MOREHOUSE
MAKING THE LEAP
THE STATE OF YOUR ’HOUSE
HOW DO WE ENSURE THAT MOREHOUSE IS SUSTAINABLY NIMBLE AND RECOGNIZABLY RELEVANT?
HOW DO WE ENSURE THAT MOREHOUSE SERVES OUR STUDENTS AND OUR WORLD?
THE CURRENT VISION FOR MOREHOUSE COLLEGE:

We are determined to realize at Morehouse College “the world of our dreams,” a condition that features character and capital preeminence. “Very simply, character preeminence means producing first-rate men, while capital preeminence means having a first-rate campus. And we will have the world of our dreams when we are recognizably and completely preeminent in both!”
The measures of success for realizing The World of Our Dreams:

High endowment & low attrition
High alumni giving & low deferred maintenance
High faculty pay & light faculty teaching loads
World-class trustees, faculty and staff
Optimal faculty, staff and student lifestyles
World-ready graduates & world-class alumni
Global curriculum and programming
Recognized expertise on African American male development
USNWR ranking excellence
Not just a solid reputation, but inarguable prestige
Superior operational/academic/physical infrastructure
Ambitious imaginings!
More NIMBLE than NEEDY!
“When the rate of change outside the organization is faster than the rate of change inside the organization, then the end is near.”

- Jack Welch, CEO, GE

Change

Threat of sector shrinkage
Super-charged capital campaigning + higher endowment-expense ratios
Stiffer competition for the AA Male
Progressive views on sexual preference

HBCU’s and most other Colleges

Leaders of the Higher Education Industry

CHANGE HORIZON

Time

Gap

PRECARIOUS FINANCIAL POSITION
Moody’s/S&P Downgraded MC thrice in 2012  
$11.2M cash deficit  
2012 Composite Financial Index at 1.8 of 10  
(DOWN FROM 7.9 IN 2007)
STRUGGLING OPERATIONS AND INFRASTRUCTURE
64% of residence halls in need of major renovation
71% of classroom buildings in need of major renovation
Campus WI-FI nearly non-functional
Only 58% of students on campus meal plan
DOWNWARD TREND IN ENROLLMENT AND BRAND RECOGNITION
Lost a third of enrollment in 8 years
Lower signal-to-noise ratio
Fewer recruits have family ties (50% to 30%)
LACK OF MEANINGFUL CONNECTION TO THE TRANSFORMATIONAL SECTORS OF THE PHILANTHROPIC MARKETPLACE
Biggest gift ever: $5M Oprah Winfrey 2004
Biggest cash gift from an alum: $250K Alvin Hudgins 2007
Biggest campaign: $105.7M 1997-2006
Most successful 3 years ever: Avg $16.2M 2013-2015

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THE WORLD OF OUR DREAMS
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ENDURING VALUES
ACUITY, INTEGRITY, AGENCY, BROTHERHOOD, CONSEQUENTIAL
MOREHOUSE MEN ARE CALLED TO:

DEMONSTRATE ACUITY
PRACTICE INTEGRITY
EXHIBIT AGENCY
COMMIT TO BROTHERHOOD
LEAD A CONSEQUENTIAL LIFE
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THE WORLD OF OUR
DREAMS

ENDURING VALUES  ACUITY, INTEGRITY, AGENCY, BROTHERHOOD, CONSEQUENTIAL
FINANCIAL STABILITY    2013-2016

• Improved financial solvency—from $11M deficit in FY12 to $1.8M operational margin in FY15

• Decreased administrative overhead by 36%

• Decreased overall expenses by 15% by reducing inefficiencies, adopting new technology, right-sizing staff, and applying best practices in higher ed
MOREHOUSE
MAKING THE LEAP
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FINANCIAL STABILITY
IMMEDIATE, LONG-TERM

ENDURING VALUES
ACUITY, INTEGRITY, AGENCY, BROTHERHOOD, CONSEQUENTIAL

Morehouse Men demonstrate acuity, practice integrity, exhibit agency, commit to brotherhood, and strive to lead consequential lives.
MAKING THE LEAP
THE STATE OF YOUR 'HOUSE

OPERATIONAL STRENGTH
PEOPLE, PROGRAMS, FACILITIES, TECHNOLOGY, SAFETY

FINANCIAL STABILITY
IMMEDIATE, LONG-TERM

Enduring Values
Acuity, Integrity, Agency, Brotherhood, Consequential

Morehouse Men demonstrate acuity, practice integrity, exhibit agency, commit to brotherhood, and strive to lead consequential lives.

Reversed declining enrollment trend, maintaining student quality - Raised an average of $14M/year in non-campaign funds (the highest ever)
- Stabilized rating for Moody’s and Standard & Poor’s: 1.86 in FY12, 4.22 in FY15 (10-point scale)
- Improved financial solvency: $11M deficit in FY12, $1.8M operational margin in FY15
- Right-sized staff and decreased administrative overhead by 34%
- Decreased overall expenses by 15%

2013
OPERATIONAL STRENGTH 2013-2016

• Applied $3.4M joint-technology gift from Anonymous donor & Board members...
  ◦ quadrupled aggregate bandwidth available on campus
  ◦ State-of-the-Art cloud software user portal (www.myportal.morehouse.edu)
  ◦ Shifted the campus IT infrastructure from repellent to MAGNET!

NEW:
• Provost
• CFO
• CIO
• GC
• COO
• HR Director
• VP Student Dev
• Chief of Staff
• OIA & Staff
• Academic Structure
• ETC
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EXEMPLARY OUTCOMES
COLLEGE, STUDENTS, PARTNERS

OPERATIONAL STRENGTH
PEOPLE, PROGRAMS, FACILITIES, TECHNOLOGY, SAFETY

FINANCIAL STABILITY
IMMEDIATE, LONG-TERM

ENDURING VALUES
ACUITY, INTEGRITY, AGENCY, BROTHERHOOD, CONSEQUENTIAL

- Implemented best practices in hiring • Hired new Provost and VP for Academic Affairs • Hired new VP for Student Development • Hired new HR director • Hired new staff in technology, faculty, and student services to directly improve student experience
- Secured $1.2M Oakes grant for initiatives supporting 4-year graduation • Integrated co-curricular and curricular activities into seamless residential college experience • Aligned Crown Forum, Freshman Orientation, and OE curriculum • Quantified our deferred maintenance fund: $554K in FY13, $3M in FY16 • Renovated fitness facility in Archer Hall • Completed major renovations to Dansby, Brawley, and Wheeler Halls
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- Completed $3.2M cafeteria renovation
- Completing $4M renovation to King Chapel in 2014 • Quadrupled aggregate bandwidth available on campus • Installed a secure, single-sign-on authentication system • Provided a campus-wide, state-of-the-art Wi-Fi network • Ensured students’ real-time access to data on their academic progress • New police chief from APD • 73% decrease in pedestrian robberies [Morehouse to enter one more safety stat.]

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EXEMPLARY OUTCOMES  2013-2016
SELECTED HIGHLIGHTS

• Hosted Platform Summit for second year in a row
  ○ David Drummond, Ralph de la Vega, Jack Dorsey, Jim Shelton, Ben Jealous, Van Jones, Keesha Cash, Shellye Archambeau, Topper Carew, Gene Wade, Mitch & Freada Kapor, Quincy Jones, Janelle Monae

• Named one of Forbes’ “Most Entrepreneurial Colleges 2015”

• Morehouse junior named 2016 Rhodes Scholar, Morehouse breaks the tie with Howard University!

• Advancement Excellence — PACE = $144M!
EXEMPLARY OUTCOMES
COLLEGE, STUDENTS, PARTNERS

OPERATIONAL STRENGTH
PEOPLE, PROGRAMS, FACILITIES, TECHNOLOGY, SAFETY

FINANCIAL STABILITY
IMMEDIATE, LONG-TERM
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2016

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Morehouse: Making the Leap

The State of Your 'House

EXEMPLARY OUTCOMES

College, Students, Partners

Operational Strength

People, Programs, Facilities, Technology, Safety

Financial Stability

Immediate, Long-term

Enduring Values

Acuity, Integrity, Agency, Brotherhood, Consequential
MOREHOUSE
MAKING THE LEAP
THE STATE OF YOUR 'HOUSE

EXEMPLARY OUTCOMES
COLLEGE, STUDENTS, PARTNERS

2016

Mellon President's Global Advisory Council
- Cultivating connections with the alumni community
- Developing new technology partners in Silicon Valley and beyond
- [Something about the AUCF]

MOREHOUSE junior named 2015 Rhodes Scholar
- Morehouse senior named 2015 Truman Scholar
- Morehouse ranked in top 5 in Honda Campus All-Star Challenge
- Debate team ranked nationally - Most court team

THE WORLD OF OUR DREAMS
- Relevant to programming - Morehouse President invited to serve as Aspen Institute Fellow, 2015
- Morehouse President asked to serve on Carnegie

OPERATIONAL STRENGTH
PEOPLE, PROGRAMS, FACILITIES, TECHNOLOGY, SAFETY

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FINANCIAL STABILITY
IMMEDIATE, LONG-TERM

- Enduring values

- Acuity, Integrity, Agency, Brotherhood, Consequential

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- Renovated fitness facility in Archer Hall - Completed major renovations to Danby, Brawley, and Wheeler Halls

- Stabilized rating for Moody's and Standard & Poor's - 1.64 in FY12, 6.22 in FY13 (10-point scale) - Improved financial

- Reversed declining enrollment trend, maintaining student quality - Raised average of $14K/year in non-campaign funds (the highest ever)

- Improved financial

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STRATEGIC PLAN  2016-2018

• FIVE GUIDING PRINCIPLES:
  ◦ Accentuate our distinctiveness
  ◦ Embrace an innovation imperative
  ◦ Rise to financial strength
  ◦ Keep attracting the best talent possible
  ◦ Develop operational and service excellence
STRATEGIC PLAN 2016-2018

• TOWARD CHARACTER PREEMINENCE:
  ○ GOAL 1: Strengthen the academic program [STEAM, KING, MRI]
  ○ GOAL 2: Support pedagogical exploration/innovation
  ○ GOAL 3: Strengthen advising and mentoring
  ○ GOAL 4: Enhance the living/learning environment
  ○ GOAL 5: Attract/recruit/admit a diverse new generation of students
TOWARD CAPITAL PREEMINENCE:

- **GOAL 6:** Attract, recruit and retain a 21st Century workforce
- **GOAL 7:** Improve organizational culture
- **GOAL 8:** Develop a world-class infrastructure
- **GOAL 9:** Expand and better steward resources
- **GOAL 10:** Explore more cost-effective educational models
“The world of our dreams is in our institutional DNA!”
“The world of our dreams is in our institutional DNA!”

Alumni Support will be CRITICAL!
ENROLLMENT = 2,000
Students on financial aid = 93%
Revenue per student = $34,000 (62% on-campus)

How the average students covers the $34,000:
Pell grant recipients = 50% ($3,000 per)
Overall discount = $12,000 per student
Average indebtedness/yr = $9,000
Average UNMET NEED = $10,000
FULL GAP = $20M

ALUMNI GIVING:
Nationally = 13%/yr
HBCUs = 8% (State HBCUs = 3%)
Morehouse = 14% (5yr avg)

MC Annual Giving amount = $2M (5yr avg)

WHAT WE REQUIRE = $5M PER YEAR FROM ALUMNI ALONE!
(that will help stabilize our current enrollment!)

Toward “Prince-Style” Production!
“The world of our dreams is worthy of our pursuit!”

With this tour, we are in search of alumni who are willing to help us to redefine what it means to be steadfast, honest and TRUE!