Dear Friends of JCSU,

Johnson C. Smith University enjoys a rich 144-year history of graduating talented and motivated students while operating as a fiscally sound, academically challenging, and socially responsible institution. People have taken notice – we have been chosen by the White House Initiative on Historically Black Colleges and Universities to participate in a unique “proof of concept” project that will employ Blue Ocean Strategy principles to examine retention and graduation rates at the University; our University also has received a gift of $35 million from The Duke Endowment, which is believed to be one of the largest gifts given to a Historically Black College or University.

But now we are poised to take a quantum leap forward to become Charlotte’s Premier Independent Urban University.

I am often asked what this means. Here are some of the defining characteristics of what JCSU will become:

- High quality market-driven curriculum centered in the liberal arts and sciences
- A multi-cultural, multi-generational, and multi-racial faculty, staff, and student body
- A risk-oriented, entrepreneurial, independent presence in an historic urban neighborhood
- A teaching mission with emphasis on faculty and student research
- A mix of undergraduate and graduate programs
- Viable and sustainable community, professional, and corporate partnerships
- Delivery of educational programs in new venues and formats

This newsletter will provide some background and details to show you the great strides we are making in this ambitious, far-reaching transformation.

We are now on a trajectory that will put our University in the forefront of HBCUs and in the brand of selective new urban universities.

I encourage you to take the time to read this newsletter so that when we meet, we might have a fruitful discussion. In the meantime, please contact me if you have any questions, need further information, or want to know how you can become part of the transformative vision-in-mission change occurring at our beloved University.

Dr. Ronald L. Carter
President
Customer Service is a Hallmark of ‘The Smith Way’

At JCSU, customer service is not just about how staff treats students and prospective students, donors and area residents – it’s also about how they treat each other.

“Intrinsic to good customer service is how we treat each other – from the back of the house to the front of the house,” says JCSU President Dr. Ronald L. Carter.

As part of this year’s concerted efforts in this area, Dr. Carter and JCSU Executive Vice President and Chief Operating Officer Dr. Elfred Anthony Pinkard are hosting small lunches with faculty and staff to talk about ‘The Smith Gold and Blue Standards.’ The purpose, Dr. Carter explains, is “to facilitate the common good of the University.” Workshops on the key aspects of internal customer service are also being planned.

A bridge for providing good internal customer service is job competencies. In recognition of that connection, Dr. Carter says “We will make sure staff has opportunities to be high performers in carrying out their duties.”

Rare Wine Donated to JCSU

Shakespeare wrote in Othello, “Good wine is a good familiar creature if it be well used.”

And JCSU plans to make very good use of a 120-year-old bottle of wine that was recently donated to the University.

An anonymous donor recently contributed a rare wine from his extensive private collection: an 1891 Biondi-Santi Brunello. It is one of only seven remaining in the world and will be raffled to raise funds for JCSU in spring 2012. He has also donated three additional wines (1945 Biondi-Santi Brunello, 1955 Biondi-Santi Brunello, 1961 Biondi-Santi Brunello) that will be showcased at a fundraising event in spring 2012.

“This is an extraordinary opportunity for the University to develop partnerships among entrepreneurs and wine enthusiasts and to cultivate funds and new relationships,” says President Ronald L. Carter. “The event will bring us national and international attention.”
JCSU is continuing its efforts to help revitalize the Northwest Corridor and create a more vibrant experience for its students with the construction of Mosaic Village, which began in April.

The $16-million, 124,000-square-foot project is located at 1601 West Trade Street across from campus. It will consist primarily of housing for JCSU students with 300 beds within 80 suites on four floors, as well as a 400-car parking deck, 6,500 square feet of retail space, and a 4,000-square-foot green roof. Each unit will feature a washer/dryer, kitchen, and den. The facility will include a commons area on each floor and an inner courtyard.

The high-density housing will attract new businesses to support the needs of daily residents and could eventually include a bank, a pharmacy, and a quick-serve restaurant.

"We are a private institution with a public presence," President Ronald L. Carter said at the groundbreaking ceremony. "We are an institution that is not afraid to engage in big-sky thinking."

Mosaic Village is located next to the University’s recently completed Arts Factory, a 14,000-square-foot facility with a dance studio, black box theater, and other facilities for students majoring in visual and performing arts.

Balfour Beatty and Shelco, Inc. are the general contractors for Mosaic Village, which like the Arts Factory, sits on property owned by Griffin Brothers Companies. Company founder Larry Griffin, Sr., was bestowed an honorary degree from JCSU for his steadfast work in revitalization efforts.

In further plans to redevelop the area, JCSU will turn a convenience store now at Five Points into a bookstore and add public art under the I-77 bridge. The university is working with the Arts and Science Council on the art project.

Adding to the area’s increasing economic vitality is The Gold Rush, a free shuttle bus that runs through uptown Charlotte and north to the University. It will have a stop at Mosaic Village to provide students quick and convenient transportation to campus. Since the route was extended to the University in February 2011, ridership has increased 30%.
White House Selects JCSU as a Model for *Blue Ocean Strategy*

By Dr. Elfred Anthony Pinkard, Executive Vice President and Chief Operating Officer

JCSU is proud to have been selected by The White House for a unique ‘proof-of-concept’ project that will use the principles of Blue Ocean Strategy to examine the University’s retention and graduation rates.

The announcement is from the White House Initiative on Historically Black Colleges and Universities (HBCUs). JCSU is the only site chosen.

The effort will be led by Renée Mauborgne, co-developer of the Blue Ocean concept and a member of the President’s Board of Advisors on HBCUs. Mauborgne is the INSEAD Distinguished Fellow and a professor of strategy at INSEAD (the world's second largest business school) in France. She is also Co-Director of the INSEAD Blue Ocean Strategy Institute. She was born in the United States.

Used in the for-profit sector for several years, ‘Blue Ocean’ is an analogy for new untapped market space where demand is created rather than fought over with competitors. It provides an analytical framework and the tools for examining a range of organizational challenges, including many that are found in the educational sector.

Mauborgne and her team made their first visit to JCSU on October 12, 2011. The project’s first phase will identify factors impacting students’ graduation rates and then present recommendations for improving them. The next step will focus on implementation.

In a letter to JCSU President Dr. Ronald L. Carter, John P. Brown, associate director of the White House Initiative, said that JCSU had been selected because of Dr. Carter’s enthusiastic leadership; the University’s proximity to an airline hub; and the University’s high-caliber “working and strategic relationships” with funders.

Brown also wrote that Dr. Carter saw JCSU’s “target populations not simply as bodies to fill seats on…campus, but as promising and enthusiastic scholars eager to learn and willing to invest in their own intellectual and social development.”
JCSU Capital Campaign Gains Momentum

By Joy Paige, Vice President of Institutional Advancement

In 2009, JCSU President Ronald L. Carter, announced an ambitious seven-year plan to transform the University into Charlotte’s nationally recognized Premier Independent Urban University. *(For details about the plan, see Dr. Carter’s Message on page 1.)*

As part of this quantum leap forward, he also announced an unprecedented fundraising campaign of $150 million from both the private and public sectors. Campaign objectives will be clustered around three central areas: Enrollment, Campus Experience, and Academic Resources. Although the University is still in the early part of the “quiet” stage of this wide-ranging campaign, more than $73 million has already been raised.

“We are encouraged by early commitments to the campaign from many different corporate, foundation, individual, and government sources as affirmation of our ambitious effort to create a new paradigm for Historically Black Colleges and Universities,” Dr. Carter says.

Dr. Carter and the Board of Trustees are proud to announce three major gifts that have jump started the institution’s metamorphosis: $350,000 from Charlotte-based Cato Corporation to endow the Cato Par Excellence Teaching Award; and $250,000 from the Wells Fargo Foundation and $50,000 from the Sisters of Mercy Foundation to begin the University’s Foster Care Initiative.

The Cato teaching award will recognize outstanding faculty performance annually. It will provide both a cash stipend and financial assistance to help fund faculty professional development opportunities. Cato made an additional gift of $10,000 to fund the award for the current academic year. Dr. Brian Jones, Assistant Professor of History, is the recipient of the inaugural award.

Cato’s investment supports the fundraising campaign’s focus on academic resources. It will help expand the University’s commitment to recruit and retain faculty who exhibit effective and dedicated teaching, expertise in academic field of instruction, inspirational influence among students, and innovative research or curriculum development activities.

The historic Davis House will serve as the headquarters for JCSU’s Foster Village Network Center: Phasing Up to New Possibilities initiative, and Wells Fargo’s lead gift of $250,000 will help fund the structure’s renovation and upfit. The $50,000 gift from the Sisters of Mercy will provide salary support for two years for a social worker/coordinator.

JCSU is partnering with the Mecklenburg County Department of Social Services to develop a holistic, comprehensive program to help youth aging out of foster care. The initiative is the first of its kind to be offered by a private college or university and will support the campaign’s goal of creating a vibrant campus experience. JCSU will also look to its alumni, parents, and friends to continue their generous annual support of the University through the JCSU Fund. The goal is to raise $1 million annually through the fund during the seven-year campaign period. The total of $7 million will be used for unrestricted operating support.

We invite you to learn more about the campaign and join us in transforming this proud and historic institution into Charlotte’s Premier Independent Urban University. For more information, contact the Division of Institutional Advancement at 704.330.1437.
Programs and Resource Optimization Review: Comprehensive Academic Assessment

By Dr. Elfred Anthony Pinkard, Executive Vice President and Chief Operating Officer

Many of the nation’s high performing institutions of higher education have engaged in the process of assessing their academic programs and using the results to strategically invigorate their academic programs and realign institutional and program priorities. The process is designed as an opportunity for institutional introspection and renewal and, if undertaken thoughtfully, positions an institution to proactively respond to the dynamic conditions of the higher educational landscape.

Johnson C Smith University is uniquely positioned to leverage this period of transformation to more critically and fully examine the core institutional values, assumptions, practices and financial and human resource infrastructures which undergird the academic programs and the departments which support them. To that end, a comprehensive program review using a programs and resource optimization (PRO) model has been initiated.

The four overarching objectives of the review are: (1) conduct a comprehensive review and assessment of academic programs using the four analytic components as the conceptual framework; (2) gather critical institutional data on academic programs and units to determine their current strengths and future viability in attracting high performing first-time college seeking students, alignment with current and future trends in higher education and comparability with peer and aspirational institutions; (3) engage each of the university’s constituent groups in focused discussions on the strategic mission of the university and the relevance, perceived strength and viability of its academic programs; (4) provide a comprehensive report of the analysis of the data to President Carter who will craft recommendations and action steps to the Board of Trustees.

Guided by the theme, Review, Renew and Re-imagine: A Comprehensive Assessment of Academic Programming at Johnson C Smith University, the (PRO) process is an analytical review of academic programs that will engage faculty, staff, and alumni. The review process has four key analytic components; mission-centeredness, quality, marketability and responsibility center data-based analysis. In this process, each academic program is reviewed and measured based upon Mission, Quality, Marketability and Net Income. Additionally, the use of faculty resources is reviewed to produce recommendations for optimal use and cost savings.

The results of the process will be the identification of programs ranked in three tiers from extremely successful ones which provide a surplus of resources to the institution, are highly mission-centered, high quality and experience solid market demand to those that not only lose money but do not support the university’s mission, are of questionable value and have little market support.

The process will be facilitated by Dr. John Stevens, a principal in Stevens Strategy, a full service consulting firm specializing in managing the process of strategic change in colleges and universities. Dr. Elfred Anthony Pinkard, Executive Vice President and Chief Operating Officer and the Institutional Program Review Committee consisting of deans, department chairs, faculty, staff, administrators, students and alumni will work with Dr. Stevens in coordinating and overseeing the daily activity and efficiencies throughout the process.
JCSU Enrolls One of Its Largest Freshman Classes

By Catherine Hurd, Dean of Enrollment Services

After seeing freshman enrollment drop dramatically for two years, JCSU has started the 2011-12 academic year with one of its largest classes ever: 514 students.

The decrease was a result of a bold new direction for the institution – moving from a near-open admissions policy to one of moderate selectivity. But with a number of changes made to the recruiting process such as an improved scholarship program, freshman enrollment has more than doubled over the 2010-11 figure of 222 – without sacrificing academic quality. The freshman class of regular admits had a median GPA of 3.16 and a median SAT score of 865. The Biddle Cohort had a median GPA of 2.87 and a median SAT score of 840.

Efforts to make the student population more diverse are also becoming increasingly effective. African-American students now make up 72% of the student body, and there are 147 international students enrolled from countries such as the Barbados, Bermuda, China, Haiti, Jamaica, Liberia, and South Africa.

Communications with prospective students were enhanced to include an average of 24 points of contact within a nine-month period, including letters, emails, academic microsites, phone calls, and publications. Follow-up efforts with applicants were also intensified. The campus visit experience was improved, and more open houses were held for prospects and their families. In addition, an enhanced Freshman Summer Scholars program was launched in June 2011.

Opening Freshman Convocation, September 13, 2011, Jane M Smith Memorial Church. Keynote Speaker - Mrs. Tami Simmons, Senior Vice President Wells Fargo Company and Director of Corporate Philanthropy-Eastern U.S.
The JCSU Financial Picture

By Gerald Hector, Vice President of Business and Finance

As the start of a new academic and fiscal year began, JCSU maintained its strong financial stability.

Although the audit of the University’s last fiscal year that ended June 30, 2011, is not yet complete, following are some key highlights:

1. The University’s unrestricted cash reserve ended the year at approximately $8.6 million. A portion of that reserve will be used in the coming year to renovate the Student Union’s kitchen and mechanical systems.

2. The total investment portfolio at year’s end was approximately $50.4 million.

3. All debt covenants on outstanding debt obligations were met and exceeded by comfortable margins.

4. The University received a $2.4-million unrestricted gift from The Duke Endowment.

5. Revenue from student tuition and fees was more than $700,000 than budgeted due to an aggressive recruitment effort.

6. The Board of Trustees approved a deficit of approximately $100,000 for current year operations in order to make some much needed investments. It will be noted in the audited financial statement.

We have several promising signs for FY 2012:

1. JCSU has approximately 1,526 students enrolled this fall, including 1,415 traditional students and 111 adult learners in Metropolitan College.

2. Housing on campus is close to full occupancy.

3. The University is in the first stages of a major capital campaign that will reshape much of the campus.
JCSU Promotes Wellness on Campus and in the City

*University breaks ground on HealthPlex; joins the Vitality Challenge*

A groundbreaking ceremony for the University’s new multi-purpose HealthPlex center was held August 19, 2011. The center, scheduled to open in spring 2012, will be located in front of the swimming pool area near Brayboy Gymnasium. The HealthPlex, which will be open to the public, will feature state-of-the-art fitness equipment and a full line of services designed to help students reach their personal health and fitness goals. Amenities will include cardiovascular machines, strength and resistance machines, a free-weight training area, and an exercise studio for yoga, Pilates, dance, and related classes.

In addition to the physical fitness areas, the 5,760 square-foot center will have two large multi-purpose rooms with televisions and computer technology for educational purposes. In addition, the facility will have a small kitchenette for nutritional cooking demonstrations. Two locker rooms, each equipped for 50 students, will also be included in the facility. The cost of construction is $1,017,410.

JCSU is working with officials from the City of Charlotte and several corporate partners on the construction of this project. Design of the facility has been completed by Structural Integrity Architects, and the construction will be completed by Heard Ratzlaff Construction. The cost of the facility is expected to be $1,017,410.

**JCSU Partners with Vitality Challenge**

The new HealthPlex is not the only way JCSU is promoting health, wellness and fitness among its students, faculty and staff. At the invitation of President Ronald L. Carter, Dr. Art Ulene -- the “Family Doctor” on the *Today Show* for 23 years -- has brought his Vitality Challenge to campus and the rest of Mecklenburg County.

Overweight residents of Charlotte-Mecklenburg have been invited to join the Vitality Challenge, a community-wide weight loss campaign. Throughout the county, teams of overweight individuals will compete to lose 250,000 pounds together.

The campaign is designed to reverse the current epidemic of obesity by creating a counter-epidemic of weight loss. Participants will be invited to sign up through media websites and through physicians’ offices, workplaces, faith-based organizations and educational institutions. Campaign participants will use a web-based software program to create their own personalized weight loss plans and to document their success. The program is unique because participants are not required to follow a prescribed diet and there are no forbidden foods.
We are pleased to welcome new employees to the JCSU family.

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JCSU President Begins Nationwide Speaking Tour
Eight-city tour will engage and inform alumni

Johnson C. Smith University has been featured prominently in the Charlotte-area media lately. With a recent $35 million grant from The Duke Endowment and several groundbreaking ceremonies for on- and off-campus developments, it looks as if JCSU is heading for a major transformation.

Well, it is.

That’s the message Dr. Ronald L. Carter, the 13th president of JCSU, will be taking to alumni across the United States in an eight-city speaking tour beginning this November. These intimate speaking engagements will help the president lay out the vision for the future to the JCSU community and to some of its most important constituents.

“We have a clear and focused vision of where our university is going in the next five years,” said Dr. Carter. “Our business and community partners are now looking to us to be a leader in the growth and prosperity of Charlotte. It is a challenge and an opportunity that this university has boldly chosen to accept.”

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**For more information contact the Office of Alumni Affairs 704.378.1023**
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.