“You are where you are today because you stand on somebody’s shoulders. And wherever you are heading, you cannot get there by yourself. If you stand on the shoulders of others, you have a reciprocal responsibility to live your life so that others may stand on your shoulders. It’s the quid pro quo of life. We exist temporarily through what we take, but we live forever through what we give.”

- Vernon Jordan
THURSDAY, APRIL 28TH, 2021 – OVERVIEW FOR RECRUITING POTENTIAL APPLICANTS

3:00 PM
Launching the Next Generation of Legacy Leaders: The HBCU Executive Leadership Institute (ELI) at Clark Atlanta University

Session Moderator:
Dr. J. Fidel Turner, Jr.
Dean, Clark Atlanta University
School of Education

3:10 PM
Welcome & Introductions

Dr. Phyllis Worthy Dawkins,
HBCU ELI Project Director,
Former President, Bennett College

“Not everything that is faced can be changed, but nothing can be changed until it is faced.”

– James Baldwin
THURSDAY, APRIL 28TH, 2021 – OVERVIEW FOR RECRUITING POTENTIAL APPLICANTS (CONT.)

3:15 PM – 4:00 PM  
**Why Leadership? Why Now?**

- **Dr. George T. French, Jr.**, President  
  Clark Atlanta University

- **Dr. Samuel D. Jolley, Jr.**, Former President, Morris Brown College, & Chair, Council of HBCU Past Presidents

- **Dr. Louis Sullivan**, President Emeritus, Morehouse School of Medicine; Former Secretary of Health & Human Services, & Chair of the HBCU ELI Advisory Board

- **Dr. Johnny Parham**, Retired Executive Director, Thurgood Marshall & HBCU ELI Advisory Board Vice Chair

4:00 PM  
**Program Overview**

**Dr. Dawkins**, HBCU ELI Project Director, Former President, Bennett College

4:10PM  
**Application Process**

**Dr. Mary A. Hooper**, Associate  
Vice President, CAU Online  
Learning & Continuing Education, Professor, Educational Leadership

4:20 PM – 4:30 PM  
**Questions & Answers**
SATURDAY, JUNE 12TH, 2021

10:00 AM

The HBCU Executive Leadership Institute (ELI) at Clark Atlanta University: Inaugural Community of Fellows Orientation

Session Moderator:
Dr. Barbara J. Hill,
Associate Dean,
Clark Atlanta University School of
Education & Chair, Department of
Educational Leadership

10:15 AM – 10:30 AM

Welcome and Opening Remarks
Dr. George T. French, Jr., President, Clark Atlanta University

Dr. Louis Sullivan, President Emeritus, Morehouse School of Medicine; Former Secretary of Health and Human Services, & Chair of the HBCU ELI Advisory Board

Dr. Samuel Jolley, Former President, Morris Brown College & Chair, Council of HBCU Past Presidents

“Now is the accepted time, not tomorrow, not some more convenient season. It is today that our best work can be done and not some future day or future year. It is today that we fit ourselves for the greater usefulness of tomorrow. Today is the seed time, now are the hours of work, and tomorrow comes the harvest and the playtime.”

SATURDAY, JUNE 12TH, 2021 (CONT.)

10:30 AM - 11:15 AM

**Introduction to the HBCU ELI Competency Framework**

Dr. Phyllis Worthy Dawkins, HBCU ELI Project Director, Former President, Bennett College

![Diagram showing Core Competencies and HBCU Executive Competencies]

11:15 AM - 11:40 AM

**Introduction to the ELI Learning Framework & Seminar Schedule, June – Dec.**

Dr. Mary A. Hooper, Associate Vice President, Clark Atlanta University Online Learning and Continuing Education, Professor, Educational Leadership

11:40 AM - 12:00 PM

**Discussion about the Role of the Legacy Leader Presenters**

Dr. Cheryl Davenport Dozier, President Emerita, Savannah State University

Dr. Dorothy Cowser Yancy, Former President, Shaw University & Johnson C. Smith University
**SATURDAY, JUNE 12TH, 2021 (CONT.)**

1:00 PM - 1:20 PM  
**Discussion about the Role of the Faculty Facilitators and Introductions**  
Dr. Barbara J. Hill

1:20 PM – 2:00 PM  
**Discussion about the Role of the Coaches and Mentor**  
Dr. Phyllis Worthy Dawkins

2:00 PM – 2:20 PM  
**Asynchronous Activities HBCU ELI Competency-Based Resource Library**  
Dr. Mary A. Hooper

2:20 PM – 2:40 PM  
**Session Q&A, Reflections and Feedback**

2:40 PM – 3:00 PM  
**Closing Remarks**  
Dr. Phyllis Worthy Dawkins

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**June 12 - 14, 2021**

**Getting Started with the HBCU ELI Competency-Based Resource Library - Asynchronous Activities**

Fellows independently complete the Orientation Module in Canvas

- **Leading Change Modules**  
  Leading through Crisis and Uncertainty and Educating for Racial and Social Justice

- **Diagnostic Self-Assessment**  
  Ratings and Reflective Narrative

- **Defining Adaptive Problems of Practice**  
  Fellows identify complex challenges that are fluid and change with circumstances in the context of their current role and home institution
TUESDAY, JUNE 15TH, 2021

9:00 AM

General Session: Serving the Mission Panel Presentations and Discussions

Session Moderator: Dr. Mary A. Hooper, Associate Vice President, Clark Atlanta University Online Learning & Continuing Education, Professor, Educational Leadership

9:00 AM – 10:00 AM

Leading Finance and Operations Stability

Includes knowledge and skills for ensuring the HBCU maintains survival and sustainability through the flow of finances and operations. Leaders who exhibit this competency demonstrate financial acumen understanding how money flows in and out of the institution and how to manage the budget with solid financial processes and controls. They also demonstrate understanding and skills for leading HBCU operations and maintaining accreditation requirements.

Faculty Facilitators: Dr. Phyllis Worthy Dawkins, Former President, Bennett College

Dr. Colette Pierce Burnette, President, Huston-Tillotson University

Mr. Gerald Hector, Senior VP for Administration and Finance, University of Central Florida; Former Executive Vice President/Chief Business Officer, Morehouse College & Johnson C. Smith University

Dr. Elmira Mangum, CEO of EM Plus 3; Former President, Florida A&M University, VP Planning and Budget, Cornell University; Sr. Associate Provost, UNC - Chapel Hill

Mr. William Fisher, Vice Chairman, Rice Financial Products Company
TUESDAY, JUNE 15TH, 2021 (CONT.)

10:00 AM – 11:00 AM

**Funding the HBCU Future**

The ability to use a collection of skills with an entrepreneurial mindset to raise funds that will sustain the HBCU programming and mission well into the future. Leaders who exhibit this competency expand and use their networks to amplify the HBCU brand and needs, implement student recruitment strategies, advocate for government funding, identify new revenue streams, and gain funding support from alumni, foundations, and the business community.

**Dr. Phyllis Worthy Dawkins**, Former President, Bennett College

**Mr. Erroll Davis**, Former Chancellor, University System of Georgia

**Dr. Marybeth Gasman**, Executive Director, Center for Minority Serving Institutions; Samuel DeWill Proctor Endowed Chair in Education; and Distinguished Professor, Rutgers University

**Dr. Charlie Nelms**, Former Chancellor, Indiana University East, the University of Michigan-Flint, & North Carolina Central University

11:00 AM – 12:00 PM

**Delivering Academic Excellence**

The ability to facilitate a learning environment that attracts, retains and graduates prepared students where the focus is consistently on enhancing HBCU value for constituents. Leaders who exhibit this competency ensure high quality faculty who are committed to the HBCU mission are recruited, developed and retained. They regularly question and measure how effectively the HBCU prepares students for the future in order to fund and implement improvements to expanded programming, faculty quality, instructional innovations and learning experiences.

Faculty Facilitator: **Dr. Sean Warner**, Professor, Educational Leadership

**Dr. Cheryl Davenport Dozier**, President Emerita, Savannah State University

**Dr. Phyllis Worthy Dawkins**, Former President, Bennett College and Provost/Vice President for Academic Affairs at Dillard, Cheyney, Bennett, & Johnson C. Smith Universities
TUESDAY, JUNE 15TH, 2021 (CONT.)

1:00 PM – 2:00 PM

Concurrent Sessions: Social Impact Competencies
Fellows select preferred session to attend in Breakout Rooms

Faculty Facilitator: Dr. Sheila Gregory, Professor, Higher Education Leadership

Cultivates Relationships and Networks
The practice of effectively working with individuals and organizations within and beyond the HBCU to achieve results and positive impact. Leaders who exhibit this competency create strong, authentic connection with others and create increased, mutual benefits and successes through collaboration, sharing ideas, resources and support.

Breakout Room # 1

Dr. Robert M. Franklin,
President Emeritus, Morehouse College; Former President, Interdenominational Theological Center; James T. & Berta R. Laney Professor, Moral Leadership, Emory University

Dr. Robert Jennings,
Former President, Lincoln University of Pennsylvania & Alabama A&M University

Communicates for Influence
The ability to generate belief and support from others to achieve the desired HBCU outcomes. It involves learning one's HBCU constituents and audience with listening and using compelling information to connect and illustrate what's possible, seeking out opportunities to make a positive difference. Leaders who exhibit this competency apply it in a planned and strategic way – never randomly. They deliver clear messages to inform and motivate people to believe and want to follow them.

Breakout Room # 2

Dr. Cynthia Warrick,
President, Stillman College

Dr. Arthur Dunning,
Former President, Albany State University
TUESDAY, JUNE 15TH, 2021 (CONT.)

2:00 PM

General Session: Creating Capacity Competencies
Session Moderator: Dr. Mary A. Hooper, Clark Atlanta University AVP Online Learning and Continuing Education, Professor, Educational Leadership

2:00 PM – 3:00 PM

Building High Performing Teams & Pipeline
The ability and practice of hiring, motivating, and retaining talented faculty and staff teams while building a leadership pipeline for future HBCU success. Leaders who exhibit this competency identify people, systems, and culture requirements, strengths and gaps to enable HBCU excellence. It involves ensuring the right people are on HBCU staff and faculty teams with resourcing, support, technology capability, accountability, succession planning and development for continuous improvement.
Faculty Facilitator: Dr. Sean Warner, Professor, Educational Leadership

Dr. Dorothy Cowser Yancy, Former President, Shaw University & Johnson C. Smith University

Dr. Phyllis Worthy Dawkins, Former President, Bennett College; Former Interim Vice President of Academic Affairs/Dean, Johnson C. Smith University & Provost/VPAA at Dillard University, Cheyney University, and Bennett College

“We cannot have perfection. We have few saints. But we must have honest men or we die. We must have unselfish, far-seeing leadership or we fail.”

TUESDAY, JUNE 15TH, 2021 (CONT.)

3:00 PM – 4:00 PM

Navigating Board Governance

A collection of skills for cultivating positive partnership and alignment with HBCU board members and the chair. Leaders who exhibit this competency pay close attention with significant investments to clarifying roles and expectations, building and maintaining effective communication and trust. It also involves quickly identifying when issues occur for support, negotiation, remedy and restoration. Faculty Facilitator: Dr. Phyllis Worthy Dawkins, Former President, Bennett College; Board Member, Goddard College

Dr. Mary Schmidt Campbell, President, Spelman College

Dr. Gwendolyn Elizabeth Boyd, Former President, Alabama State University

Mr. Monroe “Bud” Moseley, Partner, Isaacson Miller

“Do your little bit of good where you are; its those little bits of good put together that overwhelm the world.”

**Session Topics: Competencies by Theme**

**Virtual Residency Week – June 15-17, 2021**

**TUESDAY, JUNE 15TH, 2021 (CONT.)**

**4:00 PM – 5:00 PM**

**Concurrent Sessions: Personal Impact Competencies**

Fellows select preferred session to attend in Breakout Rooms

Faculty Facilitator: **Dr. Jacquita Henderson**, Assistant Professor, Educational Leadership

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**Breakout Room # 1**

**Demonstrate Emotional Intelligence**

The ability to recognize and understand emotions in yourself and others, and the ability to use this awareness to manage your behavior and relationships effectively. These skills involve leading with calm and steadiness across a variety of challenges HBCU leaders face, demonstrating empathy for others, adapting to stay effective and building resilience in self and others through challenge and change.

**Dr. Maria Thompson,**

Former President and Chief Executive Officer, Coppin State University

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**Breakout Room # 2**

**Models Excellence**

The practice of setting goals and pursuing strategies to continuously grow and achieve high standards for the HBCU. It involves leading by example with a growth-mindset, exhibiting strong values consistently in daily interactions that lead to HBCU success and uplifting others by building accountability with supports for growth and achieving excellence.

**Dr. Cheryl Davenport Dozier,** President Emerita, Savannah State University

**Dr. Gwendolyn Elizabeth Boyd,** Former President, Alabama State University
TUESDAY, JUNE 15TH, 2021 (CONT.)

5:00 PM – 5:30 PM

General Session: HBCU ELI Coaching and Mentoring

Dr. Phyllis Worthy Dawkins, HBCU ELI Project Director, Former President, Bennett College
Faculty Facilitator: Dr. Mary A. Hooper, Clark Atlanta University Associate Vice President, Online Learning and Continuing Education; & Professor, Educational Leadership

- Introduction of Coaches/Mentors
- Matching Fellows with Coaches/Mentors
- Day 1 Wrap-Up and Reflections

“We need leaders—neither saints nor sparkling television personalities—who can situate themselves within a larger historical narrative of this country and our world, who can grasp the complex dynamics of our people-hood and imagine a future grounded in the best our past, yet who are attuned to the frightening obstacles that now perplex us.”

– Cornel West, 1954-. Philosopher & Activist.
WEDNESDAY, JUNE 16TH, 2021

10:00 AM

General Session: Leading Change Competencies
Session Moderator: Dr. Barbara J. Hill, Associate Dean, Clark Atlanta University School of Education & Chair, Department of Educational Leadership

10:00 AM – 11:00 AM

Leading Through Crisis and Uncertainty
Includes responding resourcefully, calmly and constructively to challenges, change and crisis that impact the HBCU institution. Leaders who exhibit this competency must navigate ambiguity and often new situations that no leader nor HBCU has yet faced without a ready playbook. It involves using data, experts, constituent input and intuition to create a path forward while continuing to learn and make adjustments that will benefit the HBCU institution.
Faculty Facilitator: Dr. Mary A. Hooper, Associate Vice President, CAU Online Learning and Continuing Education & Professor, Educational Leadership

Dr. Cheryl Davenport Dozier, President Emerita, Savannah State University

11:00 AM – 12:00 PM

Educating for Racial and Social Justice
includes a collection of skills and commitment for advancing awareness and understanding of racial and social inequities, the impact of those conditions and a willingness to lead change in service to the HBCU mission. Leaders who exhibit this competency intentionally ensure equity across all structures and practices while deliberately making racial and social justice a central part of the institutional culture.
Faculty Facilitator: Dr. Chika Akua, Assistant Professor, Educational Leadership

Dr. Johnny Parham, Retired Executive Director, Thurgood Marshall Foundation

Dr. Beverly Guy-Sheftall, Anna Julia Cooper Professor of Women’s Studies; Director of the Women’s Research and Resource Center, Spelman College

Dr. Kofi Lomotey, Former President, Fort Valley State & Southern University
WEDNESDAY, JUNE 16TH, 2021 (CONT.)

2:00 PM – 3:00 PM

**Concurrent Sessions: Institutional Impact Competencies**

Fellows select preferred session to attend in Breakout Rooms

Faculty Facilitator: **Dr. Daniel Teodorescu**, Professor

### Breakout Room # 1

**Makes Sound Decisions**

The practice of combining analysis and decisiveness applied to critical, high impact HBCU issues for optimal outcomes. Leaders who exhibit this competency see the big picture, seek and grasp the most relevant information to define an issue despite ambiguity. They size risks and evaluate options. With openness they seek expertise from trusted advisors, involve their stakeholders and use sound data to create timely solutions for constituencies with consideration of decision impact.

Dr. Makola Abdullah,
President
Virginia State University

Dr. Jabari Simama,
Former President
GA Piedmont Technical College

“Mistakes are a fact of life. It is the response to the error that counts.”

– Nikki Giovanni, 1943-, Poet.
### Breakout Room # 2

**Leads Strategic Planning**

Includes envisioning the future for the HBCU institution that adds value for constituents and addresses threats and opportunities, creating plans for implementing it and securing resources and support to ensure its achieved. Leaders who demonstrate this competency understand the strengths, gaps and context of their HBCU and their own leadership strengths and gaps to best position the HBCU institution for future success.

**Dr. Ronald A. Johnson,**
Past President,
Clark Atlanta University

### 3:00 PM – 4:00 PM

**General Session: IGNITE New Possibilities for Leadership and Learning**

**Mary A. Hooper,** Clark Atlanta University AVP Online Learning and Continuing Education & Professor, Educational Leadership

Enlisting others in Adaptive Problems of Practice – IGNITE Presentation

• **Work Groups by Competency Themes:**
  - Serving the Mission
  - Creating Capacity
  - Leading Change

• **Day 2 Wrap-Up and Reflections**
THURSDAY, JUNE 17TH, 2021

10:00 AM – 1:00 PM

Closing Session
Session Moderator: Dr. Phyllis Worthy Dawkins, Former President, Bennett College; HBCU ELI at Clark Atlanta University Program Director

- Fellows Panel Presentations
  - IGNITE Presentations and Feedback

- Virtual Residency Wrap-Up and Reflections
  - Evaluation Feedback
  - Next Steps and Engagement Opportunities

Following the Residency Week experience, Fellows will work individually with assigned coaches/mentors to implement their Adaptive Problem of Practice at their home institutions.

Beginning in September, bi-monthly virtual seminars and online micro-credential courses will enable Fellows to engage in deep learning related to each competency.

“Success is to be measured not so much by the position that one has reached in life as by the obstacles which he has overcome while trying to succeed.”

– Booker T. Washington, 1856 - 1915, Educator
SATURDAY, SEPTEMBER 11TH, 2021

10:00 AM

Creating Capacity – Panel Presentations and Discussions
Session Moderator: Dr. Mary A. Hooper, Associate Vice President, Clark Atlanta University Online Learning & Continuing Education and Professor, Educational Leadership

Faculty Facilitators: CAU Department of Educational Leadership

10:00 AM – 11:15 AM

Building a High-Performance Team and Pipeline

Strategically staffs HBCU teams: Hires qualified team members with the knowledge, skills and abilities to lead assigned staff, while leading strategic workforce planning to recruit mission-focused and motivated talent for faculty, administration and functional teams.

Creates a high performing team culture: Creates an HBCU environment that promotes clear expectations, accountability, inclusion, collaboration and teamwork with personal excellence and growth for achieving big goals and serving the HBCU mission.

Develops leadership bench: Manages the HBCU leadership pipeline required for short and long-term HBCU high performance.

Dr. Dorothy Cowser Yancy, Former President, Johnson C. Smith University & Shaw University

Dr. Phyllis Worthy Dawkins, Former President, Bennett College; Former Interim Vice President of Academic Affairs/Dean, Johnson C. Smith University & Provost/VPAA at Dillard University, Cheyney University, and Bennett College

Dr. Lester C. Newman, President, Jarvis Christian College; Former Vice President for Academic Affairs, Johnson C. Smith University, and President of Mississippi Valley State University and Vice President for Academic Affairs at Lane College
11:30 AM – 12:30 PM

Navigating Board Governance – Structured Interview

**Creates Clarity and Alignment:** Partners with Board to establish and maintain alignment with clear roles, expectations, and accountabilities for HBCU institution governance.

**Manages Trusted Partnership with Board and HBCU Leadership:** Collaborates with both Board and HBCU leaders to build trusted partnership, implement roles and responsibilities, evaluate effectiveness, and increase leadership capacity for HBCU governance.

**Resolves Issues and Conflict:** Communicates to identify any misalignment with Board, and to de-escalate and resolve issues for best interests of HBCU institution and restored partnership and alignment.

Dr. Harold L. Martin, Chancellor, North Carolina A&T State University

Dr. Roderick J. McDavis, Managing Principal, AGB Search

Dr. Gloria J. Willingham-Toure’, Board Chair, Goddard University

12:30 PM – 1:00 PM

Navigating Board Governance – Earning the Micro-Credential

Dr. Mary A. Hooper, Clark Atlanta University AVP Online Learning & Continuing Education, Professor, Educational Leadership

September 11 – October 22, 2021

Navigating Board Governance - Five Week Micro-Credential

**Subject Matter Contributors**
Dr. Gwendolyn Elizabeth Boyd, Dr. Mary Schmidt Campbell, Dr. Harold L. Martin, Dr. Roderick J. McDavis, Mr. Monroe “Bud” Moseley, and Dr. Gloria J. Willingham-Toure’
SATURDAY, SEPTEMBER 25TH, 2021

10:00 AM

**Leading Change Competencies – Panel Presentations and Discussions**

Session Moderator – Dr. Mary A. Hooper, Associate Vice President, Clark Atlanta University Online Learning & Continuing Education, and Professor, Educational Leadership

*Faculty Facilitators: Clark Atlanta University Department of Educational Leadership*

10:00 AM – 12:00 PM

**Leading Through Crisis and Uncertainty Performance Standards**

*Navigates Ambiguity to Create a Playbook*: Leads HBCU leadership to create a plan forward with clear goals and approach informed by experts and constituents.

*Keeps Constituents Informed and Engaged*: Ensures that the HBCU institution’s constituents are involved and informed regarding critical challenges or crises the HBCU institution faces such that constituents gain clarity and confidence regarding plans and potential impact.

*Leads the Team Forward with Learning and Adjustments*: Oversees the implementation of plans with measures in place to monitor the impact and dynamic environment and detect when adjustments to plans are required for desired outcomes.

*Mr. Erroll B. Davis, Jr.*, Former Chancellor, University System of Georgia

*Dr. Reynold Verret*,
President,
Xavier University of Louisiana

“Whenever there is chaos, it creates wonderful thinking. Chaos is a gift.”

– Septima Clark, 1898-1987-Educator and Civil Rights Activist
SATURDAY, SEPTEMBER 25TH, 2021 (CONT.)

12:00 PM – 1:00 PM

**Educating for Racial and Social Justice: Micro-Credential Launches**

Overview of Micro-Credential Engagement Expectations and Performance Standards – **Dr. Mary A. Hooper**, Clark Atlanta University AVP Online Learning and Continuing Education, Professor, Educational Leadership

*Creates awareness of the HBCU institution’s mission, history and context*: Carries forward the HBCU mission, story and context as a foundation and inspiration for racial and social equity-based educational efforts.

*Models a diverse, equitable and inclusive (DEI) place to work and learn*: Directs, implements, and promotes institutional policies and practices to create a working and learning environment for diversity, equity and inclusion.

*Identifies and mitigates inequities*: Systematically engages internal and external constituents in courageous dialogue to discern data-based trends, identify disparities, and develop actionable strategies to mitigate racial and social justice inequities.

*Leads active support for policy change*: Generates open discourse, learning, active support and investment to advance the HBCU institution’s mission and goals regarding public policy for racial and social justice.

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**September 25 - November 5, 2021**

**Educating for Racial and Social Justice: Six Week Micro Credential**

**Subject Matter Contributors**

Dr. Cheryl Davenport Dozier, Dr. Beverly Guy-Sheftall, Dr. Kofi Lomotey, and Dr. Johnny Parham

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“We Americans have a chance to become someday a nation in which all racial stocks and classes can exist in their own selfhoods, but meet on a basis of respect and equality and live together socially, economically, and politically.”

– Shirley Chisholm, 1924-2005, Politician
SUNDAY, OCTOBER 9TH, 2021

10:00 AM

Social and Personal Impact Competencies – Panel Presentations and Discussions
Session Moderator: Dr. J. Fidel Turner, Jr. Dean, Clark Atlanta University School of Education and Professor, Counseling

Faculty Facilitators: Clark Atlanta University Department of Educational Leadership

10:00 AM - 11:15 AM

Cultivates Relationships and Networks Performance Standard
Working with individuals and organizations within and beyond the HBCU to achieve results and positive impact through trusted relationships.

Dr. Robert M. Franklin, President Emeritus, Morehouse College; Former President, Interdenominational Theological Center; James T. & Berta R. Laney Professor, Moral Leadership, Emory University

Dr. Beverly Wade Hogan, President Emerita, Tougaloo College

Communicates for Influence Performance Standard
Generates belief and support from others to achieve desired HBCU outcomes through intentional communication that illustrates possibilities and engages different audiences and constituents.

Dr. Cheryl Davenport Dozier, President Emerita, Savannah State University

Dr. Vann Newkirk, President, Fisk University
SATURDAY, OCTOBER 9TH, 2021 (CONT.)

11:15 AM - 12:30 PM

Demonstrates Emotional Intelligence Performance Standard
The ability to recognize and understand emotion in oneself and others, and the ability to use the awareness to manage one's own behavior and relationships effectively.

Dr. Beverly Wade Hogan, President Emerita, Tougaloo College

Dr. Roslyn Clark Artis, President & Chief Executive Officer, Benedict College

Models Excellence Performance Standard
Setting goals and pursuing strategies to continuously grow and achieve high standards for the HBCU.

Dr. Gwendolyn Elizabeth Boyd, Former President, Alabama State University

12:30 PM - 1:00 PM

HBCU ELI 360-Assessment Launches
Overview of 360 Assessment – Dr. Mary A. Hooper, Clark Atlanta University AVP Online Learning and Continuing Education, and Professor, Educational Leadership

• Navigating the Clark Atlanta University Online 360 Assessment System
• Selecting and Orienting Raters
• Resources and Timeline
SATURDAY, OCTOBER 23RD, 2021

10:00 AM

Serving the Mission Competencies – Panel Presentations and Discussions

Session Moderator: Dr. J. Fidel Turner, Jr. Dean, Clark Atlanta University School of Education and Professor, Counseling

Faculty Facilitators: Clark Atlanta University Department of Educational Leadership

10:00 AM – 11:00 AM

Leads Finance and Operations Stability Performance Standards

HBCU Financial Model Acumen: Demonstrates knowledge of the HBCU financial model with skills to use the financial information to ensure HBCU financial stability and success.

Budget Management and Fiscal Discipline: Ensures HBCU leadership upholds fiscal policies, effectively manages the budget, and practices fiscal discipline with sound processes, controls and decisions.

Operations and Accreditation Leadership: Demonstrates knowledge and leadership skills for ensuring the HBCU maintains accreditation and operational excellence

Dr. Colette Pierce Burnette, President, Huston-Tillotson University

Mr. Gerald Hector, Senior Vice President for Administration and Finance, University of Central Florida; Former Executive Vice President and Chief Business Officer, Morehouse College & Johnson C. Smith University

Dr. Elmira Mangum, CEO of EM Plus 3; Former President, Florida A&M University, VP Planning and Budget, Cornell University; Sr. Associate Provost, UNC - Chapel Hill

Ms. Undria Stalling, Sr. Vice President, Business and Finance & CFO, Morehouse College
Funding the HBCU Future Performance Standards

**Amplifies the HBCU institution's brand:** Illustrates the HBCU student experience with outcomes and what's unique, positive and differentiating about their HBCU institution.

**Recruits and retains students:** Plans, implements and improves strategies for attracting and enrolling new students and maintaining student enrollment.

**Cultivates funding source relationships:** Develops personal and HBCU connection with existing and potential HBCU funding sources, increasing awareness of HBCU funding needs and creating paths to funding support.

**Leads successful funding strategies and campaigns:** Leads HBCU team to define a compelling funding strategy or campaign approach with goals and plans and effectively implement the strategy or campaign achieving funding goals.

**Identifies and secures new revenue streams:** Pursues an entrepreneurial mindset to identify and capture new HBCU revenue sources by widening circles of contacts and exposure to broader thinking for revenue development ideas.

**Dr. Marybeth Gasman,** Samuel DeWitt Proctor Endowed Chair in Education & Distinguished Professor Rutgers University

**Mr. Erroll Davis,** Former Chancellor of the University System of Georgia

**Dr. Charlie Nelms,** Former Chancellor at Indiana University East, the University of Michigan-Flint, and North Carolina Central University

“The important thing is not how much money a person makes; It is what he does with it that matters.”

– A.G. Gaston, 1892-1993, Businessperson
SATURDAY, OCTOBER 23RD, 2021 (CONT.)

12:00 PM – 1:00 PM

**Delivering Academic Excellence Performance Standards**

**Recruits and develops high quality faculty:** Plans, implements and improves strategies for attracting, developing and retaining high quality faculty with expertise, commitment to HBCU mission, change-oriented, and passionate for preparing students for success.

**Creates an equitable learning environment of excellence:** Ensures engagement and access for all students to rigorous, relevant, and coherent academic programs and learning environments marked by excellence with culturally relevant instructional practices, preparing students for future success in the job market and for leadership in their communities.

**Pursues academic innovation and continuous improvement:** Monitors environment for future demands and trends, while tracking internal programming, learning environment and student outcomes to identify opportunities for programming and instructional innovation and improvement.

**Dr. Cheryl Davenport Dozier,** President Emerita, Savannah State University

**Dr. Juliette Bell,** Former President, University of Maryland Eastern Shore

“Studying goes deeper than mere reading. There are surface nuggets to be gathered but the best of the gold is underneath, and it takes time and labor to secure it.”

– Mary McLeod Bethune, 1875-1955, Educator and Activist
SATURDAY, NOVEMBER 6TH, 2021

10:00 AM  
**Institutional Impact Competencies – Panel Presentations and Discussions**
Session Moderator: Dr. Mary A. Hooper, Associate Vice President, Clark Atlanta University Online Learning & Continuing Education, Professor, Educational Leadership

*Faculty Facilitators: CAU Department of Educational Leadership*

10:00 AM – 11:00 AM
**Makes Sound Decisions Performance Standard**
Combines analysis and decisiveness applied to critical, high impact HBCU issues for optimal outcomes.

*Dr. Makola Abdullah, President, Virginia State University*

*Mr. Erroll Davis, Former Chancellor of the University System of Georgia*

11:00 AM – 12:00 PM
**Leads Strategic Planning Performance Standard**
Envisioning the future for the HBCU and constituents that adds value and addresses threats and opportunities, creating plans for implementing it and securing resources and support to ensure its achieved.

*Dr. Ronald Johnson, Past President, Clark Atlanta University*

12:00 PM – 1:00 PM
**HBCU ELI 360-Assessment Results**
Getting the most value from 360 Feedback – Dr. Mary A. Hooper

**Small Group Coaching/Mentoring Sessions**: 360 Degree Feedback & Career Development Planning
WEDNESDAY, DECEMBER 1ST, 2021 (ON CAMPUS)

1:00 PM – 1:30 PM
Welcome and Opening Remarks
Event Moderator: Dr. Phyllis Worthy Dawkins, HBCU ELI Project Director, Former President, Bennett College

Faculty Facilitators: Clark Atlanta University Department of Educational Leadership Faculty

Dr. George T. French, Jr., President, Clark Atlanta University

Dr. Louis Sullivan, President Emeritus, Morehouse School of Medicine; Former Secretary of Health and Human Services, & Chair of the HBCU ELI Advisory Board

Dr. Johnny Parham, Retired Executive Director, Thurgood Marshall Foundation

Dr. Samuel Jolley, Former President, Morris Brown College & Chair of the Council of HBCU Past Presidents

1:30 PM – 4:00 PM
Fellows’ Presentation on Adaptive Problem of Practice and Leadership Lessons
(Coaches/Mentors may participate on campus or via Zoom)
Dr. Mary A. Hooper, Associate Vice President, Clark Atlanta University Online Learning and Continuing Education, Professor, Educational Leadership

4:00 PM – 5:00 PM
Tour of Atlanta University Center Campuses

Mr. Cameron Randle,
Doctoral Student, Higher Educational Leadership

Dr. Valerie Bennett,
Doctoral Student, Higher Educational Leadership

6:00 PM – 8:00 PM
Reception and Networking Dinner, CAU
THURSDAY, DECEMBER 2ND, 2021

9:00 AM – 10:00 AM

**Leading Through Crisis and Uncertainty – Fireside Chat**

Event Moderator: **Dr. Phyllis Worthy Dawkins**, HBCU ELI Project Director, Former President, Bennett College

**Faculty Facilitators:** Clark Atlanta University Department of Educational Leadership Faculty Members

“They Saw the Flowers, I saw the Future”

**Dr. James Lyons,**  
Former President/Chancellor, Jackson State University, Bowie State University, California State University-Dominguez Hills, Dillard University, University of District of Columbia, & Concordia College

10:00 AM – 11:00 AM

**Leading Finance and Operation Stability – Panel Discussion**

“What Aspiring HBCU Presidents Need to Know and Understand regarding Title IV Student Assistance Programs: Implications for Institutional and Student Success”

**Dr. Joel Harrell,**  
Department of Education and Federal Student Aid  

**Dr. Jesse Hightower,**  
Department of Education and Federal Student Aid
11:00 AM – 12:30 PM

Institutional Changes for the Future: Results of the Pandemic

**Dr. George T. French, Jr.**, President, Clark Atlanta University

**Dr. Matthew M. Williams**, President, Interdenominational Theological Center

**Dr. David A. Thomas**, President, Morehouse College

**Dr. Valerie Montgomery Rice**, President and Dean, Morehouse School of Medicine, Pending

**Dr. Kevin James**, President, Morris Brown College

**Dr. Mary Schmidt Campbell**, President, Spelman College

12:30 PM – 2:00 PM

Luncheon Speaker - TBA
THURSDAY, DECEMBER 2ND, 2021 (CONT.)

2:00 PM – 3:00 PM
Accreditation and Sustainability
Middle States Commission on Higher Education
Dr. Juliette Bell, Former President, University of Maryland Eastern Shore
Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

3:00 PM – 4:15 PM
Career Development Session - Search Firm Panel Presentations & Discussions
Virtual Search Firm Panelists:
- Diversified Search
- ABG Search
- Ray & Berndtson
- Harris & Associates/IIC Partners
- Isaacson Miller
- Kube & Company
- RPA Inc.
- Registry for College and University Presidents
- Sage Search Partners, LLC
- Witt/Kieffer

4:15 PM – 4:30 PM
Future Learning Opportunities
Clark Atlanta University Higher Education Leadership Graduate Programs and other Degree/Certificate Programs; Access to additional HBCU ELI micro-credentials

Clark Atlanta University School of Education
Dinner on Your Own
<table>
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<th>Time</th>
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<tr>
<td>9:00 AM – 10:00 AM</td>
<td><strong>Virtual Introductions of New 2022 Fellows</strong>&lt;br&gt;Event Moderator: Dr. Phyllis Worthy Dawkins, HBCU ELI Project Director, Former President, Bennett College&lt;br&gt;Insights and Implications from the Inaugural Cohort of Fellows&lt;br&gt;Selected 2021 Fellows share insights from program</td>
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<td>10:00 AM – 11:00 AM</td>
<td><strong>Motivation for Impact</strong>&lt;br&gt;Dr. Dennis Kimbro, Clark Atlanta University, School of Business Administration</td>
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<td>11:00 AM – 12:00 PM</td>
<td><strong>Closing Ceremony</strong>&lt;br&gt;Certificates and Recognition of Credentials Earned&lt;br&gt;Dr. Louis Sullivan, President Emeritus, Morehouse School of Medicine; Former Secretary of Health and Human Services, &amp; HBCU ELI Advisory Board Chair&lt;br&gt;Dr. Johnny Parham, Retired Executive Director, Thurgood Marshall &amp; HBCU ELI Advisory Board Vice Chair</td>
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<td>11:00 AM – 12:00 PM</td>
<td><strong>HBCU ELI Fellows Alumni Network Induction</strong>&lt;br&gt;Dr. Samuel Jolley, Former President, Morris Brown College &amp; Chair of the HBCU Council of Former Presidents&lt;br&gt;Dr. Cheryl Davenport Dozier, President Emerita, Savannah State University&lt;br&gt;Dr. Dorothy Cowser Yancy, Former President, Shaw University &amp; Johnson C. Smith University&lt;br&gt;Pick-Up Lunches and Airport Shuttle Departure</td>
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## Directory of Presenters

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
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<tr>
<td><strong>Dr. J. Fidel Turner, Jr.</strong></td>
<td>Dean, Clark Atlanta University School of Education</td>
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<td><strong>Dr. George T. French, Jr.</strong></td>
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<td>Retired Executive Director, Thurgood Marshall Foundation</td>
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<tr>
<td><strong>Dr. Mary A. Hooper</strong></td>
<td>Associate Vice President, CAU Online Learning and Continuing Education, Professor, CAU Educational Leadership</td>
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<tr>
<td><strong>Dr. Colette Pierce Burnette</strong></td>
<td>President, Houston-Tillotson University</td>
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<td><strong>Dr. Barbara J. Hill</strong></td>
<td>Associate Dean, CAU School of Education and Chair, Department of Educational Leadership</td>
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<td><strong>Dr. Elmira Mangum</strong></td>
<td>Former President, Florida Agricultural and Mechanical University</td>
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<tr>
<td><strong>Dr. Robert M. Franklin</strong></td>
<td>President Emeritus, Morehouse College; Former President, Interdenominational Theological Center; James T. &amp; Berta R. Laney Professor, Moral Leadership, Emory University</td>
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<td><strong>Dr. Mary Beth Gasman</strong></td>
<td>Samuel DeWitt Proctor Endowed Chair in Education &amp; Distinguished Professor, Rutgers University</td>
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<td><strong>Dr. Robert Jennings</strong></td>
<td>Former President, Lincoln University of Pennsylvania &amp; Alabama A&amp;M University</td>
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<td><strong>Dr. Mr. Erroll Davis</strong></td>
<td>Former Chancellor, University System of Georgia</td>
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<td><strong>Dr. Arthur Dunning</strong></td>
<td>Former President, Albany State University</td>
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<td><strong>Mr. William Fisher</strong></td>
<td>Vice Chairman, Rice Financial Products Company</td>
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<tr>
<td><strong>Dr. Samuel Jolley</strong></td>
<td>Former President, Morris Brown College &amp; Chair, Council of HBCU Past Presidents</td>
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<td>Former President, Alabama State University</td>
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<td><strong>Dr. Ronald Johnson</strong></td>
<td>Former President, Clark Atlanta University</td>
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<td><strong>Dr. Beverly Wade Hogan</strong></td>
<td>President Emerita, Tougaloo College</td>
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Dr. Reynold Verret,
President, Xavier University of Louisiana

Dr. Kofi Lomotey,
Former President, Fort Valley State and Southern University

Dr. Charlie Nelms,
Former Chancellor at Indiana University East, the University of Michigan-Flint, and North Carolina Central University

Dr. David A. Thomas,
President, Morehouse College

Dr. Makola Abdullah,
President, Virginia State University

Dr. Jabari Simama,
Former President, GA Piedmont Technical College

Dr. Maria Thompson,
Former President and Chief Executive Officer, Coppin State University

Dr. Lester C. Newman,
President, Jarvis Christian College & Former Vice President for Academic Affairs, Johnson C. Smith University

Dr. Harold L. Martin,
Chancellor, North Carolina A&T State University

Dr. Gloria J. Willingham-Toure',
Board Chair, Goddard University

Dr. Roderick J. McDavis,
Managing Principal, AGB Search

Dr. Dorothy Cowser Yancy,
Former President, Shaw University & Johnson C. Smith University

Ms. Undria Stalling,
Sr. Vice President, Business and Finance & CFO, Morehouse College

Dr. Juliette Bell,
Former President, University of Maryland Eastern Shore

Dr. Matthew M. Williams,
President, Interdenominational Theological Center

Mr. Cameron Randle,
Doctoral Student, Higher Educational Leadership

Dr. Valerie Bennett,
Doctoral Student, Higher Educational Leadership

Dr. Matthew M. Williams,
President, Interdenominational Theological Center

Dr. David Beckley,
Former President, Rust College Middle States Commission on Higher Education

Dr. Beverly Guy-Sheftall,
Anna Julia Cooper Professor of Women's Studies; Director of the Women's Research and Resource Center, Spelman College

Dr. Valerie Montgomery Rice,
President and Dean, Morehouse School of Medicine, Pending

Dr. Dennis Kimbro,
Professor, School of Business Clark Atlanta University, School of Business Administration

Mr. Gerald Hector,
Senior Vice President for Administration and Finance, University of Central Florida; Former Executive Vice President and Chief Business Officer, Morehouse College & Johnson C. Smith University

Dr. James Lyons,
Former President/Chancellor, Jackson State University, Bowie State University, California State University-Dominguez Hills, Dillard University, University of District of Columbia, & Concordia College