



HBCU
Executive
Leadership
Institute
CLARK ATLANTA UNIVERSITY

2023 - 2024 NEW PRESIDENTS



Building the Next Generation of **HBCU Legacy Leaders**

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. Therefore, we added the New Presidents Program to extend the longevity of HBCU Presidents beyond 3 years.

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 for the New Presidents Program provides a series of virtual and residency seminars focusing on 7- 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 executive mentoring/ coaching of Presidential Fellows. This is a six-month low residency program. 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.

***The HBCU Executive Leadership Institute (ELI) at Clark Atlanta University
New Presidents Program Leadership***



Dr. Phyllis Worthy Dawkins
*HBCU ELI Executive Director,
Clark Atlanta University;
18th President, Bennett College*



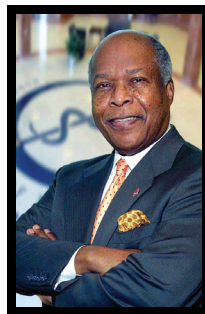
Dr. Cheryl Davenport Dozier
*HBCU ELI Program Coordinator;
President Emerita,
Savannah State University*



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*



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



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)*



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*



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, SEPTEMBER 20, 2023

4:00 PM

Introduction to the HBCU ELI Competency Framework

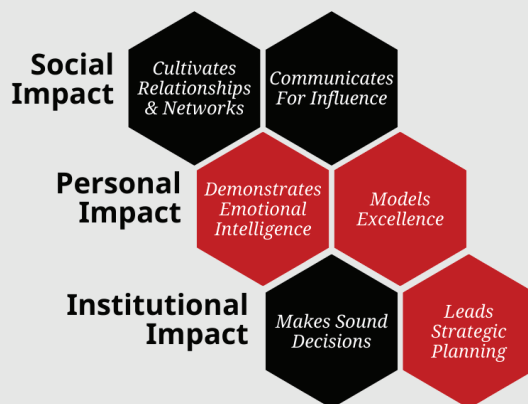


Dr. Phyllis Worthy Dawkins

*HBCU ELI Executive Director,
Clark Atlanta University;
18th President,
Bennett College*

Core Competencies

One Performance Standard per Competency



HBCU Executive Competencies

Multiple Performance Standards per Competency



TUESDAY, OCTOBER 24, 2023

5:00 PM

Funding the Future



Dr. Phyllis Worthy Dawkins

*HBCU ELI Executive Director,
Clark Atlanta University;
18th President,
Bennett College*

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.

Funding the HBCU Future Standards

FTF 1	Amplifies the HBCU institution's brand: Illustrates the HBCU student experience with outcomes and what's unique, positive and differentiating about their HBCU institution.
FTF 2	Recruits and retains students: Plans, implements, and improves strategies for attracting and enrolling new students and maintaining student enrollment.
FTF 3	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.
FTF 4	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.
FTF 5	Identifies and secures new revenue streams: Pursues an entrepreneurial mindset to identify and capture new HBCU revenue sources by widening circles of contact and exposure to broader thinking for revenue development ideas.

TUESDAY, NOVEMBER 14, 2023

5:00 PM

Leads Finance and Operations Stability



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



Dr. Gwendolyn E. Boyd
*Executive Search Consultant,
AGB Search
Former President,
Alabama State University*

Leads 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 in 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**, 18th President, Bennett College

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.

TUESDAY, JANUARY 16, 2024

5:00 PM

Leads Strategic Planning



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



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

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.

Leads Strategic Planning Performance Standard

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 it is achieved.

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 (1940-1967)

TUESDAY, FEBRUARY 20, 2024

5:00 PM

Navigating Board Governance



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



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

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.

Navigating Board Governance Performance Standards

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.

TUESDAY, MARCH 19, 2024

5:00 PM

Leading Through Crisis and Uncertainty



Dr. Kevin James
*President,
Morris Brown College*



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

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.

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.

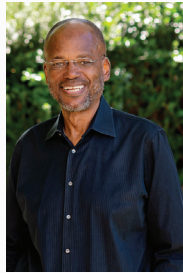
Keeps Constituents Informed and Engaged. Ensures that the HBCU institution's constituents are involved and informed regarding critical challenges or crises the HBCU institution faces such that constituents gain clarity and confidence regarding plans and potential impact.

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.

TUESDAY, APRIL 16, 2024

5:00 PM

Educating for Racial and Social Justice



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



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

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.

Educating for Racial and Social Justice 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.

TUESDAY, JUNE 11, 2024

6:00 PM

Meet & Greet
*Embassy Suites
Centennial Park, Atlanta*

WEDNESDAY, JUNE 12, 2024

9:00 AM

General Session: Personal Impact Competencies

Moderator:
Dr. Phyllis Worthy Dawkins

Facilitator:
Dr. Cheryl Davenport Dozier

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.

Demonstrates Emotional Intelligence Performance Standard

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.

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.

Models Excellence Performance Standard

Setting goals and pursuing strategies to continuously grow and achieve high standards for the HBCU.

12:00 PM

Lunch

Henderson Student Center

1:30 PM

General Session: Social Impact Competencies

Moderator:

Dr. Cheryl Davenport Dozier

Facilitator:

Dr. Phyllis Worthy Dawkins



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



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

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.

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.

6:00 PM

Reception & Networking Dinner

Historic Paschal's Soul Food Restaurant

THURSDAY, JUNE 13, 2024

Moderator:
Dr. Cheryl Davenport Dozier

Facilitator:
Dr. Phyllis Worthy Dawkins

9:00 AM

Panel: Leading Through Crisis & Uncertainty:
The Issue of Violence on and near HBCU Campuses



Convenor:
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

10:00 AM

Panel: Leading Finance and Operation Stability
What Aspiring HBCU Presidents Need to Know and Understand Regarding
Title IV Student Assistance Programs: Implications for Institutional and Student Success



Dr. Joel Harrell
Director,
U.S. Department of Education
and Federal Student Aid:
Partnership Engagement
and Relational Management
Group



Dr. Jesse Hightower
Supervisory Management and
Program Analyst
U.S. Department of Education and
Federal Student Aid:
Partnership Engagement and
Relational Management Group

11:00 AM

Presidents' Panel: Communicates for Influence

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



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



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)

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.

Communicates for Influence Performance Standard

Generates belief and support from others to achieve the desired HBCU outcomes through intentional communication that illustrates possibilities and engages different audiences and constituents.

12:30 PM

Luncheon and ELI Awards Program *Harvard Special Presentation*

2:00 PM

Panel: Striving for Enhanced Enrollment, Student Success & Completion



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



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



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



Ms. Che Watkins
Executive Director, Braven

3:30 PM

Celebration of Completion



Dr. Phyllis Worthy Dawkins



Dr. Cheryl Davenport Dozier



Dr. Dorothy Cowser Yancy

Introducing the Inaugural ELI Presidential Fellows



Dr. Calvin J. McFadden, Sr.
President
Arkansas Baptist College



Chris V. Rey, J.D.
President
Barber-Scotia College



Dr. Rochelle L. Ford, APR
President
Dillard University



Dr. Glenell M. Lee-Pruitt
President
Jarvis Christian University



Dr. Valerie Kinloch
President
Johnson C. Smith University



Dr. Christopher Davis
Interim President
Lemoyne-Owen College



Dr. Cynthia A. Hopson
Interim President
Philander Smith College



Dr. Yolanda W. Page
President
Stillman College



Dr. Anthony J. Davis
President
Livingstone College

2023-24 Presenters and Program Staff

Dr. Roslyn Clark Artis, JD

President & CEO,
Benedict College
Former President,
Florida Memorial University

Dr. Gwendolyn E. Boyd

Executive Search Consultant,
AGB Search
Former President,
Alabama State University

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Ms. Che Watkins

Executive Director, Braven

The HBCU ELI Program wishes to thank our donors:



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THE **RICH'S** FOUNDATION

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
Intellectual & Activist



HBCU
Executive
Leadership
Institute

CLARK ATLANTA UNIVERSITY

Clark Atlanta University

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