

# You Never Know What You're Capable Of

American Free Enterprise Day

\*Address by Medalist\*

# David C. Novak

Co-founder, Retired Chairman and CEO of Yum! Brands Inc.

at

Palm Beach Atlantic University November 14, 2017



PBA President William M. B. Fleming, Jr. presents franchise leader David C. Novak with the University's prestigious American Free Enterprise Medal. Joining them is PBA Student Ambassador Bailey Eldridge '18.

#### Dear Friends,

I am deeply honored to share with you the inspirational address by David C. Novak, our 2017 American Free Enterprise Day medalist.

On that special day at the University we honor business leaders who have demonstrated the best of our free enterprise system. With that wonderful American entrepreneurial spirit, they have grown businesses, created jobs and shared the fruits of their success through philanthropy and community service.

A large crowd of students and business people came out to hear Mr. Novak, and they were not disappointed. We knew he was a visionary business leader, author and philanthropist; we quickly learned that he is a wonderful storyteller, coach and role model.

Mr. Novak comes from humble roots, but from a supportive home where he learned about hard work and the joy of investing in the lives of others. His strong work ethic and commitment to quality and high standards have contributed greatly to the growth of the marketplace.

Mr. Novak shared about the power of gratitude and recognizing the work of others. He encouraged students to stay humble and believe they can achieve any dream.

We celebrated the 32nd American Free Enterprise Day by honoring a man whose leadership, mentoring and philanthropy will continue to shape our free enterprise system.

I trust this message will move you to work, lead and love with all your heart.

William M. B. Fleming, Jr.

President

# YOU NEVER KNOW WHAT YOU'RE CAPABLE OF

American Free Enterprise Day Address by

# David C. Novak

Co-founder, Retired Chairman and CEO of Yum! Brands Inc.

ood morning everybody. I think all leaders cast a shadow and people do what the leader does. I really believe as a leader you want to create positive energy wherever you go. So wherever I speak, wherever I have a big meeting, I start out by doing a Yum! cheer. And we've got a big group here; this can be a loud Yum! cheer. I want you all to stand up and I'm going to teach you this. A lot of the older people here probably danced to "YMCA," so they might really know how to do this. It's really simple. Give me a Y! Give me a U! Give me an M! What's that spell? YUM! What's that spell? YUM! What's that spell? YUM! What's that have here!

You know, every time I do that, there always are people smiling and happy. They feel better and move up the mood elevator. You're ready to make good decisions because we make our best decisions when we're grateful. And one of the ways that I try to create positive personal energy is to start out every day with some quiet time. I read my devotional. I take some time to thank God and I write down three things that I'm grateful for because it takes me to the top of that mood elevator. Today I wrote down number one: I'm grateful to be an American and living the American dream. Number two: I'm grateful and humbled to be honored by Palm Beach Atlantic University and blessed to have so many of my friends and students here to cheer me on. And number three: I'm grateful to say to each and every one of you in this room and especially you, the students, that I'm living proof that you never know what you're capable of. And I hope by sharing a few of my experiences you will see that you have all kinds of potential to achieve things that you can't even possibly imagine now.

I always tell everyone that my biggest break in life was being born in the United States of America and showing up on earth as the son of Charles and Jean Novak. My father worked on a survey team that established the latitude and longitude points for map making. I was born in a tiny town, Beeville, Texas. We would hook up his government truck to the front of our trailer and we'd move every three months. I grew up in small towns like Chama, New

Mexico; Kimmel, Nebraska; and Detroit Lakes, Minnesota. I guarantee you that I'm the only person in this room who's lived in Dodge City, Kansas – twice. I actually lived in 23 states by the time I was in the seventh grade. And the biggest house we lived in was a trailer eight feet wide by 40 feet long. Moving so much and living in a trailer may sound like some really tough going, but I'm here to tell you that I did not succeed in spite of my upbringing. I succeeded because of it.

My mom would check me into schools and say, "David, you'd better make friends fast, because we're leaving." Her advice and this experience taught me how to get the lay of the land, read people and make friends. This is a critical skill we all need in order to work through new situations and all those anxieties that we have as we grow in our career. Believe me, I had them and you'll have them. My dad taught me how to coach simply by being a great coach himself. He managed my Little League teams and always took special pride in developing the skills of the people who had talent, but who didn't know they had it. He inspired me to love coaching too. I assure you: nothing will give you more joy than seeing people you invest in succeed, and so I implore all of you to learn how to be a great coach.

#### Value Hard Work

Both my parents taught me how to work hard. They also taught me that every job has dignity, no matter how small or unimportant it may seem. They rolled up their sleeves and gave their all in everything they did. If it wasn't done right, they would keep after it until it was. Let me tell you, I've learned that there's no substitute for hard work. And people who work harder almost always achieve more. Make no mistake; you will need to demonstrate a strong work ethic and high standards for your work product if you want to succeed. Period. And know this: the harder you work earlier in your career, the faster you will separate yourself from others and the faster your career will take off. There are no ifs, ands and buts about that. There are a lot of smart people, but the smart people who work harder get to reap the rewards of success.

My mom and dad never had an opportunity to go to college, but they made certain that I had the means to go. When I graduated from the University of Missouri, I was the first person in my dad's family to earn a college degree. The number-one goal my parents had for me was to live and achieve the American dream, and I've been enormously blessed to do so. So many people sadly believe that the idea of the American dream is over and that students today won't have the same or better opportunities than they had. Students, I say these naysayers are absolutely wrong. The world will be what you make of it.

When I graduated in 1974, I think it's safe to say that times were at least as tough then as they are now. We were in the midst of a global recession. Inflation was double digits and spiraling out of control. The oil embargo meant gas lines and skyrocketing prices. The confidence in our government was at an all-time low. President Nixon was forced to resign. We had race riots and suffered from the lingering pain of assassinations and the Vietnam War. It seemed like everyone painted a future of doom and gloom. But that didn't stop the dreams and the founders of Home Depot, Apple, Facebook, Google, Amazon, Starbucks and so many more. So don't let the doom and gloom stop you. I firmly believe the American dream is alive and well. And what do you think? Opportunities will always exist in our country if you believe in yourself and have the courage to follow your talents and pursue your ideas. Only God knows what's in store for you and how much you are going to accomplish, and it will be immense.

## Value Your Partners

For me, I realized early on that my talent was marketing and advertising. I was determined to get great at it. It took me three months to land my first job as an advertising copywriter making \$7,200 a year in a small advertising agency in Washington, D.C. It was not my ideal job, but you have to get started in an area that is really what you love and where you can apply your talents. Now I'll never forget my first office. It was a little cubbyhole way back in the office and there was this hamburger poster hanging on the wall behind my desk. My wife, who's really omniscient, tells me that hamburger picture was a sign of things to come; that I would go on and become the CEO of one of the largest restaurant companies in the world. I guarantee you, the fact that I did so surprised me and I know for sure I certainly shocked the heck out of my fraternity brothers. Believe me, you never know what you're capable of.

I also was blessed to marry Wendy Henderson, my wife of 43 years, and I'm so glad she asked me out. She is beautiful inside and out. And you know what? All of us need to surround ourselves with truth-tellers, and Wendy has an almost uncanny ability to tell it like it is even when I don't want to hear it. Wendy also is a source of inspiration for me because of her courage. She told me up front that she was a juvenile diabetic – a type-one diabetic – and that she'd had the disease since was 7. She told me that we would not be able to have kids because the health risk would be too high for her and the baby. Nine years into our marriage, Wendy said, "Let's give it a try." I said, "That sounds like fun." Our daughter, Ashley, was born 10 weeks premature. She survived lung disease at birth and now is a healthy, vibrant, absolutely perfect 33-year-old who has already given us three absolutely perfect grandchildren.

Now, unfortunately, the effects of that pregnancy led to temporary blindness and severe eye complications for Wendy, and her inability to see actually led to a fall that broke her neck. She's weathered it all and handled the daily complications of diabetes with a positive attitude and without complaint. I've seen a lot of people go down the tubes because they didn't have the right partner in life. Wendy is exactly the partner I needed, and her perseverance and her courage to handle adversity are a great inspiration to me and to so many others. She, too, is a great example that you never know what you're capable of.

Now on the career front, all of us need coaching. I was blessed to be mentored by Andy Pearson, widely recognized by his peers to be one of the greatest business leaders of all time. Andy and I founded Yum! Brands together, and he was my very best friend when he passed away at 80. I think of him almost every day. Andy was a consultant at McKenzie, president of PepsiCo, leading business professor at Harvard Business School and an expert at buying and selling companies at Clayton, Dubilier & Rice.

Andy showed me how to stay sharp by being the most amazing learner I've ever known. Students, you may be graduating soon, but make sure you're a lifelong learner, and use Andy's story as your inspiration. Here's a guy who figured out how to excel in five different careers. Here's a guy who read three newspapers a day front-to-back, every business magazine and book worth reading. Here's a guy who talked about A-Rod and J.Lo like he knew them on a first-name basis. Andy was 80 going on 18. And he always said, "Hey David, if you're going to learn, make sure you learn from the best." He introduced me to so many exciting people, people like Jack Welch, Ken Langone, Sidney Kohl and Jamie Dimon. But the single biggest thing that he did for me was to believe in me. Andy told me I was going to be a great CEO before I even was a CEO. And given his stature and high standards, his belief in me gave me so much confidence. I didn't even know what I was capable of until I started working with him. We all need life partners and mentors who believe in us and help us realize our capabilities. Wendy and Andy did it for me. And by the way, Andy's lifelong partner is here today. Joy, it means so much to me for you to be here. Just wave to the crowd. I love you. Thank you very much.

Students, do all you can to find great partners for yourself in life and business, and love them with all your heart. You'll amaze yourself with what you get in return. And one credo I have always believed in more than anything else is that leadership is a privilege. A lot of people have talent and work hard, but not everyone gets a top job. And not everyone gets to manage people. Remember as you climb the ladder, stay humble and be honored by the privilege of leadership. As a leader, you can make or break someone's day by the way you

treat that person. I've always stressed to everyone, regardless of their position, that they can lead and make a difference. Everyone counts on the team. One of my mottos is: Don't look up, don't look down and always look straight ahead when you're dealing with people. Another is, be the leader, act like a leader, in whatever job you have. The most powerful way I have executed the privilege of leadership is by using the awesome power of recognition. It's been my secret ingredient, maybe my not-so secret ingredient, and I guarantee you one thing: it can be yours as well.

# Value of Recognition

Let me share with you a story that had seminal impact on my career and life. I was the chief operating officer for the Pepsi-Cola Company. I didn't know a lot about operations. I'd previously been a marketing person, so I went to the front line to talk to people closest to the customer to find out what was working. I did what I call roundtables. I'd go to the plants and I'd sit around a table with 10 people and ask them, "What's working? What's not working?" So I was in St. Louis, Missouri. I was talking to a group of route salesmen. I asked them how things were going. I'd given them coffee and doughnuts and really loosened up the team, and they started to tell me. And then they started raving about this guy named Bob sitting at the end of the table. They said Bob was the best merchandiser they'd ever seen, the best salesman around. Everybody was heaping all this praise on him. And I looked down at the end of the table and there was Bob, crying. And I said, "Bob, why are you crying?" He said, "I've been in this company for 47 years, I'm retiring in two weeks and I didn't know people felt this way about me." Well, that hit me in the gut. And I said to myself, "No matter what company I'm in, from this day forward, I'm going to make sure that I make recognition one of the biggest values, because I believe people need to be recognized." I believe people need to be recognized because when you watch them, you're saying what they do really matters, it's important and they make a difference.

Well, a few weeks after this, (it's amazing how God works) I got the opportunity to become president of KFC. Back then, I had all my friends call me up to give me condolences, not congratulations. That's because KFC had been the "dog" at PepsiCo, with five underperforming divisions. It hadn't made a profit plan for seven straight years, so good luck. The franchisees hated the company. The company hated the franchisees. This was really, *Oh man, I'm going to have a great time now*. So the first thing I did was go in and say, "Look, I love franchisees and love working with you. No more bad comments about the franchisees. We've got to work together." And then I said, "I want to take recognition and I want to make

this a hallmark of our company to show things are different around here." The last guy who had my job stayed in his office, was kind of boring and didn't have any fun. So I said, "We're going to have fun here!" I needed a recognition award. This rubber chicken is the first recognition award that I had when I was president of KFC. And I would number each one of these and I would write on it. And I'd say, for example, "Al, you are a great recipe cook at KFC. The original recipe you make is fantastic. Quality is what matters in my business. Thank you for all you do." And then I'd say, "I'm going to take a picture of you and I'm going to put it in my office and I'm going to send it to you. You're what makes the business go." And I'd give Al this chicken. I started giving these floppy chickens around, and people started crying, but this time they were happy. Now, I also gave them \$100 because you couldn't eat a rubber chicken, but that wasn't it. I promise you: that was not it.

So we started working together at KFC. I started giving out these rubber chickens and the business turned around, and I always think, Gosh almighty, if that business hadn't turned around, I'd have been that stupid guy running around giving away these rubber chickens. But it turned around because we'd done the right thing. When you do the right thing, the right things happen. People asked me, "How did you turn KFC around?" Well, the finance guys will tell you it was because we developed potpies, crispy strips, baked chicken. But I say, no; the reason why we turned it around is that we had a triumph of human spirit because people were working together and recognizing people can really make the boat go. Well, guess what happened? I got promoted. Shocked the heck out of everybody. This stuff matters. Let me tell you something. I went to a funeral, and the deceased had this floppy chicken in his casket. OK? You can laugh, but let me tell you something: this is serious stuff. It's an unbelievable weapon when you recognize people.

Now if I alone had just practiced recognition, and nobody else in our company did, it wouldn't have been that big a deal. What happened was that everybody saw the power of recognition. Everybody knew I loved recognition, so they started giving it away and they saw the joy of recognition. So here's the sauce packet at Taco Bell the Taco Bell president gives away. In Florida we had a regional coach who gave away the *You Can Do It* award. This spreads everywhere. Here's one of my favorites. In Asia they love to gamble. Everybody loves to gamble. So the general manager of our Asian business in Thailand gave away this deck of cards. The only problem is, he's the king on the deck of cards! I'm pleased to say that he now works at McDonald's and is making everybody there miserable.

Students, you've got to find your way to recognize people. You don't have to give away a floppy chicken or this Walk and Talk

award or \$300 or \$100, but you've got to give away a little bit of your heart. You're going to become leaders. You're going to have that privilege of leadership and you've got to give away a little bit of your heart. And the most powerful words in business are *Thank you*. Use them every chance you get, and people will start going to the moon for you.

I'm going to close with a story. I had the privilege to get to know Warren Buffet. I had lunch with him for 15 straight years at KFC. He'd go into KFC. He'd actually put salt on original recipe chicken. But he'd always go into the back of the restaurant and he'd recognize people there. They loved it! It was great! But I asked him, "Warren, you've done so well, what is your key to buying businesses?" And he said, "You know what? I look for a business that has this leader, and this leader is working on a painting, but that painting just isn't done yet. What I want to do is help that leader finish that painting that he's so passionate about. And when I do that, I get someone who's going to grow the heck out of whatever I acquire." And I started thinking about paintings. What's the best painting of all? The best painting of all is a masterpiece. And why is that? Because it's a one of a kind. And as I look out at this audience, I guarantee you that everybody in this room is different. Nobody has your DNA. You are one of a kind. My challenge to you today is to make yourself a masterpiece. Become that masterpiece. And don't put any barriers on what you can become, because you never, ever know what you're capable of.

avid C. Navak is co-founder, retired chairman and CEO of Yum! Brands, Inc., one of the world's largest restaurant companies with more than 43,500 restaurants in more than 135 countries and territories. He stepped down as Yum! Brands executive chairman on May 20, 2016. The company's restaurant brands – KFC, Pizza Hut and Taco Bell – are the global leaders of the chicken, pizza and Mexican-



style food categories. Yum! Brands employs 1.5 million company employees and franchise associates across its worldwide system. Outside the United States, the Yum! Brands system opened more than six new restaurants per day on average, making it a leader in global retail development.

During his tenure as CEO, Yum! Brands doubled in size to 41,000 restaurants and established itself as a global powerhouse going from approximately 20 percent of its profits coming from outside the United States in 1997 to nearly 70 percent in 2016, while remaining an industry leader in return on invested capital. Novak was also the architect of spinning off Yum! China as an independent public company as its largest licensee. In so doing, Yum Brands is now almost wholly owned and operated by franchisees.

A renowned expert on leadership and recognition culture, Novak is the author of three highly respected and critically acclaimed books, *The Education of an Accidental CEO*, the New York Times bestseller *Taking People With You* as well as his latest parable, *O GREAT ONE! A LITTLE STORY ABOUT THE AWESOME POWER OF RECOGNITION*.

Prior to leading Yum! Brands, Novak was president at both KFC and Pizza Hut, and held senior management positions at Pepsi-Cola Company, including chief operating officer and executive vice president of marketing and sales.

Novak has been recognized as "2012 CEO of the Year" by Chief Executive magazine, one of the world's "30 Best CEOs" by Barron's, one of the "Top People in Business" by FORTUNE and one of the "100 Best-Performing CEOs in the World" by Harvard Business Review. In April 2015 he received the prestigious Horatio Alger Award for his commitment to philanthropy and higher education and became a lifetime member of the

Horatio Alger Association of Distinguished Americans. He is the recipient of the 2012 UN World Food Program Leadership Award for Yum! Brands World Hunger Relief effort that raises awareness, volunteerism and funds to address this global problem. He also received the national 2008 Woodrow Wilson Award for Corporate Citizenship.

Novak and his wife, Wendy, established the Lift a Life Foundation in 1999 to help individuals in need reach their full potential through grants and programming in the areas of youth leadership development, hunger relief, early childhood education, juvenile diabetes and military family support. In 2012, Lift a Life Foundation, the former USA TODAY Charitable Foundation and Yum! Brands Foundation launched the "Lead2Feed Student Leadership Program and Challenge" to encourage middle and high school students to hone their leadership skills through community projects, such as hunger relief, using principles from Taking People With You. Since its inception in 2012, more than 1 million student members have put their leadership skills to work, volunteering a million hours of service, providing nearly 3 million meals and hosting thousands of charity events. Lead2Feed is the nation's fastest growing free service learning program where leadership and service learning intersect for measurable results. Novak has created a new consumer brand, OGO (O Great One!), with the mission to inspire the amazing people in our lives through joyful, personal acts of recognition that deepen relationships. He has also founded a digital leadership platform, oGolead.com, to make the world a better place by creating more good leaders. Novak became a board member of Comcast in 2016.

Novak's wife of 42 years, Wendy, is his OGO and the greatest inspiration in his life for her brave fight against and advocacy for Type 1 diabetes. Proceeds from book sales and speaking engagements are being channeled into the Wendy Novak Diabetes Center in Louisville and the United Nations World Food Program.

# Speeches in the Series

# Billy Graham

World Evangelist Commencement, April 26, 1997

# John Clendenin

Chairman of BellSouth Corp. American Free Enterprise Breakfast, Nov. 11, 1997

#### David Mahoney

Chairman and CEO of the Charles Å. Dana Foundation Commencement, May 2, 1998

# Joseph Gregory

CEO of Monarch Pharmaceuticals Vice Chairman of the Board, King Pharmaceuticals, Inc. Commencement, April 29, 2000

#### Vonette Bright

Co-founder of Campus Crusade for Christ Commencement, May 5, 2001

# Scott Whitaker '91

Assistant Secretary for Legislation U.S. Department of Health and Human Services Commencement, May 4, 2002

#### **Dallen Peterson**

Retired Chairman and Founder of Merry Maids Commencement, May 3, 2003

# Perry Gladstone Christie

Prime Minister of the Bahamas Commencement, May 3, 2003

# Jerry Regier

Secretary of the Florida Department of Children and Families Commencement, Dec. 13, 2003

#### Robert Andringa

President of the Council for Christian Colleges and Universities

# Jack Graham

Pastor of Prestonwood Baptist Church

#### **David Gyertson**

President of Taylor University Installation Ceremony for President David W. Clark Feb. 26, 2004

#### Dr. Theodore Baehr

Founder and Publisher of Movieguide Chairman of The Christian Film and Television Commission Commencement, May 1, 2004

# James Ian Walker '81

Senior Pastor, Biltmore Baptist Church in Asheville, North Carolina Commencement, Dec. 11, 2004

#### Rich DeVos

Orlando Magic Owner, Amway Co-founder Commencement, April 30, 2005

#### Senator Bill Nelson

U.S. Senate Commencement, Dec. 17, 2005

# Randy Singer

Chief Counsel for the North American Mission Board of the Southern Baptist Convention and President of Family Net Television Commencement, May 6, 2006

#### Admiral Vernon Clark

Chief of Naval Operations (retired) U.S. Navy Commencement, May 5, 2007

#### Dr. David Burnham

Chairman of Burnham Ministries International Commencement, Dec. 15, 2007

# Dr. David H. McKinley

Prestonwood Baptist Church Commencement, May 3, 2008

# Dr. John M. Gregory

Managing Partner, SJ Strategic Investments LLC American Free Enterprise Day, Nov. 13, 2008

# Robert Simpson

President and Owner of Palm Beach Motor Cars Commencement, May 8, 2010

#### Edward M. Kobel

President and Chief Operating Officer DeBartolo Development American Free Enterprise Day, Nov. 9, 2010

# Senator George LeMieux

Former U.S. Senator Chairman of the Board, Gunster Law Firm Commencement, May 7, 2011

#### Brian P. Burns

Chairman of BF Enterprises Inc. and business attorney, entrepreneur and philanthropist American Free Enterprise Day, Nov. 8, 2012

#### Eric Metaxas

Best-selling author and radio commentator Commencement, May 4, 2013

# Kenneth Langone

Founder, Invemed Associates LLC, Co-founder, The Home Depot American Free Enterprise Day, November 10, 2016

Please note: Speakers' titles may have changed since time of their address.

# PBA at a Glance

Palm Beach Atlantic University is a comprehensive, interdenominational Christian university founded in 1968.

# West Palm Beach Academic Programs

- 51 undergraduate majors
- Evening undergraduate degrees in business administration, ministry, organizational management and psychology
- Graduate programs in accountancy, business administration (concentrations in accounting, finance, marketing and generalist), mental health counseling (concentrations in addictions counseling or marriage, couple and family counseling), school counseling, general counseling studies generalist [nonlicensure], Christian studies, divinity, global development, leadership (concentrations in corporate, non-profit and organizational leadership), and music (performance.)
- Professional degree programs in health systems leadership, nursing practice (concentrations in executive leadership and family nurse practitioner) and pharmacy
- Degrees offered: B.A., B.G.S., B.S., B.Mus., B.S.N., D.N.P., M.A., M.Acc., M.B.A., M.Div., M.Div./M.B.A., M.M., M.S., M.S.N., Pharm.D., Pharm.D./M.B.A.
- 297,000+ library volumes (books and audiovisual material)
- Some of the semester-long study abroad programs offered are in Chile, Czech Republic, France, India, Italy, Jordan, New Zealand, South Africa, Uganda and London.

#### Orlando Academic Programs

- Evening undergraduate degrees in ministry, organizational management and psychology
- Master's degrees Christian studies, divinity, mental health counseling (concentration in marriage, couple and family counseling), school counseling, general counseling studies [nonlicensure], and leadership (concentrations in corporate, non-profit and organizational leadership).

#### Online Programs

- Undergraduate degrees in ministry, organizational management, psychology and RN to BSN
- Master's degree in leadership (specialization in organizational leadership)

#### Centers of Excellence

- Center for Integrative Science Learning
- David and Leighan Rinker Center for Experiential Learning
- Gregory Center for Medical Missions

- The LeMieux Center for Public Policy
- Titus Center for Franchising

#### Faculty

- Undergraduate student-faculty ratio: 12 to 1
- Average day undergraduate class size: 18
- 89% of undergraduate classes have fewer than 30 students
- 81% of full-time teaching faculty hold the highest degree in their field
- 171 full-time teaching faculty

#### Enrollment - Fall 2017

- Total 3,843
  - 2,272 traditional day (West Palm Beach)
  - 215 evening adult (West Palm Beach, Orlando and online)
  - 480 master's (West Palm Beach, Orlando and online)
  - 279 professional in pharmacy
  - 77 professional in nursing practice and health systems leadership
  - 520 dual-enrolled students
- 1,229 residential students
- 16,000+ alumni

#### Accreditation

Palm Beach Atlantic University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award the following degrees: bachelor's, master's, doctor of pharmacy, and doctor of nursing practice. For questions about the accreditation of Palm Beach Atlantic University, contact the Commission on Colleges at:

1866 Southern Lane Decatur, GA 30033-4097 (404) 679-4500 or www.sacscoc.org

Persons wishing to review documents related to the accreditation of Palm Beach Atlantic University should contact the Assistant Provost for Accreditation, Assessment and Research at (561) 803-2050.

#### Workship: A Tradition of Service Since 1968

Workship is a distinctive community service program that responds to human needs with Christ-like action in the community and the world. Through community service, students can discern their vocation and develop a life-long habit of servant leadership. To date, Palm Beach Atlantic students have volunteered more than 3 million hours.

# American Free Enterprise

Palm Beach Atlantic University confidently affirms the values and institutions that historically have informed American society—religious liberty; traditional Judeo-Christian morality; limited, constitutional government; the Rule of Law; personal and political accountability; and capitalism—the system of free enterprise. We believe that America is truly an exceptional nation, which was founded and has flourished under the guiding providential hand of God. We aim to develop in each of our students an appreciation for the unique American achievement in its many dimensions—social, political, economic, moral, legal, and religious.

Our general education curriculum, required of all students, includes a course entitled "Freedom in American Society," which examines the meaning and significance of freedom in the American experience. Students explore such topics as the historical roots of American liberty, with special emphasis on the close link between liberty and Christianity, and the nature of freedom as understood by the chief architects of the American political order. They examine the interdependence between political and economic freedom, in particular, the significance of free-enterprise capitalism for the preservation of liberty. They learn about the structure of American constitutional democracy and the traditional meaning of justice and the Rule of Law.

These studies help students recognize the various threats to individual freedom, religious liberty, and other traditional American rights and values that have emerged over the past several centuries, as well as contemporary challenges to their preservation.

Cicero remarked of the declining Republic of his era: "Our age ... inherited the Republic like some beautiful painting of bygone days, its colors already fading through great age; and not only has our time neglected to freshen the colors of the picture, but we have failed to preserve its form and outlines." Palm Beach Atlantic University strives to ensure that a similar fate does not befall the noble American experiment in ordered liberty. We regard the transmission of the American cultural heritage to the rising generation as not only a profound joy, but also a profound duty.



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