



HBCU
Executive
Leadership
Institute
CLARK ATLANTA UNIVERSITY

2025

2025-2026

New Presidents

Building the Next Generation
of HBCU Legacy Leaders



History. The concept of the HBCU Executive Leadership Institute at Clark Atlanta University (HBCU ELI at CAU) was developed by Dr. Louis Sullivan, President Emeritus, Morehouse School of Medicine and former Secretary of Health and Human Services and Dr. Johnny Parham, Retired Executive Director, Thurgood Marshall Fund. The proposal was presented to Dr. Ronald A. Johnson, who was President of CAU in 2018, and he assigned the program to CAU's School of Education (under the leadership of Dean Dr. J. Fidel Turner, Jr., Dr. Barbara Hill, & Dr. Mary A. Hooper) as the ideal venue in which to develop the institute.

The proposal was presented at a meeting of the Council of HBCU Past Presidents (under the leadership of Chair, Dr. Samuel Jolley Jr., former President of Morris Brown College) by Dr. Parham with Dr. Johnson in attendance for their support and to become involved as mentors in the program. The program is now fully supported by the current CAU President, Dr. George T. French, Jr. The initial funding was provided by The Rich Foundation, Inc. under the leadership of President, Thomas J. Asher.

Dr. Phyllis Worthy Dawkins, former President of Bennett College, currently serves as the Executive Director of the HBCU ELI at CAU with Dr. Cheryl Davenport Dozier, President Emerita of Savannah State University serving as the Program Coordinator of the Community of Fellows; Dr. James Lyons, President Emeritus of California State University - Dominguez Hills and Former President of Jackson State University and Bowie State University, serving as the Program Coordinator for the New Presidents Program; Dr. Mary A. Hooper, Associate Provost serving as the Curriculum Designer; Ms. Tye Andrews serving as the Program Manager; and Dean Dr. J. Fidel Turner. Previous Executive Directors were Dr. George Ross, President Emeritus Central Michigan University and Former President Alcorn State University and Dr. Barbara Hatton, Former President, South Carolina State University & Knoxville College.

Overview. HBCUs constitute just 3% of the nation's four-year nonprofit colleges and universities, yet their alumni account for 80% of Black judges, 50% of Black lawyers and doctors, and their students account for 27% of Black undergraduates who earn degrees in science, technology, engineering, and mathematics (UNCF, 2019). HBCUs have long played an indispensable role in crafting pathways to opportunity. Yet, between 2010 and 2014, HBCU presidents' tenure lasted for an average of 3.3 years (Kimbrough, HBCU Digest, 2017) while the average term of presidents across all 4-year higher education institutions in the same years was 7 years (Gagliardi, Higher Education Today, American Council on Education, 2017). Most recently, in a UNCF (United Negro College Fund) briefing book, Kimbrough (Diverse Issues in Higher Education, Aug 18, 2021) noticed that "of the 37 institutions, eight of them had a president that was either in an acting or interim capacity, and another eight had served for less than three years at their institutions. Therefore, we added the New Presidents Program to extend the longevity of HBCU Presidents beyond 3 years.

The future of HBCUs depends on the quality and training of those who will lead them. A central challenge for the future of HBCUs is the need for outstanding leaders with skills that continue and expand upon that historic role. Therefore, ELI has developed a robust program for knowledge delivery, hands-on skills, and intuition-based know-how for Fellows who are aspiring executive leaders and change agents for the future of HBCUs. The creation of the HBCU ELI at CAU for the New Presidents Program provides a series of virtual and residency seminars focusing on 7 of the 13 competencies resulting in a certificate and/or micro-credentials that prepares future presidents for the nation's HBCUs. The strengths of the program are also in the executive mentoring/ coaching of Presidential Fellows. This is a six-month low residency program.

**The HBCU Executive Leadership Institute (ELI) at Clark Atlanta University
New Presidents Program Leadership**



Dr. Phyllis Worthy Dawkins
HBCU ELI Executive Director,
Clark Atlanta University;
18th President, Bennett College



Dr. Juliette Bell
Willa B. Players Executive Leaders
Program Coordinator;
HBCU ELI Clark Atlanta University;
Former President,
University of Maryland Eastern Shore



Dr. James Lyons
Former President, Jackson State
University; Bowie State University;
California State University -
Dominguez Hills; Dillard University;
University of the District of Columbia;
Concordia College



Dr. George T. French, Jr.
President, Clark Atlanta University
Former President, Miles College



Dr. Louis W. Sullivan
Chair, HBCU ELI Advisory Board;
President Emeritus, Morehouse School
of Medicine; Former U.S. Secretary of
Health and Human Services (1989-1993)



Dr. Johnny Parham
Retired Executive Director,
Thurgood Marshall College
Fund; Vice Chair, HBCU ELI
Advisory Board



Dr. Samuel D. Jolley, Jr.
Former President, Morris Brown
College; Chair, Council of HBCU
Past Presidents



Dr. J. Fidel Turner, Jr.
Dean, School of Education
Clark Atlanta University



Dr. Mary A. Hooper
Associate Provost, Online Learning
and Continuing Education;
Professor, Educational Leadership,
Clark Atlanta University

WEDNESDAY, SEPTEMBER 3, 2025

4:00 PM

Introduction to the HBCU ELI Competency Framework



Dr. Phyllis Worthy Dawkins
HBCU ELI Executive Director
Clark Atlanta University

18th President
Bennett College

WEDNESDAY, NOVEMBER 5, 2025

Navigating Board Governance



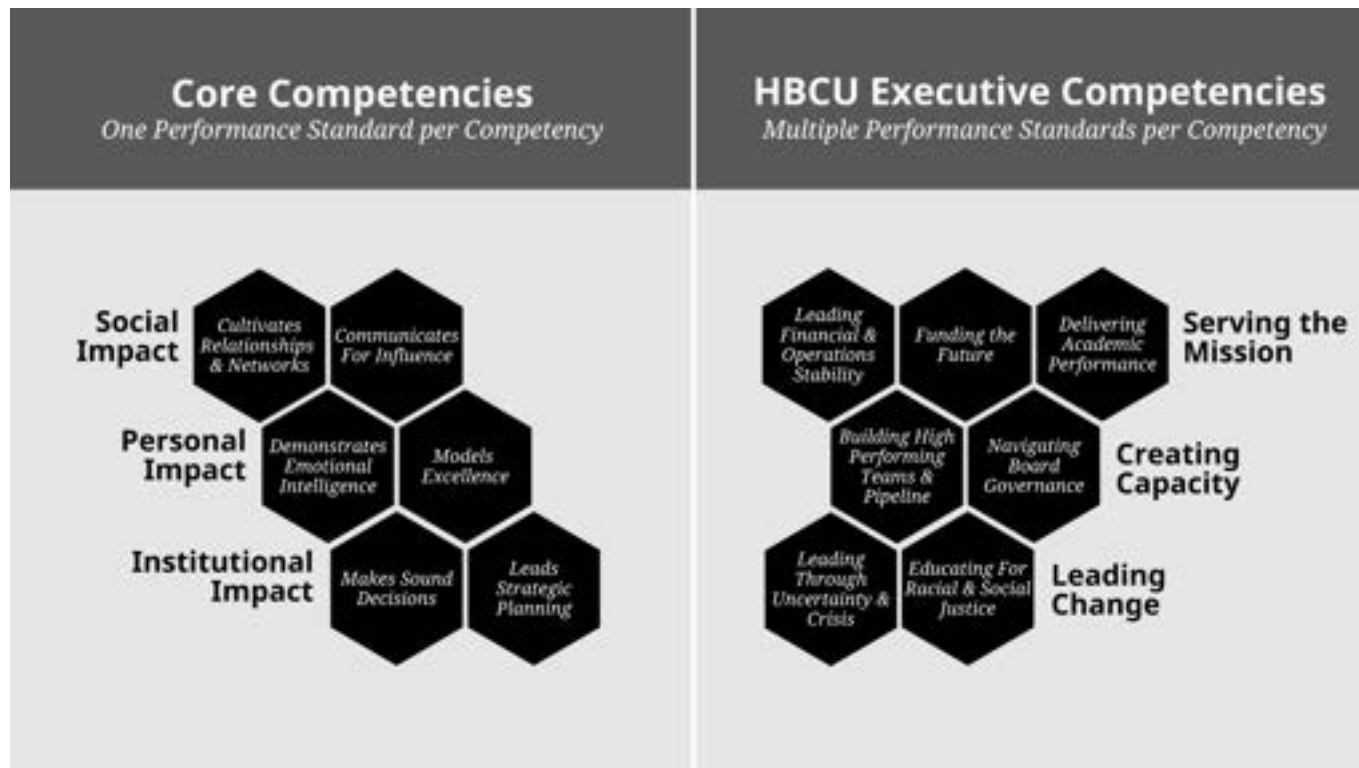
Dr. Donald Comer
Interim President
Lane College

Former Chair,
(Board of Trustees)
Stillman College

Former Vice Chair
(Board of Trustees)
LeMoyne Owen College



Dr. Jeffrey Norfleet, Ed.D
President
Shorter College



Navigating Board Governance

A collection of skills for cultivating positive partnership and alignment with HBCU board members and the chair. Leaders who exhibit this competency pay close attention with significant investments to clarifying roles and expectations, building and maintaining effective communication and trust. It also involves quickly identifying when issues occur for support, negotiation, remedy and restoration.

Navigating Board Governance Performance Standards

Creates Clarity and Alignment. Partners with Board to establish and maintain alignment with clear roles, expectations, and accountabilities for HBCU institution governance.

Manages Trusted Partnership with Board and HBCU Leadership. Collaborates with both Board and HBCU leaders to build trusted partnership, implement roles and responsibilities, evaluate effectiveness, and increase leadership capacity for HBCU governance.

Resolves Issues and Conflict. Communicates to identify any misalignment with Board, and to de-escalate and resolve issues for best interests of HBCU institution and restored partnership and alignment.

WEDNESDAY, DECEMBER 3, 2025

Leads Finance Operations & Stability



Mr. Gerald Hector
Former Senior VP for
Administration & Finance
University of Central Florida

Former Executive Vice President &
Chief Business Officer
Morehouse College,
Johnson C. Smith University



Dr. Colette Burnett
President Emerita
Huston-Tillotson University

Leads Finance Operations & Stability

Includes knowledge and skills for ensuring the HBCU maintains survival and sustainability through the flow of finances and operations. Leaders who exhibit this competency demonstrate financial acumen in understanding how money flows in and out of the institution and how to manage the budget with solid financial processes and controls. They also demonstrate understanding and skills for leading HBCU operations and maintaining accreditation requirements.

Leads Finance Operations & Stability Performance Standards

HBCU Financial Model Acumen. Demonstrates knowledge of the HBCU financial model with skills to use the financial information to ensure HBCU financial stability and success.

Budget Management and Fiscal Discipline. Ensures HBCU leadership upholds fiscal policies, effectively manages the budget, and practices fiscal discipline with sound processes, controls, and decisions.

Operations and Accreditation Leadership. Demonstrates knowledge and leadership skills for ensuring the HBCU maintains accreditation and operational excellence.

WEDNESDAY, JANUARY 7, 2026

Leads Strategic Planning



Dr. Ronald A. Johnson
Former Interim President
Tennessee State University

Former Interim President
Kentucky State University

4th President
Clark Atlanta University



Dr. Kelli Rainey
Sr. Director, Grants Management
NACUBO

Former Chief Operating Officer &
Vice President
Academic & Student Support
Services
Johnson C. Smith University

Leads Strategic Planning

Includes envisioning the future for the HBCU institution that adds value for constituents and addresses threats and opportunities, creating plans for implementing it and securing resources and support to ensure its achieved. Leaders who demonstrate this competency understand the strengths, gaps and context of their HBCU and their own leadership strengths and gaps to best position the HBCU institution for future success.

Leads Strategic Planning Performance Standard

Envisioning the future for the HBCU institution that adds value for constituents and addresses threats and opportunities, creating plans for implementing it and securing resources and support to ensure it is achieved.

We, today, stand on the shoulders of our predecessors who have gone before us. We, as their successors, must catch the torch of freedom and liberty passed on to us by our ancestors. We cannot lose in this battle.

Dr. Johnetta Cole
7th President of Spelman College &
Spelman's first African-American Woman President

WEDNESDAY, FEBRUARY 4, 2026

Funding the Future



Dr. Marguerite McClinton Stoglin
Senior Vice President &
Philanthropic Strategist
Bank of America



Dr. David K. Wilson
President
Morgan State University

Funding the HBCU Future

The ability to use a collection of skills with an entrepreneurial mindset to raise funds that will sustain the HBCU programming and mission well into the future. Leaders who exhibit this competency expand and use their networks to amplify the HBCU brand and needs, implement student recruitment strategies, advocate for government funding, identify new revenue streams, and gain funding support from alumni, foundations, and the business community.

Funding the HBCU Future Performance Standard

Amplifies the HBCU Institution's Brand. Illustrates the HBCU student experience with outcomes and what's unique, positive and differentiating about their HBCU institution.

Recruits and retains students. Plans, implements and improve strategies for attracting and enrolling new students and maintaining student enrollment.

Cultivates funding source relationships. Develops personal and HBCU connection with existing and potential HBCU funding sources, increasing awareness of HBCU funding needs and creating paths to funding support.

Leads successful funding strategies and campaigns. Leads HBCU team to define a compelling funding strategy or campaign approach with goals and plans and effectively implement the strategy or campaign achieving funding goals.

Identifies and secure new revenue stream. Pursues an entrepreneurial mindset to identify and capture new HBCU revenue sources by widening circles of contacts and exposing to broader thinking for revenue development ideas.

WEDNESDAY, MARCH 4, 2026

Building High-Performing Teams



Dr. Lester C. Newman
Former President
Jarvis Christian College

Former President
Mississippi Valley State University



Dr. Dorothy Cowser Yancy
President Emerita
Shaw University

President Emerita
Johnson C. Smith University

Building High-Performing Teams

The ability and practice of hiring, motivating, and retaining talented faculty and staff teams while building a leadership pipeline for future HBCU success. Leaders who exhibit this competency identify people, systems, and culture requirements, strengths, and gaps to enable HBCU excellence. It involves ensuring the right people are on HBCU staff and faculty teams with resourcing, support, technology capability, accountability, succession planning, and development for continuous improvement.

Delivering Academic Excellence Performance Standards

Strategically staffs HBCU teams. Hires qualified team members with the knowledge, skills, and abilities to lead assigned staff, while leading strategic workforce planning to recruit mission-focused and motivated talent for faculty, administration and functional teams.

Creates a high-performing team culture. Creates an HBCU environment that promotes clear expectations, accountability, inclusion, collaboration, and teamwork with personal excellence and growth for achieving big goals and serving the HBCU mission.

Develops leadership bench. Manages the HBCU leadership pipeline required for short and long-term HBCU high performance.

WEDNESDAY, APRIL 1, 2026

Leading Through Crisis and Uncertainty



Dr. Glenda Glover
President Emerita,
Tennessee State University



Dr. Kevin James
President,
Morris Brown College

Leading Through Crisis & Uncertainty

Includes responding resourcefully, calmly and constructively to challenges, change and crisis that impact the HBCU institution. Leaders who exhibit this competency must navigate ambiguity and often new situations that no leader nor HBCU has yet faced without a ready playbook. It involves using data, experts, constituent input and intuition to create a path forward while continuing to learn and make adjustments that will benefit the HBCU institution.

Leading Through Crisis & Uncertainty Performance Standards

Navigates Ambiguity to Create a Playbook. Leads HBCU leadership to create a plan forward with clear goals and approach informed by experts and constituents.

Keeps Constituents Informed and Engaged. Ensures that the HBCU institution's constituents are involved and informed regarding critical challenges or crises the HBCU institution faces such that constituents gain clarity and confidence regarding plans and potential impact.

Leads the Team Forward with Learning and Adjustments. Oversees the implementation of plans with measures in place to monitor the impact and dynamic environment and detect when adjustments to plans are required for desired outcomes.

RESIDENCY | TUESDAY, JUNE 9, 2026

12:00 PM | **Registration**
AUC Robert W. Woodruff Library

12:30 PM - 2:00 PM | **New Presidents & Willa B. Players Lunch Plenary**
Robert W. Woodruff Library



Dr. Johnetta B. Cole
President Emerita,
Spelman College

2:00 PM - 3:00 PM | **Presidents 1:1 Coaching (per institution)**
AUC Robert W. Woodruff Library

4:00 PM - 5:00 PM | **Return to Hotel / Free Time**
Transportation will run from Robert W. Woodruff Library to Hilton Signia

5:30 PM - 6:00 PM | **Travel to President's Reception**
Transportation will run from Hilton Signia to Paschal's Restaurant & Bar

6:00 PM - 8:00 PM | **President's Reception, hosted by President George T. French**
Historic Paschal's Restaurant & Bar

8:00 PM - 8:30 PM | **Travel to Hilton Signia**
Transportation will run from Paschal's Restaurant & Bar to Hilton Signia

It must be borne in mind that the tragedy of life doesn't lie in not reaching your goal. The tragedy lies in having no goal to reach.

Dr. Benjamin Mays
President, Morehouse College (1940-1967)

RESIDENCY | WEDNESDAY, JUNE 10, 2026

7:00 AM - 8:00 AM | **Breakfast (on your own)**
Nest on Four restaurant, located in Hilton Signia

8:15 AM - 8:30 AM | **Charter Bus Boarding**
Hilton Signia

9:00 AM | **Delivering Academic Excellence**



Raymond Sass
Senior Vice President,
Education
Lightcast



Dr. Vann R. Newkirk, Sr.
President,
Wilberforce University

Former President,
Fisk University

Delivering Academic Excellence

Includes the ability to facilitate a learning environment that attracts, retains and graduates prepared students where the focus is consistently on enhancing HBCU value for constituents. Leaders who exhibit this competency ensure high quality faculty who are committed to the HBCU mission are recruited, developed and retained. They regularly question and measure how effectively the HBCU prepares students for the future in order to fund and implement improvements to expanded programming, faculty quality, instructional innovations and learning experiences.

Delivering Academic Excellence Performance Standard

Recruits and develops high quality faculty. Plans, implements and improves strategies for attracting, developing and retaining high quality faculty with expertise, commitment to HBCU mission, change-oriented, and passionate for preparing students for success.

Creates an equitable learning environment of excellence. Ensures engagement and access for all students to rigorous, relevant, and coherent academic programs and learning environments marked by excellence with culturally relevant instructional practices, preparing students for future success in the job market and for leadership in their communities.

Pursues academic innovation and continuous improvement. Monitors environment for future demands and trends, while tracking internal programming, learning environment and student outcomes to identify opportunities for programming and instructional innovation and improvement.

RESIDENCY | WEDNESDAY, JUNE 10, 2026 (continued)

10:45 AM | **Shared Faculty Governance**



Dr. Adena Williams Loston
President,
St. Philip's College

American Association of University Professors
Representative, *TBA*

12:00 PM | **Lunch**
AUC Robert W. Woodruff Library

1:00 PM - 3:00 PM | **Panel | Leading Through Challenging Times**
AUC Robert W. Woodruff Library

3:00 PM - 4:00 PM | **Departure**
Transportation will run from the Robert W. Woodruff Library to Hilton Signia

Introducing the ELI 2025-26 Presidential Fellows*



Dr. Gina S. Brown
 President
 Oakwood University



Dr. LaTonia Collins Smith
 President
 Harris-Stowe State University



Dr. Teresa Hardee
 Interim President
 Bennett College



Dr. S. Keith Hargrove
 Chancellor
 Elizabeth City State University



Dr. Kendrick D. Hooker
 President
 Augusta Technical College



Dr. Ruth Jackson
 President
 Langston University



Ms. Marva Johnson, J.D.
 President
 Florida A&M University



Dr. Denise Jones Gregory
 Interim President
 Jackson State University



Dr. Morakinyo A.O. Kuti
 President
 Central State University



Dr. Pamela Richardson Wilks
 President
 Clinton College

AAUP-American Association of University Professors

Ms. Tye Andrews
 HBCU ELI Program Manager
 Clark Atlanta University

Dr. Juliett Bell
 Willa B. Players Executive Leaders Program Coordinator,
 HBCU ELI
 Clark Atlanta University;
 Former President,
 University of Maryland Eastern Shore

Ms. Betelihem Beshir, BSc PH MPA
 Research & Data Clerk,
 HBCU ELI
 Clark Atlanta University

Dr. Colette Burnett
 President Emerita,
 Huston-Tillotson University

Dr. Johnetta B. Cole
 President Emerita,
 Spelman College

Dr. Donald W. Comer
 Interim President,
 Lane College;
 Fmr Chair (Board of Trustees)
 Stillman College;
 Fmr Vice Chair (Board of Trustees)
 LeMoyne Owen College

Dr. Phyllis Worthy Dawkins
 Executive Director,
 HBCU ELI
 Clark Atlanta University;
 18th President,
 Bennett College

Dr. Karrie G. Dixon
 President,
 North Carolina Central University;
 Fmr President,
 Elizabeth City State University

Dr. Cheryl Davenport Dozier
 Program Coordinator,
 HBCU ELI
 Clark Atlanta University;
 President Emerita,
 Savannah State University

Cornelius T. Finley, J.D.
 Graduate Assistant,
 HBCU ELI
 Clark Atlanta University

Dr. George T. French, Jr.
 President,
 Clark Atlanta University;
 Fmr President,
 Miles College

Dr. Glenda Glover
 President Emerita,
 Tennessee State University

Mr. Gerald Hector
 Former Senior VP for Administration & Finance,
 University of Central Florida;
 Former Executive Vice President & Chief Business Officer,
 Morehouse College and
 Johnson C. Smith University

Dr. Mary A. Hooper
 HBCU ELI Curriculum Designer & Associate Provost (Online Learning and Continuing Education),
 Clark Atlanta University

Dr. Kevin James
 President,
 Morris Brown College

Dr. Ronald A. Johnson
 Former Interim President,
 Tennessee State University;
 Former Interim President,
 Kentucky State University;
 5th President,
 Clark Atlanta University

Dr. Samuel Jolley
 Former President,
 Morris Brown College;
 Chair,
 Council of HBCU Past Presidents

Ms. Brooke Jones
 Online Program Development Coordinator,
 Clark Atlanta University

Lightcast

Dr. Adena Williams Loston
 President,
 St. Philip's College

Dr. James Lyons
 Former President
 Jackson State University;
 Bowie State University;
 California State University - Dominguez Hills;
 Dillard University;
 University of the District of Columbia;
 Concordia College

Dr. Vann R. Newkirk
 President
 Wilberforce University;
 Former President,
 Fisk University

Dr. Lester C. Newman
 Former President,
 Jarvis Christian College;
 Former President,
 Mississippi Valley State University

Dr. Jeffery Norfleet, Ed.D
 President,
 Shorter College

Dr. Johnny Parham
 Retired Executive Director,
 Thurgood Marshall Foundation

Kelli Rainey
 Sr. Director, Grants Management,
 NACUBO;
 Former COO & VP, Academic & Student Support Services,
 Johnson C. Smith University

Dr. Marguerite McClinton Stoglin
 Senior Vice President, Philanthropic Strategist, National Consulting and Advisory Practice Group,
 Bank of America Private Bank

Dr. Louis W. Sullivan
 Chairman,
 HBCU ELI Advisory Board;
 President Emeritus,
 Morehouse School of Medicine;
 Former U.S. Secretary of Health and Human Services (1989-1993)

Dr. J. Fidel Turner, Jr.
 Dean,
 Clark Atlanta University
 School of Education

Dr. David K. Wilson
 President,
 Morgan State University

Dr. Dorothy Cowser Yancy
 President Emerita,
 Shaw University;
 President Emerita,
 Johnson C. Smith University

HBCU ELI Executive Coaches/Mentors

Dr. Johnson O. Akinleye	<i>Chancellor Emeritus, North Carolina State University</i>
Dr. Roslyn Clark Artis	<i>President & Chief Executive Officer, Benedict College; Former President, Florida Memorial College</i>
Dr. Juliette Bell	<i>15th President, University of Maryland Eastern Shore</i>
Dr. Marc A. Barnes	<i>Senior Vice President, Principal Gifts & Strategic Impact Investment Fundraising, UNCF; Former Vice President of Institutional Advancement, Dillard University</i>
Dr. Phyllis Worthy Dawkins	<i>HBCU ELI Director, Clark Atlanta University; 18th President, Bennett College; Former Acting President, Cheyney University</i>
Dr. Cheryl Davenport Dozier	<i>HBCU ELI Program Coordinator, Clark Atlanta University; President Emerita, Savannah State University</i>
Dr. Tashni-Ann Dubroy	<i>Executive Vice President & Chief Operating Officer, Howard University</i>
Mr. Gerald Hector	<i>Senior Vice President for Administration and Finance, University of Central Florida; Former Chief Financial Officer/Vice President, UNCF, JCSU, Ithaca College & Cornell University</i>
Dr. Ronnie Hopkins	<i>President, Voorhees University</i>
Dr. Freeman H. Hrabowski, III	<i>President Emeritus, University of Maryland, Baltimore County</i>
Dr. Robert Jennings	<i>Former President, Lincoln University of Pennsylvania; Former President, Alabama A&M University</i>
Dr. Samuel D. Jolley, Jr.	<i>Former President, Morris Brown College</i>

HBCU ELI Executive Coaches/Mentors

Dr. Walter M. Kimbrough	<i>Interim President, Talladega College; President Emeritus, Dillard University; President Emeritus, Philander Smith College</i>
Dr. James Lyons	<i>President Emeritus, California State University-Dominguez Hills; Former President, Jackson State University, Bowie State University; Interim President, Dillard University, University of District of Columbia, Concordia College</i>
Dr. Harold L. Martin	<i>Chancellor Emeritus, North Carolina A&T State University</i>
Dr. Vann R. Newkirk	<i>President, Wilberforce College; Former President, Fisk University</i>
Dr. Lester C. Newman	<i>President Emeritus, Jarvis Christian College; Former President, Mississippi Valley State University</i>
Dr. Felix Okojie	<i>Former Vice President for Research and Federal Relations, Jackson State University</i>
Dr. Cherise Peter	<i>Vice President for Enrollment Management & Student Life, Clark Atlanta University</i>
Dr. Kelli Rainey	<i>Senior Director for Grants Management, NACUBO; Former Executive Director, Institutional Research, Johnson C. Smith University</i>
Dr. Brenda Shaw	<i>Director of Title III, North Carolina Central University</i>
Dr. Toya Barnes Teamer	<i>CEO, Teamer Strategy Group (TSG); Former Vice President for Student Success, Dillard University</i>
Dr. Henry N. Tisdale	<i>President Emeritus, Claflin University</i>
Dr. Dorothy Yancy	<i>President Emerita, Shaw University; President Emerita, Johnson C. Smith University</i>

The HBCU ELI Program wishes to thank our donors:



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CHAN
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Harvard & the Legacy
of Slavery Initiative



THE **RICH'S** FOUNDATION

Now is the accepted time, not tomorrow, not some more convenient season. It is today that our best work can be done and not some future day or future year. It is today that we fit ourselves for the greater usefulness of tomorrow. Today is the seed time, now are the hours of work, and tomorrow comes the harvest and the playtime.

W.E.B. Du Bois
Intellectual & Activist



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223 James P. Brawley Drive SW
Atlanta, Georgia 30314



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