



**FLORIDA A&M  
UNIVERSITY  
Board of Trustees  
Retreat**

***2023 Emerging Trends in  
Higher Education***

**Artis G. Hampshire-Cowan, Esq.**  
Principal, Leveraged Leadership Group, LLC

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# **FOUR MAJOR EXPECTATIONS/HOPES FOR COLLEGES & UNIVERSITIES**

# FOUR MAJOR HOPES FOR COLLEGES and UNIVERSITIES



Abandon

Abandon rankings



Embrace

Embrace authentic engagement



Cut

Cut content, not trim around the edges



Leverage

Leverage the foundational commitment to being a public good: becoming the “public square” for civil disclosure, dialogue, and debate.



# Abandon Rankings

- **There is little evidence that rankings hold universities and colleges accountable, drive progress, improve applicant pools or student quality, or elevate institutional standings.**
  - Rankings often have a negative impact on students, faculty, and staff; fuel controversy, strife, and competition; and create a singular focus on rankings.
- **Rankings encourage bad actors who pursue bad strategies to “game the rankings” by submitting false information.**
  - Bad actors seriously damage the reputations of the offended and exposed college or university.
- **Colleges and Universities should take an active approach to advance their rankings by:**
  - Identifying their peer and aspirant institutions and follow their progress and efforts;
  - Understanding the national higher ed landscape looking for best practices and successful models;
  - Focusing on academic program quality and student success;
  - Identifying an audience and focus on the needs of their audience; and
  - Setting goals, achieving them, and telling their story.



# Embrace Authentic Engagement

- **Break down barriers, create mutually beneficial opportunities, and build trust with students, faculty, and the public.**
- **Effectively communicate mission, value, and impact to students, faculty, and the public by:**
  - Creating time and space to hear and listen to students, faculty, and staff about challenges, needs, and expectations of their academic community.
  - Creating time and space for students and faculty to communicate the ways they wish to contribute to finding mission-focused, outcomes-driven, and sustainable paths forward for the institution.
  - Communicating value not just to prospective students and families but also to legislators and the greater public.
- **Engage in regular and intentional community outreach, engagement, and partnership.**
- **Benefit from open communication and knowledge sharing.**
  - Help the public understand the value and importance of higher education, the opportunities they offer, and the contributions they make to their communities.
  - Do a better job at articulating commitments **publicly, loudly, and often.**



# Cut Content: Don't Trim Around The Edges

- Colleges and Universities need to face the hard decision to eliminate programs rather than implement continuous incremental cuts or limited differential cuts.
- University and College leaders must have the **vision** and the **courage** to make necessary reforms, and their Boards must have the **wisdom** and **fortitude** to back them up.
- Universities must **hire the right leader, give them a mandate, timeline, cover, support, and job security.**
- Hiring and supporting the right leader, while setting clear expectations and timelines, can end the revolving door in campus leadership.

**Stability is the platform for success.**



# Public Good: Be the “Public Square”

Universities and Colleges were ideally designed to help our country heal, redefine middle ground, embrace civility, and foster civil discourse and scientific inquiry.

- Include **civility** to the ideals of Universities and Colleges’ equity, diversity, and inclusion.
- Serve as communities of free inquiry, discovery, and thought and strive to:
  - include all schools of thought;
  - welcome all perspectives; and
  - maintain a nurturing and safe space for students.
- Resist becoming politicized and avoid extreme ideologies that oppose, prohibit, or threaten others.
- Seek to end ignorance and replace it with knowledge serving as a model for society.
- Create welcoming spaces and be the “public squares” for civil disclosure, dialogue. and debate.



# The MOST SIGNIFICANT TRENDS for HBCUS in 2023



# HBCU 2023 INSIGHTS: THREE SIGNIFICANT TRENDS



**1. EFFORTS TO  
ATTAIN R1  
STATUS**

**2. PILOT LAUNCH:  
HBCUv ONLINE  
PLATFORM**

**3. INCREASING  
ENROLLMENT**

# HBCU 2023 INSIGHTS:THREE SIGNIFICANT TRENDS



## 1. EFFORTS TO ATTAIN R1 STATUS ARE RAMPING UP

- In 2024 the Carnegie Classification of Institutions of Higher Education will release the updated classifications of U.S. Colleges and Universities.
  - This unofficial hierarchy influences real-world funding.
- To date, **no HBCU has ever earned R1 status** but eleven (11) are currently ranked R2.
  - HBCUs and lawmakers have made major efforts to advance HBCUs to R1 status.
    - Morgan State University: Launched three new research centers in 2022 supported by more than \$11M dollars of annual funding by the State of Maryland.
    - Biden Administration: Signed the CHIPS and Science Act which directs the NSF to use a portion of funding to help HBCUs reach R1 status.
- **Revamping methodology:**
  - A newly established institutional roundtable was created to revamp classifications to include classifications that look at social and economic mobility.



## HBCU 2023 SIGNIFICANT TRENDS cont'D

### 2. PILOT LAUNCH: HBCUv ONLINE PLATFORM

- **The UNCF Institute for Capacity Building's HBCUv platform allows students to cross register in classes offered by schools other than their home institutions with the goal of expanding the reach of HBCUs worldwide.**
  - Fall 2023 pilot to include:
    - Benedict College
    - Claflin University
    - Clark Atlanta University
    - Dillard University
    - Jarvis Christian College
    - Johnson C. Smith University
    - Lane College
    - Shaw University
    - Talladega College
  - Platform backed by \$10 million dollars grants and technological support from Deloitte Digital.
    - HBCUs are being consulted to tailor the design of the platform to accurately represent the specific needs and culture of HBCUs.
    - UNCF hopes to have all 102 HBCUs on the platform by Fall 2028.



## HBCU 2023 SIGNIFICANT TRENDS con't

### 3. INCREASING ENROLLMENT

- Between 2020-2021 overall college enrollment decreased by 2.8% ...WHILE HBCU enrollment decreased by only 0.6%
- Many HBCUs have seen historic growth in applications and enrollment
  - Morgan State, Delaware State University, Virginia State University, and North Carolina A&T State University experienced record-breaking fall enrollments.



# HBCU RACE TO REACH R1

A close-up photograph of a chessboard with alternating light and dark squares. In the center, a light-colored wooden king piece stands prominently. To its left, a dark-colored king piece is visible in the background. To the right, a light-colored knight piece is positioned. The text 'GROWING RESEARCH REQUIRES A STRATEGY!' is overlaid in white, bold, sans-serif capital letters across the middle of the image.

# GROWING RESEARCH REQUIRES A STRATEGY!



# Growing Research Requires a Strategy!

1. **Supporting strong infrastructure development.** Research cannot grow in a vacuum or through the sheer will of a leader.
2. **Supporting Depth.** While there is good revenue from strong traditionally funded research, the real strength comes from supporting depth.
  - Mutually reinforcing research thrusts
  - Engaging undergraduates **and graduate programs**
  - Developing laboratory partnerships (industry, other institutions, PSOs)
  - Moving to translation research and business development
3. **Investing.** There is no instant success in the pursuit of research support. The institution must invest in research.
  - HBCU “A” sought to expand its Cancer Research Center and hired a translational research faculty member with a salary of \$80k in 2012. This faculty member focused solely on research and had no teaching obligations. The following year, there was a \$3M research thrust in genomics.
  - The Board must be aggressive in the pursuit of legislative support of research and development at HBUCs equal to those at PWIs.



## Growing Research cont'D

4. **Using Discipline.** Ensuring discipline in the development, adherence to, and execution of the FAMU research strategic plan is paramount.
5. **Differentiating Faculty.** There must be a differentiation between graduate and research faculty from undergraduate faculty (i.e., teaching load, evaluable expectations, and progress trajectory).
6. **Translating Research.** HBCUs should place primary support in research that can lead to translational research, product development, business development, and revenue.
7. **Rewarding Researchers.** HBCUs must identify and support a clear plan for how revenue is distributed within the institution to reward researchers.





## **2023: Three Higher Education Marketing And Communication Trends**



# Three Trends Impacting Higher Education Marketing and Communications in 2023



**THE SHIFT TO DIRECT  
ADMISSIONS**



**RECRUITING AND  
RETAINING EMPLOYEES**



**THE RISE OF ARTIFICIAL  
INTELLIGENCE**



# The Shift To Direct Admissions

- An increasing number of schools offer direct admissions programs increasing competition among schools.
- This is a shift → schools now apply to students, not the other way around.
- Marketing and Communications and Admissions teams must determine which students to prioritize and create personalized communications to appeal to prospective students.
  - **This is a prime opportunity for collaboration among Marketing and Communications and Admissions teams.**



# Recruiting and Retaining Employees

- On the wave of the looming recession, College and University leadership must place hiring and retaining employees at the top of mind.
- Schools, especially community colleges, will face a hiring shortage of qualified employees this year.
  - In January 2023, 50% of higher education leaders noted recruitment and hiring as their third most critical risk.
- It is imperative that College and University leadership remain focused on retaining top talent as it can be the difference between an impactful learning experience and one that is lackluster.
- Smart technology can be utilized to supplement shrinking teams. However, higher education is underinvesting in this arena.
  - In 2022, Salesforce reported that higher ed marketing budgets invest only 5% in marctech and 50% in staffing vs. corporate marketing budgets investing 25% in marctech and 25% in staffing.
  - Implementing the right tech integrations and infrastructure will advance small teams.



# The Rise Of Artificial Intelligence

- AI has the power to increase productivity for understaffed schools and can be used as a tool to increase student enrollment and engagement.
- AI powered software can recruit, market, and engage teams efficiently, thereby reducing costs and overcoming staff shortages.
  - Live Chat systems powered by AI can quickly assist students and free up staff.
  - Automated and dynamic training, communication, and task management increase productivity for teams struggling to hire and retain top talent and lacking specialized staff roles.



# Five Trends In Higher Education



# Five Trends in Higher Education

**1.**

**Career-focused learning flourishes in modernized, stackable formats.**

**2.**

**Debt-free education captures attention.**

**3.**

**Institutions rework financial models and revenue streams to attain sustainability.**

**4.**

**Inclusion and support services build connection, acceptance, and success.**

**5.**

**Increased marketing spending puts pressure on quantifiable results.**



Career-focused  
learning flourishes in  
modernized stackable  
formats

Colleges and Universities focus on  
modernized academic programs to meet the  
demand for more targeted, modular learning  
that connects to future jobs.





## Debt-free education captures attention

With student loan forgiveness spotlighting the high cost of a college degree, institutions look to help students fund their education without taking on significant debt.



Institutions rework financial models and revenue streams to attain sustainability

With tuition revenue becoming less reliable, Colleges and Universities invest in alternative approaches to ensure long-term financial stability via new sources of income.



Inclusion and support  
services build  
connection,  
acceptance, and  
success

A strong link between student belonging and persistence drives institutions to ramp up student-centered support and success services to ensure every enrollee is mentally, socially, and academically prepared for college life.



Increased marketing  
spending puts  
pressure on  
quantifiable results

As investments in marketing rise,  
institutions increasingly focus on how  
to quantify their marketing results.



## **2023: TOP FIVE HIGHER EDUCATION BUSINESS ISSUES**



# 2023 Top Five Higher Education Business Issues



## **Supporting & Maintaining the Workforce**

Competitive pay & benefits  
Talent drain  
Telework policies  
Employee morale & well-being



## **Meeting Students' Evolving Needs**

Enrollment  
Food and housing  
Mental health  
Social & professional development



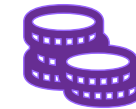
## **Providing Secure & Modern Technology Infrastructure**

Cyber security  
New technology costs  
Data-informed decision-making



## **Managing an Uncertain Economic Climate**

Rising operating costs  
Revenue growth limitations  
Reduced buying power



## **Navigating Resource Constraints**

State funding constraints  
Reduced net tuition revenue  
Pandemic-related revenue losses





# 2023: TOP TWENTY CHALLENGES FACING HBCUS AND HIGHER EDUCATION

# 2023 Top Twenty Challenges Facing Higher Education



Higher education faces a multitude of challenges that include financial, political, social, and technological challenges. These challenges include the following:

|                     |                                 |                        |                         |                   |
|---------------------|---------------------------------|------------------------|-------------------------|-------------------|
| Funding             | Access and Affordability        | Technology             | Diversity and Inclusion | Mental Health     |
| Skill Gaps          | Lifelong Learning               | Uncertain Job Market   | Globalization           | Climate Change    |
| Aging Facilities    | Decreasing Support for Research | Increased Competition  | Student Retention       | Curriculum Issues |
| Faculty Development | Government Regulations          | International Students | Student Debt            | Public Perception |





## 2023 TOP TWENTY CHALLENGES FACING HIGHER EDUCATION cont'D

### **1. Funding**

- Many universities are facing severe budget cuts, with some institutions struggling to survive. This could lead to the closure of many Colleges and Universities in the future.

### **2. Access and affordability**

- As tuition costs continue to rise, students are dealing with increasing levels of debt. This could cause more students to choose not to attend college.

### **3. Technology**

- Technology is changing the way we learn, and Universities need to keep up with it. Online learning is becoming popular, and Universities need to adapt.

### **4. Diversity and inclusion**

- There is a need to create more inclusive environments for people from all backgrounds including ethnic minorities and people with disabilities.



# 2023 TOP TWENTY CHALLENGES FACING HIGHER EDUCATION con't

## **5. Mental health**

- In 2023, universities need to have more resources to support the mental health of students.

## **6. Skill gaps**

- Employers are looking for people with new skills and Universities need to adapt their curricula to meet these demands.

## **7. Lifelong learning**

- People are living longer and need to continue to learn throughout their lives. Universities need to offer educational opportunities to people of all ages.

## **8. Uncertain job market**

- The job market is constantly changing, which makes it difficult for Universities to prepare students for the future.



# 2023 TOP TWENTY CHALLENGES FACING HIGHER EDUCATION con't

## **9. Globalization**

- As the world becomes more connected, universities need to prepare students for a global workforce.

## **10. Climate change**

- Universities need to address the issue of climate change and teach students about sustainable practices.

## **11. Aging facilities**

- Many Universities have aging facilities that need to be updated and maintained.

## **12. Decreasing support for research**

- In many countries, funding for research is decreasing which could have a negative impact on universities.



## 2023 TOP TWENTY CHALLENGES FACING HIGHER EDUCATION con't

### **13. Increased competition**

- With the rise of online education, Universities face more competition than ever before.

### **14. Student retention**

- Universities need to find ways to keep students engaged and involved in their education to reduce dropout rates.

### **15. Curriculum issues**

- There is a need to update and modernize many curriculum subjects to reflect new technologies and changing ideologies.

### **16. Faculty development**

- Universities need to provide opportunities for faculty to continuously enhance their skills and knowledge.



## 2023 TOP TWENTY CHALLENGES FACING HIGHER EDUCATION con't

### **17. Government regulations**

- In many countries, government regulations are becoming increasingly strict, making it difficult for universities to operate.

### **18. International students**

- There is a growing number of international students, and Universities need to adapt to meet their needs.

### **19. Student debt**

- Student debt is a major issue in many countries, and Universities need to work to reduce the financial burden on students.

### **20. Public perception**

- Universities need to work to improve their public perception and show the value that they provide to society.

# 2023 Top Twenty Biggest Challenges Facing HBCUs



These challenges include:

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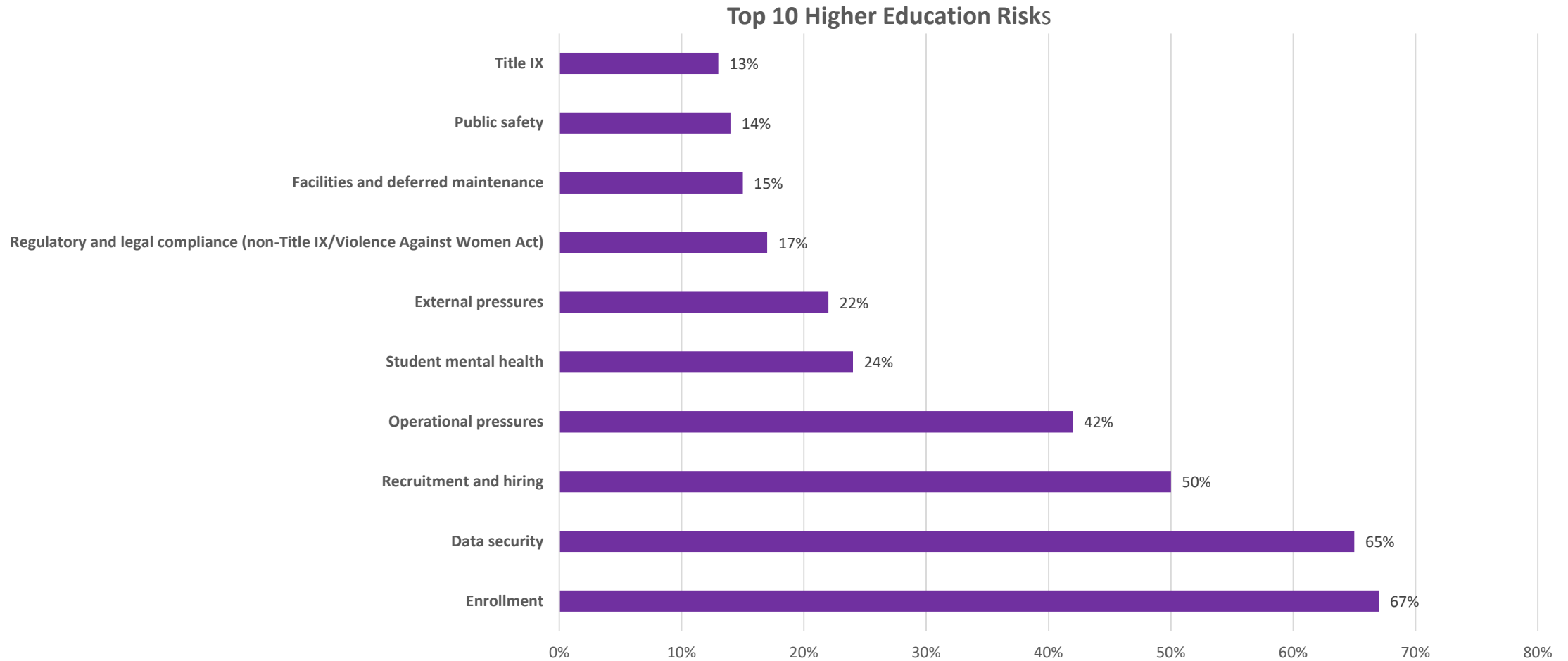
|            |               |                          |                     |                   |                       |
|------------|---------------|--------------------------|---------------------|-------------------|-----------------------|
| Funding    | Accreditation | Enrollment               | Staffing            | Student Debt      | Infrastructure        |
| Endowment  | Marketing     | Competition              | Retention           | Education Quality | Campus Safety         |
| Leadership | Technology    | Public Perception        | Diversity           | Marketing Efforts | Shifting Demographics |
|            |               | Limited Degree Offerings | Community Relations |                   |                       |



# Top Ten Higher Education Risks



# Top Ten Higher Education Risks







# 2023 Ten Higher Education Trends To Watch

# 2023 Ten Higher Education Trends To Watch

- Student well-being front and center
- Shifting campus demographics and the need to better accommodate non-traditional students
- Career readiness
- Re-enrollment trends and needs
- Working to close the skills gap
- Revisiting an old friend - soft skills
- Demonstrate measurable DEI results
- The politics of student loan forgiveness
- Big upheavals in college ranking
- Student support staff hit the wall





# Seven Issues HBCUs Face Now And In The Future



# Seven Issues HBCUs Face Now and in The Future



- Enrollment and the Value Proposition
- Educational Quality and Degree Offerings
- Student Completion
- Finances and Affordability
- Infrastructure
- Federal and State Policy
- Leadership



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# 1. Enrollment and the value proposition

- HBCUs were founded during a time of segregation and discrimination;
- Black students have more options, and now HBCUs are competing against white institutions;
  - Some HBCUs have been actively recruiting more Latinos
- HBCUs must rewrite their story for the 21<sup>st</sup> century to explain why an education at their institution still holds value.



## 2. Educational Quality And Degree Offerings

- As HBCUs take are forced to prove the quality of their education, they re-evaluate their program offerings and missions.
- HBCUs must prioritize the learning outcomes of their students to improve their reputations and create offerings that fit the students' needs.



### 3. Student Completion

- Many HBCUs demographics contain first-generation, low-income students and/or those who are not prepared for college.
- This unique demographic poses a difficult challenge to institutions of retaining students and motivating them to complete their courses and graduate.
- To support these students, HBCUs must develop student support programs and retain experienced professors who are dedicated to the mission of HBCUs.





## 4. Finances and Affordability

- HBCUs are historically known for being lower in costs, but many cannot afford to effectively run with lower priced tuition.
- Public HBCUs have also seen a decline in support from the federal government.
- Prospective and current students continue to demand high quality resources from HBCUs who are constantly challenged with doing more with less.
- 55% of HBCU presidents who participated in an Association of Governing Board's survey indicated that they have considered re-evaluating their current business models to find financial stability.





## 5. Infrastructure

- Prospective students and parents analyze technology, Wi-Fi, new buildings, and updated facilities when touring campuses.
- Sustaining these services are expensive, and many HBCUs with strict budgets struggle to keep up with up-to-date maintenance.
- HBCUs must plan to reallocate their money and focus on areas of campus that are most used and needed by students.



## 6. Federal and State Policy

- The recent trend of parents finding it harder to get approved for federal loans, due to changes in federal policy, have impacted HBCU student enrollment.
- Public HBCUs are actively being threatened by policies that advocate for their close.
- HBCUs must pay close attention to individuals appointed to their Boards.
  - Appointing individuals who do not understand the unique contributions HBCUs add to society threaten their existence.
  - Having board members who are culturally competent and can advocate for funding of the HBCU can make the difference between succeeding and failing.



## 7. Leadership

- Board retention, recruitment, and clear understanding of Board roles have been identified as a few of the main concerns of HBCU presidents.
- Board governance that focuses on the long view, strategy, sustainability and reflects an awareness of board members' fiduciary responsibilities is a challenge sometimes and results in high presidential turnover.
- Concurrently, sometimes the Presidents are ill-prepared to navigate their institution through the necessary transformation to competes in the current environment. Other key issues include high turnover of HBCU presidents.





## The Sustainability of HBCUs

- To sustain their campuses for years to come, HBCUs must rethink the areas of student recruitment, student success, business models, governance, and more.
- Some institutions may face obstacles in one or more of these areas.
- HBCUs must understand the urgency of rethinking their futures as the opportunities they provide to the African-American and global community is invaluable.





# WRAP-UP



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# Expert Resources

- **Dr. Carlton Brown** is the Senior Fellow and Program Director of the Association of Governing Boards of Universities and Colleges: Institutional Strategies and the current CEO of Brown Strategic Innovations, LLC a consulting and development company that has expertise in diversity management and development, curriculum innovation and student development. Dr. Brown served as the President of Clark Atlanta University from July 2008 to June 2015 and served as the Executive Vice President and Provost of Clark Atlanta University from July 2007 to July 2008. Prior to his role at CAU, Dr. Brown served as the President and Special Assistant to the Chancellor for System-Wide Projects at Savannah State University for nine years. Dr. Brown also dedicated a decade in service at Hampton University serving as the Vice President for Planning and Dean of the Graduate College, the Dean of the School of Liberal Arts and Education, and Dean of the School of Education. Additionally, Dr. Brown served as an Associate Professor of Education and Urban Services for over nine years at Old Dominion University.
- **Dr. Charlene Dukes** is the founder and principal of The Dukes Group LLC and was the first female president and President Emeritus of Prince George's Community College (PGCC) where she served as president for over a decade, and prior to her role as president served as the Vice President for Student Affairs. During her tenure with PGCC she navigated a series of long-term partnerships with the Prince George's County Public Schools creating the first middle college high school in the State of Maryland and an additional six early/middle colleges. She served on the National Academy Board of the National Association of Student Personnel Administrators and chaired the Board of Directors of the American Association of Community Colleges and the Council of Presidents of the Maryland Association of Community Colleges. Dr. Dukes has been recognized by state and national leadership as she was appointed by the former governor of Maryland Martin O'Malley to the Maryland State Board of Education and President Obama when PGCC received recognition as a White House Champion of Change for innovative and transformative programming.

# Expert Resources

- **Dr. James Lyons Sr.** served as the President of California State University Dominguez Hills, Jackson State University, and Bowie State University. Dr. Lyons Sr. has also served as the interim president of Concordia College Alabama, the University of the District of Columbia, and Dillard University. Dr. Lyons Sr. served as the Secretary of the Maryland Higher Education Commission where he established key policies for Maryland's public and private colleges and universities and has served on various boards including American Council on Education, the National Association for Equal Opportunity in Higher Education, the National Institutes of Health's Task Force on at Risk Drinking, the US Dream Academy, and two Blue Ribbon Commissions reviewing higher education in Louisiana. Dr. Lyons Sr. has also chaired several regionally accredited teams and evaluated the performance of presidents and Boards in the United States and abroad as a former member of the Board of Trustees at Dillard University, Thomas Jefferson University, and serves on the Board of Trustees of Alliant International University and Columbia College Hollywood. Dr. Lyons Sr. also currently serves as a consultant for Association of Governing Boards of Universities and Colleges.
- **Dr. Danette Gerald Howard** is the Director of Global Education at Cummins, Inc. and served as the inaugural Executive in Residence at USC's Race and Equity Center, where she focused her efforts on developing strategic efforts to advance racial equity for and at HBCUs across the country. In this role she also serves as an educator in the Center's professional learning programs for higher education leaders and corporate executives. Dr. Howard is the former Secretary of Education for the State of Maryland, where she led the creation, analysis, and revision of policies for all public and private postsecondary education institutions, including Maryland's four HBCUs. Dr. Howard previously served the Lumina Foundation, serving as the Chief Policy Officer and Senior Vice President, Chief Strategy Officer and Senior Vice President, and Vice President of Policy & Mobilization. Dr. Howard has also served as the Interim Secretary and Director of Planning, Research and Workforce Development for the State of Maryland, Assistant Director of Higher Education Policy for the Education Trust and Director of Multicultural Affairs for the University of Maryland Baltimore County.



# Expert Resources



- **Dr. Charlie Nelms** served as Chancellor of North Carolina Central. During his tenure, *U.S. News & World Report* ranked NCCU as one of the best public HBUCs in the country for three consecutive years. In 2011, Dr. Nelms published “A Call to Action”, a policy directive intended to spur a national dialogue concerning the revitalization of the historically black colleges and universities as an important sector of American higher education. Charlie’s eminent career includes serving as chancellor at Indiana University East, the University of Michigan-Flint, and North Carolina Central University (NCCU). Charlie has received numerous national accolades for his higher education leadership, including prestigious fellowships from the Ford Foundation and the American Council on Education. More than 25 of his protégés have become college presidents. He is a passionate advocate and renowned HBCU expert on HBCUs. Previous board service includes: the Charles Stewart Mott Foundation, John Gardner Institute for Excellence in Undergraduate Education, Higher Learning Commission, American Association of State Colleges and Universities (AASCU), National Survey for Student Engagement, and First Bank Richmond. He is a founder of the AASCU Millennium Leadership Initiative, the nation’s top leadership program. He has authored several books.
- **Dr. Alvin Schexnider** is President of Schexnider & Associates, LLC and the former President of Norfolk State University. During his tenure at Norfolk State University, he also served as Interim President and Executive Vice President. Dr. Schexnider is the former president of Thomas Nelson Community College and Chancellor of Winston-Salem University and served in several administrative positions at Southern University, Syracuse University, The Federal Executive Institute, the University of North Carolina at Greensboro, Virginia Commonwealth University, and Wake Forest University. Dr. Schexnider is an author and has written extensively on public management and higher education as the author of *Savings Black Colleges*. In August 2021, Dr. Schexnider received a gubernatorial appointment to a four-year term on the State Council for Higher Education in Virginia. Dr. Schexnider serves, and has done so for over fifteen years, as a consultant for the Association of Governing Boards of Universities and Colleges.
- **Dr. Mary Evans Sias** is the Interim President of Texas Southern University and former member of the TSU Board of Regents, appointed by Governor Abbott in 2023. Dr. Sias is nationally recognized as a higher education thought leader, longtime university president, and administrator serving most recently as assistant to the president of the American Association of State Colleges and Universities and director of the Millennium Leadership Institute, the premier professional development program for senior higher education leaders desiring to become university presidents and chancellors. Dr. Sias formerly served as president of Kentucky State University, senior vice president for student affairs and external relations at University of Texas Dallas, and chief executive officer of the YWCA of Metropolitan Dallas; as well as associate provost, associate professor, and assistant professor at Grambling State University and Southern Methodist University.

# Expert Resources

- **H. Patrick Swygert, Esq.** is President Emeritus of Howard University and the State University of New York (SUNY) at Albany and former Executive Vice President of Temple University. He began his career in higher education at Temple University where he was a Law School professor. He formerly served as a Director of United Technologies Corporation (UTC) and The Hartford Financial Services Group, Inc. (HFGS). He was appointed to federal commissions by U.S. President George H. W. Bush and President Bill Clinton; and served as a member of the National Security Agency (NSA) Advisory Board and Central Intelligence Agency (CIA) External Advisory Board. Mr. Swygert earned his undergraduate and J.D. degrees at Howard University graduating first in his Law School class. He has appeared on CNN, PBS, and NBC discussing education equity and was honored as Educator of the Year by the NAACP, Congressional Black Caucus (CBC), and National Urban League. Mr. Swygert is a Founding Member of the Advisory Council for the Smithsonian Institution's National Museum of African American History and Culture (NMAAHC).
- **Dr. David K. Wilson** has served as president of Morgan State University since 2010. Dr. Wilson has served as member of the American Academy of Arts and Sciences and the American Association of Colleges and Universities; and as member of the Board of Directors for the Lumina Foundation, Association of Governing Boards of Universities and Colleges, the NCAA Board of Governors and Division I Board of Directors, the Board of the Association of Public and Land-grant Universities, the Board of the American Association of Colleges and Universities, and as a member of the National Science Foundation Committee on Equal Opportunities in Science and Engineering and the National Institute of Standards and Technology Visiting Committee on Advanced Technology. Dr. Wilson is the former chancellor of the University of Wisconsin Colleges and University of Wisconsin Extension; Vice President for University Outreach and Associate provost for Auburn University; assistant and associate provost for Rutgers, The State University of New Jersey; and director for the Office of Minority Programs at the Woodrow Wilson National Fellowship Foundation.

# THANK YOU!



**Artis G. Hampshire-Cowan, Esq.**

Principal, Leveraged Leadership Group, LLC

[leveragedleadershipgroup@gmail.com](mailto:leveragedleadershipgroup@gmail.com)