



MOREHOUSE COLLEGE

ATLANTA, GA

Invites Applications and Nominations
For the Position of

PRESIDENT

Education must also train one for quick, resolute, and effective thinking. To think incisively and to think for one's self is very difficult. We are prone to let our mental life become invaded by legions of half truths, prejudices, and propaganda. At this point, I often wonder whether or not education is fulfilling its purpose. A great majority of the so-called educated people do not think logically and scientifically. Even the press, the classroom, the platform, and the pulpit in many instances do not give us objective and unbiased truths. To save man from the morass of propaganda, in my opinion, is one of the chief aims of education. Education must enable one to sift and weigh evidence, to discern the true from the false, the real from the unreal, and the facts from the fiction.

–Dr. Martin Luther King, Jr. '48
Morehouse College Student Paper, *The Maroon Tiger*, 1947

We can do this work because we think differently—fundamentally differently—about black men and black boys, their potential, their strengths, and the possibilities. Our approach is to help our young men hear the sound of the genuine—not to see them as deficient or broken in need of being fixed, but full of potential and gifts and genius, waiting to be discovered, engaged, and amplified.

–Dr. David Wall Rice '95
Associate Professor of Psychology, Morehouse College

THE SEARCH

Morehouse College (“Morehouse,” or “the College”) seeks in its 12th President a world class leader ready to engineer and execute an ambitious strategic plan, optimize enrollment, lead a transformative capital campaign, and continue a rich legacy of producing academically superior, morally conscious, service-oriented leaders in a rapidly changing world.

Founded in 1867 as a private, residential, single-sex liberal arts college, Morehouse is renowned for its achievements in education and the impact of its graduates in business, science, the arts, religion, and education. For 150 years, it has stood at the vanguard of educating African-

American men in the United States and has had an outsized impact on higher education. Morehouse continues to incubate some of the world's most recognizable influencers in entertainment, entrepreneurship, finance, healthcare, politics, social justice, and advocacy. With an operating budget of \$101M and an endowment of \$130M, it enrolls approximately 2,100 students.

This moment represents an extraordinary opportunity for a titan of academia, industry, or government to, as president, harness the enduring educational, cultural, and intrinsic assets of an institution revered by America and by the world. The new President will partner with a committed and resourceful Board of Trustees, expert faculty, facile administrators and staff, aspiring students, and active alumni in the work of guiding the College toward sustained excellence.

The next President will be an executive of inspired and creative leadership, tenaciously committed to preparing and graduating men of keen intelligence, unimpeachable character, and global perspective. The successful candidate will possess the ability and the enthusiasm to serve as a visible and inspiring advocate for Morehouse College and for the liberal arts. The President will be known for the demonstrated capacity to execute a strategic vision; a record of effective leadership and administrative management in challenging environments, including accomplishments in navigating complexity and change with financial acumen; and prodigious fundraising.

Isaacson, Miller has been retained to assist in this search. All inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.

MOREHOUSE COLLEGE: LEGACY, MISSION, & HISTORY

The number one baccalaureate origin institution for black male doctorate recipients in life sciences, physical sciences, mathematics and computer science, psychology and social sciences, education, and humanities and the arts over the decade ending in 2015, according to the National Science Foundation; the top producer of underrepresented minority physics baccalaureates among non-Ph.D. granting institutions over the three years ending in 2013, as measured by the American Physical Society; the top producer of black male baccalaureates in political science, English and literature, foreign languages, physics, mathematics and statistics, biological sciences, and psychology, over the decade ending in 2015; the second top producer of black male baccalaureates in chemistry and economics over that same period; and the only non-majority college or university to produce four Rhodes Scholars; and the producer of 16 Fulbright Scholars; Morehouse College is one of the most impactful institutions of higher education in the world.

Its mission is to develop men, with disciplined minds, to lead lives of leadership and service. Morehouse realizes this mission by prioritizing the intellectual and character development of its men. Additionally, the College assumes special responsibility for teaching and celebrating the history and culture of black people.

As its own history goes, its beginnings were modest.

In his 1967 comprehensive history of the College's 100 years entitled, "A Candle in the Dark," Edward A. Jones shares:

Morehouse had begun as an elementary school ministering to the needs of freedman athirst for knowledge and eager to function as free men in democratic society. Its first building was an unpretentious Black church; its first students, a handful of adults not granted the opportunity to learn to read. As its students' educational levels advanced, so did the school's curriculum. But whether as an elementary school, or as a college, Morehouse addressed itself through its educational program to one overall objective: the making of men. Its unique achievement is that it took in Black boys and prepared them for graduate school, professional school, and for life—and all this in a segregated society.

Before it was Morehouse College, the Augusta Theological Institute was established in Georgia in 1867, two years after the Civil War ended, in the basement of Springfield Baptist Church in Augusta, the oldest independent African American church in the United States. At the time, the school's primary purpose was to prepare black men for ministry and teaching.

That purpose changed in 1906 with the appointment of Dr. John Hope as the College's first African-American president. Openly challenging Booker T. Washington's view that education for African Americans should emphasize vocational and agricultural skills, Dr. Hope spawned the creation of an academically rigorous college that has since propelled black men to the highest levels of achievement in nearly every field of human endeavor. The College also credits him with the early institutional growth in enrollment and academic stature that Morehouse enjoys today.

In recent history, 2006 was both the year the College celebrated the conclusion of a successful \$118M capital campaign and the moment it became the permanent custodian of the multi-million dollar historic collection of Dr. King's papers and effects from his days as a civil rights leader.

As Morehouse celebrates its sesquicentennial in 2017, it continues a long and unique history of delivering an exceptional educational experience that meets the intellectual, moral, and social needs of students representing 44 states and territories and 15 countries, and it continues to be a distinguished institution dedicated to producing outstanding men and ethical leaders.

Complete history of Morehouse College: <http://www.morehouse.edu/about/legacy.html>.

TODAY'S CHALLENGES

The national landscape of higher education is changing rapidly. The impact of demographic shifts, fluctuations in student enrollment, heightened expectations of parents and students, and economic pressures are particularly acute at private liberal arts colleges like Morehouse.

Morehouse in particular, a school charged with educating the black male mind, is presently wrestling with K-12 pipeline shortages of its core market. The number of high-achieving young black men mentored toward a four-year undergraduate degree is shrinking. Furthermore, their capacity to pay tuition is declining. Simultaneously, over the last twenty years, predominantly white institutions (PWIs) have excelled at attracting black students and their families. Competing

for talent against endowment-rich institutions, remaining selective in admissions, and doing so with a physical plant bereft of capital investment will be a top priority for the next president.

Accordingly, Morehouse is working to diversify its revenue sources and reduce its dependence on tuition and fees. After almost a decade of declining enrollment, enrollment has stabilized over the last two years at 2,134 annually. This is down from a high of approximately 3,000 students in FY06.

More robust student development infrastructure is also of critical importance to the College as it works to increase low graduation rates, reduce cost of attendance and high student default rates, and navigate adjustments to the size of the student body. Infrastructure growth requires endowment growth.

Finally, the College has withstood uncommon leadership flux at the board and presidential levels this year. Rightfully, Morehouse alumni, faculty, staff, and students have made clear their unwillingness to accept anything less than excellence and transparency in the leadership of an institution of such importance to the black community, the country, and the world. A March 2017 faculty vote of no confidence in the former Board chair preceded by an alumni petition calling for the removal of the former president marked a watershed moment for the College and its Board of Trustees.

THE PATH FORWARD

“Whereas during its first century, Morehouse was considered first rate as a segregated institution, it must in its second century be first rate for all.”

–Dr. Benjamin E. Mays, 6th President of Morehouse College

On April 7, 2017, the Board voted unanimously to appoint an interim president, install a new board chairman, and replace its Board officers. It also announced that revision of its by-laws was underway (consistent with recommendations from the Southern Association of Colleges and Schools Commission on Colleges) and would be reported in May 2017. The Board also stated its intention to increase engagement and communication with faculty. While only a first step, the Board is confident in its new direction and eager to catapult the College forward under the leadership of its incoming 12th President.

Morehouse has formidable assets in its history, people, achievements, and one-of-a-kind brand. Indeed, it is a testimony to Morehouse’s inherent staying power that it weathered last decade’s recession and the uncertainty of the years that followed, and that it remains a leader of HBCU liberal arts education and American higher education writ large.

The formulation of the [Morehouse College Strategic Plan: Toward Character & Capital Preeminence](#), current through 2018, was informed by the College’s awareness that progress requires innovation. The plan calls on Morehouse to: 1) Strengthen the academic program, 2) Support pedagogical exploration and innovation, 3) Strengthen advising and mentoring, 4) Enhance the living-learning environment, and 5) Attract, recruit, & admit a diverse new generation of students.

The 12th President of Morehouse College, empowered by the Board, will lead an effective team in the plan’s continued execution.

GOVERNANCE

Morehouse is governed by a dedicated and resourceful 40-member Board of Trustees. Their professions run the gamut within business, arts and culture, education, and advocacy. Three faculty trustees and three student trustees also lend their many talents and unique perspectives to the work of the Board.

The Board provides strategic direction, philanthropic support, and guidance to the College's leaders, chief among them the President, sharing with her or him any and all relationships and resources of benefit to Morehouse. The President is an ex officio member of the Board.

On April 7, 2017, William Taggart, Morehouse's former Chief Operating Officer, was named acting President and given the clear mandate to prepare the College and its operations for the next administration.

In said administration and beyond, Morehouse is committed to pursuing a best-in-class shared governance approach that is collaborative with and fully supportive of its President and leadership team.

FINANCES

The College's annual operating budget is approximately \$90 million. Enrollment and private giving are the chief revenue sources, followed by government grants and contracts. Currently, student tuition, fees, and room and board charges account for 57 percent of the College's operating revenues. Government grants and contracts, private giving, and investment income (\$24.2M in FY 2016) primarily account for the remainder of revenue.

Conservative fiscal management, stable enrollment, and increased philanthropic support have resulted in a much stronger financial condition than prior years. Morehouse has stabilized its financial position following a difficult period, between FY 2008-2012, exacerbated by declining enrollment, significant investment losses in FY 2008 and FY 2009, and declining fundraising.

From a day-to-day operating perspective, the College operates within its financial means. Per audited financial statements, net cash provided by operations was (\$1.0M), \$207,000, \$1.6 million, and (\$1.4M) during the past four years respectively, FY13-FY16.

Cash and cash equivalents were \$14.3M at the end of FY13 versus \$9.7M at the end of FY16. The College has had to balance its budget to preserve financial resources, while maintaining the physical plant and campus services. Selective investing, cost controls, and fundraising has maintained liquidity over the last four years.

The College's leverage is modest. Bonds and notes payable of \$56.4M is all plant related, and the College is in compliance with all of its debt ratios. The FY 2016 debt coverage ratio remains strong at 1.56 times, evidence of the Morehouse's creditworthiness and ability to pay its debts.

THE ACADEMIC PROGRAM & FACULTY

Morehouse offers 27 degree programs in three divisions—business and economics, humanities and social sciences, and science and mathematics. Three departments, Music, Business Administration, and Chemistry, are accredited by national accreditation agencies. The strong academic program is integrated with extracurricular and co-curricular activities that: foster the development of oral and written communication skills; foster appreciation of world cultures, artistic, creative expression and the nature of the physical universe; promote understanding of the specific skills needed to pursue professional careers and graduate study; and cultivate the personal attributes of self-confidence, tolerance, morality, ethical behavior, spirituality, humility, global perspective, and commitment to justice.

The faculty includes 156 full-time tenured, tenure track, and non-tenure track faculty members as well as 48 part-time/adjunct faculty who teach a student body of approximately 2,100. Excellence in teaching and student training are key expectations of faculty, and engagement in research and scholarship have become increasingly important expectations. A number of mechanisms have been implemented to support excellence in teaching and scholarship.

Recently, the College completed significant administrative and programmatic reform designed to support and enhance the productivity, collaboration and interdisciplinarity of faculty research and coursework, and to provide leadership development and advancement opportunities for the faculty. Specifically, the administrative structure and faculty lines at Morehouse College were recently modified. Moving away from a divisional structure led by deans, in 2015 the College moved to a model in which division chairs provide leadership within each division by working collaboratively with department chairs and faculty to empower faculty and remove administrative and bureaucratic restraints that limit faculty contributions and decision-making. Similarly, in the fall of 2016, the College implemented a modified non-tenure track faculty position that includes progressive ranks, expectations of scholarship, and which recognizes the value and contributions of non-tenure track faculty as long-term contributors to the institution.

In 2016, three new administrative positions, occupied by current faculty members, were implemented to advance academic programming at the College. The director of general education, director of non-traditional academic initiatives, and assistant director of academic initiatives have been empowered to advance the reform of the general education curriculum, advance non-traditional academic activities, including hybrid and online education, to facilitate the College's transfer mechanisms, and to modify the course catalog, as well as lead and streamline study abroad procedures.

In the spring of 2017, the faculty approved the framework for a new general education curriculum, the first modification of the general education curriculum in over 25 years. The curriculum follows best practices and is designed around specific learning outcomes related to an integrated, high impact learning model as well as the key values and mission of the College.

Faculty recruited to Morehouse College come from many of the strongest graduate and post-doctoral programs in the nation and internationally. Many are attracted to the College's mission and commitment to developing men of character and leadership, are committed to teaching and student training, and are interested in continued engagement in research and scholarship.

STAFF

Students at Morehouse are also supported and served by 530 full-time and 81 part-time employees. Administrators and general staff members serve in enrollment, student life/student services, academic support services, advancement, budget and finance, information technology, human resources, athletics, library and information services, physical plant, residential life, and a wide range of centers and activities that support the College's mission.

Staff members, dedicated and talented, express tremendous support for the College and its mission, speaking with deep commitment to their roles in working with faculty, students, and the communities within and around the Atlanta University Center (AUC), the West End neighborhood, and the Greater Atlanta metropolitan area in order to advance Morehouse's wellbeing and standing, locally and within the region.

ENROLLMENT & FINANCIAL AID

Morehouse currently enrolls 2,100 students, 95 percent of whom identify as black. While 29 percent are natives of the state of Georgia, the student body hails from 43 other states and territories as well as 15 foreign countries. International students account for 2 percent of Morehouse's student body. Forty-eight percent of students are eligible for Pell Grants and 74 percent of students live on campus.

Morehouse's admissions process remains selective insofar as the level of scrutiny applied by alumni, faculty, and staff in the mandatory interview component of the application process remains rigorous. In 2016, the College accepted 66 percent of its 3,186 applicants with a 29 percent yield. The class of 2020 academically exceeded previous classes, averaging a combined SAT math and critical reading score of 983 and an ACT composite score of 22.

The student-faculty ratio at Morehouse College is 12:1, and 52.1 percent of the School's classes have fewer than 20 students. The most popular majors at Morehouse College include business administration, biology, dual degree engineering, political science, and computer science. Morehouse's first-to second year retention rate is 76 percent, and 50 percent of students graduate in six years.

Tuition for the 2017-18 academic year is \$32,766, and the estimated cost of attendance is \$48,723. In 2016-17, Morehouse contributed more than \$21 million in grants and scholarships to financial aid. Nearly 92 percent of all students receive some form of financial aid.

MOREHOUSE MEN & CAMPUS LIFE

“Over the heads of her students, Morehouse holds a crown that she challenges them to grow tall enough to wear.”

–Howard Thurman '23

Since Morehouse's founding, the faculty, staff, and leadership have worked to inspire, engage, challenge, support, and mentor students with the expressed intent of fomenting their intellectual and character development. The longstanding charge of all Morehouse Men is to demonstrate acuity, practice integrity, exhibit agency, commit to brotherhood, and ultimately lead consequential lives. Former President Dr. Robert Franklin enshrined the idealism of The

Morehouse Man in his articulation of “The Five Wells,” professing that a Morehouse Man should be 1) well-read, 2) well-spoken, 3) well-dressed, 4) well-traveled, and, most importantly, 5) well-balanced.

Achieving academic excellence; developing a keenness of thought; and being well-read, well-spoken, creative thinkers are all elements of acuity. Espousing acuity means welcoming challenge, critical self-reflection, continuous learning, and aspiring not just to intellectual excellence but to an abounding personal excellence. It means striving for the best, seeking truth, and engaging in evidence-based analysis. Acuity is not just amassing knowledge but building understanding.

Today’s Morehouse Men are future behemoths of industry, government, education, STEM, and so much more. On campus, they are, first of all, brothers. Fraternalism and empathy are instilled and reinforced throughout campus life, but perhaps what is most remarkable, is the organic way in which students champion each other’s successes and growth—ambition and solicitude go in tandem. Morehouse Men are also persuaded by the belief that, “[They] must lead now”; leadership is not solely the purview of those already immersed in their life after college.

Men of Morehouse engage frequently in conversations that black men cannot always comfortably have en masse at PWIs. This is best exemplified on the main thoroughfare of campus, Brown Street, where students hold passionate conversations in the confines of a space that is at once safe, progressive, and welcoming of a myriad of perspectives.

While a Morehouse education begins in the classroom, ultimately it plays out in the vast array of interests and extracurricular endeavors in which students engage. Just as the institution leaves a distinct mark on its students, as the *New York Times* columnist, David Brooks, noted, the student body impresses upon it a richness and diversity of thought that allows for it to be progressive, avant-garde, and adaptive.

Among the top employers of the Class of 2016 were Coca Cola, Creative Artists Agency, Credit Suisse, Deloitte, IBM, JP Morgan Chase, Moody’s Corporation, National Institutes of Health, The New Teacher project, PricewaterhouseCoopers, State Farm, Teach for America, Uncommon Schools, and Wells Fargo. The Class of 2016 is also pursuing graduate and professional degrees at Baylor College of Medicine, Brown University, Columbia University, Emory University, Harvard University, Rensselaer Polytechnic Institute, UCLA, University of Chicago, and University of Michigan, to name a few.

ALUMNI

Over 16,000 living alumni are networked through the Morehouse College National Alumni Association. A nonprofit 501(c)3 organization formed in 1900, it is one of the oldest associations among HBCUs. The Association is divided into nine regions, each served by a Regional Vice President. Beyond its hub in Atlanta, alumni chapters engage in community service and networking projects in all parts of the country and in every major metropolitan area, forming highly concentrated groups in Washington, D.C., New York, Los Angeles, Chicago, and Houston.

Following their college days, Morehouse graduates have reshaped the world in every way imaginable. Occupying the most prestigious positions of their respective fields, Morehouse

alumni are artists, educators, corporate giants, engineers, entrepreneurs, disruptors, scholars, advocates, and so much more.

A few of the College's prominent alumni include:

- **Reverend Dr. Martin Luther King, Jr.** '48, 1964 Nobel Laureate and Civil Rights leader
- **Dr. Louis Sullivan** '54, Former Secretary of Health and Human Services and founding dean of the Morehouse School of Medicine
- **Maynard Jackson** '56, 1st African American mayor of Atlanta, GA
- **Donn Clendenon** '56, New York Mets First Baseman and Most Valuable Player of the 1969 World Series
- **Dr. David Satcher** '63, 16th Surgeon General of the United States and former president of Meharry Medical College
- **Samuel L. Jackson** '72, American actor, producer, and activist
- **Edwin Moses** '78, Olympic Gold Medalist (1976 and 1984)
- **Jeh Johnson** '79, Former Secretary of Homeland Security
- **Shelton "Spike" Lee** '79, American film director, producer, writer, actor, and activist
- **Emmett D. Carson, PhD** '81, CEO of Silicon Valley Community Foundation
- **Cedric Richmond** '95, U.S. Representative for Louisiana's 2nd congressional district
- **E. "Robbie" Robinson** '98, financial adviser to President Barack Obama and Former First Lady Michelle Obama and Managing Partner at BDT Capital Partners
- **Bakari Sellers** '05, Former South Carolinian state politician and CNN contributor
- **Prince Abudu** '16, 2016 Rhodes Scholar and Co-Founder/COO of *Emergination Africa*

Morehouse Men change the world. The world needs more such men.

ADVANCEMENT

For the past two years, the College has invested heavily in its Office of Institutional Advancement (OIA). FTEs have grown from 12 in FY2015 to 22 in FY2017 with plans to add an additional three in FY2018. At present, OIA comprises alumni relations, advancement services, gift stewardship and donor relations, planned giving, principal and major gifts, corporate and foundation relations, and the annual fund. These personnel increases were and continue to be critical in the cultivation of donors who support endowments for faculty and students scholarships, the improvement of the academic experience, and the upgrading of the campus infrastructure.

Annual private giving was \$16.4M, \$17.2M, \$15.4M, and \$13.9M at the end of FY13 – FY16, respectively. During this period, the College received major gifts to renovate the Martin Luther King Chapel, modernize technology infrastructure, and fund student merit and need based scholarships. Moving forward, increased private giving is critical to grow the endowment, provide funded scholarships, and modernize the physical plant. It is also essential that Morehouse improve academic technologies and finance new student housing. Both private giving and capital fund raising will help increase the College's value proposition and boost student enrollment, retention, and ultimately graduation rates.

In this effort, the College maintains an enduring relationship with the Coca-Cola Company along with several local foundations. The Simons Foundation, Newell Brands, the Higherlife Foundation, the Woodruff Foundation, the Ray Charles Foundation, as well as Coca-Cola, have made gifts or pledges of \$1M or above in recent years. And during Morehouse's last capital campaign, which secured \$12.5M above its original goal of \$105.7M, the College received 21 gifts of \$1M or more.

LOCATION & CAMPUS

The City of Atlanta has long been heralded as the capital of the Southeast. A mecca of black professionalism, the site of major entertainment and sports venues, and home to the most traveled airport in the world, the city continues to outgrow and outpace the country's best known metropolitan centers. The U.S. Bureau of Economic Analysis reports the greater Metro Atlanta's GDP as greater than that of Denmark and Singapore. And the city's economy is still growing.

Morehouse College is situated in the middle of it all. In 1885, after six years in the basement of Atlanta Baptist Seminary, then known as Friendship Baptist Church, the College relocated to Atlanta's historic West End community. Mere minutes from downtown Atlanta, today's campus stretches across a total of 66 acres and anchors the Atlanta University Center (AUC), the largest consortium of black colleges and universities in the world. The AUC is also home to Spelman College, Clark Atlanta University, Interdenominational Theological Center, and the Morehouse School of Medicine.

In 2015, the City of Atlanta launched the West End Revitalization project, an ongoing effort to improve the area around West End and the College. This effort is in concert with the city's plans to develop an improved street to walk and cycle along Martin Luther King Jr. Drive, a major corridor just to the north of Morehouse.

Great cities need great colleges and universities. Morehouse's next President will need to be a consummate bridge-builder, strengthening and expanding connections to community organizations and the business and industrial community to address employer needs and, in turn, seek their advocacy.

THE PRESIDENCY

The presidency of Morehouse College is a globally recognized symbol. This role is a once-in-a-lifetime opportunity for a fearless and capable leader to shape the direction of an institution that promises to continue shaping the world.

The President is the chief executive and administrative officer at the College and reports to the Board of Trustees. She or he is an ex officio member of all standing committees of the Board of Trustees; is responsible for the supervision, management, and governance of the College; and has final authority over its internal affairs. Reporting to the President are officers of the College who serve on her or his Cabinet. These include the Senior Vice President for Academic Affairs and Provost, the Vice President for Business and Finance/Chief Financial Officer, the Chief Operating Officer, the Vice President for Student Development, and the General Counsel and Chief of Staff.

KEY OPPORTUNITIES FOR THE 12th PRESIDENT

The moment is urgent.

Competition and complexities of globalization, rapid technological and sociological change, shrinking support for higher education, and the worsening state of affairs for young black men all require that this next presidency be nimble, strategic, and high achieving. Widening disparities in K-12 schools' capacity to provide a quality education; the increasing cost of providing a first-rate residential, collegiate experience; and inequality of access to today's knowledge and innovation economy are all species of the manifold threats facing Morehouse and elite liberal arts colleges everywhere.

The task for the 12th President of Morehouse College will be to steer a path toward institutional renewal during a time when the higher education community at large faces unprecedented challenges and legitimate questions about its long-term future. No matter the circumstances, Morehouse intends to lead. To do so, it must increase operational effectiveness and efficiency and continue equipping students to master the demands and rigors of the 21st century.

In close collaboration with the Board, senior officers of the College, key stakeholders, and partners, the President will also:

Oversee the College's next capital campaign, maximize the reach of the advancement function, and inspire alumni giving.

Morehouse 12th President will spearhead its next capital campaign. Its purpose will be to remake the College.

Corporations, foundations, and major donors have long been persuaded by Morehouse's unique value proposition. They will want in, and the College will benefit richly from their engagement. Real success, however, will depend on alumni. The Board not only expects its next President to coax Morehouse's 16,000 living graduates toward this cause campaign but also to engage them as meaningful partners in its execution. To date, their contributions have been modest; their giving registers around 15 percent. The opportunity to galvanize their philanthropic energy at this watershed moment is tremendous. The President will guarantee strong marketing and communication in support of the campaign; articulate Morehouse's present day value proposition and reputation to all key stakeholders, potential supporters, and friends; demand best-practice donor reports, rich with detailed information regarding the impact of contributions to the College; focus on elevating customer service across all departments and units; and establish clear standards of accountability and service in all constituent engagements, including alumni, parents, and friends.

The next President will apply a keen eye toward assessing the efficiency and reach of the current fundraising apparatus and continue making careful investments in capacity building. In that process, what she or he will find is a dedicated team of professionals teeming with enthusiasm for the College, determined to do more, but lacking modern research and technology capabilities. What's lacked in tools has long been made up for with commitment and effort. To this, the President will apply a vision, fueled by tangible strategy, focused on the ability to raise unrestricted aid and capital resources.

This will culminate in a towering campaign effort, one that doubles the endowment, attracts world-class faculty, builds cutting-edge, sustainable spaces, and eases the financial burden on students.

Its magnitude will surpass anything Morehouse has ever seen.

Reimagine the College's business model and diversify its revenue streams.

Like many liberal arts colleges and most private HBCUs, Morehouse must be increasingly outward thinking as it builds a funding base to enable the continuation and expansion of vital work occurring on and off campus. The College's high tuition, high financial aid model leaves it vulnerable, and economic and demographic forecasts suggest that financial stresses will only increase. At present, Morehouse is already challenged in its generation of the capital necessary to support operations while sufficiently discounting costs for parents and families who invest in the College.

The new President will identify and actualize new revenue streams geared toward establishing a sustainable long-term funding model. The governor, mayor, private investors, and real estate developers are but a few parties to count as potential partners. Atlanta is the cradle of the global health and bioscience industries. It is also a center for financial technology (FinTech), a fast-growing industry driving more than \$30 billion in the state of Georgia alone. Resources and opportunities for partnerships exist for corporations and higher education institutions alike. Morehouse will not be a spectator.

Commercial and real estate ventures also exist adjacent to campus. The new President will figure prominently in the city's decision-making regarding the revitalization of the Westside/West End area after the completion of the new Mercedes Benz Stadium this summer. Morehouse College and, by extension, the Atlanta University Center is the most prominent institutional marker of the Westside/West End community and should lead the conversation on what will happen to the MLK Drive corridor and surrounding residential communities.

Fundamentally, Morehouse's President must be tenaciously innovative in decreasing the College's reliance on tuition. To that end, she or he will first prepare the College internally, deploying best practices in procurement; securing technology and financial vehicles suited to appropriate oversight, auditing, internal controls, and data security; maximizing efficiency and minimizing compliance and audit findings, all in service of the work ahead.

Determine the "right size" of the College's enrollment and execute a strategy for growth and capacity building.

Morehouse's long-term financial viability is as much a question of enrollment design as it is of operations. What is the right size for the College? How and when might the College arrive there responsibly/sustainably? And at what discount rate can the College operate comfortably while remaining competitive? Today, some 2,100 students coarse through its veins, with personal, academic, and financial needs as diverse as their many interests and backgrounds. Roughly a decade ago, that number stood at 2,900. Personnel and support services were deeper then – but not by much.

If Morehouse is to preserve its mission of educating a predominantly African-American, single-sex population in a liberal arts, residential environment committed to selectivity and merit,

excellence in teaching, and the full array of services necessary to build well-rounded men, its next President must answer these questions and answer them correctly.

Reaction to the College's recent decision to require three years of on-campus student living has been mixed. While research supports the idea of integrated living/learning communities correlating favorably with increased retention and graduation numbers, the campus' housing capacity is limited and, as retention between the second and third year improves, housing options for upperclassmen will be stretched.

Finally, the strategic plan calls for the support of pedagogical exploration and innovation through the piloting of online hybrid course offerings. In the not-so-distant future, the next President, in league with the College's academic caretakers, must decide how, if at all, future generations might non-traditionally pursue a Morehouse degree in a manner consistent with the expectations of the on-campus Morehouse experience.

Until then, the President will execute enrollment strategies oriented toward the next ten years of competition, continue investment in pipeline programs that feed the student pool of Morehouse's core market, and think creatively as well as collaboratively about how to generate revenue from such programs.

Advance a culture of trust, transparency, and communication within the College and with all external constituents.

Following a period of unrest and leadership flux, the Board, as demonstrated by recent and continued self-examination, is eager to rebuild trust with alumni, faculty, staff, students, parents, and partners. The events of the last year have come at great cost to the College and the lessons to be learned are manifold. Through it all, Morehouse continues to be a place where constructive and challenging discussions—however difficult in the moment—are accepted and welcomed as necessary ingredients in the crucible of learning and the better making of men. The next President will embrace this period not only as an opportunity to lead the College toward a promising new era but also as the rare chance to blossom as a model for peer institutions, the world over, during their own future moments of self-discovery.

In so doing, the President will be visible to and working on behalf of all Morehouse stakeholders, near and far. Transparently, and communicatively, she or he will make decisions that bring the greatest amount of good to the greatest number of constituents, always placing the College and its health above all other priorities. It will require fearlessness, diligence, and no small amount of emotional intelligence to soothe and inspire an organization that is still uncertain of the way forward. Thankfully, the very goodwill that buoyed Morehouse through grimmer times lives on and awaits a leader born for such a time as this.

Steward and advance the powerful brand of Morehouse.

Building off successes of previous presidents, Civil Rights icons, mavens of black culture, humanitarians, star faculty, essential staff persons, and Morehouse Men everywhere, the next President of Morehouse College will inherit a revered platform, and indeed an obligation, to leverage the historic brand of Morehouse's identity in the articulation of its brand for the future.

She or he will, of course, demonstrate a reverence and penchant for the storied history of the College and its world-changing alumni but will equally trumpet Morehouse's more recent triumphs.

Leveraging all engines of modern communication, the next President will celebrate and build campaign and student recruiting efforts around the Morehouse names and faces of today. Entrepreneur and investor extraordinaire, Dr. Paul Judge '98, Blackstone (largest private equity firm in the world) investment manager, Verdun Perry '94, and Brian Tyree Henry '04 of the Golden Globe winning FX television hit series, "Atlanta," are but a few examples.

To do this effectively, the President will be an engaged, beloved partner of the advancement office and highly visible within the Morehouse alumni community.

Empower faculty to sustain the College's mission of world-class teaching, scholarship, and service.

The academic enterprise thrives when the College's talented faculty and staff thrive. The President must focus on supporting conditions for quality instruction, innovation, creativity, and inclusive excellence. The President will nurture and sustain an environment of professional development that contributes to recruitment and retention and that impacts teaching, scholarship, and service. The successful candidate will support faculty in partnership building and in raising funds to support their work, including seeking additional funding to support Morehouse's teaching mission and the capacity of faculty and staff to be successful researchers and scholars. The President must be attentive to and supportive of matters of shared governance; she or he must be adept at cultivating trust, effective dialogue, and openness in planning and decision-making and at communicating with the Faculty Council; and providing opportunities for them to engage senior leadership and the Board, with meaningful regularity and depth.

Clarify and enhance Morehouse's unique value proposition for current and prospective students, parents, and families.

A Morehouse education is distinctive. A degree from Morehouse summons implicit trust from professional and graduate schools and is equally persuasive in the marketplace. Search near or far, the number of Morehouse Men mastering their respective universes within industry is staggering. And it's been so for quite some time.

Yet the world continues to flatten, tech disruption spawns new careers each month, and global markets demand greater innovation. Current and future Morehouse families have and will demand a wider range of experiential learning opportunities in research, service, and global work and study. They view Morehouse as their down payment on greatness. The next President must position the College to deliver handsome returns on their investment.

Able to both see around the corner and beyond geographical borders, she or he will re-articulate, as well as enhance, the value proposition of a Morehouse education. To do this effectively, the College must increase graduation rates, reduce total cost, fortify the career development apparatus, and strengthen relationships with priority employers and medallion professional and graduate programs, particularly in the arts, business, medicine, and quantitative sciences. Relationship building will also include national laboratories, start-up investors, and NGO partners in the U.S. and abroad.

In doing this work, the next President will broadcast the Morehouse narrative locally, nationally, and around the world; to aid the College in its recruiting, domestically and internationally.

Further a sense of community and shared purpose among staff and renew a standard of excellence.

The College seeks a leader who can promote a commitment to shared enterprise during a time of scarcity. Over the last decade, many departments have endured austerity. In some cases, it has diminished capacity and affected morale. Moreover, administrators and staff members, many with lengthy tenures, have served Morehouse dutifully without substantive pay increase or promotion. They remain loyal to the College but are in need of material support.

The President will forge a culture of staff appreciation and development and marry it to one of performance evaluation, assessment, and excellence in customer service. Part and parcel to this objective will be a clear articulation of a compensation program for staff that rewards performance and keeps pace with market-based salary data; an onboarding through retirement employee life cycle, offering clear support throughout one's tenure for learning, mentorship, and transitioning; the pathways to promotion and increase in rank where appropriate; and the potential for employee training, particularly in areas of technology and modern day digital skill-building.

She or he will cultivate a standard of excellence, responsiveness, and transparency in all affairs of the College that impact staff and expect the same of them. Perhaps equally important, the President will develop shared vocabulary to reinforce a unified view of Morehouse's strengths, the work that remains to be done, and each unit's collective role in realizing an ambitious future.

In partnership with the Provost and faculty, lead the College through necessary academic policy and curricular reform.

Morehouse is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The first joint venture between the next President and her or his provost will be to successfully shepherd the College through its upcoming decennial reaffirmation of accreditation in 2018. This will also serve the purpose of rededicating Morehouse to a culture of institutional effectiveness and data-driven problem solving.

Beyond accreditation, in the next two to three years, Morehouse will determine its future enrollment strategy. The President and provost, along with Faculty Council and the broader academic leadership, must adopt academic and curricular policies that increase pipeline relationships and grow student recruitment and access. This will center around transfer and transfer credit policies.

For the sake of Morehouse's short- and long-term viability, the College must articulate agreements with a broader set of feeder institutions as well as thoughtfully enact policy that provides for larger percentages of transfer credits to convert meaningfully to General Education, major, and minor credit. This will be put in place for current students interested in the cost savings of summer coursework completed elsewhere as well as for newly admitted transfer students aspiring to efficient degree completion after arriving at Morehouse. The College will, with faculty oversight, enlist technology solutions to automate the conversion process.

Simultaneously, the next President will marshal all available college resources—academic advising, research prizes/fellowship advising, education abroad, and experiential learning—toward ensuring that the Morehouse academic experience continually forges explicit connections between students' classroom and co-curricular experiences and the ever-changing world they

will engage with upon graduation. Additionally, she or he will urge senior academic officers to review the curriculum with an eye toward modernization and STE(A)M and an emphasis on linking undergraduate instruction with rigorous research and original student scholarship. The President and her or his provost will give high priority to tech-enabled pedagogy and research, the promotion of digital learning, and the preparation of Morehouse Men to lead successful lives in a networked world.

Remake the physical plant and modernize campus IT infrastructure.

Morehouse is at its best when the campus is a magnetic destination for students, faculty, staff, and guests and when it is in service of the greater Atlanta community. As it stands now, the College has considerable deferred maintenance and a critical need to invest in major renovations and new construction if it is to remain competitive with similar landmark colleges and universities. As such, the current strategic plan stipulates that a new master plan be created, focused on versatile, environmentally friendly, energy efficient spaces, capable of being repurposed and equipped for a 21st century world.

Most immediately, it prioritizes student housing. Nowhere is renovation and new construction more urgent. In the coming years, the next President, with the aid of philanthropy and creative financing, will proceed aggressively with remaking the residential experience of Morehouse students while also identifying new organizational structures and space allocations suited to emerging community and business partnerships.

Additionally, the plan calls for pedagogy-and-innovation-friendly spaces, responsive to student development and academic objectives of faculty and staff, and customized to the diverse user interests of a digitally savvy student body. To that end, leading the implementation of a coherent and sustainable IT strategy and building the infrastructure required to affect its ambitions will be another central charge of the new President. This includes improving Wi-Fi capability, deploying a new phone system, moving major administrative systems to the cloud, and installing physical and cyber security systems. The President will anticipate change and be eager to lead, experiment, guide, and champion this work.

THE QUALIFICATIONS OF THE 12th PRESIDENT

Morehouse College seeks a world class leader with the vision, leadership acumen, and tenacity to position the College as a higher education and liberal arts education leader for decades to come. She or he will possess a terminal degree and be a standard bearer in the following domains:

- **Trusted Leadership:** A record of imaginative and verifiable success that will inspire and earn the confidence of all College constituents and the proven capacity to weave a compelling and authentic narrative out of the unique history of her/his institutions. The ability to anticipate and plan for the College's future needs and ambitions, and the commitment to fortify and, in some cases, create the requisite infrastructure and systems essential therein.
- **Professional and Intellectual Distinction:** Earned distinction in academia, industry, or the civic and government sectors; a demonstrated commitment to exceptional scholarly

inquiry; appreciation and savvy for recruiting outstanding faculty; an abiding regard for teaching and research; and the capacity to build scholarly programs at significant scale.

- **An Exemplary Fundraising History:** The capacity to represent Morehouse compellingly, locally, nationally, and internationally, with donors of all orientations and interests; a track record of surpassing ambitious philanthropic goals; the wisdom to transform, where possible, gifts into partnerships; and the ability to ignite and sustain support among alumni, young and old, while championing the College.
- **Business Acumen:** In addition to fundraising, the President will possess all other skills essential to managing an enterprise, such as strategic financial planning, intelligent budgeting, development of achievable business plans and analyses, generation of innovative revenue streams, and prudent expense control.
- **Superb Management:** A demonstrated capacity and ability to navigate complex organizational environments. A proven track record of creative and energetic problem-solving with demonstrated sophistication and a propensity for innovation in advancing operations and infrastructure. Capable of inspiring and leading a smart, high achieving leadership team and group of support staff who often juggle competing priorities and demands. The capacity to think strategically, with others, in a manner that transcends any vexing concerns of the moment. As modeled by the President, staff will be prodigious in their output, indefatigable in their attention to detail, and consistent in delivering timely work of tremendous quality. The President will collaboratively design and implement a total institutional transformation.
- **Stellar Communication and Public Presence:** The President will be an extremely articulate, persuasive, and sought after writer and speaker, a force for intellectual and professional community building, and a charismatic orator, who excites and inspires listeners in any setting.
- **Leadership Style:** This moment and this role is for someone who understands and has experienced both the benefits and burdens of leadership. Morehouse's next President will be gifted in her or his ability to stimulate great ambition and the highest levels of execution from her/his staff; beholden to a collaborative, inclusive, and transparent leadership style with a willingness to consult, listen, praise, and admonish; an effective negotiator, practiced in the arts of conflict resolution and ombudsmanship; able to maintain the highest standards of ethics and integrity; and, ultimately, capable of forging an atmosphere of positivity and mutual respect.
- **Personal Style:** The President will champion fairness and empathy and be personally committed to modeling humility. She or he will insist on a culture of community building and be her or himself possessed of the charisma and compassion necessary to inspire deep trust and collegiality. Others will love working for her/him. She or he will develop the College's junior and senior officers, revel in their achievements, and eagerly credit others including, and especially, subordinates. Gifted mentor who understands when/how to take action on personnel matters. Does not need or rely on hierarchy to accomplish goals but, instead, leverages it to maximize efficiency. Embraces change as opportunity while weighing challenges fairly and frankly. Helps others quickly identify the opportunities within change and disruption. Within the

Morehouse community, the President will be approachable to students, parents, alumni, and staff and demonstrate genuine interest in their impressions of the College.

- **Political Savvy and Community Engagement:** The President will be discerning in identifying and sensitive in managing matters requiring diplomacy. She or he will be unflappable in difficult conversations arising from hot-button issues, third rails, and otherwise unsavory origins. Able to deftly apply cordiality and goodwill, disarm hostile parties, and redirect discussions toward productivity and resolution whenever possible. Comfortable whether or not the stakes are high, irrespective of the political, social, or economic profile of a claimant or respondent. Trusted in the community and intentional in her/his cultivation of capital amongst broad constituencies that orbit the work of the College. Rich in gravitas and brilliant in her or his ability to softly and assertively wield influence.
- **Proven Commitment to Diversity and Inclusion:** A broad experience with diverse cultures and communities and the proven capacity to embrace diversity in all aspects, including the savvy to recruit, welcome, retain, and build an integrated, inclusive, and diverse culture.
- **Dedication to the Student Mission:** Curiosity and excitement about the changing nature of modern careers with forward-looking ideas for helping students navigate new professional realities; an understanding of the digital age and its effect on today's students; a deep personal commitment to teaching, research, and learning; and an affinity for and understanding of young black men and the black male psyche.
- **Global Perspective:** An appreciation of the importance of teaching students how to value and thrive in cultures other than their own, combined with an understanding of how to integrate a global perspective into the work of an educational institution.

APPLICATIONS, NOMINATIONS, AND INQUIRIES

Morehouse College is partnering with Isaacson, Miller in this recruitment. Inquiries, nominations/referrals, and résumés, along with cover letters, should be submitted confidentially and electronically to:

Monroe "Bud" Moseley or Lionel Anderson
Isaacson, Miller
(617) 262 - 6500
www.imsearch.com/6167