Vice President of Student Development

Position Specification
Job Requisition No. 127-14

Prepared by the Search Committee for Vice President of Student Development

This Position Specification is intended to provide information about Morehouse College and the position of Vice President of Student Development. It is designed to provide candidates with insight into the strategic posture of Morehouse and to assist qualified candidates in assessing their interest in the position.

Position Application Period: March 28, 2014 until filled
The Opportunity

The Vice President of Student Development at Morehouse College offers an exciting and challenging opportunity for the individual who seeks a formative role in a world-renowned academic institution whose mission is to develop men with disciplined minds who will lead lives of leadership and service. We seek an innovative and thoughtful leader to take on this senior level role and establish the vision, strategy and programming required to attract the best and brightest young men to Morehouse College; prepare them for 21st Century employment opportunities that align with their passions; connect with African American traditions and culture; and flourish into 21st century Morehouse Men. The Vice President of Student Development will be charged with leading the efforts to achieve what President John S. Wilson has called "character preeminence," and will need to work collaboratively with faculty, staff, students, and fellow administrators to do so.

The Vice President for Student Development will join the Provost, Chief Operating Officer, Chief Financial Officer, Vice President for Institutional Advancement and the General Counsel as the executive team reporting directly to the President. He or she will be a campus leader and mentor to students, an external voice for Morehouse College to key constituents, and an advisor to the President on student activities. The Vice President of Student Development must be a skilled relationship manager and builder who can develop relationships and partnerships with prospective students, faculty, department chairs, administrative staff, Morehouse leadership and current students. The individual will bring expertise in the shaping and development of college-aged men and best practices to build a vibrant and innovative program to Morehouse College that is both comprehensive and dynamic while meeting the College’s standards of operational excellence.

Expectations for Leadership at Morehouse

In January 2013, the College welcomed its 11th President of the College, John Silvanus Wilson. President Wilson was inaugurated this February and has set forth a robust and transformative vision for Morehouse. A copy of his Inaugural Address “The World of Our Dreams” is included with this Position Specification. All candidates should review the Inaugural Address as it provides a framework for the transformational leadership that is required at Morehouse College to meet the goals of capital and character preeminence. Senior leadership is expected to embody and translate these ideals into tangible outcomes. The Vice President of Student Development will play a pivotal role in the execution of President’s vision by embracing and developing our students in a way that is pursuant to the future and not beholden to the past, and that touches each student in a meaningful way.
The Role of Vice President of Student Development

Morehouse College seeks to recruit a Vice President of Student Development who can successfully help define and guide students through what we hope is a transformative experience, updated to be relevant for the 21st century, grounded in the mission of the College, and set to a new standard of character preeminence. The Vice President of Student Development reports directly to the President of the College and will be responsible for the leadership, direction, supervision, and evaluation of the Office of Student Development. This position will also work collaboratively with our Provost to strengthen the connection between academic success and character development. This position will require a dual focus of both strategic development and implementation of a student development philosophy while delivering operational excellence in each of the offices within the Division of Student Development. This position will specifically oversee three areas: Student Services, Enrollment Management, and Chapel Services.

The Office of Student Services includes the offices of Housing and Residential Life, Student Life, Student Conduct, Student Health Center, Athletics, Career Planning and Placement, International Student Services & Education Abroad Programs and the Counseling Resource Center. It is within this office that all student organizations operate, including school and class student government, fraternities, and several others.

The Office of Enrollment Management includes the offices of Records & Registration, Financial Aid, and Admissions and Recruitment.

The Office of Chapel Services oversees all programming at the world-renowned Martin Luther King Jr. International Chapel.

An Overview of Morehouse College

Morehouse College is located three miles from downtown Atlanta — the educational, cultural, economic and entertainment capital of the Southeast and a city that is growing in international stature.

As noted above, the mission of Morehouse College is to develop men with disciplined minds who will lead lives of leadership and service. A private, historically black, liberal arts college for men, Morehouse realizes this mission by emphasizing the intellectual and character development of its students. In addition, the College assumes special responsibility for teaching the history and culture of black people.

Founded in 1867 and located in Atlanta, Georgia, Morehouse is an academic community dedicated to teaching, scholarship, and service, and the continuing search for truth as a liberating force. As such, the College offers instructional programs in three divisions - business and economics, humanities and social sciences, and science and mathematics - as well as extracurricular activities that:
• develop skills in oral and written communications, analytical and critical thinking, and interpersonal relationships;
• foster an understanding and appreciation of world cultures, artistic and creative expression, and the nature of the physical universe;
• promote understanding and appreciation of the specific knowledge and skills needed for the pursuit of professional careers and/or graduate study, and;
• cultivate the personal attributes of self-confidence, tolerance, morality, ethical behavior, spirituality, humility, a global perspective, and a commitment to social justice.

The College seeks students who are willing to carry the torch of excellence and who are willing to pay the price of gaining strength and confidence by confronting adversity, mastering their fears, and achieving success by earning it. In pursuit of its mission, Morehouse challenges itself to be among the very finest liberal arts institutions in the world.

Morehouse Men

Even as the need for historically black institutions is challenged by expansion of opportunities for students at all higher education institutions, the best and the brightest continue to choose Morehouse.

Most people—even the students themselves—are awestruck by the sight of so many talented, studious and highly motivated young men seeking knowledge and fulfillment. New Student Orientation, when hundreds of fresh-faced freshmen march into King Chapel for the first time, is just as moving as Commencement, when they emerge, queued in a line 500-members strong, as well-trained scholars and leaders. Nowhere else in America, or the world, does this happen. Morehouse has traditionally graduated more black men than any other school, anywhere.

So, why do students still choose Morehouse? No doubt, it is the excellent liberal arts education and an environment that is conducive to academic, social and spiritual growth. But there are many great schools out there, so there must be something more?

We call that something the “Morehouse Mystique.” The phrase is not easily defined or understood, but it’s also not just a clever slogan. The Mystique is joining a brotherhood like none other. This is what makes Morehouse unique. No other institution in the world can match the Morehouse experience. Other colleges and universities may call, but men continue to choose the ‘House for the unique experience that only happens here.

Summary of Responsibilities will include:

Visionary:

As a member of the Senior Leadership Team of Morehouse College, the Vice President of Student Development is expected to be both a theorist with a keen understanding of how to develop 21st Century Morehouse Men and an operational manager that can deliver superior results in each office within the Office of Student Development. The Vice President of Student
Development must also be a seasoned networker that can work collaboratively with key stakeholders of the College to provide leadership on infusing the development of 21st Century Morehouse Men into the operations and culture of the College.

**Strategy and Planning:**

As the leader for student development, the Vice President will immediately engage in the College’s strategic planning process, which began this spring, with a focus on ensuring that character preeminence is ingrained in the College’s long-term and short-term goals. He/she will develop a comprehensive student development model that touches our students from the recruitment period through the matriculation to graduation.

The Vice President of Student Development will lead the continued development and delivery of a strategic student services model aligned with the interests of prospective and current students. This includes critical areas such as onboarding and orientation, career services and workshops, student advising and communications. The Vice President will develop and implement strategies and plans for meeting admissions, diversity, and financial aid objectives. Tracking and analyzing data and trends to measure performance against goals and refine procedures, policies and practices will be key in addition to producing periodic enrollment and student services reports and statistical summaries.

**Innovator:**

In these fast-paced times of technology dependence and interactive social media, the Vice President of Student Development must address the challenge of adapting and integrating the traditions and values of Morehouse into our millennial student body. The successful candidate will develop and execute an innovative and nimble plan that is focused on incorporating the foundation of character preeminence into a comprehensive student development plan that emphasizes academic success and personal growth.

Among the baccalaureate origin institutions for black male doctorate recipients, Morehouse was:

- #1 in science and engineering (NSF’s STEM category, which includes health and excludes psychology and social sciences)
- #1 in life sciences
- #1 physical sciences
- #1 in social sciences (incl., psychology)
- #6 in engineering
- #1 in humanities
- #1 in education

And we seek to maintain and further elevate Morehouse as a premiere academic institution. The Vice President of Student Development will work with our Provost and faculty to continue the trajectory of preeminence.
Admissions Marketing, Recruitment and Outreach:

The Vice President of Student Services will be responsible for overseeing the development of a creative, progressive student recruitment plan and strategy for the College. He/she will ensure that the College meets enrollment targets, as well as oversee the formulation and execution of a marketing plan, and evaluate its effectiveness using appropriate metrics. The Vice President will work with faculty and staff to market existing and new programs to retain and attract new students.

He/she will represent admissions to various constituencies including: applicants, faculty, students, alumni, media, professional organizations, corporations, sponsoring agencies, general public, and other Morehouse College Offices. Outreach will include travel to attract prospective student and to engage companies in informing admissions criteria and planning and conducting information sessions for prospective students.

Operations:

Within the Office of Student Development, there is an Associate Vice President for Student Services and an Associate Vice President of Enrollment Management. The Vice President of Student Development will be able to rely heavily on these Associate Vice Presidents for the execution of the goals and objectives of the Office.

Key Duties and Responsibilities

The Vice President of Student Development will:

- Serve the instrumental function of developing and implementing an overarching philosophy of student development and experience that captures the mission and goal and developing 21st Century Morehouse Men
- Work collaboratively with all of the College constituencies – students, faculty, staff, alumni and Board of Trustees – to integrate the student development philosophy into the fabric of the College
- Oversee the planning and design of student services policies, procedures, and practices which foster and promote student learning and success, and which support the educational programs of the College, including developing relevant and interesting evening and weekend programming for students
- Provide leadership and guidance for the recruitment and retention of students; oversee recruitment for the College and work to promote retention and student success.
- Recommend organizational structures, personnel and resources to ensure student-centered/learner-centered environment at all levels within student development
- Ensure compliance with federal/state regulations and university policies
- Advocate on behalf of students
• Assist in crafting a welcoming and vibrant campus culture that promotes the academic achievement and personal development of all students
• Prepare appropriate reports; analyze and evaluate enrollment and retention data; project student enrollment and retention data to be used in strategic decision making
• Provide leadership and oversee the application of the Americans with Disabilities Act to ensure all students have equal access to services.
• Maintain the utmost confidentiality of information regarding students, supervisors, and other employees;
• Contribute to a safe educational and working environment by participating in all drills and training being prepared to take action should health or safety emergencies occur
• Prioritize initiatives in accordance with the College’s strategic plan and oversee the development and successful completion of strategic and operational plans
• Oversee the development of programming and strategic use of the Martin Luther King International Chapel

**Personal Qualities and Qualifications**

The new Vice President of Student Development will be the internal leader focused on transforming the philosophy and resulting development programming for our primary constituency – our students. This role will oversee the enrollment and student services offices with a constant eye towards the overarching student development philosophy and plan. The Vice President of Student Development will be a skilled relationship manager and have progressively advanced leadership experience in the area of enrollment and student services. The ideal candidate will have the following professional qualifications and personal characteristics:

• Vision and innovative leadership with a keen understanding of education theory related to the higher education of males, and in particular black males.
• Proven track record of developing innovative student development models
• Strong analytical skills
• Proven ability to balance strategic plans and operational detail
• Superior communication skills and ability to communicate with enthusiasm and effectiveness and to work collaboratively with students, faculty, staff, administrators and alumni
• At a minimum, a Master’s Degree (a doctorate degree is preferred)
• Demonstrated successful record of administration, including planning, resource and personnel management, and program development
• Commitment to innovation in higher education and national best practices in Student Affairs
• Possess knowledge of governmental programs, agencies, and laws that specifically address university and student issues, including compliance with Federal rules and laws, such as Title IX, the Clery Act, and FERPA
• Possess the ability to think intuitively, make effective decisions and take independent action

**Procedure for Candidacy**

Inquiries, nominations, and applications are invited. Candidates should provide a resume, a letter of application that addresses the specific responsibilities and requirements described in the position specification, and the names and contacts of five references. The materials should be sent electronically via email to vpstudentdev@morehouse.edu. Incomplete applications may disqualify individuals from an interview. Applications will be reviewed beginning immediately and continue until the position is filled.

Questions or other inquiries may be directed to Tyra Smith, Associate Vice President for Human Resources by email at tyra.smith@morehouse.edu or by telephone at 404.215.2656.