History. The concept of the HBCU Executive Leadership Institute at Clark Atlanta University (HBCU ELI at CAU) was developed by Dr. Louis Sullivan, President Emeritus, Morehouse School of Medicine and former Secretary of Health and Human Services and Dr. Johnny Parham, Retired Executive Director, Thurgood Marshall Fund. The proposal was presented to Dr. Ronald A. Johnson, who was President of CAU in 2018, and he assigned the program to CAU’s School of Education (under the leadership of Dean Dr. J. Fidel Turner, Jr., Dr. Barbara Hill, & Dr. Mary A. Hooper) as the ideal venue in which to develop the institute.

The proposal was presented at a meeting of the Council of HBCU Past Presidents (under the leadership of Chair, Dr. Samuel Jolley Jr., former President of Morris Brown College) by Dr. Parham with Dr. Johnson in attendance for their support and to become involved as mentors in the program. The program is now fully supported by the current CAU President, Dr. George T. French, Jr. The initial funding was provided by The Rich Foundation, Inc. under the leadership of President, Thomas J. Asher.

Dr. Phyllis Worthy Dawkins, former President of Bennett College, currently serves as the Executive Director of the HBCU ELI at CAU with Dr. Cheryl Davenport Dozier, President Emerita of Savannah State University serving as the Program Coordinator, Dr. Mary A. Hooper, Associate Provost serving as the Curriculum Designer, Mr. Cameron Randle, CAU Higher Education Leadership Doctoral Student serving as the Program Manager, and Dean Dr. J. Fidel Turner. Previous Executive Directors were Dr. George Ross, President Emeritus Central Michigan University and Former President Alcorn State University and Dr. Barbara Hatton, Former President, South Carolina State University & Knoxville College.

Overview. HBCUs constitute just 3% of the nation’s four-year nonprofit colleges and universities, yet their alumni account for 80% of Black judges, 50% of Black lawyers and doctors, and their students account for 27% of Black undergraduates who earn degrees in science, technology, engineering, and mathematics (UNCF, 2019). HBCUs have long played an indispensable role in crafting pathways to opportunity. Yet, between 2010 and 2014, HBCU presidents’ tenure lasted for an average of 3.3 years (Kimbrough, HBCU Digest, 2017) while the average term of presidents across all 4-year higher education institutions in the same years was 7 years (Gagliardi, Higher Education Today, American Council on Education, 2017). Most recently, in a UNCF (United Negro College Fund) briefing book, Kimbrough (Diverse Issues in Higher Education, Aug 18, 2021) noticed that “of the 37 institutions, eight of them had a president that was either in an acting or interim capacity, and another eight had served for less than three years at their institutions.”

The future of HBCUs depends on the quality and training of those who will lead them. A central challenge for the future of HBCUs is the need for outstanding leaders with skills that continue and expand upon that historic role. Therefore, ELI has developed a robust program for knowledge delivery, hands-on skills, and intuition based on know-how for Fellows who are aspiring executive leaders and change agents for the future of HBCUs. The creation of the HBCU ELI at CAU provides a series of virtual and residency seminars focusing on 13 competencies resulting in a certificate and/or micro-credentials that prepares future presidents for the nation’s HBCU’s. The strengths of the program are also in the mentoring/coaching of Fellows and the alumni network. This is a six to twelve-month low residency program.
SATURDAY, JANUARY 21, 2023

10:00 AM

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

Dr. Phyllis Worthy Dawkins
HBCU ELI Executive Director,
Clark Atlanta University; Former President,
Bennett College

Dr. Cheryl Davenport Dozier
HBCU ELI Program Coordinator,
Clark Atlanta University; President Emerita,
Savannah State University

Introduction of Fellows

10:15 AM – 10:45 AM

Why Leadership? Why Now?

Dr. George T. French, Jr.
President,
Clark Atlanta University
Former President,
Miles College

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

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

Dr. Johnny Parham
Retired Executive Director, Thurgood Marshall College Fund; Vice Chair, HBCU ELI Advisory Board

HBCU ELI Team

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

Dr. Mary A. Hooper
Associate Provost, Online Learning and Continuing Education; Professor, Educational Leadership, Clark Atlanta University
SATURDAY, JANUARY 21, 2023 (CONT.)

11:15 AM – 11:40 AM

Introduction to the ELI Learning Framework & Seminar Schedule, Jan-Dec 2023

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

Asynchronous Activities HBCU ELI Competency-Based Resource Library
Dr. Mary A. Hooper

11:40 AM – 12:00 PM

Discussion about the Role of the Legacy Leaders Presenters

Dr. Cheryl Davenport Dozier
HBCU ELI Program Coordinator,
President Emerita,
Savannah State University

Dr. Dorothy Cowser Yancy
President Emerita,
Shaw University &
Johnson C. Smith University
SATURDAY, JANUARY 21, 2023 (CONT.)

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<tr>
<th>Time</th>
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<tbody>
<tr>
<td>12:00 PM –</td>
<td>Break</td>
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<tr>
<td>12:30 PM –</td>
<td>Discussion about the Role of the Faculty Facilitators and Introductions</td>
<td>Dr. Mary A. Hooper</td>
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<tr>
<td>12:40 PM –</td>
<td>Introduction and Discussion about the Role of the Coaches and Mentor</td>
<td>Dr. Phyllis Worthy Dawkins</td>
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<tr>
<td>1:00 PM –</td>
<td>Session Q&amp;A, Reflections and Feedback</td>
<td>Dr. Cheryl Davenport Dozier</td>
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<tr>
<td>1:30 PM –</td>
<td>Closing Remarks &amp; Fellows Mingling</td>
<td>Dr. Phyllis Worthy Dawkins</td>
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<td>1:30 PM – 2:00</td>
<td><strong>Beginning in February, bi-monthly virtual seminars and online micro-credential courses will enable Fellows to engage in deep learning related to each competency.</strong></td>
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*We, today, stand on the shoulders of our predecessors who have gone before us. We, as their successors, must catch the torch of freedom and liberty passed on to us by our ancestors. We cannot lose in this battle.*

Dr. Johnetta Cole, seventh President of Spelman College, First African-American woman college president.
SUNDAY, JANUARY 21, 2023 - SATURDAY, FEBRUARY 4, 2023

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

It must be borne in mind that the tragedy of life doesn’t lie in not reaching your goal. The tragedy lies in having no goals to reach.

Dr. Benjamin Mays, President of Morehouse College from 1940 to 1967.
SATURDAY, FEBRUARY 4, 2023

10:00 AM – 10:15 AM

General Session: Serving the Mission Panel Presentations and Discussions

Moderator:
Dr. Phyllis Worthy Dawkins
HBCU ELI Executive Director,
Clark Atlanta University;
Former President, Bennett College

10:15 AM – 11:45 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.

10:15 AM – 11:45 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. Paul Jones
President,
Fort Valley State University
Interim President,
Darton State College
Senior Vice President for Finance and Administration,
Georgia College & State 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
SATURDAY, FEBRUARY 4, 2023 (CONT.)

11:45 AM – 12:45 PM

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.

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. David K. Wilson,
President,
Morgan State University

Dr. Marguerite McClinton Stoglin
Senior Vice President, Philanthropic Strategist, National Consulting and Advisory Practice Group,
Bank of America Private Bank

12:45 PM – 1:00 PM

Break
SATURDAY, FEBRUARY 4, 2023 (CONT.)

1:00 PM – 2:00 PM

**Delivering Academic Excellence**

Delivering Academic Excellence includes 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.

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.

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

**Dr. Vann Newkirk**
Former President,
Fisk University

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*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 to labor and secure it.*

Mary McLeod Bethune (1875-1955), Educator and Activist
SATURDAY, FEBRUARY 18, 2023

10:00 AM

**General Session: Social Impact Competencies**

Moderator:
**Dr. Cheryl Davenport Dozier**
HBCU ELI Program Coordinator,
President Emerita, Savannah State University

10:15 AM – 11:45 AM

**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.

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

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

11:45 AM – 12:45 PM

**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.

**Dr. Henry N. Tisdale**
President Emeritus,
Claflin University

**Dr. Arthur Dunning**
Former President,
Albany State University
10:00 AM

General Session: Creating Capacity Competencies

Moderator:

Dr. Phyllis Worthy Dawkins
Executive Director, HBCU ELI, Clark Atlanta University;
Former President, Bennett College

10:15 AM – 11:45 AM

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.

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 longterm HBCU high performance.

Dr. Lester C. Newman
President, Jarvis Christian College; Former VP for Academic Affairs, Johnson C. Smith University; President, Mississippi Valley State University; VP for Academic Affairs, Lane College

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

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.

W.E.B. Du Bois (1868-1963), Intellectual & Activist
SATURDAY, MARCH 4, 2023 (CONT.)

11:45 AM –
12:15 PM

Lunch

12:15 PM –
1:45 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.

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. Cynthia Warrick
President, Stillman College
Former Interim President,
Grambling State University
Former Interim President, South Carolina State University

1:45 PM –
2:00 PM

Navigating Board Governance – Earning the Micro-Credential

Dr. Mary A. Hooper
Associate Provost, Online Learning & Continuing Education;
Professor, Educational Leadership,
Clark Atlanta University
SATURDAY, MARCH 18, 2023

10:00 AM  General Session: Personal Impact Competencies
Moderator:
Dr. Cheryl Davenport Dozier
HBCU ELI Program Coordinator,
President Emerita, Savannah State University

10:15 AM – 11:45 AM  Demonstrates 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.

Dr. Maria Thompson
Former President & CEO,
Coppin State University

Dr. Roslyn Clark Artis, JD
President & CEO,
Benedict College
Former President,
Florida Memorial University

11:45 AM – 12:00 PM  Lunch

12:00 PM – 1:15 PM  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. Johnson O. Akinleye,
Chancellor,
North Carolina Central University

Dr. Dianne Boardley Suber
Former President,
Saint Augustine University
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 of our past, yet who are attuned to the frightening obstacles that now perplex us.

Cornel West (1954-), Philosopher & Activist
HBCU Executive Leadership Institute at Clark Atlanta University
Virtual Saturday Seminar Series: Session Details, Topics, and Associated Competencies

SATURDAY, APRIL 1, 2023

10:00 AM – 10:15 AM
General Session: Leading Change Competencies
Moderator:
Dr. Cheryl Davenport Dozier
HBCU ELI Program Coordinator,
President Emerita, Savannah State University

10:15 AM – 11:45 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.

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.

Dr. Kevin James
President,
Morris Brown College

Dr. Reynold Verret
President,
Xavier University of Louisiana

11:45 AM – 12:00 PM
Lunch
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.

*Overview of Micro-Credential Engagement Expectations and Performance Standards:*

- **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.

*We must remember that intelligence is not enough. Intelligence plus character—that is the goal of true education.*

Dr. Martin Luther King Jr., Morehouse College graduate

*Dr. A. Zachary Faison*
President,
Edward Waters University

*Dr. Kofi Lomotey*
Former President,
Fort Valley State University & Southern University
SATURDAY, APRIL 15, 2023

10:00 AM – 10:15 AM

General Session: Institutional Impact Competencies

Moderator:
Dr. Phyllis Worthy Dawkins
Executive Director, HBCU ELI
Clark Atlanta University, School of Education
Former President, Bennett College

10:15 AM – 11:30 AM

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, Georgia Piedmont Technical College

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.

W.E.B. Du Bois (1868-1963), Intellectual & Activist
SATURDAY, APRIL 15, 2023 (CONT.)

11:30 AM – 12:45 PM

**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. Wayne Frederick](image)

**Dr. Wayne Frederick,**
President,
Howard University

![Dr. Kelli Rainey](image)

**Dr. Kelli Rainey,**
Sr. Director, Grants Management, NACUBO; Former COO & VP, Academic & Student Support Services, Johnson C. Smith University

12:45 PM – 1:00 PM

**Lunch**

1:00 PM – 2:00 PM

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

**Moderator:**
**Dr. Mary A. Hooper**
Associate Provost, Online Learning and Continuing Education; Professor, Educational Leadership, Clark Atlanta University

**Enlisting others in Adaptive Problems of Practice — IGNITE Presentation**

**Work Groups by Competency**

- **Themes:**
  - Serving the Mission
  - Creating Capacity
  - Leading Change

- **Wrap-Up and Reflections**

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*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**
HBCU Executive Leadership Institute at Clark Atlanta University
Virtual Saturday Seminar Series: Session Details, Topics, and Associated Competencies

SATURDAY, APRIL 29, 2023

10:00 AM – 11:30 AM
HBCU ELI 360 Assessment Launches

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

- Navigating the Clark Atlanta University Online 360 Assessment System
- Selecting and Orienting Raters
- Resources and Timeline

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

Navigating Board Governance Micro-Credential - Recognitions of Completers

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.

11:30 AM – 1:00 PM
Coaching/Mentor Matching to Fellow

Moderator:
Dr. Phyllis Worthy Dawkins
Executive Director, HBCU ELI, Clark Atlanta University; Former President, Bennett College

Following the Virtual Saturday Seminar Series,
Fellows will work individually with assigned coaches/mentors to confirm their Adaptive Problem of Practice and participate in the HBCU ELI Residency on the campus of CAU.
WEDNESDAY, JUNE 14, 2023

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<td>Registration</td>
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<tr>
<td>12:00 PM</td>
<td>Luncheon for Fellows with assigned Coach/Mentor and Peers</td>
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<tr>
<td>1:00 PM – 1:30 PM</td>
<td>Opening Remarks</td>
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<td>1:30 PM –</td>
<td>HBCU ELI Team</td>
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**Registration**

**Luncheon for Fellows with assigned Coach/Mentor and Peers**

**Opening Remarks**

- **Dr. Phyllis Worthy Dawkins**
  HBCU ELI Executive Director, Clark Atlanta University; Former President, Bennett College
- **Dr. Cheryl Davenport Dozier**
  HBCU ELI Program Coordinator, Clark Atlanta University; President Emerita, Savannah State University
- **Dr. George T. French, Jr.**
  President, Clark Atlanta University; Former President, Miles College
- **Dr. Johnny Parham**
  Retired Executive Director, Thurgood Marshall College Fund; Vice Chair, HBCU ELI Advisory Board
- **Dr. Samuel D. Jolley, Jr.**
  Former President, Morris Brown College; Chair, Council of HBCU Past Presidents

**HBCU ELI Team**

- **Dr. J. Fidel Turner, Jr.**
  Dean, School of Education, Clark Atlanta University
- **Dr. Mary A. Hooper**
  Associate Provost, Online Learning and Continuing Education; Professor, Educational Leadership, Clark Atlanta University
WEDNESDAY, JUNE 14, 2023 (CONT)

2:00 PM – 5:00 PM

**Breakout Room 1** | Bishop Cornelius L. Henderson Student Center, Juanita Baranco Multi-Purpose Room, Third Floor
- Dr. Barbara Hill, Former Associate Dean, Clark Atlanta University; Chair & Professor, Educational Leadership, Clark Atlanta University
- Dr. Phyllis Worthy Dawkins, HBCU ELI Executive Director, Clark Atlanta University; Former President, Bennett College

**Breakout Room 2**
McPheeters-Dennis Hall, 3rd Floor, Online Learning and Continuing Education Suite
- Dr. Mary A. Hooper, Associate Provost, Clark Atlanta University
- Dr. Cheryl Davenport Dozier, HBCU ELI Program Coordinator, Clark Atlanta University; President Emerita, Savannah State University

5:00 PM – 6:00 PM

**Tour will highlight the following historic sites:**
- Clark Atlanta University (John Hope Grave)
- Morehouse College (Benjamin Mays Statue)
- Morehouse School of Medicine
- Spelman College (Sisters Chapel)

Mr. Cameron Randle
HBCU ELI Program Manager; Doctoral Student, Higher Educational Leadership, Clark Atlanta University

6:00 PM – 8:00 PM

**Reception and Networking Dinner**
Paschal’s Restaurant
THURSDAY, JUNE 15, 2023

Fireside Chat: Leading through Crisis & Uncertainty
9:00 AM – 10:00 AM
Moderator: Dr. Phyllis Worthy Dawkins, HBCU ELI Executive Director, Clark Atlanta University; Former President, Bennett College
Facilitator: Dr. Cheryl Davenport Dozier, HBCU ELI Program Coordinator, Clark Atlanta University; President Emerita, Savannah State University

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

Panel Discussion: Leading Finance and Operation Stability
10:00 AM – 11:00 AM
What Aspiring HBCU Presidents Need to Know and Understand Regarding Title IV Student Assistance Programs: Implications for Institutional and Student Success
U.S. Department of Education and Federal Student Aid: Partnership Engagement and Relationship Management Group

Dr. Joel Harrell
Director

Dr. Jesse Hightower
Supervisory Management & Program Analyst
THURSDAY, JUNE 15, 2023 (CONT)

11:00 AM – 12:30 PM

Preparing the Next Generation of HBCU Leaders

Moderator: Dr. Phyllis Worthy Dawkins
Executive Director, HBCU ELI, Clark Atlanta University; Former President, Bennett College

Greetings and Opening Remarks

Dr. Louis W. Sullivan,
Chair, HBCU ELI Advisory Board; President Emeritus, Morehouse School of Medicine; Former U.S. Secretary of Health and Human Services (1989-1993)

Discussant

Dr. Cheryl Davenport Dozier
HBCU ELI Program Coordinator; President Emerita, Savannah State University

President’s Round Table

Dr. Marion Fedrick
President, Albany State University

Dr. George T. French, Jr.
President, Clark Atlanta University
Former President, Miles College

Dr. Charlotte P. Morris
President, Tuskegee University

Dr. Matthew Wesley Williams
President, Interdenominational Theological Center

Dr. Dwaun Warmack
President, Claflin University; Former President, Harris-Stowe State University
12:30 PM – 2:00 PM
HBCU ELI Luncheon and Awards Ceremony
Moderator:
Dr. Phyillis Worthy Dawkins, HBCU ELI Executive Director, Clark Atlanta University;
Former President, Bennett College

Facilitator:
Dr. Cheryl Davenport Dozier, HBCU ELI Program Coordinator, Clark Atlanta University;
President Emerita, Savannah State University

Program
Welcome
Remarks
Recognitions
HBCU Advisory Board Members and Council of HBCU Past Presidents

Donor Recognitions:
Bank of America, Mr. Al McRae, Atlanta President
Chan Zuckerberg Initiative, Ms. Belinda Stubblefield, Head of Diversity & Inclusion
Charles Stewart Mott Foundation, Ms. Benita Melton, Program Director
Clark Atlanta University, Office of the President, Dr. George T. French, Jr., President
ECMC Foundation, Mr. Jonathan T. Reid, Program Officer, College Success
Microsoft, Mr. Fred Humphries, Jr., Corporate Vice President of U.S. Government Affairs
The Rich Foundation, Ms. Deva Hirsch, Executive Director
Toyota, Ms. Jessica Taylor, Formal External Engagement Lead for Diversity & Inclusion
The United Methodist Church, Dr. Cynthia A. Bond Hopson, Equity Officer & Assistant General Secretary, General Board of Higher Education & Ministry &
Dr. Crystal E. Banks, Executive Director, Black College Fund

Program Partners
TalentQuest LLC
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CAU School of Education
CAU Office of the President
CAU Office of the Provost
CAU Office of Online Learning and Continuing Education (OLCE)
CAU Office of Institutional Advancement
CAU Office of External Affairs
THURSDAY, JUNE 15, 2023 (CONT)

2:00 PM – 3:00 PM

Striving for Enhanced Enrollment, Student Success and Completion

Dr. Yolanda Watson Spiva  
President,  
Complete College America

Dr. Dhanfu E. Elston  
Senior Vice President for Strategy & Chief of Staff,  
Complete College America

Dr. Nia Haydel  
Vice President for Alliance Engagement & Institutional Transformation,  
Complete College America

3:00 PM – 4:30 PM

Career Development Session: Search Firm Panel Presentations

Ms. Marion Frenche  
Senior Executive Search Consultant & Practice Leader for Diversity, Equity & Inclusion, Greenwood/ Asher & Associates

Dr. Gwendolyn Boyd  
Executive Search Consultant, AGB Search

Mr. Ernest Brooks III  
Partner, Isaacson Miller

Ms. Christine Pendleton  
Consultant, WittKieffer

Ms. Emily Parker Myers  
Chief Executive Officer Myers McRae Executive Search
THURSDAY, JUNE 15, 2023 (CONT)

**HBCU ELI 2023 Community of Fellows and Fellows Alumni Network**

4:30 PM
- Bus Departs for Hotel

6:00 PM
- Reception for the 2023 Fellows and the Fellows Alumni Network (Hotel Lobby: 6:00 - 7:30 pm)
- Dinner on your own

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**Donor Recognitions**

- Chan Zuckerberg Initiative
- ECMC Foundation
- Microsoft
- Charles Stewart Mott Foundation
- Toyota
- The United Methodist Church
- The Black College Fund
- Bank of America

*History has shown us that courage can be contagious, and hope can take on a life of its own.*

Michelle Obama, first African-American First Lady of the United States
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:30 AM</td>
<td>Breakfast</td>
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<tr>
<td>9:00 AM</td>
<td><strong>Leadership Insights and Implications</strong></td>
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<td><strong>Dr. Phyllis Worthy Dawkins</strong>, HBCU ELI Executive Director, Clark Atlanta University, Former President, Bennett College</td>
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<td><strong>Dr. Mary A. Hooper</strong>, HBCU ELI Curriculum Designer; Associate Provost, Clark Atlanta University</td>
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<td>10:00 AM</td>
<td><strong>Leading in Such a Time as This: Creating &amp; Sustaining an Inclusive Campus at HBCUs</strong></td>
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<td><strong>Dr. Johnnetta Betsch Cole</strong></td>
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<td>President Emerita, Spelman College; Former President Bennett College, National Chair/President, National Council of Negro Women Director Emerita, Smithsonian National Museum of African Art</td>
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<tr>
<td>11:30 AM - 12:30 PM</td>
<td><strong>Recognition of Micro-Credentials</strong></td>
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<td><strong>Dr. Mary A. Hooper</strong>, HBCU ELI Curriculum Designer, Associate Provost, Online Learning and Continuing Education, Clark Atlanta University</td>
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<td><strong>2023 Community of Fellows Pinning Ceremony</strong></td>
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<td><strong>Dr. Louis W. Sullivan</strong>, President Emeritus, Morehouse School of Medicine; Former U.S. Secretary of Health and Human Services; Chair, HBCU ELI Advisory Board</td>
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<td><strong>Dr. Johnny Parham</strong>, Retired Executive Director, Thurgood Marshall College Fund; Vice Chair, HBCU ELI Advisory Board</td>
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<td><strong>Dr. Cheryl Davenport Dozier</strong>, HBCU ELI Program Coordinator, Clark Atlanta University; President Emerita, Savannah State University</td>
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<td><strong>July-December 2023:</strong> Fellows Engage with Coach/Mentors, Address their Adaptive Problem of Practice, and Earn an Additional Micro-Credential</td>
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<td><strong>Asynchronous Race &amp; Social Justice Micro-Credential</strong></td>
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<td>Faculty Facilitator: <strong>Dr. Mary A. Hooper</strong></td>
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<tr>
<td></td>
<td>Associate Provost, Online Learning and Continuing Education; Professor, Educational Leadership, Clark Atlanta University</td>
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THURSDAY, NOVEMBER 30, 2023

Virtual Celebration: Micro-Credentials, Certificates, and HBCU ELI Fellows Alumni Network

Dr. Samuel D. Jolley, Jr., Former President, Morris Brown College; Chair, HBCU Council of Former HBCU Presidents
Dr. Cheryl Davenport Dozier, HBCU ELI Program Coordinator, Clark Atlanta University; President Emerita, Savannah State University
Dr. Phyllis Worthy Dawkins, HBCU ELI Executive Director, Clark Atlanta University; Former President, Bennett College
Dr. Dorothy Cowser Yancy
President Emerita,
Shaw University & Johnson C. Smith University;
Member, HBCU ELI Advisory Board and Council of HBCU Past Presidents

2023 HBCU ELI Coach/Mentors

Dr. Makola M. Abdullah
President,
Virgina State University

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

Dr. Phyllis Worthy Dawkins
Former President, Bennett College

Dr. Robert Jennings
Former President, Lincoln University (PA) and Alabama A&M University

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

Dr. Phyllis Worthy Dawkins
Former President, Bennett College

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

Dr. Robert M. Franklin
President Emeritus,
Morehouse College; Former President, ITC

Dr. James Lyons
Former President, Jackson State University; Bowie State University; California State University-Dominguez Hills

Dr. Robert Jennings
Former President, Lincoln University (PA) and Alabama A&M University

Dr. Phyllis Worthy Dawkins
Former President, Bennett College

Dr. Robert M. Franklin
President Emeritus,
Morehouse College; Former President, ITC

Dr. Ernest C. McNealey
President, Allen University

Dr. Samuel D. Jolley, Jr.
Former President,
Morris Brown College

Dr. Van Newkirk
Former President, Fisk University

Dr. Samuel D. Jolley, Jr.
Former President,
Morris Brown College

Dr. Ernest C. McNealey
President, Allen University

Dr. Jabari Simama
Former President, Georgia Piedmont Technical College

Dr. Robert M. Franklin
President Emeritus,
Morehouse College; Former President, ITC

Dr. Dianne Boardley Suber
Former President, Saint Augustine University

Dr. Robert M. Franklin
President Emeritus,
Morehouse College; Former President, ITC

Dr. Cynthia Warrick
President, Stillman College

Dr. Robert M. Franklin
President Emeritus,
Morehouse College; Former President, ITC

Dr. Gloria Willingham-Toure'
Board Chair, Goddard College

Dr. Lester Newman
President, Jarvis Christian University; Former President, Mississippi Valley State University

Dr. Van Newkirk
Former President, Fisk University

Dr. Dorothy Cowser Yancy
President Emerita, Shaw University; Johnson C. Smith University
Directory of Presenters and Program Staff

Dr. Makola Abdullah
President,
Virginia State University

Dr. Johnson O. Akinleye
Chancellor,
North Carolina Central University

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

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

Dr. Gwendolyn Elizabeth Boyd
Executive Search Consultant,
AGB Search

Mr. Ernest Brooks
Partner,
Isaacson Miller

Dr. Johnnetta Betsch Cole
President Emerita, Spelman College;
Former President Bennett College,
National Chair/President,
National Council of Negro Women
Director Emerita, Smithsonian

Mr. Erroll Davis
Former Chancellor,
University System of Georgia

Dr. Phyllis Worthy Dawkins
HBCU ELI Executive Director,
Clark Atlanta University;
Former President, Bennett College

Dr. A. Zachary Faison
President,
Edward Waters University

Dr. Arthur Dunning
Former President,
Albany State University

Dr. Dhanfu E. Elston
SVP for Strategy & Chief of Staff,
Complete College America

Ms. Marion Frenche
Senior Executive Search Consultant & Practice Leader for Diversity, Equity & Inclusion, Greenwood/Asher & Associates

Dr. Cheryl Davenport Dozier
HBCU ELI Program Coordinator; President Emerita,
Savannah State University

Dr. Marion Fedrick
President,
Albany State University

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

Dr. Wayne Frederick
President,
Howard University

Dr. George T. French, Jr.
President, Clark Atlanta University
Former President, Miles College

Ms. Marion Frenche
Senior Executive Search Consultant & Practice Leader for Diversity, Equity & Inclusion, Greenwood/Asher & Associates

Dr. A. Zachary Faison
President,
Edward Waters University

Dr. Marion Fedrick
President,
Albany State University

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

Dr. Joel Harrell
Director,
U.S. Dept. of Education

Dr. Nia Haydel
VP for Alliance Engagement & Institutional Transformation, Complete College America

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

Dr. Jesse Hightower
Supervisory Management & Program Analyst,
U.S. Dept. of Education and Federal Student Aid

Dr. Barbara Hill
Former Associate Dean, Clark Atlanta University School of Education; Chair, Department of Educational Leadership

Dr. Mary A. Hooper
HBCU ELI Curriculum Designer, Associate Provost, Online Learning and Continuing Education, Clark Atlanta University

Dr. Kevin James
President,
Morris Brown College

Dr. Robert Jennings
Former President, Lincoln University of Pennsylvania & Alabama A & M University
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**Dr. Kofo Lomotey**  
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Fort Valley State University  
and Southern 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;  
and Concordia College

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

**Dr. Paul Jones**  
President,  
Fort Valley State University;  
Interim President,  
Darton State College;  
SVP for Finance and Administration,  
Georgia College & State University

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

**Dr. Charlotte P. Morris**  
President,  
Tuskegee University

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

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Former President,  
GA Piedmont Technical College

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

**Ms. Emily Parker Myers**  
Chief Executive Officer,  
Myers McRae Executive Search

**Dr. Vann R. Newkirk**  
Former President,  
Fisk University

**Dr. Kelli Rainey**  
Sr. Director, Grants Management,  
NACUBO;  
Former COO & VP, Academic &  
Student Support Services,  
Johnson C. Smith University

**Dr. Henry N. Tisdale**  
President Emeritus,  
Claflin University

**Dr. J. Fidel Turner, Jr.**  
Dean,  
Clark Atlanta University  
School of Education

**Mr. Cameron Randle**  
HBCU ELI Program Manager,  
Clark Atlanta University

**Dr. Dianne Boardley Suber**  
Former President,  
Saint Augustine University

**Dr. Yolanda Watson Spiva**  
President,  
Complete College America

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

**Dr. Dianne Boardley Suber**  
President Emeritus,  
Saint Augustine University

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

**Dr. Matthew Wesley Williams**  
President,  
ITC

**Dr. J. Fidel Turner, Jr.**  
Dean,  
Clark Atlanta University  
School of Education

**Mr. Cameron Randle**  
HBCU ELI Program Manager,  
Clark Atlanta University

**Dr. Dianne Boardley Suber**  
Former President,  
Saint Augustine University

**Dr. John Wilson**  
President,  
Morgan State University

**Ms. Alor Moore**  
HBCU ELI Graduate Assistants

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

**2023 HBCU ELI Graduate Assistants**  
Ms. Camille Matthews  
Ms. Alor Moore
Introducing the HBCU ELI 2023
Community of Fellows

Dr. Sybrina Atwater
Director, OMED
Georgia Institute of Technology

Dr. Genyne Boston
Associate Provost & Chief of Staff
Florida A&M University

Cheryl Slay Carr, J.D.
AD College of Ent. & Music Business
Belmont University

Dr. Lori Cromwell
Chief Business Officer
Emory University

Dr. Moses Dixon
President/CEO
Central Massachusetts Agency on Aging

Dr. Wendy Ellis-Jones
Director of Development
University of Arkansas Little Rock
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Associate Dean for DEI
University of Florida

Dr. Harvey Fields
Associate Dean for DEI
Washington University
St. Louis

Dr. Leroy Hamilton
Provost & VP of
Academic Affairs
Kentucky State University

Dr. Timothy Hatchett
VP of Student Affairs
Fort Valley State University

Dr. David Hefner
VP School of Medicine
Morehouse School of Medicine

Dr. Markesha Henderson
Executive Director of Sports,
Strat. Planning & Admin.
Clark Atlanta University
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VP Enrollment Management
Ruffalo Noel Levitz

Dr. Berkley King
Vice Provost
Kentucky State University

Mrs. Shawri King-Casey
VP Institutional Integrity
Virginia State University

Dr. Lisa Lang
Provost
LeMoyne-Owen College

Dr. Evelyn Leathers
Executive Director
Johnson C. Smith University

Dr. Kristalyn Lee
VP & Board Liaison
University of Montevallo
Introducing the HBCU ELI 2023
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Dr. Nina Lyon-Bennett
Assistant Dean of Academics
University of Arkansas
at Pine Bluff

Dr. James McDonald
Director, Mission Support
U.S. Environmental Protection Agency

Dr. Mark McKinney
Associate Dean, Academic Affairs
Pasco-Hernando State College

Mr. Travis Mitchell
SVP, Chief Content Officer
Maryland Public Television

Dr. Sue Muckherjee
SVP, Strategy & Success
Cheyney University of Pennsylvania

Dr. Ricardo Phipps
Dean of Humanities
Stevenson University
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Dr. Charles Prince
Transformation & Sustainability Officer
Dillard University

Dr. Lorri Saddler
VP Alumni Relations and Engagement
Clark Atlanta University

Dr. Derrick Scott
Dean of Natural & Health Science
Virginia State University

Ms. Wendy Scott
Associate Dean, Academic Success
Elon University

Dr. Kimberly Sinclair-Holmes
Assistant Extension Director
Alabama A&M University

Dr. Stacey Sowell
VP, Enrollment Management
West Virginia State University
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Community of Fellows

Dr. Tiffany Tatum
Dean, General Education
Arizona College of Nursing

Dr. Tiffany Tuma
Program Analyst, FHEO
U.S. Dept. of HUD

Dr. Corliss Thompson
Associate Dean, Education
Northeastern University

Dr. F. Carl Walton
Vice Chancellor,
Student Affairs
Southern University and A&M College

Mr. Delisle Warden
Associate Dean,
Professional Development
George Washington University

Mr. Ozro T. Wells
Chief Procurement Officer
University of California, Los Angeles

Dr. Yvette Wilson-Barnes
Associate Dean,
Student Affairs
City University of New York