Strategic Plan

MORRIS BROWN
COLLEGE

THE RESURGENCE:
RESET AND READY

2024–2029

THE RESURGENCE:
RESET AND READY

Morris Brown College, Atlanta, Ga

CONTENTS

The College is proud of its tradition of serving the educational needs of the best and brightest young minds, while simultaneously providing educational support to students who might not otherwise receive the opportunity to compete on the college level. Students fitting the latter are given the tools they need to increase their potential for earning a college degree.

THE RESURGENCE: RESET AND READY

MORRIS BROWN

THE RESURGENCE:
RESET AND READY
2024–2029

Greetings to the Morris Brown College Stakeholders,

I am thrilled to boldly redeclare to the Morris Brown College community that we have achieved a groundbreaking milestone—MBC made history as the first Historically Black College and University (HBCU) to regain accreditation after a nearly twenty-year hiatus. This remarkable accomplishment is a source of pride for all of us. The institution's relentless efforts, strategic planning, and unwavering commitment have paved the way for the restoration of full accreditation and long-term sustainability.

Through a collaborative governance approach that involved the active participation of the board, administration, faculty, staff, students, alumni, and community stakeholders, we are proud to introduce our new five-year strategic plan, titled, "The Resurgence: Reset and Ready 2024-2029." This strategic plan not only signifies our commitment to excellence, but also sets the standard for achieving our institutional goals.

THE RESURGENCE:
RESET AND READY
2024–2029

Priority 1: Increase Financial Sustainability

Priority 2: Elevate Academic Prominence

Priority 3: Enhancement of Infrastructure and Operations

Priority 4: Enhance Student Engagement and Enrollment

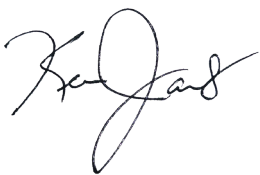**Priority 5: Maximizing Strategic Partnership and Stakeholder Engagement**

Priority 6: Obtain Institutional Effectiveness and Efficiency

Embedded in our institutional identity as an organization "Founded in Service…Grounded in Excellence…and Anchored in Tradition," we have undergone a thorough "Hard Reset" to meticulously update our strategic plan for the next five years. With the dedicated leadership of a steering committee comprised of trustees, administrators, faculty, staff, students, and alumni, this pathway to continued excellence has resulted in a realigned vision within our existing guiding principles, framework and six new strategic priorities. These priorities serve as the core of our aspirations as a premier institution of higher learning.

"The Resurgence: Reset and Ready 2024-2029" symbolizes our commitment to success. Morris Brown College is prepared to reengage and position itself as an accredited and innovative institution, ready to make a meaningful impact for everyone who enters the doors of this historic haven for all hungry souls.

Together, let us embark on this exciting journey of resurgence and excellence.

Sincerely,

Dr. Kevin E. James
19th President of Morris Brown College

EXECUTIVE SUMMARY

Historically Black Colleges and Universities (HBCUs) have served as the beacon of inspiration, hopes, and dreams actualized for descendants of enslaved Africans who involuntarily migrated to North America. Grit and perseverance have allowed these institutions to sustain and continue to impart knowledge and invaluable life lessons for our students to be productive, contributing and responsible citizens. Now in the 21st century, challenges continue to abound and with technology, there are new obstacles for these institutions and their matriculating students and alumni including the cost of attending and finding employment. There are eight strategic issues facing HBCUs, including accreditation, educational quality and degree offerings, enrollment and the value proposition, student success and completion, finances and affordability, infrastructure, federal and state policy, and governance and leadership. Moreover, the relevance of HBCUs is frequently discussed. The Morris Brown College Strategic Plan, "The Resurgence: Reset and Ready, is designed to address these challenges through six strategic priorities.

EXECUTIVE SUMMARY

1. **Increase Financial Sustainability:** Achieve financial sustainability by necessitating a strategic and holistic approach that balances revenue enhancement with prudent cost management while prioritizing student success and institutional resources.

2. **Elevate Academic Prominence:** Re-imagine the academic experience by committing to excellence, innovation, and societal advancement and fostering an environment that nurtures intellectual curiosity, critical thinking, and scholarly rigor while prioritizing academic distinction and empowering students and faculty to push boundaries of knowledge.

3. **Enhancement of Infrastructure and Operations:** Provide strategic investment and modernization initiatives to enhance infrastructure and optimize operations to create an environment conducive to learning, research, and innovation while promoting sustainable practices to elevate the quality of education, attract top talent, and empower students and faculty to excel in their academic pursuits.

4. **Enhance Student Engagement and Enrollment:** Commitment to cultivating an environment where students are not only recipients of knowledge but active participants in their educational journey while fostering a culture of inclusive, collaboration, and innovation aiming to empower students to engage deeply with their coursework, peers, and communities through experiential learning opportunities, mentorship programs, and extracurricular activities.

5. **Maximizing Strategic Partnership and Stakeholder Engagement:** Commitment to fostering mutually beneficial partnerships and cultivating robust stakeholder engagement by leveraging strategic collaboration with industry, government, academia, and the broader community, aiming to maximize our collective impact and drive innovation, sustainability, and social progress.

6. **Obtain Institutional Effectiveness and Efficiency:** Achieving our mission of fostering academic excellence, student success and societal impact by implementing rigorous evaluation processes, utilizing data-informed decision-making, and fostering a culture of continuous improvement while striving to optimize resource allocation, enhance student learning outcomes, and maximize institutional impact.

RESURGING
Our History

1881

Morris Brown College
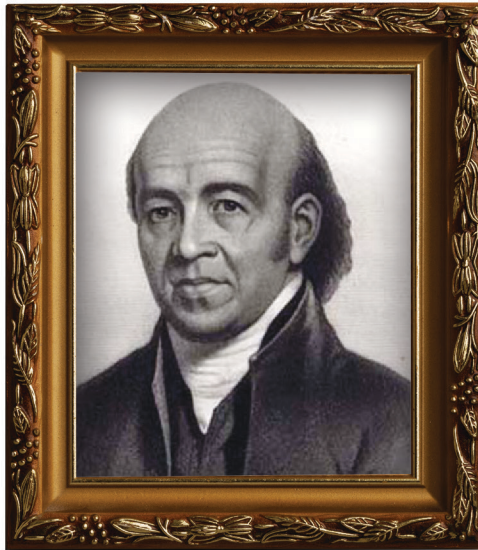
BISHOP MORRIS BROWN

Morris Brown College, founded in 1881 by the African Methodist Episcopal Church, is a private, coeducational, liberal arts college engaged in teaching and public service with special focus in leadership, management, entrepreneurship and technology. The College is proud of its tradition of serving the educational needs of the best and brightest young minds, while simultaneously providing educational support to students who might not otherwise receive the opportunity to compete on the college level. Students fitting the latter are given the tools they need to increase their potential for earning a college degree.

This is a formula that has proven itself time and again. Among our outstanding alumni are Isaac Blythers, former President of Atlanta Gas Light Company; Eula L. Adams, Executive Vice President for First Data Corporation; Albert J. Edmonds, Retired Lieutenant General of the United States Air Forces; the late Reverend Dr. Hosea Williams, civil rights leader; Thomas J. Byrd, actor of television, film, and stage; and Pulitzer Prize-winning author, James A. McPherson. Fortune Magazine cited Adams and Edmonds among the nation's top African-American corporate executives. The list of our graduates and their accolades goes on and on.

RESURGING
Our
History

1881

Morris Brown College

HISTORY OF THE INSTITUTION

The circumstances that evoked the founding of Morris Brown are traditionally linked to a visit by a group of Clark College trustees to Big Bethel Church to interest the African Methodist Episcopal (AME) Church supporters in furnishing a room in their institution. In response to the proposition they presented, layman Steward Wiley said, "If we can furnish a room at Clark College, why can't we build a school of our own?" These words ignited a flame in the mind of Reverend Wesley John Gaines, who became the Founder of Morris Brown College. On January 5, 1881, during the North Georgia Annual Conference at Big Bethel, he introduced a resolution calling for the establishment in Atlanta of an institution for the moral, spiritual, and intellectual growth of Negro boys and girls. The steps between the resolution and the opening were few and simple: the Georgia Conference was persuaded to join the endeavor. An assembly of trustees from both conferences convened at Big Bethel Church and selected the Boulevard site as the school's home.

In May of 1885, the State of Georgia granted a charter to Morris Brown College of the AME Church.

RESURGING
Our History

1881

Morris Brown College

On October 15, 1885, just 20 years after Abraham Lincoln signed the Emancipation Proclamation, 107 students and nine teachers walked into a crude wooden structure at the corner of Boulevard and Houston Streets in Atlanta, Georgia, marking the opening of the first educational institution in Georgia under sole African-American patronage. That institution was Morris Brown College, named to honor the memory of the second consecrated Bishop of the African Methodist Episcopal (AME) Church.

OUR
Mission, Purpose, Faith, and Vision Statement

Morris Brown College

MISSION STATEMENT

Morris Brown College was founded on Christian principles in 1881 by the African Methodist Episcopal Church and is chartered by the State of Georgia as a private, coeducational, liberal arts college engaged in teaching, research, and public service in the arts, humanities, social and natural sciences, and professional programs.

The mission of Morris Brown College is to provide educational opportunities in a positive and nurturing environment that will enable its students to become fully functional persons in our global society. The College prepares graduates to live meaningful and rewarding lives, thereby enabling them to make socially constructive and culturally relevant contributions to society.

Morris Brown College, in its commitment to academic excellence, provides experiences that foster and enhance intellectual, personal, and interpersonal development for students who have demonstrated the potential to compete in a challenging undergraduate liberal arts program of study.

PURPOSE

The most universal criterion by which Morris Brown College and any other institution may be measured is the achievement of its alumni. The College seeks to provide its students with the following:

• An environment that will foster the development of wholesome attitudes and a full appreciation for the cultural heritage of the human race epitomized in the major intellectual and/or cultural disciplines;

OUR
Mission, Purpose, Faith, and Vision Statement

Morris Brown College

- Knowledge that represents a comprehensive understanding of the fundamentals of the intellectual and cultural disciplines embodied in the Liberal Arts tradition of the General Education Program;

- Experiences that will promote an awareness and sensitivity to the societal structures and processes which persistently provoke the climate and substance of social change;

- An understanding and respect for the ethical, moral, and spiritual values of the Christian faith;

- A set of skills that will equip students to negotiate effectively in the cultural, economic, global, political, and social environments;

- Preparation in the scholarly tradition that will support graduate and professional studies;

- Training that prepares students for active participation as intellectually competent, proficient individuals in a scientific and technologically advanced society;

- Opportunities to contribute to research, artistic and other intellectual endeavors; and

- Opportunities for public service and experiential training to enrich the lives of citizens in local, state, national and international communities.

FAITH STATEMENT

College Seal and Motto:
To God and Truth

Morris Brown College hereby affirms its historical affiliation with the African Methodist Episcopal Church (AME). In fulfillment of its mission as an institution of higher education, steeped in the foundational beliefs of The AME Church, Morris Brown College is committed to the motto of "God Our Father, Christ Our Redeemer, the Holy Spirit Our Comforter, Humankind Our Family."

OUR
Mission, Purpose, Faith, and Vision Statement

Morris Brown College

The Apostle's Creed

I believe in God the Father Almighty, Maker of heaven and earth, and in Jesus Christ his only son our Lord who was conceived by the Holy Spirit, born of the Virgin Mary, suffered under Pontius Pilate, was crucified, dead; and buried. The third day he arose from the dead, he ascended into heaven, and sits at the right hand of God the Father Almighty; from thence he shall come to judge the quick and the dead. I believe in the Holy Spirit, the Church Universal, the communion of saints, the forgiveness of sins, the resurrection of the body and the life everlasting.

Foundational Beliefs

The Trinity: There is but one living and true God, everlasting, without body or parts, of infinite power, wisdom, and goodness; the Maker and Preserver of all things, both visible and invisible. And in unity of this God-head, there are three persons of one substance, power and eternity - the Father, the Son and the Holy Ghost. (Article I).

Deity and Humanity of Christ: The Son, who is the Word of the Father, the very and eternal God, one substance with the Father, took man's nature in the womb of the blessed virgin; so that two whole and perfect natures, that is to say, the God-head and manhood, were joined together in one person, never to be divided, whereof is one Christ, very God and man, who suffered, was crucified, dead and buried, to reconcile his Father to us, and to be a sacrifice, not only for original guilt, but also for actual sins of men. (Article II).

OUR
Mission, Purpose, Faith, and Vision Statement

Morris Brown College

The Bible: The Holy Scriptures containeth all things necessary for salvation; so that whatever is not read therein, nor may be proved thereby, is not to be required of any man, that it should be believed as an article of faith, or be thought requisite or necessary to salvation. In the name of the Holy Scriptures, we do understand those canonical books of the Old and New Testament, of whose authority was never any doubt in the Church (Article V).

Creation: (Genesis 1:1) "In the beginning God created the heavens and the earth, and the sea, and all that in them there is; wherefore, the Lord blessed the Sabbath day and hallowed it.

Redemption: Not every sin willingly committed after justification is the sin against the Holy Ghost, and unpardonable. Wherefore, the grant of repentance is not to be denied to such as fall into sin after justification. After we have received the Holy Ghost, we may depart from grace given, and fall into sin, and, by the grace of God, rise again, and amend our lives. And therefore, they are to be condemned who say they can do no more sin as long as they live here; or deny the place of forgiveness to such as truly repent. (Article XII)

Salvation: We are accounted righteous before God only for the merit of our Lord and Savior, Jesus Christ, by faith, and not by our own works or deserving; wherefore, that we are justified by faith only, is a most wholesome doctrine, and very full of comfort. (Article IX)

OUR
Mission, Purpose, Faith, and Vision Statement

Morris Brown College

Free Will: The condition of man after the fall of Adam is such that he cannot turn and prepare himself by his own natural strength and works to faith, and calling upon God; wherefore, we have no power to do good works, pleasant and acceptable to God, without the grace of God; by Christ presenting us, that we may have a good will, and working with us, when we have that good will.

AME Church Articles of Faith
https://www.ame-church.com/our-church/our-beliefs/

VISION STATEMENT

Morris Brown College aspires to be a distinguished liberal arts institution, acknowledged as a leader in recruiting, training, and empowering college bound students to flourish academically, personally, and socially at the highest level. Drawing strength from a profound legacy of resilience and achievement rooted in Christian principles, we commit to creating a secure haven for students, delivering excellence in academic program offerings within a nurturing environment. Our focus is on cultivating intellectual curiosity, fostering cultural pride, promoting community engagement, producing responsible leaders who will make notable contributions locally and globally.

CORE VALUES

Morris Brown College

Our core values bind us together as a college and as a community. They are deeply held beliefs which we translate into consistent standards of behavior when working with our students and each other.

1. **Integrity and Respect:** The College manifests an unwavering adherence to strict moral and ethical character and shows an authentic regard for others while practicing civility and supporting all dimensions of the human as a being.

2. **Diversity and Inclusiveness:** We celebrate individual differences and recognize that the inclusion of all is vital for the success of the institution and its ability to support a global agenda.

3. **Quality Teaching and Learning:** We are committed to imparting and gaining knowledge to promote intellectual curiosity in a success-driven environment.

4. **Excellence:** We strive for excellence in all we do. We are committed to providing excellent teaching and service to our students and staff.

5. **Service to Community:** Throughout the College, we support and recognize service that contributes to the benefit of the college's student body and workforce, the State of Georgia, the nation, and the world.

6. **Innovation and Discovery:** We take the lead and adopt a spirit of innovation and creativity in our work. We are committed to building a robust culture of ingenuity through habits of mind and championing opportunities to improve our educational landscape.

7. **Collaboration:** By engaging stakeholders and collaborating with the community, we amplify our impact. Through shared goals and mutual support, we achieve greater success than through isolated efforts and individual focus. Operating as a cohesive, collegial unit, we foster a unified, student-centered culture.

8. **Christian Faith:** As a practice, our faith is a vehicle of expression of best interest and intentionality. We are consciously dedicated to the purposeful and intentional expression of God's revealed truth.

ENROLLMENT PLAN

Morris Brown College

The Morris Brown College Office of Admissions is responsible for the identification and recruitment of students for enrollment in the College.

The "target market" for recruitment of students are:

Traditional high school students with an increased focus on increasing traditional enrollment by 15% each year.

- Atlanta Public Schools – Achieve Atlanta
- Clayton County Public Schools
- Gwinnett County Public Schools
- Decatur County Public Schools

- Cobb County Public Schools
- Douglas County Public Schools
- Dekalb County Public Schools
- Henry County Public Schools
- Fulton County Public Schools
- Kipp Academy Charter Schools

ENROLLMENT PLAN

Morris Brown College

- Online students
- Corporation employees who have tuition reimbursement
- Former MBC students
- Alumni Chapter recruits
- GA Technical College graduates (22 schools)
- California Technical College graduates (116 schools)
- International Cash paying students/ F1Visa
- Veterans/Military Bases in Georgia and surrounding states
- Adult & Transfer students
  - Dual Enrollment high school students
  - AME Scholarship recipients
  - Common App/ Black Common App
  - Academic Scholarship recipients (Presidential Honors College)
  - AME Church members
  - Covenant House partnership
  - DMV Foster Care Initiative

The admissions function is executed in direct response to "the institution's strategic plan," and thereby, modified as needed, and as directly related to achievement of the institution's operational goals and objectives. The primary role of an admissions officer is to review, evaluate, process, and manage student applications.

The main purpose of this Enrollment Plan is to increase the total student population at Morris Brown College. The College will broaden the recruitment pool and expand the strategies to interact with a more diverse population of

ENROLLMENT PLAN

Morris Brown College

prospective students and thus, realize the fullest potential. Increasing the total student enrollment will give new life, zest, and vigor to the Morris Brown College campus climate, as well as provide needed additional revenue for successful college operations. The Enrollment Plan will boost enrollment numbers, improve student retention, and ultimately, increase graduation rates.

A recruitment plan is a strategic blueprint for hiring, outlining timelines, processes, and other elements to enhance the institution's efficiency. Recruitment strategies will be implemented to attract new students each year during 2024-2029. The College will broaden its recruitment pool of students to enroll 475 students the first year of this plan. The goal is to recruit 800 total students over the next five years.

Goals	Objectives	Activities
• 800 total students during 2024-2029 • **Year 1**, 2024-2025 500 total students • **Year 2**, 2025-2026 600 total students • **Year 3**, 2026-2027 700 total students • **Year 4**, 2027-2028 750 total students • **Year 5,** 2028-2029 800 total students	1. Obtain 10-year accreditation reaffirmation where students will keep financial aid eligibility. 2. Hire experienced, goal-driven Enrollment & Student Services leader(s). 3. Meet/and/or exceed a minimum of 70% of enrolled students each year. 4. Utilize recruitment partnerships (i.e. Technical Colleges, California Technical Colleges, International Students, Dual enrollment and more) 5. Update and implement recruitment 5 platforms (recruitment management system, Blackbaud, Common app and Black common app, set-up admissions via social media and update marketing and brochures. 6. Increase scholarship offerings (Presidential Honors College, AME Church Scholarships, Achieve Atlanta & CA Tech Scholarships). 7. Increase alumni recruitment training. 8. Offer online degree programs.	1. Attend college fairs in Atlanta and metropolitan Atlanta schools and community activities. 2. Hold recruitment events on-campus for Atlanta and metropolitan Atlanta students. 3. Hold recruitment events on-campus for students from throughout the state. 4. Attend college fairs in cities throughout Georgia including five major cities (Columbus, Savannah, Albany, Macon, and Augusta) and their surrounding areas. 5. Recruit at church conferences throughout the state of Georgia. 6. Web-based recruitment and telemarketing. 7. Strategically target and recruit Hispanic and other minority students. 8. Strategically utilize alumni to recruit students to MBC. 9. Attend college fairs in Atlanta and metropolitan Atlanta schools and community activities. 10. Conduct campus tours for Atlanta and metropolitan Atlanta students. 11. Host recruitment events on-campus for students from throughout the state (i.e. Open House). 12. Hold virtual recruitment events. 13. Increase presence at out-of-state college fairs by partnering with alumni. 14. Web-based recruitment and telemarketing.

INSTITUTIONAL GOALS, OBJECTIVES, AND METRICS

Morris Brown College

Priority 1: Increase Financial Sustainability

Responsible Division Fiscal Affairs-Chief Financial Officer, Vice President of Institutional Advancement and Assistant Vice President for Institutional Advancement / Director of Alumni Affairs

Achieve financial sustainability by necessitating a strategic and holistic approach that balances revenue enhancement with prudent cost management while prioritizing student success and institutional resilience.

Goal 1. Increase Fundraising and Development Strategic Initiatives

Metrics: By 2029, the College will achieve:

a. **Implement a donor prospect system that tracks acquisition, retention, and conversion rates.**
Progress Indicators:
- Measure the number of new donors acquired.
- Calculate the percentage of donors who continue to support Morris Brown College organization over time.
- Track the percentage of fundraising appeals or campaigns that result in actual donations.

b. **Complete a comprehensive development assessment plan.**
Progress Indicators:
- Set specific deadlines for each stage of the development plan, including research, strategy formulation, implementation, and evaluation.
- Define clear and achievable fundraising targets for different fundraising streams based on past performance, organizational needs, and market analysis.
- Determine the budget required for executing each fundraising strategy and allocate resources accordingly.
- Track the level of engagement with current and prospective donors through metrics such as attendance at events, response rates to communication efforts, and participation in volunteer activities.
- Evaluate the diversity of the funding sources to reduce reliance on any single donor or revenue stream and enhance financial stability.

c. **Initiate the framework for a Capital Campaign.**
    Progress Indicators:
    - Define the overall financial target for a capital campaign.
    - Track the amount of funds needed for the campaign goal.
    - Measure the number of donors needed for the campaign.
    - Monitor what expenses related to the campaign, including fundraising costs, marketing materials, events, and staff time.
    - Set milestones and deadlines for key campaign activities and the tracking of progress.
    - Review campaign marketing and communication efforts, including website traffic, social media engagement, and media coverage.
    - Review the level of volunteer involvement in campaign activities, such as event planning, donor outreach, and fundraising appeals.
    - Solicit firm for capital campaign.

d. **Hire a Vice President for Institutional Advancement by Fall 2024.**
    Progress Indicators:
    - Develop job description.
    - Announce position on various sites and College's webpage.
    - Interview selected candidates.

Goal 2. Align Philanthropic Efforts with Current Fundraising and the Strategic Plan
Metrics: By 2029, the College will :

a. **Seek collaborations and partnerships with other organizations within the philanthropic sector and beyond to increase partnerships.**
    Progress Indicator:
    - Measure the number of new philanthropic partnerships.

Goal 3. Increase Alumni Giving
Metrics: By 2029, the College will:

a. **Increase the number of gifts secured.**
    Progress Indicators:
    - Track the total number of gifts received from alumni over the next five years.
    - Calculate the percentage of alumni who have made a gift compared to the total number of alumni.
    - Monitor the average amount donated by alumni.

b. **Increase the number of alumni engagement events.**
Progress Indicator:
- Measure alumni engagement through various channels such as event attendance, volunteer participation, and social media interactions.

c. **Develop, maintain, and improve the alumni engagement plan.**
Progress Indicators:
- Research and analysis of participation.
- Measure the number of communications.
- Complete data analysis for improvement.

Goal 4. Enhance Financial Operating Reporting Systems
Metrics: By 2029, the College will:

a. **Secure new financial operating tool that streamlines reporting for fiscal affairs.**
Progress Indicators:
- Clearly outline what the financial tool will aim to do.
- Identify potential security risks and vulnerabilities associated with the financial operating tool.
- Implement the selected security measures into the financial operating tool.
- Test the security measures to ensure they effectively mitigate the identified risks without introducing new vulnerabilities.
- Document the implemented security measures and provide training to relevant personnel on how to use and maintain them effectively.

Goal 5. Enhance Stakeholder Engagement
Metrics: By 2029, the College will

a. **Increase the number of fundraising events.**
Progress Indicators:
- Track the number of fundraising events Morris Brown College plans to hold within a certain time frame.
- Measure the number of attendances needed at each fundraising event.
- Monitor the amount of money raised at each event.
- Calculate the cost associated with organizing each event.

INSTITUTIONAL GOALS, OBJECTIVES, AND METRICS *(cont.)*

Priority 2: Elevate Academic Prominence
Responsible Division Academic Affairs-Provost & Senior Vice President of Academic Affairs

Re-imagine the academic experience by committing to excellence, innovation, and societal advancement and fostering an environment that nurtures intellectual curiosity, critical thinking, and scholarly rigor while prioritizing academic distinction and empowering students and faculty to push the boundaries of knowledge.

Goal 1. Continuously Evaluate and Expand Academic Inventory to Offer Market Driven Programs.
Metrics: By 2029, the College will:

a. **Realign academic divisions.**
   Progress Indicators:
   - Measure the level of engagement and feedback from faculty, staff, students, and other stakeholders throughout the realignment process.
   - Assess the effectiveness of communication strategies employed during the realignment process.
   - Evaluate progress in developing or modifying curricula to align with the new academic division structure.
   - Ensure that the realignment process meets the requirements of relevant accrediting bodies.
   - Assess the financial impact of the realignment, including any changes in revenue, expenses, or cost savings resulting from the restructuring.

b. **Initiate market analysis for academic programs.**
   Progress Indicators:
   - Solicit firm to conduct analysis.
   - Review results with the college's faculty and administration.
   - Propose new academic program offerings.

c. **Perform program reviews for current degree offerings.**
   Progress Indicators:
   - Present assessment tool timeline to department chairs
   - Set deadlines for reviews to be submitted.
   - Review documentation.
   - Make recommendations based on findings.

d. Hire additional full-time faculty to support program growth.
Progress Indicators:
- Develop job description.
- Announce position on various sites and college's webpage.
- Interview selected candidates.

e. Develop and implement Morris Brown College online and in-person programming.
Progress Indicators:
- Secure funding resources.
- Review and select a learning management system.
- Hire key personnel to support online learning.
- Create a timeline for implementation.
- Pilot-specific programs.

Goal 2. Increase Research Opportunities
Metrics: By 2029, the College will monitor

a. Faculty scholarly productivity and participation.
Progress Indicators:
- The number and quality of publications in peer-reviewed journals, books, book chapters, and conference proceedings.
- Securing external research grants and funding from government agencies, foundations, and industry partners.
- Presenting research findings at national and international conferences
- Participation in collaborative research projects with other institutions, industry partners, and interdisciplinary teams
- Involvement in editorial boards of academic journals, peer review activities, leadership roles in professional societies, and organizing conferences or workshops.
- Participation in professional development activities such as workshops, seminars, and continuing education programs.

Goal 3. Enhance Academic Resources
Metrics: By 2029, the College will monitor:

a. The ongoing enhancement of the Center for Teaching, Learning, and Innovation.
Progress Indicators:
- Measure the number of tutoring services and occurrences.
- Hire key personnel to support students academically.
- Measure the number of academic workshops.

b. Increase the visibility of library services.

Progress Indicator:

- Measure the number of students using services.

c. Enhance technology to support online and student instruction.

Progress Indicator:

- Measure the number of new technologies in classrooms.

d. Implement academic and retention software

Progress Indicators:

- Clearly outline what aspects of the software will be secured.
- Identify potential security risks and vulnerabilities associated with the tool.
- Implement the selected security measures into the tool.
- Test the security measures to ensure they effectively mitigate the identified risks without introducing new vulnerabilities.
- Document the implemented security measures and provide training to relevant personnel on how to use and maintain them effectively.

Goal 4. Enhance the Academic Advising Model in Efforts to Increase Retention Rates

Metrics: By 2029, the College will:

a. Join a national advising organization.

Progress Indicators:

- Explore different national advising organizations.
- Obtain and review the application materials.

b. Develop an advising handbook.

Progress Indicators:

- Review templates from other institutions.
- Design and implement model.
- Train key personnel on the advising model.
- Incorporate modes of instruction in the advising model process.

c. Redevelop an early alert process for underperforming students.

Progress Indicators:

- Review current early alert system
- Design and implement model.
- Train key personnel on data analysis for those students who are under-performing.

Goal 5. Bolster Faculty Distinction
Metrics: By 2029, the College will:

a. **Develop a faculty institute in the Dr. N. Farokhi Center for Teaching Learning and Innovation.**
Progress Indicators:
- Design a schedule for training.
- Incorporate quality matters training for faculty members.
- Develop faculty summer institute.

b. **Continue to highlight faculty accomplishments.**
Progress Indicators:
- Incorporate the change of highlighting professors once a semester.
- Measure the success of highlighting professors by satisfaction survey.

c. **Continue to recruit highly qualified faculty.**
Progress Indicator:
- Create a faculty pool

d. **Develop faculty credentialing policy.**
Progress Indicator:
- Incorporate policy within academic affairs and human resources.

Priority 3 Enhancement of Infrastructure and Operations
Responsible Division of Human Resources-Director Campus Operations

Provide strategic investment and modernization initiatives to enhance infrastructure and optimize operations to create an environment conducive to learning, research, and innovation while promoting sustainable practices to elevate the quality of education, attract top talent, and empower students and faculty to excel in their academic pursuits.

Goal 1. Develop Campus Master Facilities Plan to Include Technology Upgrades
Metrics: By 2029, the College will

a. **Enhance underutilized resources and facilities to bolster academic and student-centric environments, including Fountain Hall.**
Progress Indicators:
- Evaluate the involvement of the academic community, including faculty, staff, and alumni in utilizing and promoting underutilized resources.
- Measure the cost-effectiveness of resource enhancement initiatives by comparing the investment with the outcomes achieved.

b. **Strengthen partnership with the Morris Brown College Foundation**
Progress Indicators:
- Review and revise current partnership agreement.
- Assess the extent to which resources such as expertise, networks, or infrastructure are shared between the college and foundation.
- Measure the extent to which the partnership has contributed to capacity building within the college.
- To promote and support the annual Morris Brown College Foundation Gala to raise funds to further the mission of Morris Brown College.

c. **Initiate plans to review area locations for additional resources and space.**
Progress Indicators:
- Review potential sites.
- Progress in analyzing the financial aspects of each site option.
- Completion of risk assessments for each potential site.
- Review accreditors guidelines for acquiring and implementation of new facilities.

d. **Continue to enhance cybersecurity infrastructure.**
Progress Indicator:
- Conduct regular assessments and audits of the cybersecurity infrastructure, identify weaknesses, and measure progress over time.

Goal 2. Increase Quality Efficiency in all College Operations by Implementing Process Improvements
Metrics: By 2029, the College will:

a. **Update and maintain the college's policies and procedures.**
Progress Indicators:
- Development of policy committee.
- Develop a policy on policies.
- Review of all policies.
- Implement a new policy template.

Goal 3. Align Staff and Faculty Workload with Resources and Program Capacity
Metrics: By 2029, the College will:

a. **Conduct an internal audit of the college's current roles and responsibilities.**
Progress Indicator:
- Review and update organizational chart.

b. Develop 5-year enrollment projections plan.
Progress Indicator:
- Development of a college wide multi-year strategic enrollment plan.

Goal 4. Enhance Human Resources Operations
Metrics: By 2029, the College will:

a. Enhance human resources processes.
Progress Indicators:
- Purchase software to support proper onboarding and exiting of staff and faculty.
- Initiate employee appreciation process.
- Hire additional support personnel for human resources.
- Provide professional development for administration, staff, and faculty.

Priority 4 Enhance Student Engagement and Enrollment
Responsible Division Enrollment and Student Services-Vice President of Enrollment and Student Services

Commitment to cultivating an environment where students are not only recipients of knowledge but active participants in their educational journey while fostering a culture of inclusivity, collaboration, and innovation aiming to empower students to engage deeply with their coursework, peers, and communities through experiential learning opportunities, mentorship programs, and extracurricular activities.

Goal 1. Continuously Increase Student Enrollment and Expand Student Profile by Diversifying the Student Body on Campus and Online
Metrics: By 2029, the College will:

a. Increase enrollment of traditional college students.
Progress Indicator:
- Identify the population percentages and projections for traditional and online.
- Collect and monitor admission and enrollment data of diverse learner populations.

b. **Continue to develop articulation agreements with area high schools, community colleges, and technical schools.**

Progress Indicators:
- Identify potential partner institutions
- Initiate discussions with potential partner institutions to gauge interest and willingness to collaborate.
- Draft the formal articulation agreement outlining the terms and conditions of the partnership.
- Review the draft agreement with legal counsel to ensure compliance with regulations and standards.
- Present the draft agreement to relevant stakeholders, such as academic departments, institutional leadership, and governing bodies, for approval.

c. **Increase engagement of academically well-qualified students.**

Progress Indicator:
- Measure the number of applicants and acceptances of President Honor's College students.

Goal 2. Bolster Student Engagement to Increase Participation
Metrics: By 2029, the College will:

a. **Increase student activities.**

Progress Indicators:
- Measure the number of student activities.
- Measure student engagement by activity attendance.
- Development of signature experience for students.

b. **Increase Town Hall meeting.**

Progress Indicator:
- Student perceptions regarding the college.

c. **Redefine new student orientation and welcome week.**

Progress Indicators:
- Number of freshman students who return the following academic year (Fall to Fall).

Goal 3. Increase Completion and Retention Rates
Metrics: By 2029, the College will:

a. Develop an at-risk student outreach plan.
Progress Indicators:
- Number of students who receive support from student services.
- Number of services offered to students for support.

Goal 4. Enhance Student Life to Improve Student Retention
Metrics: By 2029, the College will:

a. Initiate the exploration of intramural sports.
Progress Indicators:
- Create a review of possible sports offerings.
- Develop financial analysis for cost and risk.
- Identify and secure personnel to support programs.

b. Initiate the re-establishment of performing arts.
Progress Indicators:
- Assessment of student extracurricular offerings on campus.
- Develop financial analysis for cost and risk.
- Identify and secure personnel to support programs.

c. Increase student organizations.
Progress Indicators:
- Assessment of student organizations on campus.
- Develop financial analysis for cost and risk.
- Identify and secure personnel to support program.

d. Develop partnerships for food and housing services.
Progress Indicators:
- Identify potential partners.
- Initial contact and outreach.

e. Initiate and implement campus counseling and religious services.
Progress Indicators:
- Identify consultants.
- Initial contact and outreach.

INSTITUTIONAL GOALS, OBJECTIVES, AND METRICS *(cont.)*

Goal 5. Increase Job Placement and Graduate School Opportunities
Metrics: By 2029, the College will:

a. Develop service-learning and civic engagement opportunities.
Progress Indicators:
- Research and identify potential community partners and stakeholders interested in collaborating on service-learning projects.
- Establish initial communication with identified partners to discuss potential collaboration opportunities and gauge interest.

b. Diversify and increase internship and research opportunities.
Progress Indicators:
- Number of internship applications received.
- Increase the diversity of schools, universities, and communities reached through outreach efforts.
- Clearly define the objective of increasing summer research opportunities.

c. Develop or purchase a job placement tool.
Progress Indicators:
- Clearly outline what aspects of the operating tool we aim to secure.
- Identify potential security risks and vulnerabilities associated with the operating tool.
- Implement the selected security measures into the operating tool.
- Test the security measures to ensure they effectively mitigate the identified risks without introducing new vulnerabilities.
- Document the implemented security measures and provide training to relevant personnel on how to use and maintain them effectively.

d. Increase the number of career services events on campus.
Progress Indicators:
- Measure the number of career services events held on campus per semester or academic year.
- Track the attendance numbers for each event.
- Collect feedback from students who attend the events to gauge their satisfaction and identify areas for improvement.

e. Develop partnerships with graduate school programs.
Progress Indicators:
- Number of initial emails or calls made to graduate schools expressing interest in partnership.
- Number of meetings or discussions held with representatives from graduate schools.

INSTITUTIONAL GOALS, OBJECTIVES, AND METRICS *(cont.)*

Priority 5 Maximizing Strategic Partnership and Stakeholder Engagement
Responsible Division Office of the President

Commitment to fostering mutually beneficial partnerships and cultivating robust stakeholder engagement by leveraging strategic collaborations with industry, government, academia, and the broader community, aiming to maximize our collective impact and drive innovation, sustainability, and social progress.

Goal 1. Enhance Resource Development Through Partnerships with Federal and State Agencies, Corporations, and Foundations
Metrics: By 2029, the College will:

a. **Seek membership with UNCF.**
   Progress Indicator:
   - Attend UNCF events, seminars, and workshops to engage with the organization and its members.

b. **Establish civic engagement partnerships.**
   Progress Indicators:
   - Identification of potential partners.
   - Assessment of each potential partner's alignment with project goals and values.
   - Identification of resources needed for partnership establishment.
   - Tracking the stages of negotiation.
   - Amount of funding secured for the partnership, if applicable.

Priority 6: Obtain Institutional Effectiveness and Efficiency
Responsible Division Academic Affairs and Campus Operation/Human Resources-Provost & Senior Vice President of Academic Affairs and Director of Campus Operations

Achieving our mission of fostering academic excellence, student success, and societal impact by implementing rigorous evaluation processes, utilizing data-informed decision-making, and fostering a culture of continuous improvement while striving to optimize resource allocation, enhance student learning outcomes, and maximize institutional impact.

Goal 1. Continuously Increase Brand Awareness in Efforts to Support Enrollment Growth
Metrics: By 2029, the College will:

a. **Establish branding, social media, and marketing policy.**
Progress Indicators:
- Completion of comprehensive brand guidelines that outline MBC's brand mission, values, voice, tone, visual identity (logo, colors, typography), and messaging.
- Identify which social media platforms are most relevant to MBC's target audience and establish a presence on those platforms.
- Develop a content calendar outlining the frequency and types of content to be shared on each platform.
- Develop comprehensive marketing policies that cover areas such as advertising guidelines, brand messaging standards, data privacy policies, and compliance regulations.

Goal 2. Improve External and Internal Communications
Metrics: By 2029, the College will:

a. **Hire a Director of Communications and Marketing**
Progress Indicators:
- Develop job description.
- Announce position on various sites and the college's webpage.
- Interview selected candidates.

b. **Revitalize the College website.**
Progress Indicators:
- Break down the website revitalization process into key milestones.
- Assign estimated timeframes for each milestone.
- Choose a tool or method to visually represent progress.

INSTITUTIONAL GOALS, OBJECTIVES, AND METRICS *(cont.)*

Goal 3. Scale the Office of Institutional Effectiveness & Data Collection Processes and Procedures
Metrics: By 2029, the College will:

a. **Redevelop the assessment plan to include strategic plan review, program reviews, and departmental reviews.**
Progress Indicators:
   - Define the purpose of the assessment plan.
   - Identify the strategic goals outlined in the organization's strategic plan.
   - Determine the key performance indicators (KPIs) aligned with each goal for departmental reviews.
   - Measure program reviews for effectiveness based on the college's strategic plan.

b. **Create a systematic data management process.**
Progress Indicators:
   - Clearly outline the data inventory.
   - Introduce a data governance framework.
   - Outline data processing and integration system.
   - Identify data lifecycle, analysis and reporting structure.
   - Monitor data compliance by continuous assessments and audits.

c. **Enhance research capabilities through survey and evaluation tools.**
Progress Indicators:
   - Clearly outline what aspects of the operating tool we aim to secure.
   - Identify potential security risks and vulnerabilities associated with the operating tool.
   - Implement the selected security measures into the operating tool.
   - Test the security measures to ensure they effectively mitigate the identified risks without introducing new vulnerabilities.
   - Document the implemented security measures and provide training to relevant personnel on how to use and maintain them effectively.

INSTITUTIONAL GOALS, OBJECTIVES, AND METRICS *(cont.)*

Goal 4. Enhance Processes Necessary to Ensure Reaffirmation with the Institutional Accreditor
Metrics: By 2029, the College will:

a. **Develop a reaffirmation process and timeline.**
   Progress Indicators:
   - Formation of a committee responsible for overseeing the reaffirmation process.
   - Conduct a comprehensive review of previous accreditation reports to identify strengths, weaknesses, and areas for improvement.
   - Identify any gaps between the current state and accreditation standards.
   - Create a detailed action plan to address identified gaps and improve compliance with accreditation standards.

b. **Manage data collection of supporting evidence.**
   Progress Indicator:
   - Review and update documentation, policies, and procedures to align with accreditation standards.

c. **Provide campus-wide training to internal and external stakeholders.**
   Progress Indicator:
   - Engage with key stakeholders, including faculty, staff, students, and external partners to gather input, and feedback.
   - Provide training and awareness sessions to faculty and staff regarding accreditation standards and requirements.
   - Conduct a mock accreditation visit to simulate the actual process and identify areas needing improvement.

FINANCIAL RESOURCES TO MEET STRATEGIC GOAL

Morris Brown College

Planning and budgeting play pivotal roles in supporting Morris Brown's overarching mission. The college's administrative offices, comprising the President's Office, Academic Affairs, Finance, Institutional Advancement, Enrollment and Student Services, Alumni Affairs, and Board of Trustees, collaborate closely to align financial allocations with the institution's strategic objectives. Additionally, Human Resources and Facilities are integral components, synergizing efforts to uphold Morris Brown's commitment to fostering educational opportunities within a supportive and enriching atmosphere conducive to nurturing well-rounded individuals prepared for global engagement.

Morris Brown possesses the requisite financial resources essential for advancing its strategic agenda outlined in the Strategic Plan. These resources stem from various channels, including fundraising initiatives, grants, philanthropic contributions, facility rentals, tuition fees, strategic partnerships, and consistent financial support from the African Methodist Episcopal Church (AME) and the Sixth Episcopal District of the AME Church.

With a targeted student population of 800 by the conclusion of 2029, the institution has meticulously revised its budgetary framework. Tuition fees, set at $8,500 per annum along with associated fees, form a significant portion of the revenue stream. Recognizing the dynamic nature of institutional growth, Morris Brown remains committed to continually refining its budgetary allocations to accommodate expansion and address evolving institutional requisites. Notably, the updated budget now incorporates an annual gift of $546,900 from the African Methodist Episcopal Church, bolstering financial stability and enabling strategic initiatives to thrive.

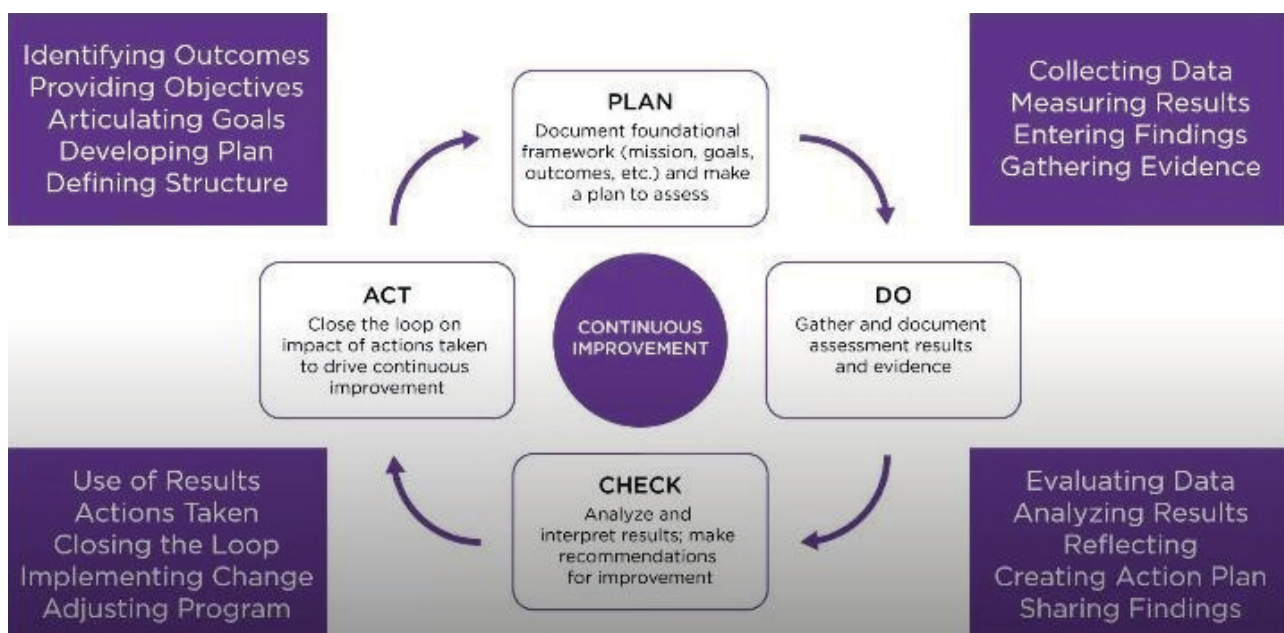# FINANCIAL RESOURCES TO MEET STRATEGIC GOAL *(cont.)*

Morris Brown College Fees			
Application Fee		$30	
Tuition Per Semester		$4,250.00 (Full-time student)	
Books & Supplies		$400-$1,000 per semester	
MBC Parking Fees		$160 Per Year	
Technology Fees		$1000 Per Year	
Graduation Fees		$150	
Security Fees		$58 Per Year	
Esports Performance Certificate		$259/credit hour (24 hour program)	
Entrepreneurship Certificate		$167/credit hour (24 hour program)	
Nonprofit Management Certificate		$167/credit hour (24 hour program)	
Hospitality Management Certificate		$167/credit hour (24 hour program)	

YEAR	FISCAL YEAR	REVENUE	EXPENDITURES	NET INCOME ((+/-)
YEAR 1	2024-2025	$ 6,265,784	$ 6,265,784	$ -
YEAR 2	2025-2026	$ 6,614,765	$ 6,614,765	$ -
YEAR 3	2026-2027	$ 7,279,162	$ 7,279,162	$ -
YEAR 4	2027-2028	$ 8,944,360	$ 8,944,360	$ -
YEAR 5	2028-2029	$ 9,519,277	$ 9,519,277	$ -

BOARD APPROVED MBC STRATEGIC PLANNING PROCESS

Strategic planning is intertwined within the culture of Morris Brown College; it starts at the level of the Provost & Senior Vice President of Academic Affairs and the Assistant Vice President of Institutional Effectiveness working in cooperation with the President, Board of Trustees, Staff, Faculty, Students and External Stakeholders and is executed at the operational level by a standing college-wide strategic planning committee. Additionally, shared governance was utilized by obtaining departmental suggestions and feedback regarding institutional goals, objectives, and metrics. The process is a continuous cycle, involving plan design, implementation, and evaluation, as well as stakeholder engagement, and the maintenance of strategic planning mechanisms. Parallel and aligned to this process is the annual budget development of institutional resources and needs which is a critical component of the implementation of the strategic plan.

Identifying Outcomes
Providing Objectives
Articulating Goals
Developing Plan
Defining Structure

Collecting Data
Measuring Results
Entering Findings
Gathering Evidence

PLAN
Document foundational framework (mission, goals, outcomes, etc.) and make a plan to assess

ACT
Close the loop on impact of actions taken to drive continuous improvement

CONTINUOUS IMPROVEMENT

DO
Gather and document assessment results and evidence

CHECK
Analyze and interpret results; make recommendations for improvement

Use of Results
Actions Taken
Closing the Loop
Implementing Change
Adjusting Program

Evaluating Data
Analyzing Results
Reflecting
Creating Action Plan
Sharing Findings

Principles of the Strategic Plan

Morris Brown College's strategic plan cannot succeed without addressing the wider context and sustainability of the College. It was critically important that we utilized shared governance by getting input from each department regarding goals, objectives, and metrics. In order to establish and clearly articulate those wider contextual links, the strategic plan, through "The Resurgence: Reset and Ready", is grounded in the following principles:

1. Ensure that a Morris Brown College education remains cost competitive to our student target market and avoid the burden of excessive student debt.

2.   Build and implement a new business model including strategic partnership that increases revenue, optimize costs, and is directly guided by our articulated priorities.

3. Leverage existing best practices and better utilization of current technologies to streamline and modernize all of our operations and optimizing our costs in an organic manner.

4. Transform current administrative structures to allow for a nimble response to opportunities and market pressures based on the current and projected trends of the educational landscape and the college's strategic priorities, including the creation of new programs and the regular assessment of the viability of existing programs.

5. Foster a culture of evidenced-based decision making with a goal of improving student achievement, retention, satisfaction, educational programs, and the financial practices that support them.

6. Ensure that the College's institutional advancement efforts work in concert with and in support of the principles and themes of our strategic priorities and initiatives.

Environment

There are five thematic trends re-shaping the national higher education landscape: (1) constrained resources, (2) student needs, skills, and expectations, (3) stringent institutional obligations; accreditation process, procedure and guidelines (4) heightened globalization and (5) innovative technologies and models.

We observed the following selected trends in considering the strategic direction of Morris Brown College.

STRATEGIC PLANNING PROCESS

Morris Brown College

Constrained Resources

- Economic environment is placing new financial constraints on families
- Due to declining public and private funding, fewer institutional resources
- Institutions are increasing tuition assistance and financial aid
- Institutions are pursuing efforts to cut costs and increase revenues
- Students are more socially conscious hoping to "make their mark"
- Pell Grant Limits
- Declining population of traditional-age students graduating from high school and increase in non-traditional, working students with families

Student skills, needs, and expectations

- Slow job growth recovery adding pressure to employers and students; thereby, raising expectations for job preparation
- Increasing pressure to articulate relevance of HBCU's and the value of a college education
- Student loan debt burden
- Increase demand for college access for low-income students
- Increasing scrutiny from stakeholders—e.g., public, government, faculty/staff, and students
- Significant pressure to improve retention, progression, and graduation rates
- Increasing accountability through regulations to enhance transparency of costs and benefits

Stringent Institutional Obligations

- Increasing accountability through regulations to enhance transparency of costs and benefits
- Demand for more accountability measured in salaries and employment of college graduates
- Implication of Borrower Defense to Repayment (BDTR) rule on institutional fiscal resources
- Generational change in faculty and college administration
- Significant increase in the number of international students
- School problematic themes to remain in good standing with regional and national accrediting agencies

Heightened Globalization

- Institutions are pursuing various paths to globalization — e.g., partnerships, exchanges, recruiting international faculty, etc.
- Institutions are also ensuring curriculum has a global perspective

Morris Brown College takes these and other environmental factors into account in planning academic programs, enrollment and services to support enrollment, administrative capacity and improvements in facilities and technologies. The factors listed above influenced Morris Brown's choices in strategic planning.

Assumptions

Morris Brown College identified strategic priorities and direction and formulated goals for "The Resurgence: Reset and Ready" using a set of global strategic assumptions that flow from the above stated environmental factors and assessment of MBC's performance against goals in the earlier strategic plans. Moreover, for each strategic goal underlies a set of assumptions.

Overall Strategic Assumptions:

1. Demand for higher education and workforce development in the Atlanta region will focus more acutely on diversified programs leading to workforce advancement in the key employment fields in the region;
   - Health Professions including direct services, mental health as well as physical, administration, and education
   - Construction
   - Nonprofit advocacy and leadership
   - Trade, Transportation and utilities
   - Nonprofit advocacy and leadership
   - Education for the professional services industries that proliferate in Atlanta including financial services, social services, management, and hospitality and tourism

2. Morris Brown College is a member of the Transnational Association of Christian Colleges and Schools (TRACS) [15935 Forest Road, Forest, VA 24551; Telephone: (434) 525-9539; email: info@tracs.org], having been awarded Accredited Status as a Category II institution by the TRACS Accreditation Commission on April 26, 2022. This status is effective for a period of up to five years. TRACS is recognized by the United States Department of Education (ED), the Council for Higher Education Accreditation (CHEA), and the International Network for Quality Assurance Agencies in Higher Education (INQAAHE).

   MBC will increase focus on workforce development, liberal arts, and continuing education.

   NC-SARA: Morris Brown College has been approved to participate in the National Council for State Authorization Reciprocity Agreements.

3. MBC will focus on establishing a capacity for online delivery and using synchronous, asynchronous, and blended-learning models, becoming a "brick and click" learning institution.

STRATEGIC PLANNING PROCESS

Morris Brown College

5 CONDITIONS OF SUCCESS

01 High-Quality Higher ED Options

02 Strong Academic Programs

03 Focus of Career Planning

04 Aligned Strategic Leadership & Oversight

05 Clear Enrollment, Retention , and Graduation Standards

BOARD OF TRUSTEES

Morris Brown College

THE RESURGENCE:
RESET AND READY

Morris Brown College, Atlanta, Ga

MORRIS BROWN
COLLEGE