A Message from the President

A Transformative Vision-In-Mission

By Academic Year 2013-2014, Johnson C. Smith University will be recognized in North Carolina as Charlotte’s premier independent urban University, offering a comprehensive (as defined by the Southern Association of Colleges and Schools) quality educational and applied research environment. The academy will be defined by a master faculty of teacher-advisors and teacher scholars, of which 85% will have terminal degrees in their fields. The total enrollment of the University will consist of 1775 students, both traditional and non-traditional, 15.8% of whom will come from racial and ethnic groups other than African-American. The undergraduate student population will have a median high school grade point average of 3.10 on a 4.0 scale and a median SAT score of 870. Fifteen graduate students will be enrolled in the University’s first graduate program, a master of Social Work degree. Students will rate the campus life experience as 4.96 on a scale of 1 to 7 as measured by the Student Satisfaction Inventory. Employee ratings on a standardized survey of operational efficiency will have 64% positive responses. The University will enjoy strong community relations and strategic partnerships with businesses, corporations and professional groups. Furthermore, the University will enjoy a strong financial platform, defined as annual balanced budgets that are augmented by sound fiscal and internal controls, an ever increasing endowment (55 million by 2014) that models best practices and maintaining a healthy balance sheet by keeping unrestricted cash reserves (10 million by 2014) that cover at least one quarter of operations.
Dear JCSU Community:

The above statement sentences in measurable terms the University’s transformative vision-in-mission. We enjoy a very strong movement supporting the trajectory to the University’s next plateau. This is the best of times for our transformative efforts. But, we also face a sluggish national economy; a 9.1 percent North Carolina jobless rate -- an even higher 10.2 percentage jobless rate in the Charlotte region; and right here within our JCSU community, students and parents struggle to come up with out-of-pocket expenses that are not covered by federal and state financial aid. Such far-reaching economic and financial restraints are hard evidence that our transformative efforts are occurring also in an absorbing tale of the worst of times. What is required for our transformative vision-in-mission is a face-to-face acknowledgement that, indeed “it is the best of times and the worst of times” and, accordingly, we must carefully align all our strategic plans and budget priorities with operational and process excellence.

The Administrative Council and I are pleased to announce in this newsletter, **Operational Excellence = C³**. This initiative has been in the making since July of this year, when the Council and I met in retreat to discuss how we might implement operational excellence in every aspect of the University’s fiscal, administrative and operational matters. We agreed that the University’s transformational expansion and increasing visibility require an unparalleled multifaceted approach to front-to-back effective and efficient competencies in fiscal resource management, academic development, policy development, communications and customer service. The concept of **Operational Excellence=C³** (Competencies, Communication, & Customer Service) emerged from our scenario planning. So that the concept would thrive in concrete ways, I asked the Administrative Council to form subcommittees and further develop the model. This edition of the newsletter will provide you with a snapshot of their current projects, as well as future plans and strategies for implementing campus-wide operational excellence.

In conjunction with the work of the committees, the University Budget Steering Committee has been working to align our revenue and expense budgets to our financial priorities and goals. The Steering Committee has completed its Zero Based Budgeting for 2010-11 with several recommendations. I have approved the following recommendations that will control operational excellence in this year’s budgeting process and provide strategic guidance in our financial planning, workforce needs, campus master planning and academic programs and resource optimization:

- Freeze open positions where such delays will not seriously impact the quality of service or instruction provided students.
• Restructure our workforce according to required competency and capacity for providing focused service to and deliverables of the University’s performance scorecard statement. Next week, Latrelle McAllister, the University’s Human Resources Director, and I will begin meeting with members of the Administrative Council to implement this recommendation.

• Continue to evaluate services to determine which ones can be performed more efficiently by the University and which ones might be outsourced to a vendor capable of enhancing operational excellence.

• Develop a more aggressive Spring Semester FTE enrollment that will generate more revenue support for our current required expenses related to our vision—in mission.

• Implement an academic programs and resource optimization that will involve an analytical review of all academic programs in terms of University mission, quality, marketability and net income. The purpose of the project is to provide a matrix for academic resource allocation decisions. My office is currently negotiating with Steven’s Strategy, a full service consulting firm specializing in transformational program review, to work with Dr. Elfred Anthony Pinkard and the Council of Deans on this scope of activity, which will begin in January 2011. I invite you to visit Steven Strategy’s web site www.stevensstrategy.com to learn more about its Programs and Resource Optimization. A campus meeting will be convened in January when Dr. John Stevens, Dr. Pinkard and I will outline this important initiative.

I again thank you for your hard work and dedication as we continue to develop our operational excellence model. Your commitment will help transform Smith into an institution that others will aspire to emulate.

Best Regards,
Ronald L. Carter, Ph.D.

Council of Deans pictured L to R:
Dr. Donald Mager, Dean of Arts and Letters
Dr. Helen Caldwell, Dean of Professional Studies
Dr. Magdy Attia, Dean of STEM and Council of Deans Chairman
Dr. Zenobia Edwards, Dean of Metropolitan College
Dr. David Eubanks, Dean of Academic Support
Core Competencies for Johnson C. Smith University

In order for Johnson C. Smith University to continue its ascent from “good to great,” faculty and staff must demonstrate the competencies necessary to anticipate and deliver quality service as well as educational programs of relevance and importance to our students. The role of the Competencies Task Force is to identify and define the specific core competencies for all positions within the University which are essential for the University to continue along its trajectory.

Core competencies are defined as the basic knowledge, attitudes, skills, and behaviors that contribute to excellence in the University’s programs. In many cases, appropriate core competency requirements are outlined in position descriptions. However, the task force has recommended a review of all job descriptions to ensure that they accurately reflect the competencies required during this period of transformative change.

This new set of competencies will not only guide the University’s decisions regarding which positions to fund but also the skill level of the individuals who are appointed to fill those positions. Additionally, assessment of these competencies will inform our decisions regarding hiring, professional development, performance appraisal, and related personnel decisions.

As the University continues to transform, there will be a need for employees to acquire and utilize a different set of skills and talents in order to become more effective. For example, faculty, staff, and administrators must demonstrate the ability to consistently contribute to our ability to achieve superior results, as well as to adapt to and move with the speed of the change. In keeping with the University’s shift from quantity to quality, we must begin to focus on how one performs a job rather than what is done.

Task force members are Dr. Magdy Attia, Dr. Helen Caldwell, Sherrill Hampton, Latrelle McAllister, Barbara Wilks, Gregory Harris, Debra Hollis, Sonia Youngblood, Delma Wilson, Renea Kirkpatrick-Killian, and Yvonne Brown. Initially, work on this project will be performed by members of the task force with support and guidance from the Human Resources Department and collaborative engagement of the University community. As the project progresses, it is our desire to utilize consultants to assist with some of the more technical aspects of the plan.
Technical Side of C³ Addressed

Probably everyone has visited Wikipedia for basic information on a subject. These repositories of information are also used by organizations to provide easy access to questions that recur, as well as giving units within the organization a public space to display policies and procedures, documents, and other information that might be helpful to others. The group is deploying a test environment of XWiki, an open source software package from xwiki.org, to begin testing for ease of use and cost of maintenance. The goal is for each service unit at the university to provide and maintain high quality and up-to-date information about that office on a web site hosting of the wiki.

The University now has a document repository and data warehouse based on open source software. Our next communications project for the repository is the addition of eforms and automated workflow. This development is well underway, and two eforms are in use, with several others under development. This eventually can replace much of the paper that moves from office to office, and allow central access for authorized users to facilitate advising and intervention for students who may have academic difficulties. As an extra benefit, this new ability will allow for timely and accurate directory information to be posted to the University web site.

Finally, the University has contracted with Knowmad Technologies, a Charlotte-based web strategy, design and development agency, to plan for a spring launch of a new web presence based the WebGUI content management system. This will allow more transparent access to important University information, and is flexible enough to be developed over time to create portals for certain populations, including current students, current staff and faculty, and alumni.

Customer Service “The Smith Way”

Customer service is essential to operational excellence because good customer service is our “face” to the constituencies we serve. We have only one chance to make a “first” impression really count. In
December at an assembly of all University personnel, we will roll-out “The Smith Way” customer service model that will be fully launched with the return of students in January 2011. Features of “The Smith Way” include:

- Phone etiquette guidelines
- Email etiquette guidelines
- Apparel guidelines
- The “Spot-On” coin program
- The “Smith Way Awards” program
- The courtesy parking program for VIP campus guests

To assure that persons in communication with campus offices receive clear professional messages and communications, we will adopt a few simply guidelines for Phone and Email Etiquette. These will be explained at the December employee assembly.

We will ask employees to honor guidelines for how they dress at work. A few days each year will be designated as Formal Business Dress Days due the importance of the day and the number of guests on campus. For regular work days, employees will wear Business Casual Dress, and Fridays will be Smith Way Spirit Days. Guidelines for the three levels of apparel will be explained at the assembly. We all appreciate that as members of a team, the image each of us presents can in the eyes of some people be seen as the image of all JCSU employees.

“SPOT-ON” Coins for Excellent Customer Service will be given on-the-spot by University administrators when they see a student, faculty member or staff person show noteworthy service to another member of the university community or campus guest. These attractive coins can be kept as a memento. Or, they can be redeemed at Papa John’s, Kokomo’s or the JCSU Bookstore for a specified amount. “Spot-On” awards will create a culture of attention to courtesy and service.

Monthly “Smith Way Awards” will be given for truly exceptional customer service. One award to a staff person and one award to a faculty member will be given each month. Awardees are nominated by one of the University administrators for exceptional customer service that exceeds normal job performance expectations. The award includes web page publicity with the person’s picture and a week’s free Kokomo’s morning coffee and staff room lunches. Awards will begin in January 2011. Formal monthly recognition of exceptional customer service allows us to honor people on campus whose actions create an exciting and position campus climate.
Two New Presidential Appointments Made

Dr. Diane Bowles Promoted to Vice President for Government Sponsored Programs and Applied Research

We are pleased to announce that Diane Bowles, Ph.D., has been promoted to Vice President for Government Sponsored Programs and Applied Research (GSPAR) at Johnson C. Smith University (JCSU). She also serves as the Director of the Smith Institute for Applied Research and is the University’s Title III Administrator.

Dr. Bowles’ eight-year record at JCSU has produced a number of notable accomplishments. Under her leadership, government sponsored programs and contracts continue to generate increased funding and excellence in research throughout the University. She established and currently leads an expert staff of pre and post grant management specialists who actively support faculty and professional staff in grant development and administration. Dr. Bowles is a nationally recognized leader in all aspects of Title III Administration and she successfully provides oversight and maintains JCSU’s funding status through each review cycle. In keeping with the Vision and Mission established by President Ronald Carter, Dr. Bowles has worked with a team of faculty liaisons over the past two years to launch Smith Institute’s four Centers of Excellence: the Center of Excellence in Diversity, Workforce and Small Business Development; the Center of Excellence in Minority Health, Lifestyle, Culture, and Wellness; the Center of Excellence in Homeland Security-STEM; and the Center of Excellence in Global Education. Dr. Bowles is especially pleased to fund a robust applied research pilot grant program for JCSU faculty projects, related to the priorities for each Center of Excellence.

Dr. Bowles is founding publisher of Smith Institute, an applied research periodical, featuring articles that capture and inform readers about the scope, methods, and applied research activities throughout Smith Institute and the full University as well. She also successfully launched Smith Institute’s Multidisciplinary Applied Computational Modeling and Simulations (MACMAS) Lab. This state-of-the-art facility will allow faculty, students, civic and community-based collaborators to utilize and experience cutting-edge computational methods for addressing complex research questions and designs.

Prior to joining JCSU eight years ago, Dr. Bowles was the Associate Director for
Outreach for the Office of Technology Policy at the Georgia Centers for Advanced Telecommunications Technology (GCATT), located on the campus of the Georgia Institute for Technology. She was formerly employed by Clark Atlanta University as the Director of Distance Learning and Director of the Army funded Videoconferencing Training, Research, and Education Center (ViTREC).

Join us in congratulating Dr. Bowles in her new position as she continues to broaden the University’s reach through strategic collaborations and assist faculty in building their applied research capacity through teaching and service portfolios that benefit students, the University, and the community at-large.

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**Dr. Elfred Anthony Pinkard Named Executive Vice President/Chief Operating Officer**

Johnson C. Smith University is pleased to announce that Dr. Elfred Anthony Pinkard will join the University as its Executive Vice President / Chief Operating Officer.

The Executive Vice President serves as the Chief Operating Officer for administrative management of the University. Dr. Pinkard will provide executive-level leadership in the areas of visioning, planning, management, administration and assessment and is responsible for overseeing and coordinating all day-to-day operations. He will serve as the Chief Planning Officer, providing leadership for all planning (strategic, operational and assessment) activities. This position reports to the President.

Currently, Dr. Pinkard is the Executive Director, UNCF Institute for Capacity Building. The Institute is a support and capacity building assistance program for the 39 UNCF member institutions.

"I look forward to joining President Carter and the Johnson C. Smith University community in advancing the mission of the University and working for its continued ascension as Charlotte's premier urban institution of higher learning," said Dr. Pinkard. "This is an exciting moment in the history of the University, and I am honored to be given this opportunity to engage in this important work at an institution with a historic legacy of noteworthy achievement. As a University community, we are limited only by our imagination and willingness for hard and honorable work in envisioning what is
possible for Johnson C. Smith University in the 21st century."

Dr. Pinkard has an extensive and impressive background in higher education spanning more than 20 years. Recent examples of his leadership roles include serving as Interim Provost/Vice President for Academic Affairs at Dillard University in New Orleans, La. Major accomplishments in this position included developing and managing strategic planning processes and co-authoring a funded faculty development program. Dr. Pinkard also served as Director for the Office of Planning and Institutional Research at Spelman College in Atlanta, Ga., where he was responsible for the design, direction and oversight of all institutional research and collaboration with the college's development officers. Dr. Pinkard served as Executive Vice President at Tougaloo College where he provided support to the president and was responsible for coordinating and managing the administrative functions of that office. Additionally, Dr. Pinkard spent four years at Florida Memorial University as a Woodrow Wilson National Administrative Fellow serving as Chairperson of Division of Social Sciences.

In addition to his work at HBCUs, Dr. Pinkard has served in administrative positions at Colgate University, The College of Wooster, California State University, Long Beach and Miami Dade College.

"We are very pleased with the host of skills that Dr. Pinkard will bring to our organization," said Ronald L. Carter, President of Johnson C. Smith University. "His expertise will help us define and implement our focus on operational excellence, as well as expand our various initiatives we have in place for capacity building."

Dr. Pinkard received his Doctor of Education degree in administration, planning and social policy from Harvard University in Cambridge, Mass. He also holds a certificate of advanced study in human development from Harvard University. He completed his Master of Education degree in educational psychology from Howard University in Washington, D.C., and earned his Bachelor of Arts degree in psychology from Morehouse College in Atlanta, Ga. He has professional memberships in the Society for College and University Planning, the American Education Research Association and the Association for the Study of Higher Education.

Dr. Pinkard will join Johnson C. Smith University in January 2011.