

## Walter D. Broadnax, Ph.D.

Distinguished scholar, instructor, administrator and public policy expert, Walter D. Broadnax is the second president of Clark Atlanta University (CAU). Currently the largest of the United Negro College Fund (UNCF) institutions, CAU was established in 1988 with the consolidation of two historic institutions, Atlanta University (1865) and Clark College (1869).

Broadnax's illustrious career spans four decades and demonstrates a proven track record of organizational leadership, successfully managing change and transforming institutions. He has served in senior- and executive-level positions both in academia and in public service at the local, state and federal levels. Throughout his career, he has shown remarkable ability to develop strategic solutions, to implement meaningful organization-wide initiatives, and to achieve positive, sustainable results.

Prior to his presidency at Clark Atlanta University, Broadnax served as Dean of the School of Public Affairs at American University in Washington, D.C., and as professor of public policy and management in the School of Public Affairs at the University of Maryland, where he also directed the Bureau of Governmental Research. At American University and the University of Maryland, he was instrumental in enhancing operations, restructuring departments and securing substantial private and public funding for academic research and programs.

For a six-year period from 1981 to 1987, Broadnax was a full-time faculty member at Harvard University's John F. Kennedy School of Government, where he taught graduate students from around the world, many of whom went on to serve their countries in noteworthy ways. While at the Kennedy School, Broadnax served as Chairman of the Massachusetts Executive Development Program, advising the Governor on effective strategies for strengthening his leadership team while promoting a new way of training senior executives. He was also the founding director of the Innovations in State and Local Government Program, a joint venture between the Ford Foundation and Harvard University. Broadnax launched this national project to recognize and publicize exemplary government innovations, and as a result of these efforts, he is credited with bringing about important changes in U.S. domestic policy.

In addition to having taught public affairs for many years, Broadnax gained invaluable experience working in the field as a public executive. Most significantly, from 1993 to 1996, he was the Deputy Secretary and Chief Operating Officer of the U.S. Department of Health and Human Services. He also served as a member of the President of the United States' Management Council and a Special Advisor to the Vice President on management issues. In prior years, he held key positions in state government, as President of the New York Civil Service Commission and as the Director of Children, Youth and Adult Services for the State of Kansas.

Broadnax currently serves on the Advisory Board of Harvard University's Taubman Center and is a Trustee of Syracuse University and the CNA Corporation. He is a member of the Board of Directors of the Metro Atlanta Chamber of Commerce, the Georgia Research Alliance, the Executive Committee of the Board of Directors of the Atlanta Regional Consortium for Higher Education (ARCHE), and the United States Comptroller General Advisory Board. He also served on the Return To Flight Taskforce (National Aeronautics and Space Administration) and the United States Secretary of State Colin Powell's Management Advisory Committee.

Born in Arkansas and reared in Kansas, Broadnax received his B.A. degree from Washburn University and M.P.A. degree from The University of Kansas. After earning a Ph.D. degree from the Maxwell School of Citizenship and Public Affairs at Syracuse University, he committed his life's work to improving the quality of life in this country by serving in the public sector and by educating young people. Listed as one of Georgia Trend's Most Influential Georgians in 2007 and again in 2008, he has worked with countless alumni, trustees, University leaders, faculty, staff, students and parents to lead Clark Atlanta University through a challenging period to future success.

# Presidential Accomplishments and Successes

## Transformation

### Organizational Review Commissioned (2003)

- CAU undergoes a University-wide analysis to identify strengths, challenges and opportunities for the institution's recovery and future.

### Phase One and Phase Two Recovery (2004-2008)

Several cost-cutting and right-sizing measures were implemented over the past four years. Results include:

- Balanced budget;
- Increased positive cash flow;
- Increased compensation for faculty and staff based on merit for the past four years;
- Cash flow deficit eliminated.

## The Academic Enterprise

### Student-Centered, Quality-Driven (2003)

- CAU adopts the President's mantra "Student-Centered, Quality-Driven" Five-Year Strategic Plan (2004)
- The Board of Trustees adopts the University's five-year strategic plan, "Foundations for Institutional Prominence and Distinctiveness - A Strategic Agenda for Clark Atlanta University, 2005-2010." The Agenda established five focus areas: Rigorous Academic Programs; Distinguished Faculty; Student Retention and Recruitment; Financial Strength; and Institutional Advancement.

### Centers of Excellence (2005)

Five Centers of Academic Excellence are established to concentrate on a distinct specialty, advance human knowledge and student achievement and prepare future generations of experts in each of the respective areas. The five Centers of Excellence are:

- Center for Excellence in Business Administration
- Center for Cancer Research and Therapeutic Development
- Center for Excellence in Communication Arts
- Center for Academic Excellence in National Security Studies
- Center for Urban Educational Excellence

### CAU Accreditations

- Clark Atlanta University's accreditation was reaffirmed in 2006 by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) to award bachelor's, master's, specialist and doctoral degrees for 10 more years, the maximum number of years allowable by SACS.
- National Collegiate Athletic Association (2005).
- Exempt from licensure by Georgia Non-Public Post Secondary Education Commission (GNPEC)
- Approved for listing as United Methodist Church-affiliated University by the University Senate General Board of Higher Education and Ministry of the United Methodist Church (2005).



## School-Specific Accreditations

- School of Arts & Sciences, Public Administration Program reaffirmed by the National Association of Schools of Public Affairs and Administration (2003).
- School of Education Accreditation reaffirmed by the National Council for Accreditation of Teacher Education (NCATE) and Georgia Professional Standards Commission (GPSC) (2004).
- School of Business Accreditation reaffirmed by the Association to Advance Collegiate Schools of Business (AACSB) (2006).
- Whitney M. Young, Jr., School of Social Work Accreditation reaffirmed by the Council on Social Work Education (2007).

## Key Institutional Memberships

- American Council on Education (ACE)
- Atlanta Regional Consortium of Higher Education (ARCHE)
- Association of Governing Boards of Universities and Colleges (AGB)
- Council of Independent Colleges (CIC)
- Georgia Foundation for Independent Colleges (GFIC)
- Georgia Research Alliance (GRA)
- National Association for Equal Opportunity in Higher Education (NAFEO)
- National Association of Independent Colleges and Universities (NAICU)
- United Negro College Fund (UNCF)
- National Collegiate Athletic Association (NCAA)
- National Association of Schools and Colleges of the United Methodist Church (NASCUM)

## Financial Accomplishments and Successes

Transformed CAU into a \$535 million annual economic impact generating powerhouse in metro Atlanta area.

- From FY 2003 through FY 2007, the University has raised more than \$161 million in federal grants and contracts, private gifts and grants.
- Decreased Educational and General Expenditures by 15%.
- Reduced total liabilities by 21%.

## Capital Construction and Renovations

### Construction

- Carl and Mary Ware Academic Center (2004; \$10 million) The \$10 million, state-of-the-art 67,000 square-foot classroom building and learning center was dedicated in 2005.
- The CAU Suites (2005; \$30 million).  
The state-of-the-art student housing facilities with 600 beds are the student housing "gold standard," in the Atlanta University Center. The project was developed and completed at no cost to the University.

### Renovations

- Thayer Hall (School of Social Work) (2006; \$5 million)
- James P. Brawley (Residence hall) (Demolished 2007)
- Clement Hall (School of Education) (2007; \$5.6 million)
- Davage Auditorium (2007-2008; \$250,000)
- Holmes, Merner and Pfeiffer Residence Halls (2007-2008; \$20 million)
- Haven-Warren Hall (2008; \$1.9 million)
- The Central Utility Plant. All major equipment in the plant will be replaced and a completely new distribution system has been put in place to provide chilled water and hot water to many buildings on campus (2007-2008; \$14 million).





## Student Achievement

- Increased 6-year graduation rate from 27% (Spring 2002) to 44% (Spring 2007).
- Increased number of degrees conferred by 38%.
- Increased last fall, 5-year graduate school placement by 34%.

## National Recognition

- "Best Colleges in the Southeast," *The Princeton Review* (2003-2007).
- "Best Universities" by *The Washington Monthly* (2008).
- School of Business Administration named "Business School Gem" (*Business 2.0 Magazine*, 2003).
- School of Business Administration named "Business School of the Year" (National Black MBA Association, 2006).

## Notable Athletic Accomplishments

### Football

- First player signed by the National Football League (NFL) Indianapolis Colts as a free agent (2008).
- Two players drafted by the NFL (2007).
- One athlete became the first player in CAU Athletics history to compete in the East-West Shrine All-Star Game (2007).
- Two athletes elected to the Sheridan Broadcasting Network Black College All-America Football Team (2007).
- Two athletes to the 1st and 2nd Team Daktronics All-America Team (2007).

### Volleyball

- One athlete finished ranked number 2 in the nation (NCAA Div. II) in blocks per game (2007).
- One athlete was voted SIAC Offensive Player of the Year & 1st Team All-SIAC (2007).

### Women's Tennis

- Lady Panther Tennis Team won the Southern Intercollegiate Athletic Conference Championship four times. (2002, 2003, 2004, and 2007).

### Track & Field

- Since 2002, two CAU Track & Field athletes have been named NCAA All-Americans.
- One athlete won the NCAA Division II Championship in the high jump event (2003 and 2004).





Dear CAU Family and Friends:

Wow! Six years have flown by and to my amazement, I do not know where the time has gone. It seems like August 1, 2002, was only yesterday. My wife, Angel, and I arrived in Atlanta several days before my official first day at the office; and you could sense that change was in the air within the Atlanta University Center. There were going to be five new presidents, with three beginning on the same day. The community was abuzz with the anticipation of change and sure enough change was in the offing.

When accepting a leadership role, you quietly hope that what transpires on your watch will be meaningful in your life and the life of the institution. Little did I know just how meaningful an experience it would become. Yes, I knew that Clark Atlanta University had faced and was facing some substantial financial challenges. However, I would discover that this series of challenges would eventuate in a full-blown financial crisis. The University was on the verge of bankruptcy and our bond insurers began to threaten receivership. In other words, we were right on the edge of having to close our doors and cease operations. Moreover, Morris Brown was near collapse and, eventually, denied accreditation. Many within Atlanta and beyond surmised that Clark Atlanta University was next in line.

I remember saying to Angel, "Well I wanted my presidency to be meaningful and boy am I getting what I asked for!" The objective was now one of saving the institution. Literally, we were facing the threat of going out of business unless we could find the will to right the ship. Of course sentiment was strong that the University should be saved. However, there were only a few who were ready to take the steps necessary to pull CAU back from the brink of destruction. Thank God, the Clark Atlanta Board of Trustees, once fully comprehending the threat, gave their support for creating and executing a plan for CAU's financial recovery.

Fast forward – the recovery plan worked! We eliminated an estimated \$25 million cash flow deficit and the University will have approximately \$25 million in cash on hand at the end of this fiscal year (i.e., 2008). In less than five years, this represents a \$50 million positive swing for the University. Having taken the bitter medicine of administrative and staff reductions in 2003, we have now experienced four consecutive years where we have been able to feel comfortable about payday being just around the corner. And of course, there is no substitute for our being able to be reaffirmed with flying colors by the Southern Association of Colleges and Schools (SACS). In essence, Clark Atlanta University has been transformed financially, academically, and physically. Well done, ladies and gentlemen of CAU. Thank you for successfully bringing this all about.

Looking back, I ask myself why and how did I keep going. The answer is clear: the students keep you going. CAU is for and about them. CAU is a national asset that will now be here for many more years to come.

I joke about the Bible given to me by the University on the occasion of my inauguration. I say they gave me a Bible because they knew I would be engaged in much prayer. It is so true. My faith in God and His guidance and support has been fundamental. Moreover, God's bringing me together with Angel, has been essential to continuing a journey that was often beyond simply being difficult and at times bordered on the impossible.

My God! What a blessing for me to have been a useful instrument in Your work here on earth and for my loving family, friends, and colleagues who have been there every step of the way. No one could ask for anything more.

As I take my leave, let me say again: Well done, CAU! May God bless you and farewell.

Sincerely,



Walter D. Broadnax  
President