



SAINT AUGUSTINE'S  
UNIVERSITY

Office of the Interim President

August 1, 2014

Dear Friends of the University:

One hundred (100) days ago, on April 23, 2014, I stood on the steps of the Prezell R. Robinson Library and publicly committed to improve Saint Augustine's financial stability, external partnerships, and student, faculty, alumni and staff relationships. Without reservation, I am pleased to report that improvements *have been made* in each of these critical areas. However, we still have "*miles to go before we sleep.*" Saint Augustine's is strong and her banner flies high.

I remain extremely optimistic about our future and with the overwhelming response from students, alumni, and friends of the university, I'm confident we will reach the desired goals. Each day as Interim President, I'm encouraged by the words of our alma mater that states, "That give us courage ever – To dare to do the right." In the coming months, this administration will remain dedicated to doing what is right.

For your review, outlined below, is an update on our three programmatic areas of focus as well as key action items for the next 100 days.

Sincerely,

A handwritten signature in black ink, appearing to read "Everett B. Ward".

Everett B. Ward, PhD.  
Interim President



# SAINT AUGUSTINE'S UNIVERSITY

*Transform. Excel. Lead.*

## **Interim President Ward's First 100 Days Update** *April 23-August 1, 2014*

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This report details significant immediate progress made toward stabilizing the reputation and finances of Saint Augustine's University in Interim President Ward's first 100 days. Interim President Ward has made it a priority to engage with all stakeholders to achieve the university's mission.

The University's mission is to provide a healthy learning environment where students are prepared to excel academically, socially, and spiritually in order to be equipped for leadership roles in a complex, diverse, and dynamically changing world. The University is committed to offering rigorous academic programs and research opportunities at the undergraduate and graduate levels to achieve its core values.

Interim President Ward has put forth an aggressive agenda focused on three key areas:

- I. Returning the institution to financial stability.*
- II. Strengthening the faith of students, employees and alumni in the viability of the institution.*
- III. Engaging the community and corporate stakeholders for mutually beneficial partnerships and collaborations.*

The level of collaboration introduced during these first 100 days has laid the foundation for a proactive set of action items moving forward.

### **I. Returning the institution to financial stability**

#### ***Spending Reductions***

There was an organizational restructure and realignment of duties in several departments. The institutions \$26 million budget was modified to include cuts university wide.

In addition, some campus facilities were closed over the summer to conserve energy and reduce utility costs.

### ***Staff Reductions***

The personnel reduction included certain positions being eliminated and some personnel moving from a 12 month schedule a 10 month schedule. This new schedule was effective May 29 until August 1.

The eliminated positions affected about 4% (12 positions) of the total workforce and the summer layoffs affected about 10% (31 people) of the total workforce. Vacant positions were not filled to ensure additional savings.

### ***University Furlough***

The first phase of the furlough was July 7-12 for staff. The second phase of the furlough will take place in December for faculty. All will be affected except essential personnel such as campus security and the office of student health. Ultimately, this furlough will involve all units of the university including the office of the interim president.

The furlough resulted in an immediate cost savings to the institution of approximately \$360,000 and a long term cost savings of approximately \$680,000. That's a total savings a little more than \$1 million.

### ***External Financial Advisory Board***

This team of financial and legal professionals works regularly with the Interim President and the Office of Business and Finance to advise our financial team on cost saving strategies and procedures.

## **II. Strengthening the faith of students, employees and alumni in the viability of the institution**

### ***Students***

Immediately upon entering office, Interim President Ward held several meetings with the general student body as well as student leaders across campus. In these meetings, President Ward encouraged students to take advantage of his "open door" policy and reinforced to them that they are this administration's most important priority.

### ***Faculty and Staff***

Interim President Ward held town hall meetings with both faculty and staff to address concerns and answer questions. Faculty and staff were also encouraged to take advantage of this administration's "open door" policy.

The Faculty Senate has been reinstated and starting this semester Interim President Ward will host *Lunch with Dr. Ward* once a month to give employees an opportunity to speak freely and informally about issues that may be of concern. The first lunch will be on August 27.

A leadership retreat was held at Saint Augustine's University Golf Course and Recreational Center at Meadowbrook in July to plan for the upcoming academic year.

Interim President Ward has emphasized to faculty and staff that the model of leadership that this administration will adhere to is one of shared governance and mutual respect.

### ***Alumni***

Interim President Ward answered alumni questions at the alumni town hall meeting during Reunion Weekend in May, visited with Richmond Alumni Chapter, and met with the National Alumni Association Executive Board.

Interim President Ward attended the National Alumni Association's Annual Conference, *June 29-July 3, 2014* where he connected with the Prime Minister Christie of the Commonwealth of the Bahamas, the Honorable Perry G. Christie, Bishop Laish Boyd of the Anglican Diocese,; and the Governor General, Dame Marguerite Pindling.

It is the desire of Prime Minister Christie to personally visit the campus that has done so much to enrich the lives of so many Bahamians. Interim President Ward assured Prime Minister Christie he would be most welcomed and Saint Augustine's University would be honored for him to grace our campus. Minister's Administration and the Office of the Interim President will work together to make the visit of Prime Minister Christie a reality.

### **III. Engaging the community and corporate stakeholders for mutually beneficial partnerships and collaborations.**

#### ***Episcopal Church***

Interim President Ward is working to expand the relationship with the Episcopal Church and addressed the convention at the Union of Black Episcopalians National Conference Annual Meeting this summer.

The Right Reverend Interim President Michael B. Curry, XI Bishop of North Carolina and Interim President Ward will host a luncheon on campus for Episcopal Clergy on September 4 to discuss Saint Augustine's mission and vision.

Working with the University Chaplain, Interim President Ward has developed a Chapel speaker series of Episcopal and other denominational clergy to commence August 17 in the Historic Chapel. The Saint Augustine's University Historic Chapel will hold the first chapel service for the 2014-2015 academic year at 10:30 a.m. on August 17, 2014. The featured presenter will be Father Jabriel Ballentine (also known as Father Jah Bread) rector of the Episcopal Church of Saint John the Baptist in Orlando, Fla.

This administration has also committed to developing a plan to increase the number of Saint Augustine's University students entering the Episcopal seminary.

### **Community**

During the first 100 days, visits with community leaders were a main priority. Below is a list of some of the leaders Interim President Ward had conversations with:

- Councilman Eugene Weeks, Raleigh City Council
- Harvey Schmitt, Chamber of Commerce Leaders Meeting
- David Diaz, Downtown Business Alliance
- Nancy McFarlane, Mayor of Raleigh
- Hope Williams, NC Independent Colleges and Universities
- Chris Rey, Mayor of Spring Lake
- Jenny Spiker, Cooperating Raleigh Colleges
- Octavia Rainey, Citizens Advisory Council
- CIAA Board of Directors Meeting
- Commissioner James West, Wake County Board of Commissioners
- Yvonne Lewis Holley, North Carolina State House Representative

### **Corporate Engagement**

Engaging corporate and business leaders was also an important goal of the first 100 days. Listed below are some of the leaders Interim President Ward had visits with:

- Chief Sandra Deck Brown, Raleigh Police Department
- Chancellor Randy Woodson, North Carolina State University
- Smedes York, York Properties, former Raleigh Mayor, great grandson of Aldert Smedes, founder of Saint Augustine's University
- Donald Gintzig, Wake Med
- Todd Warrick, Capital Bank
- Billie Redmond, TradeMark Properties
- James White, YMCA of the Triangle
- Dickey Thompson, Thompson Construction
- Hilton Smith, Turner Construction

## **Looking Ahead: The Next 100 Days**

### *Creating an Intellectual Community for Growth and Change*

Saint Augustine's University's focus is to create an intellectual community for growth and change. Under this administration, students come first and their total development as young scholars is based on a rigorous academic program rooted with a spiritual and cultural foundation. We have an obligation to prepare our students for global leadership and public service regardless of their future location.

In order to effectively move our university forward academically, the four areas of academic focus that this administration has identified are:

### **1. Mass Communication and Journalism**

Saint Augustine's University is the only HBCU with commercial radio and television stations. Subsequently, we will increase our focus on educating journalists and communication technology to lead in the communication arena.

### **2. STEM (Science, Technology, Engineering, and Mathematics)**

Saint Augustine's University was awarded a \$200,000 and a \$600,000 grant from the National Science Foundation (NSF) Historically Black Colleges and Universities Undergraduate Program (HBCU UP) Scholarships in Science, Technology, Engineering and Mathematics (S-STEM) initiative.

The grant will help relieve the financial burden of students majoring in science, technology, engineering and mathematics (STEM) fields. A rich array of opportunities will be available to the scholarship recipients including the science seminar series, tutoring sessions, summer internship opportunities at on-campus and off-campus laboratories, participate in service learning activities, field trips, faculty-student collaborative research, attendance at conferences, alumni mentoring and comprehensive career counseling.

Saint Augustine's University will provide a pipeline of talent into graduate and career opportunities in these fields.

### **3. Criminal Justice**

Criminal Justice is one of the largest majors at the institution. We currently have 140 students who have identified interests in Criminal Justice.

This program will provide a pipeline of talented students who want to build careers with the FBI, SBI other criminal justice focused opportunities.

### **4. Public Health**

Jobs in the health care industry are growing at an exponential rate. In response to this growth, Saint Augustine's University is committed to producing future leaders in this field. In addition, with the institution's commitment to restoring St. Agnes as a center for health services in the Southeast Raleigh community, public health is a natural fit in the long term goals of the institution.

### ***Reintroduction of the Lyceum Series***

Through collaboration between the Offices of Academic and Student Affairs around 1961, Saint Augustine's University (formerly College) established an extensive program in the pursuit of culture. "This pursuit was attributed to the realization of "the Negro's need for culture in his progress and/or due to the cultural influence set by the late Mrs. John F. Kennedy. The institution of the Lyceum program is perhaps one of the most outstanding phases of the culture program by which all students are exposed to all phases of the fine arts." (The Pen, Saint Augustine's College, December 20, 1963)

Following the model of the early lyceum movement, lyceum programs at Saint Augustine's included presenter and performers from the campus and surrounding community as well as persons of regional, national and international acclaim.

The College provided a variety of lyceum and assembly activities as part of students' educational experiences. With the development of new humanities courses, Lyceums became an extra - curricular requirement (attend two programs in a series of performances which Saint Augustine's sponsors) so students could develop more appreciation for the pursuit of culture. (The College Bulletin, 1976; Student Handbook, 1992)

For reasons unknown, the Lyceum Series concept was gradually discontinued near the turn of the 21<sup>st</sup> century. Interim President Ward has reinstated this series to begin August 28 at 11am in the Seby Jones Auditorium. NC Supreme Court Justice Cheri Beasley will be the featured speaker. The Lyceum series will continue each month on the third Thursday at 11am.

### ***Reorganization of University Departments***

After careful evaluation of the university structure, Dr. Ward took the first steps in reorganizing the faculty and staff to create departments and a reporting structure more in line with the strategic goals of the university. The following changes were made:

**Mother Nita Byrd** will remain the University Chaplain but will now report to the Office of the Interim President. Previously the Chaplain reported to the Office of Student Development and Services. Interim President Ward is committed to strengthening the relationship with the Episcopal Church and because of this commitment, feels the Chaplain should be a direct report of his office.

**Dr. Yvonne Coston** has been promoted from Professor in the Department of Mathematics, Engineering and Computer Science to the newly created role of **Vice President of Research and Innovative Programming**.

In this newly created role, Dr. Coston will be responsible for planning, coordinating and promoting programs of excellence in research. Research and Innovation are key to the growth of any institution that wants to remain competitive in this changing landscape of higher education. By creating an office focused on this effort, the institution will ensure that Saint Augustine's University is positioned to compete in this arena.

**Mr. Robert Hinton** is the new **Head Golf Coach** of the reinstated Men's Golf Team. He will continue his duties as General Manager of Saint Augustine's University Golf Course and Recreational Complex at Meadowbrook.

Golf is not only a sport but provides valuable life lessons that will serve scholars well as they navigate through their professional lives. Interim President Ward is committed to

not only educating Saint Augustine's students academically but is also committed to providing social and cultural experiences that will enhance all aspects of their lives.

**Ms. Carla Washington** has been promoted from Assistant Admissions Director to **University Registrar**.

**Ms. Shelley Willingham-Hinton** has been promoted from Associate Vice President of Institutional Advancement to the newly created role of **Vice President of Marketing and Chief Communications Officer**. Previously, Marketing and Communications was a part of the Office of Institutional Advancement and Development.

The focus of this new office will strictly be university wide marketing, communications, branding initiatives and strategic partnerships. As the institution moves forward and throughout this transition, it will be imperative that a unified voice is presented. In addition, a strategic plan of action will be established to ensure consistent and frequent internal and external communication while advancing the institution's mission.

As the Interim President identifies additional areas where there are opportunities for growth, additional changes may be forthcoming.

#### ***Fiscal Responsibility***

To continue along the path to financial stability, there will be no adjunct professors hired for the 2014-15 academic year that will result in a savings of approximately \$1 million.