CRITICAL AREAS DEFINED

Critical areas represent major factors that decisively affect and influence the direction of the SS Division. They are key areas in which the Division must effectively perform over the Plan period. The following nine (9) key critical areas will frame the Division's work for the new SS Strategic Plan (2010-2015):

1.0 Planning, Evaluation and Staff Enhancement
2.0 Safety, Security and Wellness
3.0 Retention and Graduation Rate Improvement
4.0 Visibility and Positioning
5.0 Student Life and Development
6.0 Housing and Residential Life
7.0 Campus Culture and Decorum
8.0 Diversity and Globalization
9.0 Leadership Development and Service

Each of the above critical areas is thoroughly discussed below to give a clear and concise understanding of the types of goals and objectives that have to be formulated in order to fully address each area.

(1) PLANNING, EVALUATION, AND STAFF ENHANCEMENT

Significant strides have to be made in this area if the Division staff is to be successful in carrying out their duties in concert with the Strategic Plan. This critical area is number one because we have a good deal of work to do to make planning and professional development an integral part of staff work. With the completion of the strategic plan, the hiring of new, experienced directors and the professional development of existing staff, this area can be a significant strength to carrying out the plan. With the leadership of the Vice President, we will adopt and implement measures to make sure that all staff are staying abreast of developments in their field and revising existing programs or creating new ones to enhance skills and abilities, office services and office efficiency and customer service. We know well the importance of planning, evaluation and staff enhancement, but not planning has become the modus
operandi for this division. We must change this direction immediately and learn to maintain our adherence to professional standards and the expectations of the vice president.

As stated above, planning and evaluation, as an on-going process, has to become an integral element in the Division’s work. Sound and positive initial orientation to planning and evaluation is occurring among the unit heads and the administrative staff. This work will focus primarily on annual operational planning. This Five-Year Plan represents the annual importance placed on long-term planning. The Plan delineates critical areas of performance over the five-year period. The Division will continue to engage in operational planning and will identify specific results to be achieved within each of the one-year periods comprising the five-year plan. The annual planning process will include annual budget planning as well.

The operational planning process incorporates a semester review system which assesses progress toward achievement of annual objectives. The review system identifies problems and difficulties for intervention, correction, and/or revision. Operational planning requires active participation by all key personnel within the Division and involves integrated planning across departmental lines. Thus, teamwork and collaboration are fostered.

Steady progress is expected in this planning area; however, the evaluation area will require "beginning at the beginning." The strategic planning and operational planning work associated with the development of this Plan began the orientation toward assessment. All departments will develop and implement instruments and mechanisms for assessing effectiveness of their programs and services. Moreover, they will be required to use the assessment results for planning and decision-making purposes. This academic year all directors are performing the Council for the Advancement of Standards (CAS) assessment of their departments and will be implementing new strategies and policies to make sure our offices are being operated relative to CAS guidelines.

Additionally, there is a need to conduct assessment on a Division-wide basis. Such an undertaking will require staff support to work specifically in this area. An assessment will focus on (1) effectiveness of the Division’s programs and services, (2) interests, needs, and concerns of students, staff, and other constituents, and (3) performance in critical areas and attendant goals and objectives.

Effective and efficient administration of Student Service programs and services is crucial to achieving the goals and objectives set forth in the Five-Year Plan. It is equally important to providing a solid base upon
which further developments, initiatives and enhancements can be built beyond the five-year period covered in the Plan. The Division’s programs and services must complement the College’s mission and institutional goals. Moreover, they must extend from the Division’s mission and vision. Coherence should undergird the Division’s work. Comprehensive policies and procedures by which programs and services and reporting units are governed and operated must be codified in policy and procedure manuals and the Student Handbook. These documents must be kept current through annual reviews and revisions. The structural and functional organization of the Division must complement the Division’s mission and vision. Organizational paradigms will be developed to reflect roles, responsibilities, relationships, and lines of authority. In addition, effective administration of the Division’s affairs requires identification of, and advocacy for resources for capital and infrastructure improvements, which will enable it to effectively and efficiently develop and implement its programs and services.

Continuous enhancement of skills, abilities, and knowledge will be promoted among the Student Services staff. Most of the current staff have not been formally trained in student service personnel or higher education administration programs. However, given the years of experience in the field, most staff have good working knowledge of their area. However, the bar being set is that of excellence and career professionalism. Therefore, staff members will continue to be encouraged to learn, stay abreast of and participate in professional development activities including attendance and presentations at conferences, workshops and seminars, subscriptions to professional literature, and participation in "in-service" developmental programs (some of which will be made mandatory). All unit heads will be strongly encouraged to affiliate with at least one national and one regional professional organization, and to subscribe to at least one professional publication. In-service staff development activities will be included on the agendas of departmental and divisional meetings. The aim of these activities will be to maintain and enhance the personal development and professional competency of the staffs within the Division.

(2) SAFETY, SECURITY AND WELLNESS
Student Health Services (SHS), Counseling and Disability Services (CDS) and Recreation, Intramurals and Fitness (RIF) have all been actively involved in health and wellness programming on campus. The next step is for them to work together to submit grant proposals and coordinate their efforts. All three offices have been successful in implementing preventive health and wellness programming for students. Students have been very responsive to these programs and we look to continue these efforts.
Student Health Services Center, with new director Dr. Cynthia Trawick, is in the midst of a renaissance. The Center will be adding new staff and has partnered with Fulton County Department of Health, the Georgia Department of Health and Morehouse Medical Associates to augment current offerings in the Center. Most recently, we have met with our student health insurance provider and given increased health care costs and a minimal Center budget, we will be revising our policy coverage to allow greater usage of the policy by the Center and our students. The Center is undergoing a review of student health services and programs with an aim to develop more comprehensive services and cost-effective services and programs. Thus, the Student Health Center must be enabled to provide health care services and programs that are responsive to students' needs and interests, which promote wellness as a corollary to good health, and which complement students' total development.

Counseling and Disability Services, under the new directorship of Dr. Gary Wright – licensed psychologist, will also need to be provided with resources and support in order to meet the counseling assistance and support needs of our student body. Given Dr. Wright's background and experience, we expect him to energize the staff and connect with students in a way that they view the office as an ally. Today, far more so than in previous years, our students are presenting with the same vast array of issues and concerns that were previously prevalent only on majority, predominantly white campuses. In order to address and successfully combat some of the issues our students are dealing with, we need to make sure staff are visible to the student body, available at different times throughout the day and are providing preventive programming to help students cope. In addition to Counseling Services, the Associate Vice President for Student Services also provides ombuds and chaplain-like services for our students and parents who are in need or in crisis. Similar to student health, our student health insurance policy will now allow us to contract with external providers given that the maximum benefit amount has been increased.

In addition to the above two offices, we will also partner with the Public Health Sciences Institute, which Dr. Trawick also directs, the Morehouse New Minority Male Health Project and Healthy Relationship Initiative, and continue our relationship with the Wright Group and the Ending Violence Against Women sub-grant, all of which have been able to provide health and wellness programming for campus students and some members of the surrounding community.

(3) RETENTION AND GRADUATION RATE IMPROVEMENT
Morehouse has successfully utilized many recruitment and retention strategies with some success, given that the first to second year retention rate most recently reported was 85%. The most recent 6-year graduation
rate that was reported is 60%, which is down from the previous year of 67%. In order to improve the quality and size, and to fully and properly shape the desired characteristics of new classes, we have to enlarge the size of our applicant pool by saturating our current market and “tapping into” new markets. During the past year, Morehouse was fortunate enough to have added new skills, abilities, experiences, and expertise to its executive leadership team and have changed its organizational structure accordingly to take advantage of the talents its new leadership team brings.

Morehouse, via its New Student Engagement (NSE) process, has begun to employ some aspects of an Enrollment Management Model which will further enhance its ability to coordinate student services and assistances whereby the entire student experience, from beginning to end at the College, can be fully coordinated and seamless. The NSE Team currently utilized encompasses the offices of Admissions, Financial Aid, Housing and Residential Life, Student Life and Development/New Student Orientation/First-Year Experience, Student Financial Services, Registrar, Academic Advising/General Education and Information Technology. In addition, the office of Student Services is in the process of forming the Morehouse College Parents Council, which will allow parents to provide us with feedback on our processes and procedures. As we move forward, these new strategies will be organized into a comprehensive, well-structured program involving students, faculty, administration, staff, alumni, and friends of the College.

College administrators have experience at other institutions and have visited other colleges and universities, utilized the Internet, and researched enrollment management models across the country in order to better assess which strategies, mechanisms and organizational structures will work best for Morehouse given its current personnel and technology. The president, vice presidents and chief of staff is conducting strategic planning and doing benchmarking in order to determine how well our current goals and objectives reflect “New College” and the “Futuring” of Morehouse.

Student Services retention strategies continue to be centered in Student Life, Housing and Residential Life, Counseling and Disability Services, and Intercollegiate Athletics. International students continue to exhibit higher retention and graduation rates than the overall student body, as do student-athletes although they enter the College with greater challenges. We are seeking to extend the lessons learned from these programs to other areas of the College. The Academic Advising Committee is making recommendations to the Provost regarding revision to the current advising system and are asking faculty members to maintain their relationships with students beyond course registration,
for true academic advising is far more than simple course selection. If need be and requested, SS staff will become academic advisors to further enhance the system and process. We need to implement a First Year Experience Program in concert with the Freshman Class Dean, an Early Monitoring Alert Program (EMAP) for students on academic progress probation in conjunction with General Education, and a Sophomore Year Experience (SYE) program in concert with the Sophomore Class Dean. In addition, Intercollegiate Athletics needs to implement a mandatory Study Hall for new student-athletes and student-athletes with less than a 2.5 cumulative grade point average.

Most recently, we have recognized the significant importance of personal and mental health counseling for our students. Many of our students can make it academically at the College, but bring significant issues to campus from their home and community environments. The issues they are bringing are not new to higher education or Morehouse, but they are becoming more pervasive and we must seek additional ways of providing counseling support for our students, so that they are able to better concentrate on their academic endeavors and improve their overall health and well-being. Toward this end, we will need to look seriously at augmenting the services currently provided by Counseling and Disability Services and Student Health Services. We also must be attentive and develop programming around student’s spiritual development and well-being also. Most recently, we did a Counseling Services presentation for the Executive Leadership Council (ELC), but also need to do sessions for faculty and staff via academic division meetings and the staff assembly. Our Counseling and Disability Services and Student Health Center have to seek external contractual relationships with outside providers in order to augment current campus offerings. Student Health Services continues to work with external agencies in order to bring needed services to our students here on the campus and the CFO is working with our student health insurance provider in order to improve our current policy and allow both Counseling and Student Health to provide more services for our students.

(4) VISIBILITY AND POSITIONING
Establishing the Student Services Division’s role as integral to the College’s mission and its contribution to the education and overall development of Morehouse students is a primary goal of all Division personnel. Moreover, the College community should understand and be familiar with the Division’s role and functions as well as with its programs and services. This will be accomplished through efficient and wide-spread dissemination of information, improved communication with College departments and agencies, as well as on-going networking and partnering within the College community.
Beyond the campus community, the Division should establish its niche within the student personnel profession. The Division's staff will begin to appear on programs at professional meetings and will develop papers for submission to regional professional publications. Staff will be encouraged to become active in their local, regional, and national professional organizations. These activities will enhance the visibility and position of the College, as well as its Student Services’ programs, services and staff.

Significant progress has been made in establishing positive relations between students, the administration, and other campus constituencies. This has been accomplished through open communication channels, accessibility of College administrators to students, participation by students in College governance and on major ad hoc committees, and the College’s responsiveness to student issues. This momentum must be sustained through mechanisms such as the President's Student Development Luncheons, Student Forums and Student Round Table discussions. Other mechanisms, like Extended Cabinet meetings, Crown Forum assemblies, and Divisional presentations at faculty meetings, must be implemented to improve faculty and staff communication as well. Student Services' staff will become “valued” colleagues because of the work we do collaboratively and cooperatively with Academic Affairs and all other divisions at the College. We will be an appreciated team partner by the end of this Strategic Plan.

(5) STUDENT LIFE AND DEVELOPMENT

Provision of a comprehensive student life and development program is an institutional priority and imperative. Such a program encourages and promotes students’ active engagement in campus life. During the life of this plan, the Student Services Division will develop and implement a well-grounded, conceptually sound and integrated, comprehensive student life and development program, in conjunction with the Freshman and Sophomore Class Deans and General Education. The program will offer a range of activities, experiences and opportunities which (1) complement students’ intellectual development; (2) enrich their cultural exposure and provide study abroad opportunities; (3) promote their social integration into the College community; (4) provide student leadership training and opportunities; (5) encourage student volunteerism; (6) facilitate their participation in extracurricular activities and other wholesome facets of campus life; and (7) contribute to their personal and spiritual development. Furthermore, the student life program must reflect the diversity that exists among the student population. Enhancement of recreation and intramural sports activities and concern for the development of a sense of “belonging” among the student population are slated for particular attention.
Student development is integral to the mission of educating the total student. Student development concepts hold that students' academic and intellectual development must be complemented by equal address to their career, personal, spiritual, social, and cultural development and enhancement. The aim is to “produce Renaissance Men” and enable students to acquire a full array of competencies that equip them to assume meaningful positions in society, to be placed confidently following graduation, and to conduct their lives in gratifying and rewarding ways. Moreover, student development concepts hold that students must successfully engage in and complete certain developmental tasks and challenges that arise while they are pursuing higher education. Furthermore, because the college community is a microcosm of larger society, students must develop intellectual and affective capacities for effective citizenship within the College community and beyond. Thus, students can learn, practice, and hone skills and abilities that enable them to assume civic responsibilities, gain and retain employment, and pursue advanced study. Additionally, student development and support programs should enhance students’ capacity to successfully manage their life experiences while they are engaged in collegiate work.

These underlying conceptual premises require the College's student development efforts to (1) provide support services to all students; (2) address the special support needs of various sub-groups within the student population, e.g., adult, international and differently-abled; and (3) address students' personal, spiritual, social, physical and career developmental needs.

Enhancement of student development programs is particularly relevant since the College seeks to produce “Renaissance Men” who are able leaders, responsible citizens, and graduates who are prepared to lead personally and vocationally gratifying lives in a global society. Thus, provisions that enhance students' affective development and general well being, as well as complement their intellectual and academic development, must be made.

Intercollegiate Athletics is an integral part of campus life and is major part of any liberal arts college experience. Morehouse is a member of the NCAA's Division II and the Southern Intercollegiate Athletic Conference (SIAC) and currently fields men’s teams in Football, Baseball, Basketball, Cross-Country, Golf, Outdoor Track and Tennis. Given that we are an all male institution, we are meeting NCAA Title IX requirements and are in compliance with all NCAA Division II rules and regulations. The sponsorship of only 7 sports teams makes us the smallest athletic operation in the SIAC.
Student Athletes continue to do a good job in the classroom and around campus and based on the latest data, the graduation rates of student-athletes is higher than the general student body, 75% vs. 67%. In addition, for the third consecutive year, Morehouse Athletics has been awarded the SIAC Commissioner’s Award for having the largest number of conference championships. This past year Morehouse was SIAC champions in Cross Country, Outdoor Track, Golf and Tennis. The football team did very well finishing 7-3 overall and just missing the NCAA Division II playoffs. In addition to our intercollegiate teams, our Cheerleading Team, composed of Spelman College students, won the SIAC Cheer Championship. The president has asked that the senior administration meet with the Athletic department staff and seek ways to enhance the program. The program has a full-time Compliance Officer and Sports Information Director (SID), but only a quarter-time academic support services person.

Currently, our challenges include improving coaches salaries, bringing aboard additional full-time athletic personnel (coaches and support staff), enhancing training equipment and improving the athletic facilities on campus such that they meet all NCAA requirements and standards. We have few physical facility needs, but our football stadium needs the most work. Ideally, coaches offices would be retained and improved, a synthetic turf field would be installed and a new press/president/athletic box area would be renovated, along with stadium seating. The most pressing need is securing more funding for the Athletic Department budget in order to purchase new uniforms and equipment (given the cancellation of the Russell and Nike contracts) and meet basic operational expenses necessary for the NCAA minimum number of contests per sport. Most recently, July 1, 2010, Morehouse completed our Institutional Self-Study Guide (ISSG), in which we evaluated ourselves honestly and fairly and we will put together and act upon a plan that will chart us on a successful course as Division II members.

(6) HOUSING AND RESIDENTIAL LIFE
Housing and Residential Life is a key ingredient in the Division's strategy of effectively and concertedy addressing the hierarchical needs of the College’s students. The goal is to provide a residential environment in which facilities, programs and services meet and are responsive to students’ needs and interests, complement their total development and, at the same time, are effectively administered and efficiently operated. Over the five years covered in this Plan, we will focus on three areas critical to improving residence life: (1) residential facilities, including improvements to existing facilities and the refurbishing of our halls, (2) residence life programming, and (3) administration and operations within the Housing and Residential Life department. An early imperative will be the development of a comprehensive student housing plan to include
housing demand projections, identification of related issues and problems, and recommendations for solutions and infrastructure needs and improvements.

The biggest asset now in Housing and Residential Life is the experienced administration and efficient operations. Three years ago, we have hired a Director who has a residence life background and who has worked at different types of institutions. In addition, the main office has now been relocated to a much larger and more conducive space for office operations in Mays Hall. Our goal is to move from dormitories to residential communities by the end of this strategic plan.

Programmatically, the residence hall learning communities have all been established and are starting to be recognized and appreciated. The OHRL administration and residence hall directors have really put the time and energy behind the development of the learning communities and each has identified its own theme and accompanying goals, graphics and programs. The thematic halls are quite different, but prospective students are excited about the different offerings and their ability to choose.

The ultimate goal is to get students to view the spaces/buildings they reside in as residential communities where students take full responsibility for the spirit and collegiality within their hall. This will take some time, but we must continue to work with students in order to get them to treat their halls as second homes and their hall mates as neighbors working together to form a cohesive community/neighborhood. This work is being made easier thanks to the recent formation of the Residence Hall Association (RHA), which has been extremely active in its initial year of leadership. We have strong student leadership and staff advisors in the RHA and significant process was made last year.

The master plan calls for new housing construction and a major initiative in the forthcoming Fundraising Campaign is a student center and residential housing. In the interim, we will continue to work with the Physical Plant and our housekeeping partners to maximize what we currently have. We will need to development, in concert with Campus Operations, a refurbishment plan that calls for replacement of hall furnishings. We also need to spend some money on aesthetic enhancement as many of the halls do not have lounges or lounge furniture for residents to have a common space for meetings and activities. In the interim additionally, painting, pictures, plants and other enhancements need to be made to make the halls have more of a home feeling and ambiance.

(7) CAMPUS CULTURE AND DECORUM
In order to provide students, staff, and college constituents with a wholesome and orderly environment in which to study, work, and recreate, attention must be given to cultural and environmental factors that affect and impact upon the campus community. While Student Services staff and Campus Police are in the forefront of creating a wholesome campus, all College students and personnel have the responsibility to work diligently toward the establishment of a campus culture that is physically pleasing and that reflects collegiality and respect.

The College is in the midst of creating a safer campus with the addition of police officers and security cameras, and is also seeking to enhance its lighting on campus and on frequently traveled streets around campus. With the impending opening of the Morehouse Performing Arts Center, the College boundaries will expand and student traffic patterns will further stretch our current resources, as it did with the construction of Phase II of the parking deck and associated retail and office venues housed therein. The College has a Master Plan and is in the process of purchasing necessary land to expand its footprint and provide additional green and recreational space for students. At the same time, the College is in the quiet phase of an impending fundraising campaign, in which a new student center, new student residence halls and a baseball field is proposed. These major projects have been supplemented by a number of other smaller projects to enhance campus life, e.g. air conditioning of older buildings, new roofs on several buildings and so on. The campus is changing and emerging ever more attractive with each passing year and it will undergo additional transformation over the course of this current strategic plan.

Safety and security provisions are among the hierarchal needs designated as strategically critical in this five-year plan. The ultimate goal is to provide a safe and secure environment in which all members of the College community may confidently engage in their respective activities and which complements the College’s mission, activities and plans. Recent incidents within the campus community, along with the physical expansion of the College’s buildings and grounds result in the compelling need to increase the visibility and presence of public safety personnel and adult personnel in the evenings. Moreover, the campus community’s concerns about professionalism and competency among the public safety personnel must be allayed. In addition to security issues, other safety concerns must be addressed including: comprehensive safety policies and procedures, fire safety education and training, emergency responsiveness, hazardous products procedures, safety training for all campus constituencies, monitoring of safety conditions and systems on College properties, as well as traffic and parking enforcement. Development of a comprehensive safety plan is in draft
form and the activation of a campus Emergency Management Team has been in place for 5 years now. The Campus Police Department must be supplied with adequate resources that will enable it to respond to these safety and security imperatives, like the recently installed new cameras to monitor the campus grounds and buildings. In addition, we have augmented our Emergency Response Plan and System by adding a campus text and email alert system and installing card swipe systems in our residence halls. Campus Operations has continued to work on campus lighting and adding security cameras when funding permits.

To complement the physical environment changes, we have to also continue to enhance the pride and sense of connection and belonging that students, faculty and staff have for Morehouse. With outreach by the president and new senior staff, significant progress has been made in establishing positive relations between students and the administration, but we have to work on the administration and faculty relationship. Student-administration progress will continue to be accomplished through open communication channels, accessibility of College administrators to students, participation by students in College governance and on major ad hoc committees, and the College’s responsiveness to student issues. This momentum must be sustained through mechanisms such as a Trustee Forum, President’s Student Development Luncheons, Student Forums, SGA meetings and Student Round Table discussions. Other mechanisms, like the President’s Cabinet meetings, College assemblies/convocations and faculty meetings must be enhanced to improve faculty and staff communication as well.

The measurement and assessment of campus culture tends to be subjective and at times difficult to properly analyze, but most people know it when they see it or a part of it. Pride, affiliation and a sense of connection and belonging are crucial aspects of increasing retention and graduation rates of students. Students who feel pride in their institutions and have a connection with other students, faculty, staff, administration and organizations tend to persist longer and graduate. As we continue to develop “Renaissance Men,” significantly improving the campus culture is a major component of moving from a good to a premier college, the ultimate goal of this administration.

The Student Judicial System and Code of Student Conduct were slightly revised in Fall 2009 and Summer 2010, with the addition of the “Appropriate Attire Policy.” Although the policy has been implemented, we still need faculty and staff enforcement and “outlier” student buy-in. The College Judiciary Committee (CJC) and College Appellate Committee (CAC) continue to do a great job of hearing and handling cases and ensuring that we are abiding by our Code and judicial processes. However, annually we seek to improve the system by (1) refining the system’s implementation mechanisms; (2) improving the training of the
members of the College Judiciary Committee (CJC); and (3) familiarizing students and the broader College community with the system and the Code. The initiative needing the most attention currently is plagiarism and academic integrity.

(8) DIVERSITY AND GLOBALIZATION
During the 2009-10 academic year, the president revived the Respect and Diversity committee (formerly the Tolerance and Diversity committee) with the Vice President for Student Services (VPSS) as chair and Chief of Staff as co-chair. The selection of these two persons to lead the committee emphasizes the president’s commitment to bring senior leadership to this initiative. The committee held meetings this spring and also hosted the Soul Force Equality Riders and Spelman College Women’s Research and Resource Center. Although predominantly black and all male, Morehouse has a great deal of diversity economically, geographically, intellectually and in all other areas. The role of Student Services staff is to work with other areas of the College and student organizations in order to provide programming that will be reflective of this diversity and promote respect and understanding within the College family. Toward this end, the College has also written a grant proposal to the Ford Foundation to help augment current efforts.

The desire for our students to have global competency is evident everywhere, from the president’s vision of “Renaissance Men with a social conscience and global perspective” to the “Five Wells” (specifically Well-Traveled) to our globalization themes in the College Strategic Plan to our Quality Enhancement Plan (QEP) submitted to SACS to the work being done by International Programs and Services/Study Abroad and the Andrew Young International Center. Almost everywhere you look on the campus, globalization/internationalization is being stressed, developed, implemented and practiced. Morehouse truly endeavors to be a World House.

For student services staff we have to work on both the programming and academic/co-curricular fronts. Programmatically, we have to make sure that we saturate the campus with opportunities for students to dialogue and learn about differences. Because our students live, study, work and recreate in close proximity to each other, we have to equip them with the necessary skills and abilities to handle differences and to not only tolerate them, but to learn respect for them. For many of our students, Morehouse is the first truly diverse environment they have been in, and as such their upbringing, morals and beliefs are sometimes challenged by the persons and things they encounter and interact. Because some issues are extremely controversial and sensitive, we have to develop a strategy whereby we educate and expose students to differences without their feeling compelled to change their views. The College has already
begun to deal with differences via programming by different areas and offices, but we now need a better coordinated, strategic effort.

Our academic/co-curricular efforts have to be enhanced and more resources provided for internationalization efforts by International Student Services/Study Abroad, Student Life and Housing and Residential Life, as well as Career Planning and Placement and even Student Health Services, and to a lesser degree Counseling Services. Within student services, each of these areas needs additional resources and to partner with internal and external entities in order to provide the necessary resources for our students to truly be globally competent.

**[9] LEADERSHIP DEVELOPMENT AND SERVICE**

This area is a hallmark of Morehouse and almost every office or department at the College works with students to realize their potential and develop their knowledge, skills and abilities in this area. While community service is not a requirement for graduation at this time, men of Morehouse work to enhance our community and the world daily via a number of offices and organizations. Via the Leadership Center, Leadership Studies has become an academic minor and the Bonner Office of Community Service works with students daily to provide access to community service sites off-campus. To complement these efforts, the Office of Student Life works with the SGA, president’s council, senate, Pan-Hellenic fraternities, Miss Maroon and White and Court and numerous students and student organizations to build, practice and hone leadership skills and require community service of chartered organizations.

While we provide numerous leadership and service opportunities, we have not required that our student leaders undergo formal, structured leadership training to hold official SGA or student organization offices. However, we do provide many elements of leadership and service training in already established programs for the residence assistants and new student orientation leaders. Under the “NO! Excuses” campaign last year, we partnered with Student Life and the Bonner Office for Community Service and expect to continue these collaborations in subsequent years. The collaboration was so good this past year that during the MLK, Jr. Holiday community service event on campus, we had more volunteers than the service sites could handle.

We now have to formally partner with the Leadership Center to structure a program that all student leaders can participate in order to gain greater knowledge and more effectively and efficiently lead their organizations. The offices of Career Planning and Placement at the College do well in attracting employers and graduate schools because men of Morehouse are known to possess these two important characteristics that employers
and graduate schools covet. Men of Morehouse are known throughout the world as great leaders and citizens, locally, regionally, nationally and internationally. Our goal is to continue to enhance our current offerings.