



**MORRIS BROWN COLLEGE STRATEGIC PLAN 2019-2024**

**THE RESTORATION OF MORRIS BROWN COLLEGE**

**“RESILIENCE: ACHIEVING THE VISION 2024 THROUGH THE HARD RESET”**



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Office of the President  
"Strive for the Highest"



Morris Brown College (MBC) is truly at a crossroads in its history. The institution is diligently working to reemerge to its prominence, utilizing strategic planning, which will lead to accreditation and sustainability. This strategic plan sets the standard for how we intend to reach our goals. To accomplish our goals, we have identified six strategic priorities:

1. **Institutional Sustainability:** through gaining accreditation and developing sustainable resources that enable the achievement of the College's mission;
2. **Strategic Enrollment Management:** by practicing effective enrollment management to optimize student access, retention, program completion and success through relevant programming, high-quality instruction, and comprehensive educational support services;
3. **Organizational Excellence:** through promoting an organizational culture that encourages excellence and success by developing and supporting individuals, teams, and processes that contribute to the effective and responsible management of teaching and learning, student success, human resources, facilities, services, technology, and finances;
4. **A Market Responsive Institution with Innovative Academic Programs** by strengthening existing market-relevant programs and developing workforce development, continuing education, and professional education programs to prepare its students with 21<sup>st</sup> century skills;
5. **Technology and Integrated Learning Space:** by strengthening our technology infrastructure to provide educational and workforce opportunities, improve student access and utilization, and advance the College's operational effectiveness; and
6. **Maximizing Strategic Partnership Opportunities:** by expanding our brand, which is mission critical to ensure the success and sustainability of our institution, as strategic partnership opportunities are pivotal to increasing our visibility in the community and scaling reach and impact.

As an institution "Founded in Service...Grounded in Excellence...and Anchored in Tradition," we have carefully updated our strategic plan. With the leadership of a willing steering committee of trustees, administrators, faculty, staff, students and alumni, the pathway to excellence has produced a re-aligned mission and vision within the existing framework of guiding principles and six strategic priorities. These priorities will serve as the heart of what we intend to be as a premier institution of higher learning.

"Resilience: Achieving the Vision 2024 through The Hard Reset" exemplifies our pathway to success. Morris Brown College is ready to reengage and position itself and fulfill its obligation as an accredited innovative institution, ready to make a difference for all that enter the doors of this historic haven for hungry souls.

Sincerely,

Dr. Kevin E. James, President

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. It has been grit and perseverance that has 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 21<sup>st</sup> 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 HBCU is a frequent conversation. The Morris Brown College Strategic Plan, “Resilience: Achieving the Vision 2024 Through The Hard Reset”, is designed to address these challenges through six strategic priorities.

Institutional Sustainability: The national conversation on HBCUs revolves around its value proposition and relevance in an era of more opportunities for African Americans to attend Predominately White Institutions. Morris Brown College is strategically positioning itself in the direction of developing sustainable resources that enable the achievement of the college’s mission by optimizing its financial profile, achieving institutional accreditation, improving Board effectiveness, creating a campus environment that supports intellectual inquiry and placing the college in a place of space and opportunity where the brand image of our academic enterprise represents a beacon of academic prosperity.

Strategic Enrollment Management: No longer are the traditional students, the “traditional students.” They now are working adults with jobs and family responsibilities and returning veterans. HBCUs will be impacted the greatest as opportunities for those students who traditionally attended HBCUs now have more choices and are often aggressively recruited by other types of institutions that can offer greater financial packages and resources. Morris Brown College must now strategically position itself in the marketplace to attract, recruit, enroll and retain students through a sound strategic enrollment management model.

Market Responsive Institution: The type, number, mode of delivery, and quality of program offerings at MBC is an essential strategic consideration in developing the strategic plan. MBC must strategically position itself to be nimble and agile in responses to the market; offering degree programs and other educational opportunities that students want and the work industry needs.

Organizational Excellence: Our work is important to the Mission and Vision of the College, and all employees are encouraged and provided the tools and support they need to produce excellence. Students have an overabundance of options; they choose to come to Morris Brown College for a reason. MBC will build a comprehensive workforce infrastructure by attracting, recruiting, hiring and retaining quality staff, faculty and instructional support staff, who are recognized and celebrated for their contributions to the College and are valued as individuals.

Technology and Integrated Learning Space: Going beyond access points and internet speed, institutions of higher learning must extend the strategic conversation to virtual course delivery, online registration, financial aid, student advising, qualified and a skilled technology workforce. Technology initiatives must support the learning environment. An agile digital strategy to increase operational effectiveness, student access to college and improve student learning experiences is a top priority of Morris Brown College.

Maximizing Strategic Partnership Opportunities: The MBC campus footprint is a major strategic conversation piece with the Board of Trustees. Combined real estate development, business development and education/training/workforce development will help build a sustainable future for (a) the college in terms of new academic programs and (b) the under-served communities where employment can be provided. MBC will invest in coordinated strategic, long-term partnerships with businesses to increase the persistence of undergraduate students toward degree attainment and preparation for the 21<sup>st</sup> century workplace.

### ***History of Bishop Morris Brown***

Bishop Morris Brown, was one of the founders and the “second consecrated bishop of the African Methodist Episcopal Church.” Brown was central to the establishment and direction of an institution that has played an important role in the education of Black people over the course of United States history. Morris Brown was born into one of the few free Black families in Charleston, South Carolina in 1770, just before the American Revolution. In 1818, two years after collaborating with the Rev. Richard Allen in the founding of the country’s first African Methodist Episcopal Church (AME), “Brown left a racially segregated Methodist Church in Charleston in protest against discrimination,” drawing “more than 4,000 Black members” to his new congregation. In 1822, Brown and the Charleston A.M.E. Church were investigated for their ties to a planned slave revolt. In addition, Brown was “reported to have been imprisoned for one year for helping many slaves to purchase their freedom.” Afterward, Brown relocated to Philadelphia, eventually rising to become the second bishop of the A.M.E. Church. While Brown was himself illiterate, having “never been formally educated,” as a bishop, he was “always a proponent of education. Morris Brown’s explicit support for and recognition of the importance of education paved the way for the establishment of A.M.E. affiliated Black colleges over the course of the late 19<sup>th</sup> century. Brown’s legacy, which stands at the intersection of faith, knowledge, and racial uplift, is reflected in the mission and works of Morris Brown College, and is one of the institution’s major strengths.

### ***Morris Brown College History***

In the early 1880’s the country was nearing the end of a period of reconstruction after a war that divided the nation. Unification and healing were required to move forward. In this atmosphere, a group of Clark College trustees sought support from Big Bethel AME church in Atlanta to furnish a room for their institution; but layman Steward Wiley said, “If we can furnish a room for 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. On January 5, 1881, during the North Georgia Annual Conference at Big Bethel, he introduced a resolution calling for the establishment of an institution for the moral, spiritual and intellectual growth of Negro boys and girls. It was out of this vision a foundation was cured on self-determination - Morris Brown College.

The church established Morris Brown College’s philosophical thrust and created a system of nurturing support to channel its early energies toward developing programs to serve the needs of students. Its historic founding in the Christian belief system provided an opportunity for students of varying abilities to actualize their spiritual, academic, and vocational potential.

Morris Brown College expanded its curriculum over the early 20<sup>th</sup> century while cultivating a reputation as a school that could educate and uplift the most economically and socially disadvantaged students. The institution faced a serious challenge in 2002 when the Southern Association of Colleges and Schools – Council of Colleges (SACS-COC) denied the college’s accreditation membership due to fiscal irregularity. For the next six years, enrollment dropped from almost 3,000 students to under 200, while debt mounted.

Through fortitude, Morris Brown College now has a new-found path through new board leadership and a President who is steadfast in restoring the college to an academic citadel of innovation and discovery. He is committed to developing a blueprint for a future secured by the school’s rich history, tempered by realistic constraints, while focusing on serving the specific needs of the higher education community. The new Morris Brown College, with its extraordinary legacy combined with current innovative initiatives, will attract students who will benefit from the old and the new.

“Resilience: Achieving the Vision 2024 Through The Hard Reset” is a living document that serves the needs and aspirations of the college and its stakeholders; and is the culmination of the hard work of faculty, staff, administrators, alumni, trustees and community stakeholders, who all have a vested interest in the success of Morris Brown College.

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.

***Mission***

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***

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

***Faith Statement***

College Seal and Motto: To God and Truth

Faith Statement: 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."

***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).

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)

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/>

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 its 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 of opportunities to improve our educational landscape.
- 7. Collaboration:** Through collaboration we multiply our contribution. Together, we are stronger, contributing more with a shared sense of goals and mutual support that lead to greater success than isolated work and individual focus. We operate as one cohesive and collegial unit with a unified and 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.



A unique and potentially lucrative opportunity exists in southwest Atlanta, and Morris Brown College is seeking the right partners to capitalize on it.

Morris Brown College is planning to develop a hotel and conference center on its campus that would be marketed to the city's special event visitors, business travelers, Atlanta University Center, tourists, alumni, students, parents and others. The location is ideal as it is in the heart of five colleges and universities, just steps away from Mercedes Benz Stadium and not far from the many events and activities in downtown Atlanta. This hotel will be strategically linked as an instructional and internship venue for the rebirth of Morris Brown's innovative hospitality and management program.

Mercedes Benz Stadium is, of course, home to the Atlanta Falcons and Atlanta United. A few major upcoming events include the Chick-fil-A game and Peach Bowl, SEC Championship, and the NCAA Men's Final Four in April 2020. Other nearby venues that house special events that draw large crowds are Georgia World Congress Center and Atlanta Convention Center at AmericasMart.

According to the Atlanta Convention and Visitors Bureau, Atlanta has a \$15 billion hospitality industry which generated 53 million visitors in 2017. Some 750 conventions, meetings and events were held in Atlanta in 2017. Additionally, Morris Brown College is surrounded by stellar academic institutions: Clark Atlanta University, Morehouse College, Morehouse School of Medicine, Spelman College, Interdenominational Theological Center, Georgia State University, Georgia Tech and others, however, the area is something of a desert when it comes to accommodations. There is only one hotel in the immediate area.

We are seeking partners willing to invest in this hotel and event center with upfront dollars of \$10 to \$15 million to Morris Brown College that will be used for operational expenses as well as accreditation requirements for 2020. This hotel and conference center will be majority owned by Morris Brown College.

The benefits for investors are many. Federal Opportunity Zones is a new community and economic development tool designed to foster long-term private investment into low-income communities throughout the country. Of the 260 Opportunity Zones in Georgia, 26 are in the city of Atlanta, and Morris Brown College is located in one of them—the Atlanta University Center zone. A provision of the 2017 tax law, the zones offer companies seven years to defer or reduce capital gains taxes in exchange for their investment in impoverished communities. By partnering with Morris Brown College on this project, investors would be eligible for this tax benefit.

Morris Brown's leadership is also open to other business opportunities that will lead to restoration. The goal for the hotel build is Fall 2023.

CGI Merchant Group, LLC (CGI) has announced it will make a \$30 million investment in Morris Brown College to convert existing campus facilities into a 150-room upscale Hilton hotel and hospitality management training complex. Construction of the 90,000-square-foot state-of-the-art facility is expected to begin March 2022 and will make Morris Brown the only Historically Black College and University (HBCU) nationwide with both a flagged hotel and a hospitality management training program on its campus.

The time is now to save Morris Brown College and bring vast economic opportunities to the Atlanta Westside community.

The Morris Brown College Office of Admissions and Records is responsible for the identification and recruitment of students for enrollment in the College. The “target market” for recruitment of students is “Traditional, Non-Traditional, Adult-Degree, Transfer, and Re-Admit Students”. 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 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 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 it will provide needed additional revenue for successful college operations.

Recruitment strategies will be implemented to attract new students each year during 2019-2024. The College will broaden its recruitment pool of students to enroll 40 students the first year of this plan. The goal is to recruit 300 over the next five years.

*Goals, Objectives, and Activities*

Goals	Objectives	Activities
<p>Recruit 280 students during 2019-2024</p> <p><b>Year 1, 2019-2020- <u>Maintain 25 students</u></b></p> <p><b>Year 2, 2020-2021- <u>35 total students</u></b></p> <p><b>Year 3, 2021-2022 (Candidate for Accreditation), <u>65 total students</u></b></p> <p><b>Year 4, 2022-2023, (Full accreditation), <u>180 total students</u></b></p> <p><b>Year 5, 2023-2024 (Full accreditation), <u>280 total students</u></b></p>	<p>a. Maintain a minimum of 25 students during MBC’s unaccredited period</p> <p>b. Become a candidate for accreditation where students will be eligible for financial aid.</p> <p>c. Hire an experienced, goal driven Senior Enrollment &amp; Student Services leader.</p>	<p>1a. Attend college fairs in Atlanta and metropolitan Atlanta schools and community activities</p> <p>1b. Hold recruitment events on-campus for Atlanta and metropolitan Atlanta students</p> <p>1c. Hold recruitment events on-campus for students from throughout the state</p> <p>1d. Attend college fairs in cities throughout Georgia including five major cities (Columbus, Savannah, Albany, Macon, and Augusta) and their surrounding areas</p> <p>1e. Recruit at church conferences throughout the state of Georgia.</p> <p>1f. Web-based recruitment and telemarketing</p> <p>1g. Strategically target and recruit Hispanic and other minority students</p> <p>1h. Strategically utilize alumni to recruit students to MBC</p>

**Goal 1. To enroll and retain academically and culturally diverse student populations (Responsible Division: Student Services -Chief Administrator- Dr. James Freddy Allen)**

Metric: By 2023, the College will achieve an academically diverse student body through a liberal admissions policy, as measured by admission test scores and high school grade point averages.

Metric: By 2024, 80% of graduating seniors will agree that their college experiences led to a broadening of their global awareness and their knowledge and appreciation of people of diverse backgrounds, as measured by the Graduating Senior Survey.

Metric: By 2024, the average retention rate will be 70%, as measured by enrollment data.

Metric: By 2024, the average four-year retention rate will be 70%, as measured by enrollment data.

Metric: By 2023, 60% of the students will graduate within five (5) years of first starting college, as measured by enrollment and graduation data.

**Goal 2. To help students acquire the general knowledge and skills required to function effectively as adults in a global science and technology-based society (Responsible Division: General Education - Chief Administrator- Dr. Anthony Johnson)**

Metric: By 2024, students (80%) will be able to utilize communication skills intellectually and will be able to engage in conversations related to personal and social issues, as measured by communications skills student learning outcomes.

Metric: By 2024, students (80%) will be able to utilize quantitative skills and evidenced-based information in finances to become informed consumers, as measured by the quantitative and financial literacy student learning outcomes.

Metric: By 2024, students (80%) will be able to identify and use technological tools with the acknowledgment of ethical issues in social, vocational, scientific digital sources, as measured by the information literacy and ethics student learning outcomes.

Metric: By 2024, students (80%) will be able to utilize skills in arts, humanities, and social sciences to appreciate human diversity, culture and traditions; broaden their horizons; appreciate creativity, evaluate and rationalize their impacts in our societies; and will be able to use the skills and tools in arts, social science and humanities to confront and redress social injustices, as measured by the arts, humanities, and social sciences student learning outcomes.

Metric: By 2024, students (80%) will be able to formulate, synthesize, critically analyze and be able to evaluate science-based inquiries/issues and will be able to reach logical and evidenced-based conclusions, as measured by the science literacy student learning outcomes.

Metric: By 2024, the average four-year retention rate will be 70%, as measured by enrollment data.

**Goal 3. To prepare students for graduate and professional study consistent with their desires and abilities (Responsible Divisions: Academic Affairs/Student Services -Chief Administrators- Dr. Anthony Johnson/ Dr. James Freddy Allen)**

Metric: By 2024, Psychology graduates (25%) will enroll in graduate study within two years after graduation, as measured by the documents on file.

Metric: By 2024, Music graduates (25%) will enroll in graduate study within two years after graduation, as measured by the documents on file.

Metric: By 2024, Business program graduates (25%) will enroll in graduate school within two years after graduation, as measured by the documents on file.

Metric: By 2024, General Studies program graduates (25%) will enroll in graduate school within two years after graduation, as measured by the documents on file.

**Goal 4. To help students acquire the knowledge and skills required for satisfying professional careers (Responsible Divisions: Student Services/Academic Affairs -Chief Administrators- Dr. James Freddy Allen/Dr. Anthony Johnson)**

Metric: By 2024, Psychology graduates (50%) will be employed in professional careers in a variety of fields within 2 years after graduation, as measured by the documents on file.

Metric: By 2024, Business graduates (50%) will be employed in professional careers in a variety of fields within 2 years after graduation, as measured by the documents on file.

Metric: By 2024, Music graduates (50%) will be employed in professional careers in a variety of fields within 2 years after graduation, as measured by the documents on file.

Metric: By 2024, General Studies graduates (50%) will be employed in professional careers in a variety of fields within 2 years after graduation, as measured by the documents on file.

**Goal 5. To enhance students' cultural, psycho-social, moral, intellectual, and physical development, and to develop leadership skills (Responsible Division: Student Services-Chief Administrator- Dr. James Freddy Allen)**

Metric: By 2024, 90% of the students attending seminars, workshops, and programs will agree that these events have led to a broadening of their cultural awareness, as measured by program evaluation data.

Metric: By 2024, 90% of the students receiving counseling services through the Counseling Office, will indicate satisfaction with the services received, as measured by survey data.

Metric: By 2024, 90% of the students attending seminar, workshops, and programs sponsored by the Student Affairs/Counseling Office will rate the events as "helpful" or "very helpful," as measured by program evaluation data.

Metric: By 2024, 90% of the students participating in institutionally sponsored student activities will indicate satisfaction with these activities, as measured by survey data.

Metric: By 2024, 80% of the graduating seniors will agree that their college experiences have contributed to their intellectual development, as measured by the Graduating Seniors Survey.

Metric: By 2024, 80% of the students participating in activities sponsored by Office of the Chaplain will rate the events as “helpful” or “very helpful,” as measured by program evaluation data.

**Goal 6. To provide opportunities for faculty, staff, and students to contribute to the research, artistic, and other intellectual endeavors of the local, national, and international community of scholars (Responsible Division: Academic Affairs-Chief Administrator- Dr. Anthony Johnson)**

Metric: By the Spring semester of 2023, 30% of faculty and staff will participate in research, artistic, and other intellectual endeavors, as measured by the documents on file.

Metric: By the Spring semester of 2023, 30% of the students will participate in research, artistic, and other intellectual endeavors, as measured by the documents on file.

Metric: By the Spring semester of 2023, faculty and staff will demonstrate assistance to local, national, and international communities with problem solving and other services that enrich the lives of their citizens.

Metric: By the Spring semester of 2024, 30% of the faculty and staff will assist citizens of surrounding communities with problem solving and other services that will enrich their lives, as measured by the documents on file.

Metric: By the Spring semester of 2024, 30% of the students will assist citizens of surrounding communities with problem solving and other services that will enrich their lives, as measured by the documents on file.

**Goal 7. To assist local, national, and international communities with problem solving and other services that enrich the lives of their citizens (Responsible Division: Academic Affairs-Chief Administrator- Dr. Anthony Johnson)**

Metric: By the Spring semester of 2024, 30% of the faculty and staff will assist the citizens of the surrounding communities with problem solving and other services that will enrich their lives, as measured by the documents on file.

Metric: By the Spring semester of 2024, 30% of the students will assist the citizens of the surrounding communities with problem solving and other services that will enrich their lives, as measured by the documents on file.

**Goal 8. To maintain an efficient system for establishing and monitoring the implementation of institutional governing policy (Responsible Division: Board of Trustees -Chief Administrator- Bishop Reginald Jackson)**

Metric: By the end of Fiscal Year (FY) 2021, the Board of Trustees will establish an efficient system for monitoring the implementation of governing policy, as measured by the document on file.

Metric: By the end of FY 2021, the Board of Trustees will review and revise, as necessary, the governing policies of the College, as measured by the documents on file.

Metric: By the end of FY 2022, the Board of Trustees will maintain an efficient system for monitoring the implementation of governing policy, as measured by the documents on file.

Metric: By the end of FY 2021, the Board of Trustees will establish and maintain a system for evaluating the Chief Executive Officer (President), as measured by documents on file.

Metric: Before the end of each fiscal year, the Board will approve an annual operating budget, as measured by documents on file.

**Goal 9. To maintain an efficient and effective organization for administrative processes (Responsible Division: President's Office-Chief Administrator- Dr. Kevin James)**

Metric: By 2021, the College will have an organizational structure capable of fully implementing institutional policies and procedures, as measured by documents on file.

Metric: By 2021, the College will attain financial stability, as measured by the financial reports.

Metric: By 2021, an average of 80% of the faculty, staff, and students will agree that they are satisfied with library resources available to them, as measured by survey.

Metric: By the Spring of 2021, the College will receive accreditation candidacy status from the Transnational Association of Christian Colleges and Schools (TRACS), as measured by documents on file.

Metric: By the Fall of 2022, the College will receive full accreditation status from the Transnational Association of Christian Colleges and Schools (TRACS), as measured by documents on file.

Metric: By 2022, an average of 80% of the faculty, staff, and students will agree that they are satisfied with the technology that is available to them, as measured by a survey.

Metric: By 2024, the Office of Institutional Effectiveness will publish an annual College Fact Book/Statistical Profile each year, as measured by documents on file.

**Goal 10. To manage institutional financial resources efficiently and effectively (Responsible Division: Fiscal Affairs- Chief Administrator Shermanetta Carter, CPA)**

Metric: By the end of Fiscal Year 2022, The Office of Fiscal Affairs will continue to enhance professional development opportunities focused on fundraising, accounting for higher education and Title IV programs, as measured by documents on file.

Metric: By the end of Fiscal Year 2022, The Office of Fiscal Affairs will continuously maintain updated policies and standard operating procedures, as measured by documents on file.

Metric: By the end of Fiscal Year 2022, The Office of Fiscal Affairs will maintain and update procedures that ensure the accuracy of students' account balances and collection efforts in Populi (using a 3rd party collection agency when necessary), as measured by the data in Populi.

Metric: By the end of Fiscal Year 2022, The Office of Fiscal Affairs will continue to enhance professional development opportunities focused on fundraising, accounting for higher education and Title IV programs, as measured by documents on file.

Metric: By the end of Fiscal Year 2023, the Office of Fiscal Affairs will implement and maintain an accounting system that allows efficient and accurate management of grants and other federal, state, and private funding, as measured by documents on file.

Metric: By the end of Fiscal Year 2023, 98% of the transactions requiring disbursement of Title IV funds will be processed by the end of each semester, as measured by disbursement documents on file.

Metric: By the end of Fiscal Year 2023, The Office of Fiscal Affairs will create and communicate fundraising streams such as property leases, endowments, grants, and contracts to support academic and operational activities.

Metric: Before the end of each Fiscal Year, the Fiscal Affairs Office will develop and monitor an annual operating budget and manage cost containment, to maintain financial stability.

**Goal 11. To maintain an environment conducive to effective teaching and learning (Responsible Division: Human Resources/ Facilities- Chief Administrator- Jerome Rowland)**

Metric: By the Spring 2023 semester, an average of 80% of the faculty, staff, and students will agree that institutional security personnel make them feel safe and secure and makes them feel that their belongings are safe, as measured by a survey.

Metric: By the Spring 2023 semester, an average of 80% of the faculty, staff, and students will agree that the climate control in the classrooms and offices is satisfactory, as measured by a survey.

Metric: By the Spring 2023 semester, an average of 80% of the faculty, staff, and students will agree that the Multi-Purpose building and the campus is clean and attractive, as measured by a survey.

Metric: By 2024, an average of 80% of the faculty and staff will agree that they are satisfied with the institutional benefits that they are receiving, as measured by a survey.

**Goal 12. To generate the financial resources necessary for educational program support and administrative processes (Responsible Division: Institutional Advancement/Alumni Affairs – Chief Administrator-Todd Blackburn)**

Metric: By 2021, the Institutional Advancement Division will acquire a donor management system that will interface with the Registrar and the Finance Office, as measured by the acquisition of the management system.

Metric: By 2022, the Institutional Advancement Division will create a 12-month master plan with action steps related to priorities, major prospects, and a timetable to increase private support, as measured by the plan on file.

Metric: By 2022, the Institutional Advancement Division will create a five-year plan related to academic and fiscal needs, as measured by the plan on file.

Metric: By 2023, the Institutional Advancement Division will produce a result of 45% of alumni of record contributing to the annual fund, with a total of one million dollars for the annual fund campaign, as measured by the data on file.

Metric: By 2023, the Institutional Advancement Division will increase the number of major donors' prospects to 250, with 10 major donors firmly cultivated, as measured by the documents on file.



Planning and budgeting support Morris Brown’s mission. The offices of the college which include the President’s Office, Academic Affairs, Finance, Institutional Advancement, Enrollment and Student Services, Alumni Affairs, Board of Trustees, and Facilities are clearly connected as each area works to meet the college mission of provide educational opportunities in a positive and nurturing environment that will enable its students to become fully functional persons in our global society.

Morris Brown has the financial resources to support its goals within the strategic Plan. Financial resources to meet these goals are based on fundraising, grants, gifts, facility rental, tuition, maximizing strategic partnership opportunities (ie. annual rental income from a hotel that will be built on our campus), monthly donations from the African Methodist Episcopal Church (AME), and the Sixth Episcopal District of the AME church.

Our projected student population is budgeted at 280 students by the end of 2024. The institution has updated its budget to reflect tuition at \$8500 per year plus fees. As we evolve as an institution, our budget will continue to be revised to reflect growth and meet institutional need. Additionally, our updated budget now includes an annual gift of \$546,900 from the African Methodist Episcopal Church.

## TUITION AND FEES

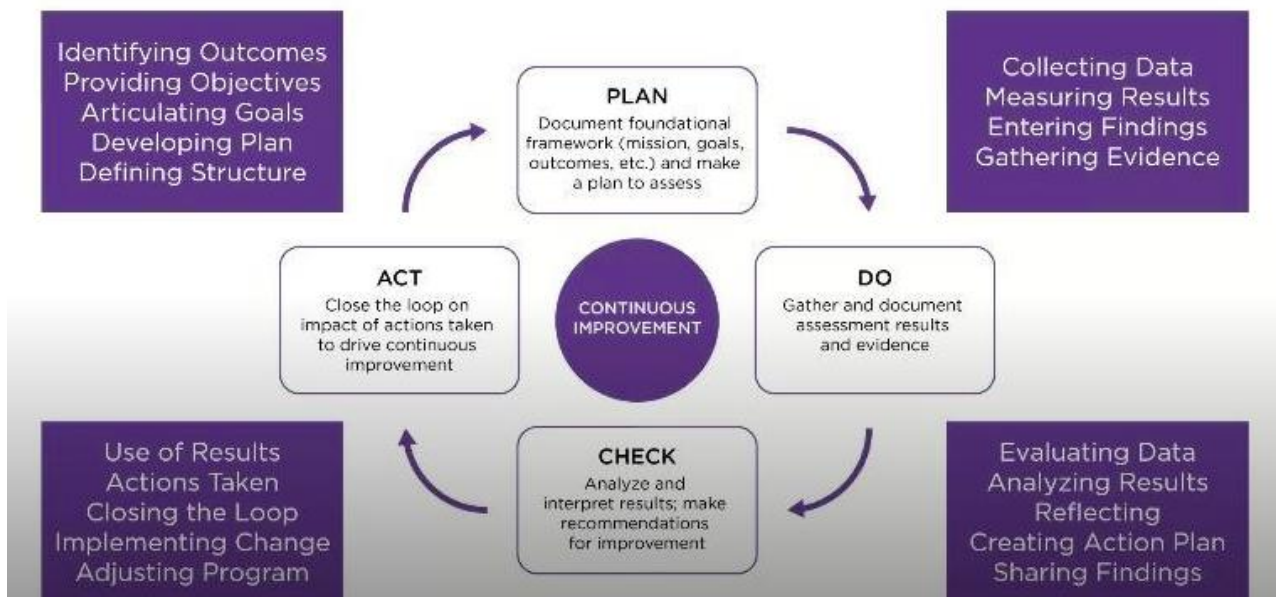
### Morris Brown College Fees

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	\$150 Per Year
Graduation Fees	\$150
Security Fees	\$58 Per Year
Computer Lab/Esports Technology Fee	\$1,000 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)
<b>TOTAL</b>	<b>See cost above</b>

YEAR	FISCAL YEAR	REVENUE	EXPENDITURES	NET INCOME(+/-)
YEAR 1	2019-2020	\$ 1,818,019	\$ 1,818,019	\$ -
YEAR 2	2020-2021	\$ 1,206,577	\$ 1,206,577	\$ -
YEAR 3	2021-2022	\$ 1,750,975	\$ 1,750,975	\$ -
YEAR 4	2022-2023	\$ 1,924,163	\$ 1,924,163	\$ -
YEAR 5	2023-2024	\$ 1,991,780	\$ 1,991,780	\$ -

## Board Approved MBC Strategic Planning Process

Strategic planning is intertwined within the culture of Morris Brown College; it starts at the level of the College President working in cooperation with the Board of Trustees and is executed at the operational level by a standing college-wide 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 budgeting process. Institutional resources are a critical driver for the implementation of the strategic plan.



### 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, *Resilience: Achieving the Vision 2024 through The Hard Reset*, 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 nimbler 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

### **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 “Resilience: Achieving the Vision 2024” 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. MBC will switch its accreditation agency from SACS (Southern Association of Colleges and Schools) to TRACS (Transnational Association of Christian Colleges and Schools). MBC will increase focus on workforce development, liberal arts, and continuing education. TRACS is recognized by the United States Department of Education, the Council for Higher Education Accreditation and International Network for Quality Assurance Agencies in Higher Education (INQAAHE).
  
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.

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