New president, new direction

James McCarthy (left) was replaced as President of Suffolk University by Norman Smith (right).

Norman Smith stepped into Suffolk's top position on Sept. 1 after the shocking and unexpected leave of former President James McCarthy.

New Suffolk president, Norman Smith, who has had a robust career of turning around universities and has been acclimated with the university. Smith has already made a bold move for Suffolk. He has canceled the fairly new advertising campaign with DeVito/Verdi.

The ads appeared in The Boston Globe and all over the web. They showcased messages including, “For students who believe college is a privilege, not a birthright,” and “Suffolk students rely on their own will to succeed, not their father’s will.”

Some of the other ads seemed to criticize other universities in Boston. Suffolk Journal reporters have observed varying opinions on the ads, from seeing them vandalized on the MBTA and reading negative reviews on websites like Reddit.

Smith thinks the ads were “drawing the kind of attention (that) was not necessarily going to generate the results you need. Instead we should be saying this university is great, and here’s how it’s great.”

A new campaign is not in the works yet, Smith said, but he imagined advertisements where a small bullet point could be released every day: when an alumnus got a job, a professor was awarded, or a new building went up.

“Just that would be a better message to send out,” he said. Since terminating the ad campaign, Smith’s priority is to get Suffolk high on the radar, a move he believes can be accomplished through raising the university’s ranking on the U.S. News and World Report. Currently, Suffolk stands at No. 60.

“Already, I’ve seen enough of Suffolk that I can say there is nothing going on at No. 20 that isn’t going on here,” Smith said. The president plans to reach out to representatives of the underclassman.

Students, professors welcome Smith with mixed reaction

“I think it’s kind of stressful knowing that the person who is technically supposed to be in charge is completely new to our school.”

-Paige Stanley

As Suffolk welcomes its new President, Dr. Norman Smith, faculty and students have expressed a mix of opinions on what they hope the new president will bring to the university, as well as their reflections on former president James McCarthy. They opined about the suddenness of the switch, their thoughts on the necessity of new leadership, their hopefulness for the future, and their initial impressions of the new president.

Although most students and faculty have not met Smith yet, they have become oriented to him through emails describing his background and intention at Suffolk. In an email sent to students, Smith wrote that he "look[s] forward to spending at least the coming academic year working on behalf of the Suffolk University community," and that he is "very excited to be a part of the Suffolk family.

Smith was appointed

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From businessman to university president

Jeremy Hayes
Managing/Sports Editor

Stepping into the large office on the 13th floor of 73 Tremont, it was like the U-Haul just dropped off Suffolk University’s new interim president, Norman Smith. His office looked ready for the school year, but it also evoked the feeling of a student moving into his or her dorm for the first time - a new surrounding, unsure of the university welcoming him or her. But, President Smith is no underclassman.

Smith was named Suffolk’s interim president after James McCarthy, the university’s ninth president in history, abruptly stepped down on the eve of the 2014 school year.

It was early morning the sun started to creep into the office of the new acting president. The view of the office overlooked the heart of Boston, a view that would make anyone feel as if they were mayor of an entire city.

Smith graduated with his MBA and an undergraduate degree from Drexel University, was also a part of the John F. Smith graduated with his MBA and an undergraduate degree from Drexel University, was also a part of the John F.
Smith to create a new plan
to improve Suffolk

From PRESIDENT page 1

other colleges who vote in the report to get Suffolk really on
the radar.

"Everything else comes your way when you pull that off," he said.

Beyond that goal, Smith has had very little time to examine the university
and plan changes.

When asked if he had plans to help the New England School of
Art and Design further integrate into the university, Smith raised his hand showing
those fingers, and said "I've been here three days."

Will the university pursue a sale of the Ridgeway building?
Smith raised three fingers.

Will there be any changes to 20 Somerset? Three fingers.
What about job cuts? Again, three fingers.

Though Smith has not had time to analyze everything, he has looked at Suffolk's
financial standing and believes the school is in a "relatively strong
position."

The operating budget from last year balanced out,
rather than landing in deficit,
as experienced by many universities in today's budget.

"I think Suffolk is experiencing what 95 percent of private colleges in America
are experiencing," Smith said.

"Everybody is concerned about the high cost of tuition."

However, he noted that the university still must cover
necessary costs, like utilities and health insurance. Where
Smith does plan to save money is in cutting out major
programs not being used by students.

"I've done no in-depth analysis, but I am going to look
at Wagner College in just under a decade.

"I think this school has a great future and I think people
should stay," he said. "The best is yet to come."

Years in office each Suffolk University

<table>
<thead>
<tr>
<th>President</th>
<th>Years served</th>
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<tbody>
<tr>
<td>G. L. Archer</td>
<td>9</td>
</tr>
<tr>
<td>W. M. Busche</td>
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<tr>
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<td>D. J. Sargent</td>
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<td>Barry Brown</td>
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<td>J. McCarthy</td>
<td>20</td>
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Years served

Graphic by Journal Staff

After 30 years and several universities, Smith back in Boston

From SMITH page 1

Kennedy School of Government at Harvard University. He was
on the management team in the late 1970s, which would
lead to bigger things for Smith, such as becoming the assistant
dean of Harvard.

"In the mid-80s, I really
started to get itchy about
being a college president," said Smith, thinking back on his
eyear's beginnings in higher
education, a career he had not
predicted for himself.

"My career was pretty much locked into higher education.
I think my background,
academically in business, I
wanted to be an administrator,
which led me wanting to run
a college. I started to thinking
I could be a college president. I
could do that!"

Smith got his biggest
opportunity at Wagner College
on Staten Island, which at the
time was in fear of shutting down. He helped make one of
the biggest turnarounds, as
one of the youngest college
presidents at the time, just
41 years old, helping Wagner
from the bottom to the being
in the top tier of schools in the
country. He managed this all
in just under a decade.

Smith's credentials would
only skyrocket from there,
holding office at Richmond
University: The American
University in London, Dowling
College, and becoming the
founder of Chancellorship of
Alamein University in Egypt.

"It has been exactly 30 years,
when from I left Harvard, that I'm coming back to Boston," said Smith, who
lived in Boston, but grew up
in Toronto, Canada. "I met my
wife here, we spent our first
five or six years of marriage
here, so Boston has always had
a place in my heart."

Smith, only three days into
his presidency at Suffolk, has
the experience as a university
president to make some impact
on such a short and rushed
decision.

Still setting in, Smith still
intends on getting to know the
student body and getting involved on-campus.

"When you're a college president, it kind of being
like the mayor of a small town," said Smith. "What
you enjoy is the college. Depending on the school, like
at Wagner, we had a national
championship football team, so I went to every game for
the entire 15 years I was there. We
also had a great performing
arts program. I just enjoy the
richness of a community."

With a daughter who just
graduated college, on top of
his successful past, it is hard to
imagine that at his age Smith
would be in this for the money.
Even his legacy as a so called
"turnaround specialist" is so
decorated that his presidency
at Suffolk will offer nothing
more for him to prove.

Smith says he stepped up
to the challenge of being the
interim president of Suffolk
because he truly wants to help
the students. He had some
very strong advice for students
of Suffolk.

"The most important thing
in college is that you have a
golden opportunity for four
years to get discovered. That
is not something that will
come on its own. You must make
it happen for yourself.
I do believe it is not just
what you know, but who you
know that knows it. If you are
discovered early enough it will
lead to doors that will open
after you graduate."
Most welcome Smith with high hopes, some with skepticism

From REACTION page 1

president in late August, just days before the start of the academic year. The Suffolk community only became aware of this change after it was in place, and received no message from James McCarthy.

Chair of the communication and journalism department, Dr. Robert Rosenthal, spoke fondly of McCarthy in an interview with the Journal last week.

"He was by far the best communicator we've ever had," Rosenthal said of the former president. "He reached out more than any other president."

Along with praising McCarthy's interaction with faculty and students, he also reflected on his accomplishments and the legacy he left behind at the university, particularly for his advocating of Suffolk's new academic building at 20 Somerset Street, which is set to be completed in fall 2015. Although the university had owned the property for some time, construction had been on hold due to financial restrictions. "He found a way to get it done," said Rosenthal.

In addition to advocating for the construction of a new academic building, McCarthy also put into place a five-year strategic plan for the university.

"He had a strong vision of who we are and where we want to go," said Rosenthal. "He positioned us nicely for the future."

Although Rosenthal referred to McCarthy's sudden replacement as "unusual," he has confidence that Smith will serve as a positive addition to the university. Given his extensive background in higher education, Rosenthal believes Smith will be a "builder for the university" and will also "improve on what we already have."

Although little is known about Smith's specific plans for the university, Rosenthal speculated that his presidency might focus on marketing Suffolk "more aggressively." He went on to add, "Suffolk has always had good people at the top... people who have always cared deeply, and I think that says something. I think Smith is going to be right there with them."

Like Rosenthal, many students expressed fond memories of McCarthy, noting his involvement with students as he led the university.

"I thought he was a good president," Erica LeBlanc said of McCarthy. "He was very friendly. He was a good person... I met him a few times, he shook my hand, had awesome conversation."

LeBlanc, a senior, was shocked when she heard of McCarthy's abrupt leave, and expects Smith to interact with students just as much.

"I'm sure he's going to try and be as present, or hopefully he will be," she said. "If you're not connected with the students then you can't really run a university."

Victoria Petrov, a government major and an orientation leader, also hoped that the new president would make an effort to know the student body.

"I think that change is an important constant in the world," she said. "I only hope that the new president brings the change that the university needs... Suffolk is a small university and it's important to the students to know the people that run it."

"I was impressed by his experience, and I am optimistic he can help this institution become even greater."

Despite positivity from some, students with concerns about Suffolk's leadership still linger.

"I think it's kind of stressful knowing that the person who is technically supposed to be in charge is suddenly not going to be our president," said Paige Stanley, a junior and sociology major.

Some faculty and staff are skeptical as well. A professor from the marketing department said, "As an adjunct, I am not affected by changes in the administration. But I was somewhat surprised by Dr. Smith’s background. He seems to be a ‘turnaround specialist’ for universities, and I didn’t realize that Suffolk needed a turnaround. I guess I am interested in what new steps he will take."

While there are various perspectives on Dr. Smith's qualifications for the presidency, and worries about upcoming changes to the university, it seems that both students and faculty are hoping for what Smith refers to in his letter addressed to students as "a notably successful 2014-15 school year."

"I was impressed by his experience, and I am optimistic he can help this institution become even greater."

-Suzyn Ornstein, professor of management and entrepreneurship

Above: Smith in his office on the 13th floor of 73 Tremont.

Below: Smith with Andrew Meyer, the chairman of the Board of Directors.

"Whenever there is a leadership change, people are never made aware until the decision is made because they have no power over the situation," Ornstein said.

Legal obligations also keep boards and presidents from making early announcements. When a president retires, he might announce his decision to retire to the school years ahead of time.

"If the change is of any other kind of nature, then it is a personnel matter, and you don't share personnel matters" because of laws governing employees' privacy rights, Ornstein said.

When considering that Suffolk has had two presidents within five years, it is helpful to keep two other things in mind, she said.

"First, although things appear to be moving very quickly, looking back over 25 years, there has not been much change. But, secondly, now there are great pressures on all institutions of higher education to make changes of a variety of sorts," she said.

Like many people, Ornstein was surprised at what seemed to be a sudden move to the new interim did come and speak at the first faculty luncheon. I was impressed by his experience, and I am optimistic he can help this institution become even greater."
Smith should address lingering questions

Thalia Yunen
News Editor

President McCarthy was not someone I interacted with very much. I would see him passing, always wearing a smile, and he seemed to be a warm person. Under his presidency, I became aware of many changes. Fenton being sold, Somerset being built, a new marketing campaign done by advertising agency DeVito/Verdi, and small increases in tuition. It was clear that Suffolk was heading in a new direction. Even so, President McCarthy's departure seemed sudden because of its timing. Thinking back to this summer, when advertisements were rolled out and Suffolk Law School underwent administrative changes because of an alleged decline in student enrollment, I don't think I saw the change coming. I thought McCarthy would have a hand in the future of Suffolk since he made so many changes in his two years of presidency. But, now that it has happened, I think that all signs pointed to "yes."

President Norman Smith is part of a "New Suffolk." As a senior who transferred to Suffolk in fall 2012, the year McCarthy replaced Interim President Barry Brown, I have been at Suffolk during a period of reshaping and revamping. I am not worried about how this change affects me anymore, although I remember being grated at the changes in tuition in the past two years. I'm mostly worried for staff and faculty at Suffolk who will be affected. With this shift in leadership, I imagine that some staff will be wondering if they will be suddenly taken out of their positions for the "New Suffolk" too.

"I thought McCarthy would have a hand in the future of Suffolk..."

Suffolk is changing. It is evident right now more than ever. During what was supposed to be the university's off-season, Suffolk University was completely shaken up: a salary freeze; the announcement of post-tenure review; job cuts; the sale of Fenton; the closure of the Ridgeway building; and finally, the abrupt leave of James McCarthy.

Students walked onto an entirely different campus last week. Though many of these changes were sudden and surprising, students and faculty have been given some small warnings over the last two years.

In 2012, McCarthy hosted a town hall meeting addressing the university's five-year plan. He spoke of building the illustrious 20 Somerset building, giving each of the school's three departments their own distinct features through branding, working to attract a more selective student body, and lowering the school's sky high acceptance rate.

Well, here we are. The plans are put in place and the ball is rolling. The motion to brand the school differently is constantly evolving, especially with the quick life of Suffolk's advertising campaign with DeVito/Verdi. Fenton has been sold in order to make way for all classes in 20 Somerset. There have been no recent announcements on the enrollment rate, but that is already changing at the Law School, where enrollment is down about 200 students.

Consequently, in an attempt to allocate Law School funds more effectively, the Reppaport center was closed. It doesn't matter if you are a senior, on his or her way out, or a freshman with four years ahead, Suffolk is changing and it will affect all of us as we make our way through the curriculum and make careers as alumni.

And, this was just Suffolk's off-season. One could suspect that this many changes over the summer would yield even more during the academic year. Who knows what could happen?

I feel that there should be more transparency at Suffolk. College is expensive. Going to a private university is even more expensive. I understand enrollment numbers going down, and the university is adapting to those numbers, but I hope that staff and faculty can still keep an eye on their jobs and are not affected negatively by the change. I think that we should all know why Suffolk keeps changing. What sort of state are we in? Maybe that would ease any worries about organizational adjustments that Suffolk might have.

Personally, I don't need to know why McCarthy left. I don't care about whether or not a member of the board did not like him or his ideas, or if the apparent suddenness of the change meant that he was ousted. I just think that Suffolk's audience should know what direction the university is heading in the future.

It would really like President Smith, to address any prospective developments at Suffolk, and talk about what our game plan is for the future. That way, faculty, staff and maybe even students who will be here, say, for the next two to four years, can also feel and be a part of that vision.

STAFF EDITORIAL

"I thought McCarthy would have a hand in the future of Suffolk..."

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