. So, I went over, with every intention of going part time and continuing to work, and the advisor over there said, don't do that, George, you'll neglect your job and neglect your family. We'll just have to get you a fellowship and go to graduate school. So, I had a bachelor's degree. I got a master's and a doctorate in one continuous chunk, in three years. I had known Tom Carpenter, he became the first President here, when he was on the staff at the University of Florida, and toward the end of my doctorate, he got this job. I wrote him a letter of congratulations. He called me, and he said, don't do anything until you see me. I had an offer for an associate professorship at Chapel Hill, University of North Carolina, Chapel Hill. Running their program in higher education. And my adviser and the dean and everybody said, you've got to take that, you've got to take that. But I took this.

CR: And your original title and responsibilities here were what?

CO: Back then you know the Regents were all powerful and they dictated the title structure - It was Dean of University Relations. In the earlier days it would have been University Relations and Development. So I had that title for, I don't know, four years. Then you may or may not know that Roy Lassiter, the original Vice President and Provost, I don't know how official this was, but he thought he should be the only vice president. In the other universities these other jobs were vice presidents. Jim Haywood, the administrative Vice President, the

administrative officer got a vice presidency and I got one the following year.

The job wasn't that much different, although I took on more things as time went along.

CR: What did you do in university relations in the first years? How long were you there?

CO: You said I had had a number of jobs, I really haven't. I had that one, with two different titles, from 1970 until 1983. Then I left it to go to the faculty and that's the other job I had. We were, I guess I would say, building an identity for a brand new university. So it was getting to know people in the business community. One of the things we did was set up meetings with the heads of major corporations and Tom and I and sometimes someone else would go visit and talk about what the university was planning to do and what they wanted. I remember the President of Prudential, we said, what do you need, he said, just send me people who don't hate business. In fact we took Dick Kip with us, who came from the strong insurance program at FSU. So we did that and got to know the media. We did some initial fundraising. We had a program called Volunteer Alumni, which was all volunteer, there's no alumni at the university, be a volunteer. We raised, not lots of money by today's standards, but we thought pretty good for those days. We helped create, after we got underway, an alumni association. I was one of the organizers on that. We did that. Of course we created the University of North Florida Foundation. I was the Executive Director. It's interesting, and I don't know how many people grasp this, under the Regents

system, the Regents were a corporation, none of the universities were. So if you wanted to leave your money to the University of North Florida, you really were leaving it to the Regents. So the foundation, non-profit foundations, we had the first one at Florida, and I was Executive Director of that when I was development officer. We were a legal entity, first and foremost, and we would be able to hold title to property and to hold endowments, because otherwise they were in the hands of the Regents and at least legally, the donor couldn't be sure that only this university would get it. With the reorganization, this university is a corporation. Now the foundation is still there. It's been an interesting thing to me, that I don't know whether we've transferred the title for this land for instance. Then after a while, this was really significant, at the University of Florida in that role, you would have also been in charge of legislative relations. Tom Carpenter wanted to do that himself for the first several years. We talked about that all the time. I can handle that, I can handle that. As we get into the story and talk about the merger days and stuff, he asked me to do that and I did that for five or six years.

CR: In those first thirteen years in University Relations, what stands out for you?

CO: Let me talk a little trivia and then some big stuff. I remember when I came, we were in the offices at the Florida National Bank Building downtown. The day I got there, I asked one of the secretaries, how many people do we have? She said, we make twenty-two copies of everything, so I guess we have twenty-two. Another little trivia piece, the seal of the University of North Florida, Tom had

drafted this and they were just before copyrighting it and the University of North Florida and then Jacksonville was upside down on the bottom. And I said, don't you think we ought to turn it over? No, it reads this way. I said, this city may not be pleased with it. He really I think got a little offended, but changed it. That may have been my first impact. I think that what stands out is that, this community, you know this, did not in some kind of massive way seek a university. We were, by most reports, one of, if not the last major metropolitan area in the United States to have a public university. There was a history of, and it's pretty well documented about the time by things like Jim Croopies power study, that there was a history of leadership educated in the private sector. There was a history of neglect, my word in the public schools. My mother taught in St. Augustine, she got married there in the 1920s. She told me when I came here, she said, the Jacksonville school system had a bad reputation in the 1930s. Well, whether it was a bad reputation or not, it was not one of the premier systems. This university came here because a few leaders, like Fred Shultz and Jack Mathews and some others said, hey you're at a university, we need one of those. They had gotten the community college and it was doing reasonably well, but there was no great mandate for it. So I didn't really understand that when I came here. So I don't mean we weren't, hi, nice to meet you and so forth. Then the big deal was we were, as you know, an upper level university, which nobody on the planet had ever heard of. There was a book about it. There were I think, as I recall, seventeen of them in the country at one time. On paper they made

sense because Florida had made this massive commitment to community colleges. Quite fortuitously, my doctoral chairman, Jim Wattenberger at the University of Florida, was the author of the doctoral dissertation which was the master plan for them. So I had a good founding in that. But the concept was, hey, you've got state publicly supported community colleges, twenty-six or twenty-eight of them. Then you had all these universities. No need to duplicate the freshmen or sophomore years. So trying to explain that to people was the standard question. We needed to add the first two years. You get junior, senior, graduate education. I think there was probably some disappointment on my part that we didn't feel overwhelmingly welcomed, number one. Number two, that when we got ready to break ground for campus the newspaper said, we don't cover ground-breakings. Well, it's not a branch bank, this is a public university. They finally did cover it. Maybe it was paranoia but one of the memories was, kind of an uphill battle. JU [Jacksonville University] was offended that we came. The community college was reasonably welcoming, though not a great deal. There was no great response to us, I guess.

CR: Coming back to you, 1970 to 1983, what stands out? We were starting to talk earlier about the four year issue in the legislature.

CO: Well, a couple of pieces. When I came here I knew it was an upper level university and I thought when I came I would find a leadership team that would be deeply committed to this idea, and they weren't opposed to it, but it was just imposed on them. They were having the same trouble kind of digesting it and so

forth.

CR: The upper level concept?

CO: Yes. Tom Carpenter and Lassiter and others. Okay we'll do it, that's fine, that's what we'll do because that's what we're told to do. But there was this perception problem that it's half a university and I understand that. That's one thing. The big issue that surfaced and gosh we should have been able to figure this out. Maybe somebody did, but we just missed it. You know this about the university and I think it's true of private and public ones. Certainly true of public ones. Typically freshmen and sophomores are there in large numbers and frequently rather large classes and have a fairly limited curriculum. So you, quote, make money on freshman and sophomores because their classes are big, they're not infrequently taught by very junior people or graduate students. But then at the upper levels, the junior and senior years, you have to have much more, in the history field you have to have all these subsets and some of those classes are going to be fairly small and you have to have a bigger size faculty. So here we are with just the upper part. We don't have the money maker, we have the costly one. We were not funded accordingly. There was no differential funding for that. So it was a tough thing to do. Then the concept of four years of college is just a piece of paper. Not every student is perfectly a freshman or a sophomore or a junior. If you were in a four year university you could be a junior and still taking a sophomore class. Or you could be a senior and still taking almost anything because it's right there on the same campus. But here you had to be ready to be

here. You had to have all this stuff or you had to go back to the other place and pay another fee and go there. So, over time, it became clear there were problems with it. Some of the other upper level universities, and they were Florida Atlantic, Florida International, West Florida, who started ahead of us got to the conclusion that this needed to change a little sooner. So they started making noise, Tom was not one of the leaders initially in making that battle. But sooner or later we came to the conclusion that we'd better become a four year university. That then provoked in the local community that kind of just below the surface fear, by JU particularly, that we were threatening to them, that's when Jacksonville University openly opposed our becoming a four year university. I don't remember the position of FCCJ. A lot of the business leaders weren't really up for a four year university and I realize a lot of that leadership had been heavily involved at JU needless to say. Whatever position you may want to take civically, tonight you've got to go to a cocktail party with all of the JU people and they're going to say, why are you doing this? Well, simultaneous with this and maybe provoked by it, the then Speaker of the House, and that's one of the names I had to remember to write down, Hyatt Brown of Daytona Beach was a believer that we were building too many universities. He was a University of Florida graduate. He thought these other universities were undercutting his alma mater. The best I can tell, and I knew the people at Florida very well, they did not promote that. They didn't fight it. But he wanted them to merge all or most of these new universities with the University of Florida and FSU. West Florida would become

a part of FSU. We'd become part of Florida and so forth. That's when I ended up being the legislative representative for the University. One of the things you learn, and you know this, that here's the Speaker of the House and he's got this hot idea that he wants to do this, there weren't a lot of other people super enthusiastic about it, but he had the power through appointment committees and the ability to block your bill and so forth, to control the House of Representatives and deliver that vote. And what I learned - that was a great, painful education - is if you're the speaker of the house and you have a favored subject, you say to the President of the Senate, anything you want, you've got to support my bill. The President of the Senate and a lot of the Senate didn't care much about it one way or another, so they're going to go along with it. Then he did a couple of other powerful things, which was to create what's called an omnibus bill, in which they tossed into the package a big pay raise for professors. The elimination or creation of independent boards for each of the universities, they were playing to other interests to get support. So anyway, the biggest, most painful experience of my professional life was probably advocating the four year thing and having this monster come in from the side to try to merge us in. And as you know already from the record, Carpenter had not asked me to be the lobbyist, I had asked to do that. I didn't see how I could represent the university everywhere except in the legislature, but he wanted to do that. And he didn't do a lot of it. I'm not picking on him, he just didn't do a lot of it. So John Minahan, the second academic Vice President, without, to my knowledge, any particular authorization

went to Tallahassee a couple of times and was, I believe, trapped into commenting at a committee meeting. They said, you're the academic vice president and you are saying you want four year status, is that right? Yes sir, we need four year status with all the reasons. They said, Well, would you be willing to be merged with the University of Florida if that's the only way you could get it? And he said, yes. And that was on the record. So when that got to the President he locked Minahan up and Tom said to him, stay home and sent me up there. A number of times I felt like a little boy with a finger in the dike because the die was almost already cast. Even our local Regent J. J. Daniel, publisher of the newspaper, agreed to the merger. The other thing they threw into the mix was to make the University Hospital in Jacksonville a part of the University of Florida Hospital. That hospital was at the time, I don't remember the exact numbers, costing the taxpayer, maybe \$20-25 million a year in indigent healthcare. And that was going to come off the local tab. So purely by accident Tom Carpenter was on some kind of an accreditation visit through Europe when the newspaper decided it was time to take a position on the hospital bill. Jack Daniel called me and said, will you come down and testify before the committee? We go down and Daniel's first question was, why hasn't the University of North Florida grown like it was supposed to? And one of the little pieces from that early time was the incredible enrollment pressure. There were people who said our goal was fulltime equivalent FTE students - you had to meet your numbers and that upper level thing made it hard to do. And I said to him, I had some data on the growth of

Jacksonville and you remember they had merged city and county and they had expected the place to explode exponentially. Instead it just kind of sat there. We grew as long as Jacksonville did and I showed him the numbers. But anyway, the newspaper came out in favor of the four year status, and the merger. The merger. In other words, the way to get four year status was the merger.

CR: They were intertwined?

CO: Yes. But their real interest was the merger. In other words being part of the University of Florida was worth anything. I used to say the big deal is that the road to Tallahassee will now go through Gainesville and there may be a stop sign there. There was some testimony that I heard in Tallahassee when the committees were hearing this and I realized how fixed politically this was. We had some students from the University of North Florida, the President of the student body amongst others, who testified opposed to the merger. And I remember a couple of legislators saying, son, you mean you'd rather be a student at that little University of North Florida than part of the University of Florida? And they said, yes sir. Well, why is that? Because the faculty is available to us, it's a small place. The legislators said, being a University of Florida graduate, surely you've considered it's a privilege to be part of that. It was a fascinating thing and I made a note here that the night the bill passed in the Senate, I was sitting in the Senate Gallery with Chancellor E.T. York on one side of me and Charlie Reed who later was the Chancellor, who was Governor Bob Graham's deputy assistant, on the other side. [Senator] Joe Carlucci made

the closing remarks, which were, merging the University of North Florida and the University of Florida is like pouring a half pint of rich cream into five gallons of skim milk. And York punched me and said, He's good, he's good. And I said, yes, but he's going to lose because you're all gators. Can you imagine anything more offensive to those people? Carlucci was our great friend, but he actually damaged us in terms of that. The bill passed. And as I think you know, the irony was that Tom Carpenter had left to become President of Memphis State and Andrew Robinson was named our Interim President. We lobbied everybody in sight but primarily the last hope was Bob Graham, the Governor. Bob Graham vetoed that bill the last day before it was to become law without his signature. He did it not for us. He said, as the Board of Regents they have a responsibility for this kind of thing. This whole thing has gone by them. If this needs to be done, it's their job to do it, not the legislature's. So we exist as a university because of that. Here is a personal story. When I was a freshman student, and undergraduate student at the University of Florida, my wife was the secretary to the Dean of Students, and one of her student assistants was Bob Graham, a 19 or 20 year old back then. I don't pretend there was any influence there.

CR: Did Andrew Robinson have any influence on Bob Graham?

CO: I'm not going to pretend that any of us, Andrew or anybody else was the tipping force. Charlie Reed was part of it, I believe. I came to admire Charlie Reed as someone who wanted a set of rules, when he became Chancellor appointed by Bob Graham. For the first time, I had lobbied, and you know what an end run is,

but in the legislative process in the universities. The university system would have a budget and we were all committed to supporting that budget and they had a set of bills. But various universities had little deals in end runs. Often they were not even in the appropriation bill. They were some little thing stuck way over here, like we do in Congress, but it's going to be good for a couple \$100,000 to Florida International University or somebody. In the system, all of us who were lobbying, we met together for the nine universities, we knew that stuff was going on, the Chancellor knew it was going on. When Charlie Reed got in there, it stopped. If you got caught doing that you'd get in big, big trouble. So I think he may have had as much to do with Graham's decision. He did the right thing, we felt. I had been on the staff at the University of Florida, and I used to say, I think you know this, during the time we were trying to get the lower division, but it's kind of another piece here. I ended up speaking up at all kinds of civic clubs and debating the then academic Vice President of JU who is now President at Bolles.

CR: Given the fact that Graham vetoed the merger, how did we get lower division?

CO: Well, the merger is over with, there is no other great champion. Hyatt Brown's turn is over with regards to being Chancellor and so forth. The word kind of went around that if we would wait one year, until all the smoke and noise and all this animosity and so forth, that we would wait one year, the Regents would back us. Of course it wasn't just us. It was FAMU and West Florida. And it politically had the support. But it was kind of, I think, once this Hyatt Brown-led coalition making these deals went away and people began to look at the data and say,

this is not empire building. The upper level idea is wrong. It didn't work. I don't remember the exact numbers. But it is my impression that it was becoming clear that it wasn't a good idea and that adding a lower division was not some kind of empire building, it was good sense. So they said, in fact I remember Jo and I and the family were vacationing at Siesta Key and I got a phone call from Andrew on the speaker phone, he was talking on the speaker phone back at his office telling me that he's gotten this call from the Chancellor saying, we have an agreement that if you guys will sit tight for a year, now that this is over with, if you don't push for a year, we'll help you with it in the following year. I'm thinking you're talking 1979 to 1981. It was quiet and almost uncontroversial when it came through. It was a painful thing because a good bit of the business leadership in Jacksonville was opposed to us. The interesting thing was the Director of the YMCA and one of the presidents of the Chamber of Commerce broke ranks and said, this is a good idea. But one of the conclusions that we reached during the time we were fighting for this, and it was really just obvious, you know that Jacksonville did not have a lot of in-migration, still hasn't had as much as say, Tampa or Orlando or Miami and so forth. But it was a town of multi-generational people. So the old guard during those early years were not champions of this university. Our friends were newcomers. Presidents of our Foundation Board were people who moved here from other places. But when it came time for the four year thing, those new people said, well of course we ought to. They'll say, oh we don't need two universities. Well, we're always comparing

ourselves with Atlanta, and last I checked they have seventeen colleges and universities. I don't know if anybody would recommend that, but they managed to get by. It's actually helping them. But the old guard was not in favor and the new people were. So this guy whose name is going to come to me, was old guard, but he switched and he'd been involved with JU and so forth. It began to turn over, I think it's fair to say now whatever that old opposition was, it's switched over to, we now have major, major political, financial champions in this community. What would have happened? Could we have survived as an upper level university? We opened, we had something like 2,200 students, we fought like mad to keep those. Since lower division was added, we've just exploded. Part of that is timing. It wasn't documented real well. We're okay because we're a regular university, four years, the dormitories. Carpenter, and it's interesting, had given that model. Tom Carpenter had been Assistant Director of Housing at the University of Florida and said, there's two things we will not have at the University of North Florida. One of them is housing and one of them is collegiate sports. That's a good purist idea, but in the world we live in, people say, universities, they're four years for openers. If you want to you can live on campus and they have collegiate sports.

CR: Do you think Carpenter's view, and you may not know this, was it a reflection of West Florida, of course he was there and that was upper level.

CO: He had been at FAU before that.

CR: Yes. Where did his idea of this kind of university come from?

CO: I think it was, in a way, that's the way it's been, but that's not the way of the future. He was an economist and kind of a business oriented person. Lean, we don't need those extras. This is a commuter institution. Everybody that goes here to the University of North Florida can drive here and back and forth and so forth, so why would you need dormitories? It was probably kind of a clinical, almost, view. I don't think it was negative, in the sense. It was also the name of the game. Arguably, when he came here as President, he was the most experienced administrator of an upper level university in the United States. He had been at FAU and West Florida. Now you can conclude from that that it's a mistake, but you can also conclude probably this is the model and this is how it works. Roy was the enigma to me, Roy Lassiter. You may remember that he was a heavily data-driven guy. I remember him going out in the hall with data, showing this cost problem of the upper level, which I hadn't known of, and documenting it. He was doing what a lot of people like that do, going out and holding it in people's faces, look here, look here. They're looking around like, okay I know that but don't make a big thing out of it. He figured it out faster than others. Now Tom, he's not reluctant. When the scale tipped, he was ready to go for the four year thing.

CR: And he left before that all happened?

CO: Yes.

CR: Was he gone when the merger push came too?

CO: No. He was here during the merger push. Either he left while the bill was still

sitting on Bob Graham's desk or just in the final moments. I don't remember. My name was surfaced for the presidency, the interim presidency. But the day Andrew Robinson was named, Jack Daniel called him down to his office, and I guess I got a call before he even got back out here. But I believe the bill was literally sitting on the governor's desk when that happened. And my first question when Andrew got here, I congratulated him and said, what kind of deal did they ask you to make on the merger? He said, none. You're free to do whatever you want. So he went right to work on it. We worked together and we did a fair amount, and again, you know, I was not talking to Bob Graham, I think he did it for all the right reasons.

CR: Generally in those years at University Relations, anything else stand out? Were you involved in the creating of this physical campus?

CO: Yes, that's a fascinating one. I had zero, zero background in anything like that. I got over here and of course there's two things going on back then during the 1970 period. There's the academic planning and there's the physical planning. The physical planning, we had, technically, an architect working for us named Jim Dungan. The Director of Planning and Evaluations, I think it was. But we had an architect who was not a big time architect and whom everybody said was a political appointee of the then governor, the first republican?

CR: Kirk?

CO: Claude Kirk. And they weren't real happy with it, but the plan, this is the most amazing thing, the plan that they were developing was for a shopping mall, a

giant, enclosed shopping mall campus. Regency built large so that there's this domed or covered space and around it, around the perimeter there's all this kind of stuff. How that got going I don't know. None of us knew what was going on with that. If you can imagine, if we had been thinking about energy crisis and what would have happened if we built that sucker. But the big, probably the most painful moment in those pre-opening days was, I'm going to say it was late summer 1971, it came time to put this thing out for bids and Tom and his immediate staff that had been involved in it at that point were convinced it was way, way over budget. So the worst fear was, that's it, we might as well forget about it. We're not going to get anything. Because the state economy was flat. We ended up getting a new architectural firm, which was Reynolds Smith and Hills and they had a concept, which was, that stuff was fast-track, design-build. Historically you design absolutely every piece of it before you put it out for bids, so you've got the color of the walls, the roof and the lighting and every detail. And theirs was to lay out the basic structure and design and get that bid and start building it while you're working on the other pieces of it. So we went from late summer 1971 to opening in October of 1972. We did it in a modular set of buildings. I don't think we lost anything in the process. We didn't get marble columns and all of that, but we opened on time despite that. I think you know I was in charge of ground-breaking, which was a memorable thing. We sent out 6,000 hand-addressed invitations. Part of this, people don't know we're here. The defining moment is, we're going to have buildings. So we sent out, with no

intention of all of those people to come, but maybe they'll pay attention. You weren't here? It was hotter than hell, lovebugs all over the place. Tom and all of us had dressed up into ties. We couldn't drive out here, there were no paved roads, so we had buses that went to the FCCJ parking lot that's out here and got on the bus. It was a lot of fun. Governor Askew was here.

CR: Where was the place where you actually broke ground?

CO: Roughly between Daniel Hall and the Boathouse, on the line where that walkway is, somewhere right along in there. Somebody would be able to figure it out. I probably could get it in time.

CR: That lake wasn't there then?

CO: No. The lakes are, of course, created. This land was hunted by illegal hunters, I guess there's a word, poachers. There were dirt paths, roads, all around in here where those guys on their four wheel vehicles would come in and kill deer and stuff. You remember one of the staff members whose name escapes me and I ended up having a lunch with the State Attorney, what was his name?

CR: Tanzler?

CO: No. After Tanzler.

CR: Austin?

CO: Yes, Ed Austin. [He had a lunch with him] to talk about getting these guys off of here so our guys could work safely out here. So one of the things they did, it was fascinating, because the police or the sheriff's office would frequently chase them, try to catch them, they had these deals like they'd have a dirt road with a

bend in it like this and right at the bend they'd have an old wrecked car sitting there. They'd get just far enough ahead of the sheriff to be able to use their four wheel drive vehicle to pull this wrecked car out in the road and the guy couldn't stop and couldn't go by them. Here we are in a major metropolitan area and have problems with poachers on our land.

CR: Not to mention wildlife?

CO: Yes. You were asking about all of those years. I guess the definitive moment, in a way, was when Tom Carpenter left. He has hired me because I knew him and so forth and there's going to be a new president. You may know this story. I was working for Andrew Robinson, who was Interim President, I think you know that, and I guess Jack Daniel said this, I don't know whether he really ever said Andrew or not, but Jack Daniel wanted Andrew Robinson to be President. He in fact arranged for him to be Interim President for two years to give him a chance to prove that. There had been a time, and I think you were here, when there were some race issues and a committee appointed of Jacksonville leadership: white community leader, Jack Daniel, black community leader, Andrew Robinson. They were, in their own ways, they were the leaders of two factions. But anyway, I'm working for Andrew Robinson, who is Interim President and thinks he's got a really good shot at being President. The morning you guys voted, it was a morning, Curtis Bullock and I walked back from that meeting saying, which one of us is going to call Andrew? We flipped a coin and he lost. But as you know, Andrew went to Channel 4 and did a variety of other things.

Somewhere in there I talked to Jack Daniel. He said something like, well it's all over with, the Regents make the decision on this. Someone on the Board of Regents staff, I don't even remember why his staff had to tell him but somebody on the Board of Regents sat down to tell him, Daniel, the Regents have to choose from the list given to them by the committee, they cannot choose someone who's not on it. As long as he's been in this business and all that, he didn't know that. Two pieces, and I can't remember the sequence of this, but do you know that Andrew thought he was going to be President of A&M?

CR: No, I don't know that. It was after he was a candidate here?

CO: I have this connection, I didn't call him and tell him. On the A&M thing, he came by my office one afternoon, and he said, I had just gotten a call from the Chairman of the Board of Regents and I am going to be named President of Florida A&M tomorrow morning, and I would like your help in writing the news release...

[End of Side A, Tape 1; Beginning of Side B, Tape 1]

CO: I called the Executive Director of the Board of Regents, a nice guy who was also kind of their PR man, to find out what time the Board was meeting to get this set up. He said, George, Andy is not going to be President. I can't remember all the details. They voted and it is going to be this guy. I had to call Andy and tell him. That is something that the Chairman of the Board of Regents calls and tells you that they voted in someone else. This is way off the cycle, but going back to the beginning I told you that when I was at UF as a doctoral student with Jim

Robertson. Before I got this job, I was sitting in his office as a graduate doctoral student, when the Board of Regents was meeting and chose Tom Carpenter, two or three days before that. The President of the junior college at that time called him and said I just got a call from a member of the Board of Regents and he said I can't talk about this but I should be at the Regents meeting the next time because I am going to be chosen President of the University of North Florida. Jim is getting this call while I am sitting in his office. He said, you are not going to believe this. He didn't get it, I am thinking that is two. You may be one of the people who used to ask me, George, you have been here a long time, how do they choose university presidents? I said, the best I can tell you is that they have never done it the same way twice.

CR: After the selection of the McCray incident and Daniel could not vote for Robinson, they changed the law, the rule.

CO: Yes. They have done that lots of times. Every time they have a problem, they change the law. I don't even know, of course, I am violently opposed to this current system of this uncoordinated independent board.

CR: How long did you stay into the McCray era?

CO: Let me talk to you about the McCray era. Back though to the Robinson era, I had forgotten about this, you may remember that John Minahan thought he was going to be Interim President. And as academic Vice President he would have every right historically to think that. One of my staff, who shall remain nameless, during that time frame, came into my office and closed the door. He said,

George, I don't know how to tell you this but John Minahan is going to be the Interim President and one of his first steps may be to get rid of you. I said, what, that is not what I hear. I had talked to the Regents staff, so I knew that there was not a chance in the world that they were going to name Minahan. But McCray was fascinating. I had interviewed McCray when he was a candidate. I remember that I had a question that I asked everybody that was being interviewed, do you consider yourself a workaholic? He was the only one that said yes. I don't know how significant that was. Do you remember that when he came here, there was a little tension with Andy about McCray even being on the campus. So McCray set up in a motel at the beach and invited some of us to come out there and interview with him. I went out, I only met him that one time, he said something like how do you think you ought to do in this job. He said I should get this job because I am the most qualified person in the country. I want this because I know the university and I think that I could be useful to you and help you get established in the community. He then said, the Board of Regents staff said Corricken is the man you want to keep. I don't know if he told me that. McCray was a different, needless-to-say, person than Carpenter in a lot of ways. We had a pretty good relationship. One of the things that I liked about McCray, Carpenter was very private, I used to say he was the only practicing existentialist, you could not get him to talk about next week or next month. He would say, we'll get to that. McCray was organized in planning, he held a meeting with us, with his vice presidents. I want to tell you some things about myself. He would say,

you will know when I am seriously considering something, and I will invite your input, but if I don't you will see that I am interested in it and you need to come if you have a viewpoint on it and so forth. But when I have decided something, it is over with. Whether that is a good way to decide or not to be completely open about it, to say I want to hear your views, but give them to me at the right time. We will get to it when it is the right time. He structured things. My lasting contributions, going all the way back to the Chamber Building. When we were first there, Carpenter didn't have any structure for meetings of the staff. If you wanted to see him, you made an appointment, and stood there and waited to see him. I finally pushed him to make him set up a weekly meeting with everybody and weekly meeting with each individual. He did that the whole time he was President. That's because of my recommendation. McCray sort of got the same idea. Every Friday morning I had a meeting with a different person on staff. But my major contribution, I think, McCray actually said something about it, that's our job, was the thing that I could do best for you was systematically build a plan for introducing you to this community and getting you connected to who you need to know. He was the kind of guy that wanted that. We literally built one with this wave of people, and this wave of people, and this wave of people and this is how we are doing it and we set aside the time to do it. We went to see business leaders for breakfast, or every member of the legislative delegation individually, and then as a group. I remember driving downtown to meet Jake Godbold who was Mayor. Jake Godbold said I supported Andrew Robinson, I wanted him in

this job but now that you are in it, I will back you completely. I swear to God he said exactly those words.

CR: What prompted you to leave that position?

CO: Two factors. It was not an all consuming thing, but I had perceived that my next step would be community college president. Either that or any type of president. I didn't get very serious about that until Tom left. I was probably burning out on that a little, I had worked for university presidents long enough that I thought that would be the smart thing to do. I am a southerner and a native of Florida. I wanted a presidency in Florida or in the south. I lost out on a couple of those. Two turning points, one of them is a little more subtle. Bill Merwin who was by then academic Vice-President, I think a pretty qualified guy in terms of his own record, he takes the presidency at the University of Northern Montana, seventeen miles from the Canadian border. In fact, I was sitting at breakfast or lunch with Paul Eggen the day that I heard it. I told him that story, he said that's my alma mater, he wouldn't go to Montana. But sure enough. I thought, son of a bitch, do I want a university presidency, bad enough to go to Northern Montana? Seriously. And here's Bill, who on paper was better qualified than I am, he had been university Vice President, he was a professor longer than I had. I had always intended to end up my career teaching, I thought that would be the thing to do. But that is not going to do it in terms of a presidency. The other piece quite frankly I didn't want to work for Curt McCray any more. I had seen some aspects of him that made me less interested.

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CR: Would you be willing to elaborate any on that?

CO: Well, I don't want this in print. So if you want to cut that off.

CR: Let's do it after we finish.

CO: Okay. It was a defining moment, a time when Jo and I got to talking about it. I was in good shape with him. I had been successful and so forth, and you had to turn in an agenda at 5:00 p.m. the day before for your meeting with him on Friday morning. I put on there personal item, that was the last thing I put. I decided to leave this job. He said, Do you want to talk about it? Do you want to talk about it? No, sir, I did not want to deliberate this with him. My ego says that he wanted me to stay in the job, but the other piece of it was it doesn't look bad for him. We had a strain over it for a while. His wife Mary told us, that is his decision, get off of it. There was some straining over that.

CR: Did the college welcome you in?

CO: I have to say that they did, I don't need to tell you that sitting over there in the college is not fun.

CR: Who was the dean?

CO: Bette Soldwedel.

CR: She must have been interim dean?

CO: I guess she was. Ken Wilburn was the chairman of the department. He had been back and gone again. I could not have felt more welcomed. I think that a couple of things worked in my favor. I had some good advice from Bob Suidzinski. I had been offered that associate professorship at Chapel Hill. I had

all these years as a Vice President, but I did not have a faculty appointment. Bob Suidzinski said George, you need to ask for an associate professorship. I asked Bill Merwin about a professorship. He said, the faculty would lynch me, but there are other possibilities. I was also advised to ask for a one-term sabbatical. I think that one of the things that helped me with the college was that instead of just disappearing, I spent a good bit of time in the college. I went over to other places, I did my homework, I attended meetings, I did other things that they figured out that I was going to be a part of the team. When I went up for tenure I had one vote against me, I don't know who that was, nor do I care. Maybe there was somebody who was against me. I tried to go in and be a full participant.

CR: So from 1983 until, when did you retire the first time?

CO: 1990, I was on the faculty full time from 1983 until 1990. Then I went into a phased retirement and was half-time for five years. They have invited me back to teach part-time, but I have not ever since. I have been teaching half-time for four years and dropped back just this term. So, when I say I was a senior person in point of service, it depends on how you define it. I have been here longer than anybody else. But my continuous full-time employment ended in 1990, after being here 30 plus years. You and I have talked about this and our situations, there may be some people who sit around and plan their retirement. I didn't do that, I never really thought about it a lot. When that phased retirement thing came down the pipeline, first time I looked at it. I have never regretted leaving administration and going to teaching. That is the best and satisfying thing that I

have ever done in my life. I went yesterday, the College of Education had a speaker at the Schultz Center and I went down for it, and down the hall the school district was having a reception for this superintendent. I went down to see who all was down there, and there were about fifty people in the room and I probably taught about twenty of them. Nobody has ever come back to me and said, George, remember me I used to know you in administration. That is a wonderful feeling, and I think that when you teach people, and having taught your wife, people who are already in their career and particularly people who become principals. I did not plan the retirement thing, and yet if I had to do over again, I would be smart enough to say that there isn't just work and then nothing. For most of us, we want to keep doing some things. I probably, right now, have less to do than I had in my whole life. I am not sure I want to do more.

CR: The College of Education had quite a few turnovers of deans during your tenure there in the early 1980s and 90s. Were you involved in that at all?

CO: I was on the committee for one of the deans appointments. Probably Kathe Kasten. I was on a committee and the committee chairman had to leave and I ended up being the active chair. We had our favorite pull out and who followed Minahan? Bardo called me and said, George we need to cancel this search. My single career regret is that maybe I should have aspired to be a dean. One of my themes in my teaching has been the need for big E educators.

CR: What does that mean?

CO: Educationists. College of Education people. The people who prepare teachers.

For big E educators to accept the responsibility for educating the public about public education. People are terrible about that. We are on the defense all the time, as opposed to being, not defending everything because everything cannot be defended, but championing the value of economic, social, personal of public education. That has been a goal of the College of Education. Not one of them [deans] has done a very good job of championing the importance of public education. That is a thread in everything I teach. That is my frustration of being in the college now. It is an uphill battle. I teach that, I have activity courses with school-community relations, how to keep that, how to do that better. I think that I have a fair impact with some people who might change the system.

CR: Do any of the deans stand out favorably in your impression in your college?

CO: In a variety of ways, but I think I could say this of all of them, we have been facing a crisis of quantity and quality with public school teachers for a number of years. I advocated a couple of things over the years, one of them is working in some other institutions, raising the admissions standards to try to offset the image of crib course, easy, challenging, doing the championing so that we might get better pay for teachers. The other level, you know my history with the doctoral program?

CR: No.

CO: I have been pushing for years for a doctoral program in teaching. If anything that we are sure of, is that the most important ingredient for successful schools is teachers. And yet we pay administrators more than we pay teachers, and people

leave teaching to become administrators. Why don't we create a doctoral program in teaching, that we would create a real program, not just a doctorate, but one that is substantive regarding quality teaching and make a deal with the school district to say that we will give you status with persons with that new faculty rank. Make a deal with the union to say we will fight for salary for those people. Right now if you get a master's in educational leadership you get a raise, not a big raise, but you get a raise just because you got that degree whether you use it or not. Eliminate those, but put that money in a pot and give it to people who go into that job. Give it to people who go get this doctoral degree. I get a lot of nods, but nothing happens. I was part of the planning team for the first University of North Florida doctorate degree program. I don't know whether you know or not, you probably do, but I always thought that it was soft because we wanted to have the first doctorates in the university. McCray wanted it and he hired Bardo and gave him that mandate and Bardo hired a dean and gave him that mandate. So, the faculty was called together and told we are going to go after the doctorate. A couple of little pieces on it, I was on a planning group and we didn't get any release time and the money for it, and we were frustrated because we could not get it. Literally, one day, some of us met in the old cafeteria, a bunch of us were sitting there, and C.B., Curtis Bullock, sat down with us. He said something about well what the hell do you guys need? We said well, we need some release time, we need some travel money to go look at other places. About a week later Bardo calls a meeting of the committee and says, I

don't know how it happened but Curtis Bullock is suddenly interested in this program and he has found \$100,000. You will get some release time and travel money. So I went to a couple of universities, including University of Washington which had the best doctoral programs in the country. We produced the plan and put it in front of the chairman of the department, Kathe Kasten. It was supposed to go to Bardo. The faculty's recommendation for the doctoral program was that we needed three new faculty, and identified each of the specialities needed. Bardo asked her to bring it up there unofficially, I think before submitting. She came back and said he said only ask for two. So I talked it up with my colleagues, look we ask for two and we will only get one. If we say we need three, they want this program, and we stood by it. They won't do it.

CR: Have you ever taken part in the doctoral program?

CO: No.

CR: I thought because you teach educational administration that it would be important.

CO: It was, but I refused to do it. Charles Galloway, several other people have come to me over the years. It isn't awful, but can you imagine the faculty said we need three positions and we back down. It's one of those things, I don't consider myself an adversary. I was worried then and have been since. The danger of creating a doctoral program without adequate faculty is it will bleed the master's program. Arguably, the master's, I am told, our educational leadership master's is the second largest program after the MBA program and is the ticket. It is even

called for as a doctorate, it shouldn't be, but it was part of the other [educational masters] so it is a very, very successful program. It is amazing that nobody wanted to stand up for it.

CR: In your thirty plus years at UNF what are the three or four most important things that you have seen happen here?

C: Well clearly the creation of the lower division and how we overcame the opposition to it. I think the growth of our reputation, the acceptance. We have moved from peripheral in this community to being clearly the provider. Our penetration of the community with graduates, and our producing more graduates than any other state university in this region, but now they have matured so that every time you turn around you see a graduate of UNF. I think that is the long term contribution. I think the stability of the faculty. I worry about it because I don't think that we have done a systematic effort to replace the retiring faculty. I remember Jim Robinson who was President of the University of West Florida. I remember when he was facing his faculty that was aging. He had a conscious plan to try to not just incrementally replace them, but in some way try to replace them with the same quality. If we are doing that, I don't see it and that worries me. I don't know if there is anything more landmark. Of course, from a personal point of view, relationships. It wasn't like I was going to be here three or four years and be gone, but I would never have guessed I would have been here this long.

CR: What characteristics of the university are you proud of, or you admire, or

respect?

CO: I think a caring faculty, a quality and caring faculty. By that, I mean a mixture of good teaching scholars and that they care about students. I have not been taken away by this branding thing. We can overplay that, our ability to give individual attention obviously declines as we get larger. It seems to me that it hasn't declined as much as our size might have really dictated. All of those are positives things. I worry about some things. We have begun to have turnover. What is the story about the academic Vice President? Is he being fired?

CR: Yes.

CO: The memo said he requested a research leave. I didn't know John Delaney could write fiction until I read that. What's that ten days old?

CR: Yes.

CO: That scares me to death. What are we doing here, these guys are public employees.

CR: We will talk more about that later.

CO: Okay. I am proud of just about everything about it. I think there is a tendency of old geezers to say well we used to do it this way, and so forth. I think we have bureaucratized at a level that is troublesome.

CR: Have you seen changes over the years in the faculty? Either the quality of faculty or collegiality of the faculty?

CO: The latter, yes. I see, and again, you and I could talk about our own friends and experiences. When you come together in a new place, and, of course, we were

all a good bit younger, there was more socialization. You may have noticed that. The College of Education is a perfect example - for years had a big Christmas event on campus and people from Arts and Sciences would come and say this is unbelievable, everybody is here, all you guys are coming together. Now, this isn't happening in other places. That's gone. That does not mean that we don't have some friendships and all. But is that a natural part of maturity and aging of the people? I don't know. People give up on some of the idealism. I see currently this union / faculty / senate thing, I say, gosh you are smart enough to do something better than that after all these years. We ought to have a more solidified governance than that. I haven't been a direct participant in a long time. That part has not matured very much.

CR: What about students? Have they changed over the years? You have been teaching for twenty years?

CO: Yes. I teach almost exclusively graduate students. Last night I went to this thing that was a College of Education thing, a young man spoke to me. He said, Dr. Corrick, I was in the freshman class you taught. They had me teach the intro course in education. My impression is that the students that I teach in educational leadership remain pretty solid. I am sure your classes have been like mine, they are big enough class, there are a couple of people you wonder why they are there. There are some that are really stellar. I teach master students who are paying the current rates of some \$700 to be here. True adults, with family, full-time jobs, giving up their evenings, and I feel some special

responsibility. I think that they are more motivated than little Charlie the freshman whose Mommy and Daddy are paying their way. My impression of our undergraduates, and I don't teach them, other than their manner of dress, that freshman class I taught was bright, bright, bright. A little empty in my opinion. It's not my impression that the quality has declined.

CR: On the graduate level, one might almost think that they might have improved over the years because of the competition within the school system and challenges of various and sundry kinds. Are younger faculty better prepared in some ways than the senior faculty? Do you have a sense of that?

CO: I don't really. We don't have enough for me to make a judgement on that. We have not, in our leadership, brought in a real junior person. Russ Maze who is our most recent faculty person is a former principal from Tennessee. He was on the faculty at East Tennessee State. He is in his mid-fifties. I don't see enough young faculty to have a perception of that.

CR: You talk about some of your worries, a couple minutes ago, what haven't we done right, or what omissions or mistakes have we made? Are there other things that worry you about UNF as we move here into the twentieth-first century under Delaney?

CO: This is not unique to UNF at all. I consider the abolition of the Board of Regents to be a step backwards in higher education in the forty years or so that I have been a part. Part of that is in my years as a lobbyist, working for a political system. Specifically, part of this taxpayer mentality that says what I saw was the

Regents had their problems but they were, I called in a letter of the editor, a heat shield between the universities and the politicians and they were a heat shield between the universities and the money. In other words, they forced universities to prove that they needed a certain program. On a statewide basis, the classic one is the medical school at Florida State. FSU wanted to be equal to other universities, so they had to have their own and they had politicians saying go and get it. Then they abolished the Regents, I'm told by numbers of people, because they were afraid that the Regents were going to take reprisals against FSU. So now we have a system with a board, qualified people, a local board. There are eleven universities with nine board members each, that's ninety-nine, everyone of them reporting to the same governor each of them with primary exclusive responsibilities for each of the universities with no responsibilities to anybody else. I was on board at the University of Florida working for the President before the Board of Regents under the Board of Control. The Board of Regents were created at that time, nine members with nine rotating year terms. So that no Governor could control that body. We are back at Bob Graham, he said, the legislature should not be merging universities and he would veto the bill. We have a system that is potentially totally political. We have a President who is pretty good at that, no doubt about it. He is just one guy and put all the universities in one corner of the state. The taxpayers lose and the universities lose. I don't so far see any immediate impact on the universities. In a system where you have got the mother U and then you have FSU, and then all the

population in Orlando and Tampa. If it is a political system, we aren't going to win. Nobody is going to win, the taxpayers or anyone. Tom Healy who was lobbyist up there said it will take Florida ten years to figure it out. I don't think anyone has figured it out to this day. Most of what I am talking about is news. It's like playing cards, dealing with programs.

CR: Who stands out as one of the characters that you respected and admired and helped shape the university the way it is?

CO: I think Roy Lassiter was the basic architect of the academic program. Roy and I disagreed on a lot of things, I think you know we were very different people. He had a rigidity that I found a problem. But he made sound decisions and he said let's not do too much too soon. Let's try to do solid stuff. We did this ultimate kind of recruiting. We recruited the whole country, we paid for bringing several people here for every position, so we were not just hiring the good ole boys off the local market. So we build a strong faculty. I think he probably stands alone in that sense. Tom was a great human being and a good solid guy for the first President. Certainly hard to diminish Adam Herbert's role. Lots of individual faculty members. Guys like Dick Bizot who I have admired with the Irish Studies program. Absolute personification of what individual faculty members can do. We had people back at the beginning who, in deference to JU, said we would only have keyboard and voice. We end up being the best jazz program in the country. Also, Ken McMillan with pottery. Years ago, Fred Schultz, I think it was when E.T. York became Chancellor, he traveled the state, to other universities to

meet with groups, he needed recruits, we had a dinner for him at the River Club with Jack Daniel, Fred Schultz and four or five other people, and E.T. York said what is the biggest impact that this university has. Schultz said the people who go here. The contributions that they have made to the community, academically and socially. I don't think I would have had the courage to say that. I don't think we have super stars. I don't think that we need super stars. We have very few scandals.

CR: Who are the most colorful characters that you have experienced at UNF?

CO: Well, Bill Brown.

CR: Explain why, put it in your words.

CO: Southern African American, Mississippi boy who's singing world class opera, and who had a personality and a persona. We would see each other and start kidding each other and he would play the black boy. Then our friend the environmentalist Bob Loftin for his impact here early on. Remember Jay Smith, from the College of Business, he was a significant character in a number of ways.

CR: Can you elaborate on that?

CO: Well Jay was a little bit of a stereotype. The College of Education, my friend said, was happy valley guys. The College of Business is cynical, conservative, bottom line, kick ass, tough guys. And the Arts and Sciences people...

[End of Tape A; Beginning of Tape B, Side 1]

CO: The Arts and Sciences people are all different. Do they even use a capital C for

College, because they all see the world through the eyes of their field. That's good, that's the way it ought to be, there is not a unity there. And Jay was the guy that broke the mold in a way. We got to be friends over the years. He helped me with a couple of projects. One program was called Executive Today. We brought in major business leaders and that was an idea of his. He was the guy who would contribute ideas and help make things happen. The guy you interviewed from the business center.

CR: Lowell Salter.

CO: He was the mildest, quietest little guy around who got the idea to create this Small Business Development Center and he had the tenacity to push against his whole faculty just about. I was on the Leadership Board and helped raise money for it.

CR: Lowell said this morning that you could tell stories of his conflicts with Frank McLaughlin.

CO: Oh yes. Frank came to my office just furious. I don't know, Frank and I were friends, still are, but I can't remember the details except that Lowell was doing this. Let me come back and say, would you accept that a very large number of university faculty would love to live on this island exclusively and never leave it. They like the womb and the Academy and don't want to go out there in the world, and so forth. Lowell was a guy who said, one of the great values of what we have here is to serve those people out there. That's part of my career and my philosophy. My basic role is creating relationships with the community and

leaders in the community. Some of the nicest compliments I ever got were from people who would say, You don't sound like an academic. I think that meant they understood what I was talking about. Well, Lowell was a guy who could do that. Frank was much more in the box. But, you were talking about interesting characters. There must be some others. Whom am I forgetting?

CR: Well, I think you have given us some good examples. Are there any most rewarding experiences? You mentioned your relationships with the community, representing UNF. Do any of those stand out as particularly rewarding?

CO: I was President of the Old Community Planning Council, which was the predecessor to JCCI. One of the things we did, we created Volunteer Jacksonville. Tillie Fowler, Agnes Barton helped us. We got a grant from the federal government, but Mr. Nixon killed the grant for a volunteer program. And then we sat down and said that wasn't the right way to do it anyway, so we created this thing called JCCI. It has become one of the most successful programs of its kind in the country. I was the second President.

CR: The story out of one source says that the Amelia Island Conference created Volunteer Jacksonville.

CO: No, not Volunteer Jacksonville. JCCI.

CR: And Leadership Jacksonville?

CO: Yes. Leadership Jacksonville.

CO: Volunteer Jacksonville came out of the Community Planning Council.

CO: Yes, there is no doubt that it did. Leadership Jacksonville, there were other

organizations like that, so they weren't unique in the same way as JCCI. This is now the 30th anniversary of JCCI. Other members were Jack Daniel, Jack Chambers, Yank Coble, Bob Davis, and George Corrick. But, I was part of the original organizing group for JCCI . I did not hire Marion Chambers, but I was on the selection committee. So was Jack Daniel. We had a selection process, and it came down to three candidates. Marion was one of them. There were three committee votes and we wanted to name the other one. Jack moved on the Board to name Marion. I raised the question, I am a big fan of Marion Chambers, but I think he would want to get there through the whole process. Jack Daniel was Chairman of the Board of Regents at the time. I ran into him a day or two later and he said, I am just not a process person. God, what a beautiful description. He did not have to be a process person.

When I became President of JCCI, Bob Davis was my predecessor. He wrote me a letter saying, I know a major corporation that was willing to contribute \$5000 to JCCI if we would get 3 other companies. That was big money back then. I got Bob Shircliff as Treasurer to help me and we went to visit Ed Balance, Jack Daniel, David Hicks, and the then President of Independent Life, Jacob Bryant. We went to visit them and we got money from all of them. That was Shircliff's influence. We went into see Jack Daniel to tell him what we had done and we had made an appointment for Corrick and Shircliff. Shircliff was chairman of the Board of JU and Daniel said, I thought this was some JU-UNF problem. And he pushes a button and basically said write a check for \$5,000 to JCCI. We went to

David Hicks and he did the same thing. We went to Ed Balance, he was leaving the job and was retiring. He called his successor in and he said, You see these two guys, anything they ask for, give it to them. Gave us a check for \$5,000. But, there are many things I am proud of. I am proud of creating the University of North Florida Foundation. We didn't raise the big money back then because we weren't doing things for the community, we weren't out there. I'm probably prouder of my teaching than anything else. And people said when I left administration, I would miss it. I miss some of the people. I am a person that needs interaction with people and all. But, I got more positive feedback in a week being a professor than you do in a year being an administrator. I used to go down for a luncheon in the cafeteria with some of these business people, and they would sit there waiting to roast me for some perceived administrative failure.

CR: What have I left out? What haven't I asked you that you want to put on the record?

CO: I think you did a good job, Jim. I have some little stories about things that happened. Did I ever tell you about going into Carpenter's office, these things that never got out. I went in for my regular meeting and Tom said, You are never going to believe the phone call I just got from Herb Sang, the School Superintendent. I said, Really, what happened? He wants me to fire three faculty, Bill Merwin, Tom Healy, and a woman [I have forgotten]. They had testified at a JCCI study that there was an atmosphere of fear and intimidation in the Duval County School System. And he wants me to fire them. I held the phone

and said, Go ahead, I get mad at faculty all the time, dump on me, Herb, if you need to. He said, I'm not kidding, I want these people fired. Tom refused to do it. Herb cut off our interns going into the Duval schools for about a month. The current columnist in the Times-Union...

CR: Littlepage? Tonya Weathersby? Mike Clark?

CO: He's a columnist, he writes about people on the metro page.

CR: Charlie Patton?

CO: Charlie Patton was the education writer for the old Jacksonville Journal at the time. He heard something about this Carpenter-Herb Sang thing and came to me with it. I said I will go on the record, but this story needs to be told, and if you will assure me that you will not run it unless you get another source, I will tell you the story. I am a person that believes - Was it Jefferson who said if you had the choice of having newspapers and no government or no government and newspapers, I will go with newspapers? I believe we desperately need the public to know. That's why I am bothered about by this latest thing.

CR: Let's close now, if that's OK with you. I want to thank you.

CO: My pleasure. I enjoyed doing it.