



Vice President for Institutional Advancement



Morgan State University Calvin & Tina Tyler Hall

POSITION DESCRIPTION

Greenwood/Asher
& ASSOCIATES, LLC



The Position

Morgan State University (MSU), a Carnegie-classified Doctoral Universities: High Research Activity (R2) in northeast Baltimore, invites inquiries, nominations and applications for the position of Vice President for Institutional Advancement (VPIA).

Reporting to the President, the VPIA works with him and the Institutional Advancement team to lead the University's fundraising, marketing and communications functions, including fundraising campaigns; special events; annual fund; major and planned gifts; corporate and foundation relations; alumni relations; donor relations; prospect management; gift processing and acknowledgement; publications, digital media; and public relations and strategic communications. He/she is a member of the University's leadership team and works closely with the Board of Regents, the Foundation Board, the senior administration, faculty and staff to achieve Morgan State University's strategic goals. The incumbent also serves as Executive Director of the Morgan State University Foundation.

The University

Morgan State University, founded in 1867, is a Carnegie-classified doctoral research institution providing instruction to a multiethnic, multiracial, multinational student body and offering more than 100 academic programs leading to degrees from the baccalaureate to the doctorate. As an anchor institution and Maryland's Preeminent Public Urban Research University, Morgan fulfills its mission to address the needs and challenges of the modern urban environment.

Located in a charming residential area of northeast Baltimore, Morgan's impressive, 185 -acre campus features state-of-the-art facilities geared toward innovative teaching and learning in the 21st century. The campus, designated as a National Treasure by the National Trust for Historic Preservation, offers a safe and inviting learning environment with easy access to the best the city has to offer: culture, dining, shopping and sightseeing as well as employment and civic engagement opportunities.

Morgan has graduated more than 55 ,000-degree candidates since its establishment, producing a passionately devoted corps of alumni who have found success in all areas of endeavor, in the U.S. and beyond. Among the nation's most diverse Historically Black Colleges

Student Demographics

Total Enrollment **8,469**

Gender

Male39%

Female61%

Full Time

Undergraduate ...83%

Graduate17%

Residency

Maryland59%

Non-Maryland41%

Faculty

Total.....592

Full-time = 382

Part-time = 210



and Universities, and the largest in Maryland, Morgan seeks to ensure that the doors of higher education are opened as wide as possible to as many as possible.

Economic Impact and Innovation

MSU is a major economic engine for the city and state annually producing \$1 billion in statewide economic impact, supporting 6,500 jobs and generating \$47 million in state tax revenues. About 60 percent of that economic and employment impact occurs in Baltimore. Also, MSU’s influence extends beyond the economy and into the community through engagement activities that are mutually beneficial. Per \$10 million in research, the university produces key innovation outcomes that surpass the state and national average.

- The Morgan Community Mile engages with the community to improve the quality of life in Northeast Baltimore neighborhoods.
- Nearly 17% of Morgan Alumni are employed in the STEM fields, versus 11% for all Maryland schools.
- The Office of Community Service provides programs that contribute to the university’s 20,000 hours of student volunteer and community service.

| Race/Ethnicity/ Nationality | |
|--------------------------------|-------|
| Unknown | 16.4% |
| Black | 64.6% |
| Native American ... | 0.1% |
| Asian | 0.5% |
| Hispanic | 4.1% |
| White | 2.1% |
| Native Hawaiian ... | 0.1% |
| Multiracial | 2.4% |
| International | 9.7% |

Additional information is available on the University’s website at: <https://www.morgan.edu/economicimpact>

Accreditation

The Accreditation Commission Recognizes MSU’s Progress, Reaffirmed their Accreditation Status Until 2025–2026

The Middle States Commission on Higher Education’s (MSCHE’s) reaffirmed the University’s accreditation and recognition of Morgan’s progress to date. The University was last affirmed in 2017, with the next self-study evaluation due 2025-2026. In addition, individual colleges, schools and departments are accredited by the appropriate associations. The University’s Bachelor of Science in Nursing program recently received its initial accreditation.

Since Morgan’s last accreditation review, and under the leadership of President Wilson, the University has made a number of advancements, particularly in the areas of campus development, fundraising, financial stability, academic progress, faculty and staff growth, research and innovation, and enrollment, retention and graduation.



Morgan's current mission is to offer a comprehensive range of undergraduate degree programs and a select set of graduate programs to a broad cross section of students in a supportive environment that encourages research and service towards the needs of underserved communities. The vision embedded in the current plan is for Morgan to be recognized statewide and nationally for demonstrating both student access and student success in higher education. The University will also embrace innovative teaching strategies and conduct cutting-edge research in service to urban centers and underserved populations. Morgan is committed to a set of core values that are deeply rooted in the university's progressive and inclusive history. <https://news.morgan.edu/morgan-state-university-reaccredited-by-middle-states-commission-on-higher-education/>

Information on MSU's Accreditation: https://www.morgan.edu/accreditation/2018_msche_self-study.html

Strategic Plan

Morgan State University recently unveiled its newly adopted 10-year strategic plan, *Transformation Morgan 2030: Leading the Future.*

The plan constitutes an amalgamation of vital inputs from various individual shareholders and constituent groups who have given generously of their time and expertise to produce this blueprint for the strategic advancement of Morgan State University, 2021-2030. As in previous years, our consultative strategic planning processes have been both intentional and directional.

At its core, this planning effort reflects our need to prepare the University for strategic growth and continued ascendancy over the next ten years. Moreover, it reflects our concerted and continuous pursuit of excellence and a renewed commitment to fulfilling the University's vital mission. Animated by that spirit, this plan (in large measure) focuses on human resource priorities, institutional capacity-building and the development of an organizational infrastructure that can best foster sustainable growth over the next ten years, and beyond. Embedded in this goal is our determination to realize greater operational excellence in our various organizational systems and processes and address needed improvements in our overall service delivery.

This planning effort began in January 2020 with a thoughtful examination of our distinctive mission and a reaffirmation of the core values that have served this venerable institution well for so many years. Those enduring values remain an integral part of our institutional inheritance. Foremost among those bedrock values is the concept of leadership, in all of its forms and expressions. Since its inception in 1867, this institution has focused on the quintessential goal to prepare its students to assume dynamic leadership roles in their chosen professions and communities. Like any viable institution, Morgan State University continues to measure its



success by the success of its students and alumni. And that is as it should be. Thus, a significant aspect of this plan focuses on creating a dynamic living-learning environment where student achievement is optimized and celebrated and where leadership development is a purposeful institutional goal.

At Morgan, it is commonly understood that our emerging leaders will be mission-oriented and will ultimately aspire to be a force for good in the world. In brief, there has always been an explicit expectation that Morgan students and alumni would continue to heed the call to servant leadership, thereby dedicating themselves to the broader struggle of overcoming and eradicating barriers to social justice, economic empowerment and engaged citizenship. That leadership imperative is further expressed in our renewed strategic intention to deepen and expand our role as an anchor institution in Baltimore City and beyond.

Points of Pride

- First among traditional campuses in Maryland in the number of bachelor's degrees awarded to African Americans
- First among all campuses in Maryland and among the top 10 campuses nationwide in the number of doctorates awarded to African Americans
- First among Minority Servicing Institutions (MSIs) nationally in the number of Fulbright Scholars graduated, and 1st among MSIs nationwide in the number of Fulbright Scholars on the faculty
- First among HBCUs nationwide in the number of Fulbright Scholars graduated, and 1st among HBCUs nationwide in Fulbright Scholars on the faculty
- Morgan is the nation's second-largest producer of African American General Officers
- The only university to have its entire campus designated as a National Treasure by the National Trust for Historic Preservation

Vision Statement

Morgan State University is the premier public urban research University in Maryland known for its excellence in teaching, intensive research, effective public service, and community engagement. Morgan prepares diverse and competitive graduates for success in a global, interdependent society.

Mission Statement

Morgan State University serves the community, region, state, nation, and world as an intellectual and creative resource by supporting, empowering and preparing high-quality, diverse graduates to lead the world. The University offers innovative, inclusive, and distinctive



educational experiences to a broad cross section of the population in a comprehensive range of disciplines at the baccalaureate, master's, doctoral, and professional degree levels. Through collaborative pursuits, scholarly research, creative endeavors, and dedicated public service, the University gives significant priority to addressing societal problems, particularly those prevalent in urban communities.

Core Values

The following institutional core values guide the promotion of student learning and success, faculty scholarship and research, and community engagement at Morgan:

- Leadership. Morgan seeks to provide rigorous academic curricula and challenging co-curricular opportunities to promote the development of leadership qualities in students and to facilitate leadership development among faculty, staff, and study.
- Innovation. Morgan encourages and supports its faculty, staff, and students in all forms of scholarship including the discovery and application of knowledge in teaching and learning and in developing innovative products and processes.
- Integrity. At Morgan, honest communications, ethical behavior, and accountability for words and deeds are expected from all members of the University community.
- Diversity. A broad diversity of people and ideas are welcomed and supported at Morgan as essential to quality education in a global interdependent society. Students will have reasonable and affordable access to a comprehensive range of high-quality educational programs and services.
- **Excellence.** Excellence in teaching, research, scholarship, creative endeavors, student services, and in all aspects of the University's operations is continuously pursued at Morgan to ensure institutional effectiveness and efficiency.
- **Respect.** Each person at Morgan is to be treated with respect and dignity and is to be treated equitably in all situations.

Leadership Characteristics

The person selected for this position must be a creative, innovative and results-oriented individual with excellent interpersonal skills, strong presentation and negotiating skills, and general business acumen. The ability to write clearly and effectively is a must, as is facility with budgets and financial reporting. Individuals who are interested in this opportunity must have impeccable integrity and must be able to provide references from all previous employers.

Attributes Include

- Substantial knowledge and experience in the functional areas of advancement and foundation administration.



- Strong advocate for university with the demonstrated ability to secure funding, develop reports for upper administration of overall advancement and developmental trends as they relate to community activities and attitudes, alumni programs, relevant public relations activities, budget and quantitative skills.
- Develop, generate and prepare proposals to private donors.
- Serve as the liaison between the University and the community on development projects.
- Demonstrated record of success in major gifts fundraising.
- Record of accomplishment working effectively with C-Suite executives and board members.
- Effective working knowledge of computer applications in the advancement field, including familiarity with Raiser's Edge software.
- Excellent verbal and written communication skills.
- Demonstrated ability to manage other professionals and to work productively with volunteers.
- Demonstrated ability to forge relationships and partnerships with corporations, foundations, and individuals.
- Create internal relationships with academic leadership and aid in fundraising skill building and participation.
- Proactive leader to begin preparations for the next campaign and prepare strategic fundraising plans for top 10% of prospects (corporate, individual, and foundations)
- Review and update processes for grant agreements, gift processing, acknowledgements, major/planned giving programs, internal/family giving, annual reporting, contact reporting, etc.
- Advocate for the Institutional Advancement team and provide for departmental needs in preparation for the next campaign.
- Understand and review feasibility and wealth screenings if necessary
- Work as primary principal giving officer (\$1M+)

Required Skills and Qualifications:

Qualified candidates for the Vice President position should have a minimum of 10 years of broad-based and progressively more responsible institutional advancement experience, preferably with a concentration in education. Experience should include at least five years in senior level management, preferably in the nonprofit arena. A bachelor's degree is required; and an advanced degree is preferred.

Salary

The salary is competitive and commensurate with qualifications and experience



How to Apply

Greenwood/Asher & Associates, LLC. is assisting Morgan State University in this search. Applications and nominations are now being accepted. For a full application package, please submit a cover letter, CV, and list of five references. Confidential inquiries, nominations and application materials should be directed to Greenwood/Asher and Associates. Submission of application materials as PDF attachments is strongly encouraged. The search will be conducted with a commitment of confidentiality for candidates until finalists are selected. Initial screening of applications will begin immediately and will continue until an appointment is made.

Please direct inquiries, nominations, and application materials to:

Marion Frenche, Practice Leader, Diversity, Equity & Inclusion,
Search Manager & Senior Executive Search Consultant
Shelley Sullivan Feather, Senior Executive Search Consultant and Practice Leader,
Library and Information Science
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<http://www.morgan.edu/>

MSU is an equal opportunity employer