



HARRIS-STOWE STATE UNIVERSITY

PRESIDENTIAL SEARCH PROSPECTUS 2019-2020



THE PRESIDENTIAL SEARCH

The Harris-Stowe State University Board of Regents invites applications and nominations from exceptional, value-driven leaders with a passion for academic excellence and student success for the position of President.

Harris-Stowe State University is a historically black public university located in Saint Louis, Missouri. The University is a fully accredited four-year institution with 59 majors, minors and other academic options.

The university offers the most affordable bachelor's degrees in the state.

Over the last five years, Harris-Stowe has experienced strategic growth and expansion. The next president will have the opportunity to build on this strong foundation to meet the challenges of higher education in the 21st century.

The University expects to announce the selection of its new leader by Spring 2020.

MISSION AND VALUES

Mission

Harris-Stowe State University's primary mission, as set forth in Senate Bill 153, is to address the higher education needs of the metropolitan St. Louis region. Toward the fulfillment of this mandate, the University offers a solid General Education curriculum, which serves as the foundation for the University's various baccalaureate programs in three broad professional areas, including business, education, and arts and sciences.

Our Shared Vision

Harris-Stowe State University will be a preeminent institution for academic integration, innovative programs, and student-centered services.

Institutional Core Values: Our 'Principles of Pride'

The University adheres to five core values:

PERSONAL GROWTH: We believe that it is our responsibility to develop an individual's intellect as well as an awareness of personal accountability for the decisions one makes and the impact of those decisions on others.

RESPECT: We believe that being respectful of others is what drives successful relationships and that civility is an expectation rightfully held by all campus constituents.

INNOVATION: We encourage individuals to cultivate new ideas and approaches that improve learning and student, faculty, staff, and alumni experiences.

DIVERSITY: We embrace diversity in all forms and champion the rights of individuals to respectfully share their unique perspectives within our University community.

EXCELLENCE: We believe that individuals contribute effectively when they are meeting or exceeding expectations of their community; therefore, we continuously strive to achieve excellence in all University activities.

Fast Fact:

Harris-Stowe is currently seeking approval for a statewide mission in STEM from the Missouri Coordinating Board for Higher Education. This statewide mission in STEM will align with Harris-Stowe's ability to create and implement STEM programs that are responsive to regional and statewide needs. The University emphasizes continuous quality improvement related to STEM programs and as a result has experienced STEM enrollment increases of 266% between 2012 and 2019. STEM retention rates have increased nearly 11% since 2016 and surpass the overall institutional retention rate.



HISTORY

Harris-Stowe State University traces its origin back to 1857 when the St. Louis Public Schools founded the institution as a normal school and thus became the first public teacher education institution west of the Mississippi River and the 12th such institution in the United States. The earliest predecessor of Harris-Stowe State University was a normal school established for white students only by the Public School System of the city of St. Louis. The school's name changed to Harris Teachers College in honor of William Torrey Harris who had been a Superintendent of Instruction in the St. Louis Public Schools and a United States Commissioner of Education.

The College began offering in-service education for St. Louis white teachers as early as 1906. In 1920, Harris Teachers College became a four-year undergraduate institution authorized to grant a Bachelor of Arts in Education Degree. In 1924, the college received accreditation from the North Central Association of Colleges and Schools. Accreditation from other agencies followed, including accreditation by the American Association of Colleges for Teacher Education and the National Council for the Accreditation of Teacher Education.

A second predecessor institution was Stowe Teachers College, which began in 1890 as a normal school for future black teachers of elementary schools in the city of St. Louis. The St. Louis Public School System founded this normal school as well; it was an extension of Sumner High School. In 1924, the Sumner Normal School became a four-year institution with authority to grant the baccalaureate degree. In 1929, its name changed to Stowe Teachers College, in honor of the abolitionist and novelist Harriet Beecher Stowe. The St. Louis Public Schools' Board of Education merged the two teacher education institutions in 1954 as the first of several steps to integrate the public schools of St. Louis. The merged institution retained the name Harris Teachers College.



Later, the Board of Education agreed to restore to the College's name the word "Stowe," and to drop the word "Teachers," in response to the many requests from the Stowe Teachers College alumni and members of the greater St. Louis community. In 1979, the General Assembly of the State of Missouri enacted Senate Bill 703 under which Harris-Stowe College became the newest member of the State system of public higher education. The institution's name changed again by adding "State," to officially become known as Harris-Stowe State College. In addition to the name change, the College's baccalaureate degree changed to Bachelor of Science in Education. In compliance with the new state standards and teacher certification requirements, the College's Teacher Education curriculum approved three separate Teacher Education majors: Early Childhood Education, Elementary School Education and Middle School/High School Education.

In 1981, the College received state approval for a new degree program — the Bachelor of Science in Urban Affairs. At this time, this newly introduced baccalaureate program was the only one of its kind at the undergraduate level in the United States. The purpose of the program was to prepare urban specialists, not classroom teachers, who would be able to assist urban school districts in their efforts to resolve many of the urban-related problems facing them. In 1993, the state's governor signed into law Senate Bill 153, which authorized the College to expand its mission to address unmet needs of metropolitan St. Louis in various applied professional disciplines.

On August 25, 2005, Harris-Stowe State College obtained university status by mandate of the State of Missouri. Today the University hosts collaborative graduate degree programs with Maryville University and Webster University. The University continues to expand, adding new buildings as part of its 21st century initiative to offer opportunities for both undergraduate and graduate students seeking a variety of degrees.

Harris-Stowe State University and its predecessor institutions have always been in the forefront of teacher education, from starting as two normal schools in the mid to late 19th century to its present status as a state institution of public higher education. Now, with its mission expanded to include other professional disciplines, the University will provide greatly needed additional opportunities to metropolitan St. Louisans in other important fields. The University will continue its quest for excellence in all of its offerings and strive to meet the complex challenge of preparing students for effective roles in this region's various professions.



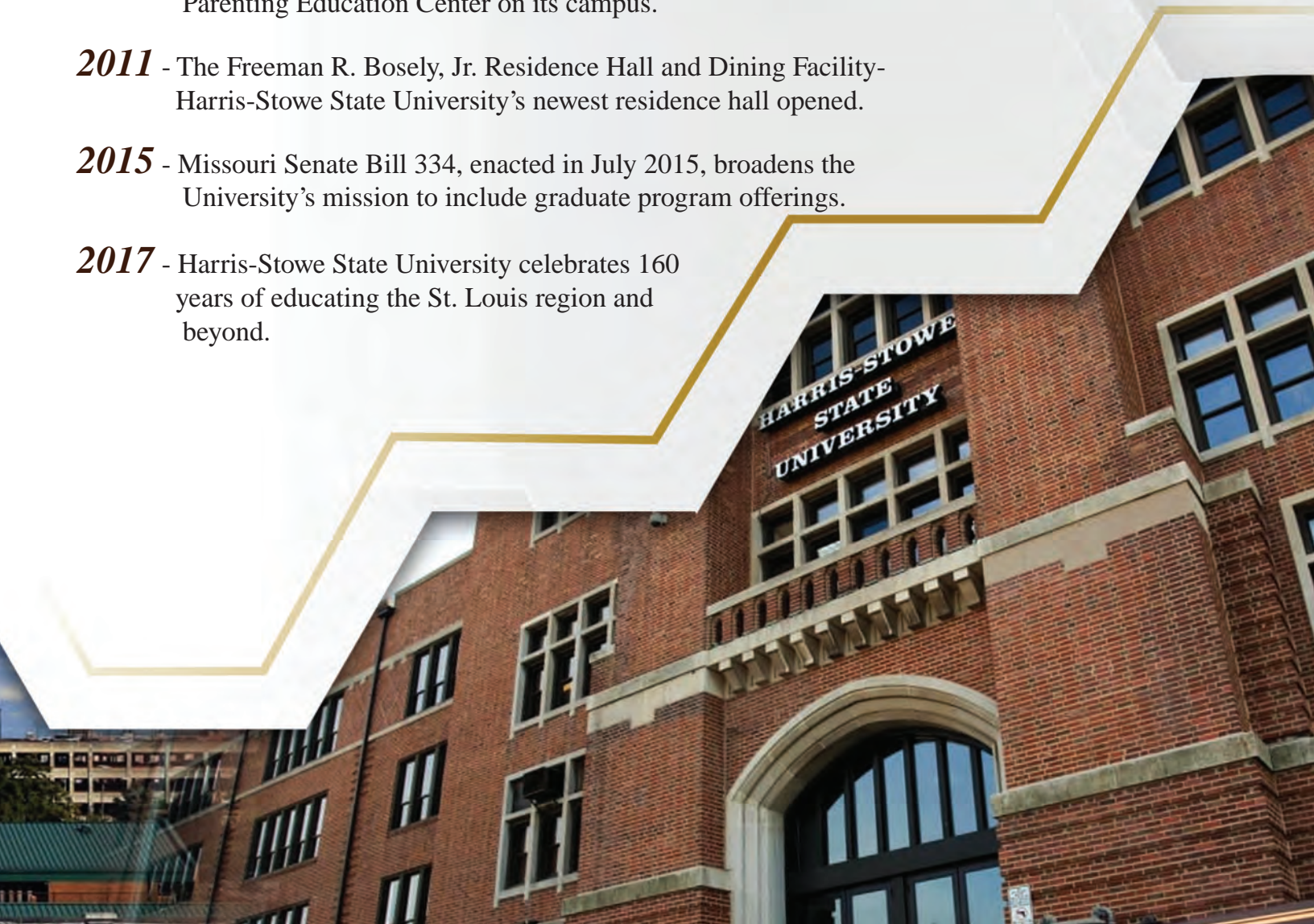
HARRIS-STOWE STATE UNIVERSITY – PIVOTAL YEARS

- 1857** - The St. Louis Board of Education founds Harris Teachers College to prepare white teachers for white elementary schools.
- 1890** - The St. Louis Board of Education founds Stowe Teachers College to prepare black teachers for black elementary schools.
- 1938** - Both Colleges reorganize themselves and form two academic levels: a junior college division and a senior college division.
- 1954** - The St. Louis Board of Education merges the two Colleges, which became Harris Teachers College.
- 1977** - The St. Louis Board of Education changes the name to Harris-Stowe College.
- 1979** - The state of Missouri passes legislation that makes Harris-Stowe College a part of the state's system of Public Higher Education.
- 1981** - The state of Missouri approves baccalaureate degree programs in Early Childhood Education, Middle School Education and Urban Education.
- 1987** - Harris-Stowe College becomes one of the nation's Historically Black Colleges and Universities under the U.S. Department of Education.
- 1993** - The state of Missouri authorizes the College to expand its mission by offering baccalaureate degree programs in Business Administration, Secondary Teacher Education and Criminal Justice, as well as to add the word "state" to its title.
- 1996** - The city of St. Louis gives the college nearly 18 acres of land, formerly Laclede Town site, for just \$10.
- 1998** - The College begins the construction of the AT&T Library and Technology Resource Center, formerly the Southwestern Bell Library and Technology Resource Center.



HARRIS-STOWE STATE UNIVERSITY – PIVOTAL YEARS

- 1999** - Harris-Stowe receives the Vashon Community Center and its land for just \$10 from the city of St. Louis.
- 2003** - The College completes its fourth building Emerson Performance Center, which houses the Board of Regents Gymnasium, the Bank of America Theatre and the Whitaker Foundation Art Room.
- 2004** - The College dedicates its new US Bank Entryway Arch, emblematic of the great things that occur when you enter the arches.
- 2005** - The Anheuser-Busch School of Business opens in a temporary facility in the fall of 2005. On August 26, the College celebrates its official change to Harris-Stowe State University, and the Federal Government in the National Register of Historic Places officially lists the former Vashon Community Center facility.
- 2006** - Rev. Dr. William G. Gillespie Residence Hall and Student Center Harris-Stowe State University becomes a residential campus with the opening of its first-ever residence hall.
- 2009** - Harris-Stowe opens the state-of-the-art William L. Clay Sr. Early Childhood Development/Parenting Education Center on its campus.
- 2011** - The Freeman R. Bosely, Jr. Residence Hall and Dining Facility- Harris-Stowe State University's newest residence hall opened.
- 2015** - Missouri Senate Bill 334, enacted in July 2015, broadens the University's mission to include graduate program offerings.
- 2017** - Harris-Stowe State University celebrates 160 years of educating the St. Louis region and beyond.





ACCREDITATION

Harris-Stowe State University receives its institutional accreditation through The Higher Learning Commission. “The Higher Learning Commission (HLC) is an independent corporation that was founded in 1895 as one of six regional institutional accreditors in the United States. HLC accredits degree-granting post-secondary educational institutions in the North Central region.” Contact the Higher Learning Commission at 230 South LaSalle Street, Suite 7-500, Chicago, Illinois 60604-1411 or call (312) 263-0456 for questions about the accreditation of Harris-Stowe State University.

Specific programs at the University are accredited or approved by the following bodies:

- The Association of Collegiate Business Schools and Programs (ACBSP)
- The Council for the Accreditation of Educator Preparation (CAEP)

ACADEMICS

Harris-Stowe is fully accredited, accessible and diverse, offering the most affordable baccalaureate degrees in the State of Missouri. Eighty-five percent of students receive some form of financial assistance. With approximately 172 full- and part-time faculty and a low 17:1 student to faculty ratio, the University has been named one of the “Top 250 Baccalaureate Schools in the Country” and “Best Bang for the Buck Midwest” by the Washington Monthly.

HSSU ranks seventh in the state among 38 public institutions relative to African-American graduates. In recent years, it has proven to be a force in science, technology, engineering and math (STEM), by ranking first in the degree production of African-Americans in mathematics.

The institution offers 22 Bachelor of Sciences degrees, 4 certificate programs, and more than 30 academic program options under three academic units: Anheuser-Busch School of Business, College of Arts and Sciences, and College of Education.

Anheuser-Busch School of Business

- Accounting
- Business Administration
 - Entrepreneurship*
 - Management*
 - Marketing*
- Finance
- Health Care Management
- Information Sciences and
 - Computer Technology*
 - Computer Studies*
 - Management Information Systems*
- Marketing

College of Education

- Early Childhood Education
- Educational Studies
- Elementary Education
- Middle School/Junior High Education
 - Natural Sciences*
 - Social Studies*
 - Mathematics*
- **Secondary Education**
 - Biology*
 - English*
 - Mathematics*
 - Social Studies*

College of Arts and Sciences

- Biology
 - Pre-Med*
 - Urban Ecology*
- Communication Studies
 - Culture and Communication*
 - Theatre and Performance*
- Criminal Justice
 - Juvenile Justice*
 - Policing*
- History
 - African American History*
 - U.S. History*
 - World History*
 - Women's History/ Studies*

Certificates are offered in:

Audio Production
Crime Intelligence Analysis
Documentary Videography
Urban Agriculture

Two degrees, criminal justice and healthcare management, have online options

- Mathematics
- Political Science
 - International Relations*
 - Pre-Law*
 - Public Policy & Admin.*
 - Urban Politics*
- Professional Interdisciplinary Studies
- Psychology
- Sociology
 - Law, Justice & Society*
 - Social Justice*
 - Urban Sociology*
- Sustainability & Urban Ecology
 - Computation & Physical Science*
 - Biology-Chemistry*
- Urban Affairs
 - Public Administration*
 - Urban Studies*



The University also has several strategic partnerships with other institutions, designed to assist our students with earning credentials on our campus then progressing to advanced and specialized programs at our partner schools. Our key partnership agreements include:

- Goldfarb School of Nursing - Students pursue a nursing track while completing a Bachelor of Science degree in Biology at HSSU.
- Kansas City University School of Medicine and Biosciences - Students enroll in graduate school in their fourth year and earn a graduate degree in biosciences. Upon successful completion of the degree, students can continue into medical school.
- Saint Louis University Parks College of Engineering- Students earn a Mathematics degree from Harris-Stowe then continue on to earn an Engineering degree from Saint Louis University.
- Southern Illinois University at Carbondale Graduate School Fellowship- This fellowship encourages the transition of HSSU students to graduate school at SIU, where academically qualified students are eligible for an alternative tuition rate that is equivalent to the in-state rate.
- St. Louis College of Pharmacy- A dual degree program in which students complete a Bachelor of Science degree in Biology, with a pre-Pharmacy minor at Harris-Stowe and a Doctor of Pharmacy degree at St. Louis College of Pharmacy.
- Washington University School of Medicine Occupational Therapy Program - Students admitted to the Occupational Therapy program in their fourth year of study at Harris-Stowe can earn either the Master's or Doctorate degree.

Harris-Stowe's degree production has increased by 48.5% within the last five years. Major corporations and graduate schools seeking individuals with strong problem-solving abilities and real-world skills recruit Harris-Stowe graduates. Seventy-five percent of HSSU students accept job offers or graduate school placement by graduation.

Fast Facts:

Harris-Stowe State University has particular strengths in mathematics and other STEM fields and is one of the state's largest producers of African American graduates in STEM fields with biological sciences as one of its top ten highest producing programs. Harris-Stowe ranks among the Top 4 institutions in Missouri in the number of degrees conferred to African Americans in biological sciences and ranks in the Top 50 universities in the US in conferring degrees to African Americans in mathematics.

HBCU Digest recently recognized the University as having the Best STEM Program among all HBCU's in 2019.

1629

Enrollment for Fall 2019

17:1

Student to faculty ratio

Over

50

Programs and Options

75%

Job placement by graduation

(Class of 2018)

26 & 15

states

countries

represented in our student body

100%

of all new faculty since 2014 hold a Ph.D. in their field

HSSU's Honors College was established in 2015 for students with a

3.7GPA

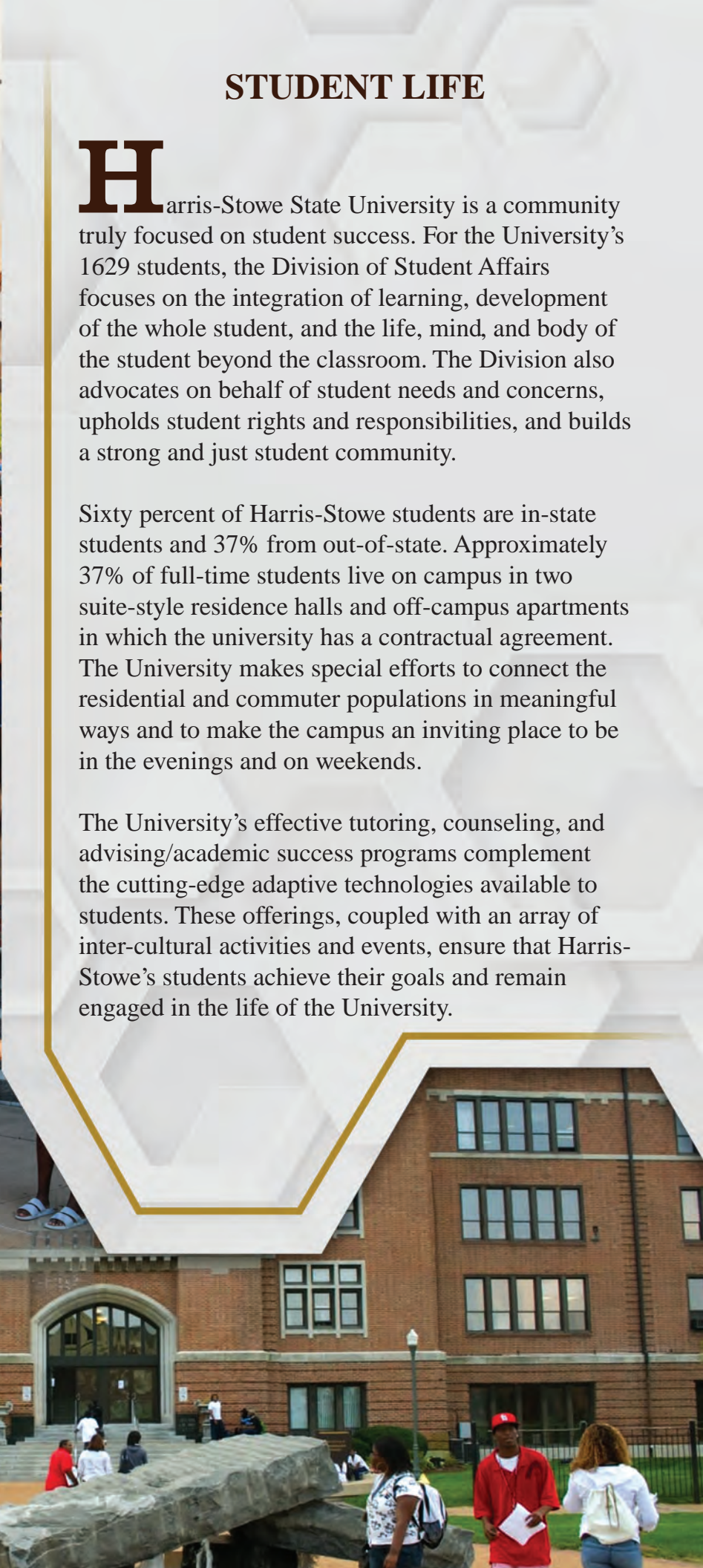
or HIGHER

STUDENT LIFE

Harris-Stowe State University is a community truly focused on student success. For the University's 1629 students, the Division of Student Affairs focuses on the integration of learning, development of the whole student, and the life, mind, and body of the student beyond the classroom. The Division also advocates on behalf of student needs and concerns, upholds student rights and responsibilities, and builds a strong and just student community.

Sixty percent of Harris-Stowe students are in-state students and 37% from out-of-state. Approximately 37% of full-time students live on campus in two suite-style residence halls and off-campus apartments in which the university has a contractual agreement. The University makes special efforts to connect the residential and commuter populations in meaningful ways and to make the campus an inviting place to be in the evenings and on weekends.

The University's effective tutoring, counseling, and advising/academic success programs complement the cutting-edge adaptive technologies available to students. These offerings, coupled with an array of inter-cultural activities and events, ensure that Harris-Stowe's students achieve their goals and remain engaged in the life of the University.



ATHLETICS

Harris-Stowe State University is a member of the National Association of Intercollegiate Athletics (NAIA) and competes in the American Midwest Conference (AMC). Participation in intercollegiate athletics at Harris-Stowe is available in baseball, men and women's basketball, indoor and outdoor track & field, men and women's soccer, volleyball, softball and cheerleading.

Harris-Stowe State athletics tradition of success includes many fields of excellence including: AMC All-Academic Scholar Student-Athletes, AMC consecutive Conference Tournament Champions, Historically Black Colleges and University (HBCU) National Baseball Pitcher of the Year, NAIA Scholar Athletes, NAIA All-Americans, and Champions of Character Award Winners.

Historically, the athletic program has been strong and an important feature of student life.

Fast Facts:

- *More than 40 student clubs and organizations*
- *10 Athletic teams*
- *#2 Best College Location in Missouri, #9 Best College Dorms in Missouri, and #16 Best College Campus- Niche Ranking 202*



FINANCIAL OVERVIEW

Harris-Stowe State University's current financial position is strong with operating surpluses and separate funds for capital reserves and strategic initiatives. As a matter of practice, the University constructs an annual operating budget in which projected expenditures plus provisions for (1) debt service on long-term debt, (2) a capital budget allocation for physical plant renewals and replacements, and (3) planned contingencies are balanced by an equivalent or greater amount of projected revenues.

Harris-Stowe's fiscal year 2020 operating budget approved by the Board of Regents totals \$22 million, which includes \$10 million in state funds. The University recognizes it is highly enrollment dependent as 58% of the budgeted operating revenues are from tuition, fees, room, and board. Nevertheless, total operating revenue increased 19% from fiscal year 2014 to fiscal year 2019. The University had an operating surplus of over 6% in fiscal year 2019 and averaged annual operating budget surpluses of 6% for the prior two fiscal years.

Harris-Stowe recently received a \$2.25 million grant from the National Science Foundation to provide STEM entrepreneurial opportunities for HSSU Students. Harris-Stowe also receives \$2.5 million in Title III funding and \$17.6 million in Title IV funding annually.

Harris-Stowe has an outstanding debt of approximately \$30 million. The University's endowment valuation was approximately \$1.4 million in June 2019 and is managed by US Bank.

Fast Facts:

- *123% increase in external grants*
- *\$23.9 million in grant awards since 2014*
- *\$11 million in National Science Foundation Grant Awards 2014-2019*



CAMPUS & COMMUNITY

Harris-Stowe State University is a public four-year historically black university. The beautiful, urban 31-acre campus is located in the heart of midtown St. Louis. The campus consists of eight buildings, including two academic buildings, two residence halls, a library, athletics/performing arts building, and two unoccupied buildings currently under renovation.

The St. Louis metropolitan area is the 20th largest in the United States with a population of nearly 3 million people. The bi-state metropolitan area includes seven counties in Missouri and eight in Illinois. The St. Louis area spans both sides of the Missouri and Mississippi Rivers, with a footprint that extends into both Missouri and Illinois.

Centrally located in St. Louis, there is no shortage of activities available to the Harris-Stowe community. It is within walking distance of theaters, restaurants and many historical and cultural activities within the city. St. Louis boasts a nationally acclaimed zoo, art museum, history museum, science center (all free thanks to taxpayers and philanthropists), as well as a botanical garden, opera and symphony. Greater St. Louis offers Forest Park, one of the premier urban parks in the United State, which is 60 percent larger than New York's Central Park. It includes jogging and bicycle trails, ball fields, 36 holes of golf and passive green space. The city also is one of the nation's great professional sports cities, featuring the St. Louis Cardinals of Major League Baseball and St. Louis Blues of the National Hockey League. A Major League Soccer and XFL teams are coming soon to the city.

With more than 30 four-year colleges and universities enrolling more than 125,000 students, the St. Louis area produces more than 25,000 graduates with bachelor's, post-bachelor's or professional degrees each year. Job prospects for area graduates are many; St. Louis is home to nine of the 10 Fortune 500 companies based in Missouri and some of the largest private firms in the country.

St. Louis is a big city with the convenience and sense of connectedness of a smaller one. It is a community with a remarkably low cost of living (well below the U.S. metro average and typically the lowest among the country's 20 largest metropolitan areas) with an abundance of available comforts and attractions.



POINTS OF PRIDE

The university community, particularly the student body, posited several points of pride in preparation for this presidential search. Harris-Stowe State University is a student-focused, student-driven, and student-centered institution. It is a community in which the interpersonal relationships are critical to the execution of the educational and student development program.

The university boasts a strong diversity of gender, age, race, ethnicity and nationality. It is a caring and inclusive community with a small college closeness. It asserts that it has great students. HSSU maintains proudly its history as an access and opportunity institution while many students compete in national endeavors, some receiving prestigious awards. It is the fourth largest producer of STEM degrees for minority students in the state of Missouri and produces more minority math graduates than any other institution in the state.

Harris-Stowe State University lives in the heart of St. Louis, on a major cross-urban thoroughfare and in the center of a major growth zone for the city. The community considers the university a beacon of hope for African Americans. The University is also increasingly viewed as an institution of importance to the community – it serves several niches not addressed by other institutions in the region.

Harris-Stowe's long history in preparing educators for St. Louis and the nation is a major point of pride for the university. However, the contributions of so many other alumni in critical fields from civil service to the military contributes to the ethos and station of the university.

CHALLENGES AND OPPORTUNITIES

Harris-Stowe State University has accomplished meteoric growth over the past five years in enrollment, program development, impact on the City and County of St. Louis, and in improved outcomes. Key persons and entities in the city have committed to playing roles in the continuation of change and improvement. These entities range from elected officials to civic leaders to business leaders of large and small corporations.

Expressions of willingness to assist high level and critical collaboration have been received by the university. As well, there is a recognition that HSSU needs assistance in achieving significant financial support for new initiatives and to create better positioning for assisting community development for St. Louis.

St. Louis prides itself on being considered one of the most generous cities in the nation. Community stakeholders for HSSU wish to position the university to be a more regular and significant recipient of this generosity. Simultaneously, St. Louis acknowledges the need to better leverage the value of its own HBCU. These factors, combined with recent civic and racial history, speak to the city and county's need for Harris-Stowe to exercise leadership in reconciliation and forward progress.

Given these realities and expectations, it is important that the next president of Harris-Stowe State University endeavor to continue and expand the gains of the past five years. Additionally, the many opportunities that await the next president cannot be met unless the several key challenges that face the institution are aggressively addressed.

Most critical among the challenges facing the institution is the need to establish fiscal stability and accountability. The continuing decline in state support must be addressed but the university must bring full fiscal accountability to the effort. The development of a clear financial plan will be central.

Increases in enrollment and the expansion of student populations must now be bolstered by improvements in retention and graduation rates. To accomplish these improvements the university will need to develop more robust academic and student development support structures and programs. Both internal and external stakeholders identified the need to set improved academic standards while maintaining the critical missions of access and opportunity. Complicating the matter is the need for the university to build a support and recruitment relationship with local schools that will also aid the improvement of K-12 outcomes.

The growth in enrollment was not followed by increases in state allocations. The next president will need to build a strong civic and political coalition to address this matter in the halls of Missouri government. Simultaneously, the university needs to develop a new funding formula and plan that includes the pursuit of private, corporate and other philanthropic resources for the growth and stability of the university.

While affordability is a major strength of the university, its broader recruitment venues mean that more students will accumulate debt in the pursuit of an education at HSSU. The next president will need to develop a strong program of external scholarships to prevent this debt from becoming prohibitive. Clearly, community and alumni stakeholder involvement will be essential.

Stabilizing the faculty and workforce is an essential challenge for the next president. High turnover of faculty and now some staff combined with an increasing reliance on adjunct instructors threatens to erode the community and family nature of the institutional culture. The overall quality and degree status of faculty has been greatly improved in recent years. Maintaining this push as an aspect of institutional growth must be integrated into institutional plans.

Change and improvement, new university status and growth require that the next president initiate a process of policy and procedural review and renewal. Fitting policies to new graduate programs and new partnerships requires that policies undergo review and update. University infrastructure is an area of risk that must be assuaged. Technology upgrades are an increasing must. This is important not only for the continued growth of its burgeoning online programs, but also for better service to its on-campus students and faculty. Continued movement toward building a solid university culture will require the establishment of a Student Center designed to serve the increasing diversity of the student body.

Finally, a major challenge but also a significant opportunity is to reinforce and enhance the university's brand and improve its public and media images. In addition to branding the contemporary university, the next president needs to engage the alumni community in publicly elucidating the prominent alumni of the university and those events that positively mark the history of the university. Defining the true meaning of a degree from Harris-Stowe State University will be a key part of new marketing.

In short, the new narrative that has been developed needs to be expanded and made more public. It should include the enhancement and publicizing of student community service. New use of communications and social media must be employed for consistent messaging.

Many members of the business and corporate community have expressed great interest in entering new partnerships with HSSU. As an integral component of the Market Street Corridor, Harris-Stowe's reality presents with new opportunities to develop more robust partnerships based models like the one set with Wells Fargo. Many stakeholders wish for the university to move more energetically into workforce development and career preparation. There is interest in working with a new president to develop an entrepreneurial accelerator site.

PRIORITIES

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takeholders have identified several priorities that they wish to have addressed immediately by the incoming president.

- Planning must begin to build more robust academic programs that have a strong focus on career readiness. Partnerships with key business and industry stakeholders must come into play.
- Immediate building of relationships with all segments of the student body is a very high expectation. The president must live at the center of the relationship paradigm for the university. Its continued culture of strong shared governance and faculty and staff support for students requires example and programmatic recognition from the top.
- Fundraising initiatives and a plan for funding institutional initiatives is a top priority for the next president. His or her immediate integration into the regional philanthropic community with a strong plan for institutional stability and improvement is important.
- Restructuring and re-activation of the University Foundation is a key element to accomplishing fund-raising goals. As a vital part of the fundraising apparatus for a public institution, the Foundation will enable professional fundraising and strategic planning.
- Branding and public image opportunities are important aspects of all early priorities.
- Developing a full and effective leadership team will be key to building greater and deeper collaboration with local and regional industry for the benefit of the university and its students.
- Pursue of intentional relationships with political and civic leadership across the political spectrum. HSSU needs the full community's support to address its funding needs from the state of Missouri.
- The next president of HSSU must achieve immediate financial stability and transparency. The university's strategic needs must be made fully public and demonstrate stakeholder engagement and support.
- Continue to build and make functional an alumni database as a precursor to the development of critical alumni engagement and support.
- Continue enrollment growth and program expansion. Space utilization on campus must be reviewed. A student center must be established. Expansion must be considered beyond landlocked current location.
- Rebuild accountability and internal assessment with transparency. Develop and implement a plan of professional development in key staff areas.

The strongest candidate will also have a combination of these leadership attributes, qualities and abilities:

VISIONARY

The next president of Harris-Stowe State University will have the ability to engage the students, faculty, staff, administration, alumni, and Board of Regents in an ambitious path for the next generation of the University, including a new strategic plan.

PROVEN LEADERSHIP SUCCESS

The next president of Harris-Stowe State University should possess a deep understanding of the needs of the student body; embrace the powerful sense of community felt on campus and will become authentically engaged with students, faculty and staff. The ideal candidate should have an appreciation for the unique aspects of the Harris-Stowe experience and the ability to inspire students, faculty, staff, alumni, legislators, partners and donors to amplify the value of a HSSU education and to connect all those stakeholders to the University in meaningful ways. Building on recent outstanding successes the president must demonstrate a commitment to establishing trust with the Harris-Stowe Board of Regents, faculty, staff, students, alumni and an extended range of internal and external stakeholders. Several higher education institutions in the region will be welcoming new leaders, the next president will have the opportunity to lead strategic collaborations with these new leaders to uplift the entire region's academic and economic impact.

SERVANT LEADER

As a supportive and strong mentor for faculty and staff, the next president must display integrity, transparency, and courage in behavior and decision making. The ideal candidate should walk the talk, earning the team's respect and admiration. As an enthusiastic and visionary university leader, the president should demonstrate sound judgement and a relentlessly positive attitude advising colleagues on everything from enrollment trends and admissions campaigns to residence life and the entire academic enterprise. Strong supervisory and management skills are essential, including the ability to lead a productive and effective team whose members are committed to the organization and feel ownership and pride in their work. The president will need to foster an environment in which openness and communication are mutually valued, and their actions demonstrate a deep commitment to advancing diversity and inclusion as a strategic priority. The next president of HSSU should represent the epitome of servant leadership, one who commands respect and engenders the trust of faculty, staff, students, alumni and the larger HSSU community of stakeholders.

STRONG ACADEMIC LEADER

The College has gone through a major strategic shift—beginning with overhauling the academic portfolio and creating a new generation of teaching and learning approaches matched to the demands of the 21st-century economy. The next president must be an experienced leader, driven, congenial, innovative and keenly aware that HSSU is on an upward trajectory and can seize the moment to join a highly collaborative community of faculty, staff, and administrators dedicated to challenging and supporting students as they progress through an educational experience characterized by shared governance, excellent classroom learning, high impact experiences, reflection, and mentorship.

The president must envision and articulate a plan to increase the University's productivity and innovation in research, scholarship and creative activities that impact socio-economic development; enrich the learning and work environment by providing an accepting, inclusive community that attracts and supports a diverse faculty, staff and student body and provide opportunities and resources that promote work-life balance and enhance the recruitment and retention of outstanding faculty and staff. The ideal candidate is data-driven and can set the tone for transparency and accountability in working with institutional research, with accrediting agencies and administering budgets to support academic excellence throughout the University. Harris-Stowe is well-poised to meet the changing needs of its current and future students as well as educating a more diverse student body who wish to have an impact on communities across the country and world.

STUDENT CENTERED

At HSSU our students are at the heart of everything the we do. The president must lead by example to guide policies and practices that enhance the quality of student life, while also connecting academic learning to the full student experience. The ideal candidate is a proven community-builder who sees the education, safety, growth and well-being of students as the utmost priority; and who has an understanding of the application of research in the development and advancement of a positive and inclusive campus climate for diversity, equity and inclusion. The president should feel that their connection to students is inextricably tied to being successful as the leader of the institution. With a personalized approach, visible presence on campus, and ability to build relationships beyond the campus, the president must serve as a critical strategic thought partner to support the student experience. A collaborative leadership style, deep commitment to undergraduate and graduate student life, community engagement, and advancing inclusive excellence should be authentic characteristics of the next president.

FINANCIAL ACUMEN

While overseeing all financial reporting for the institution, the president must devise and implement revenue-generating and cost-saving initiatives. The ideal candidate should have experience successfully managing complex organizational operations, solid experience in fiscal management with proven ability to manage resources wisely, and the ability to propose solutions to ensure the financial stability and continued attractiveness of the HSSU educational opportunity. It is essential that the president stay abreast of trends in the economy and in the increasingly competitive educational marketplace to help inform the work. The presidential role requires an astute financial manager capable of careful financial planning, building budgets and allocating resources in ways that are fair and transparent, and that reflect clear priorities.

EXCEPTIONAL COMMUNICATOR

Harris-Stowe is experiencing an upward trajectory with enrollment, graduation rates, program development and overall student success. This story must be told to undergird the next wave of advancement for academic programs and student outcomes at HSSU.

The next president should possess superior and persuasive written and verbal communication skills. Promoting and maintaining collaborative relationships with all University stakeholders should come with ease. Substantial experience developing and implementing multi-faceted communications efforts that position and elevate the perception of an entire institution, brand, or company with multiple audiences, preferably in a higher-education context should be a strong skill set. Demonstrated keen strategic and planning skills, a thorough understanding of traditional and emerging media, and a comprehensive understanding of the communications process, from creative conception through fulfillment, will be essential to achieve success in this role. Proven leadership and managerial skills and institutional savvy are key, as is a collaborative and collegial nature. Intellectual curiosity and a commitment to active engagement in the campus and local communities should be genuine characteristics of the next president.

As an exceptional communicator and active listener the president should possess the skills to work one-on-one and in groups, influence others, successfully manage challenge, and serve as a powerful and effective spokesperson for marginalized groups; one who possesses a gift for working with issues that are sensitive and controversial, and who is a powerful advocate and spokesperson on issues of equity and inclusion. The ideal candidate values everyone, listens intently and responds thoughtfully.

STRATEGIC COLLABORATOR

The president should have proven ability to collaborate across multiple stakeholder groups in building and executing a strategic leadership vision, success in developing and implementing strategic planning initiatives, and experience in cultivating innovative ideas and approaches to confront emerging issues are critically important skill sets for the next president. There is a need for deep experience implementing national best practices and cutting-edge strategies related to enrollment management and student affairs, implementing and monitoring a strategic enrollment plan that supports the University's overall strategic plan.

Along with the leadership team, the president should co-create annual divisional goals that foster University initiatives and continuous quality improvement in the Enrollment, Academic and Student Affairs operations, Advancement and Foundation operations, Alumni Relations, Technology and community partnerships. The ideal candidate must bring a strong understanding of best practices and implementation of strategic planning, program assessment and designing a framework to organize the work for impact.

Practiced experience with governmental affairs developing and implementing a strategic plan that will leverage the momentum of emerging partnerships and resources in the St. Louis region will be critical indicator of success for HSSU's next president.

SUCCESSFUL FUNDRAISING

The next president should be a skilled relationship builder, have a talent for and established results in fundraising, and an enthusiastic advocate for students and ready to energetically lead HSSU to its next level of excellence. A deep level of understanding of the challenges and opportunities currently facing higher education, particularly historically black colleges and universities, and the ability to strategically prioritize resources to guide the University in the current climate are critical.

The ability to identify opportunities to work across the University, forging partnerships between programs and identifying potential for multi-interest donors to the University will build on recent successes. The president will work with advancement and foundation staff to amplify the current narrative of student success, innovative program development and successful alumni engagement.

HSSU is poised to usher in a sustained culture of philanthropy and engagement between the university and its stakeholders and develop a culture of best practices and donor engagement as the University seeks to partner with its broader community and execute on strategies that lead to long-term, meaningful engagement and philanthropy with all stakeholder groups. The president must work collaboratively across advancement and the wider University to set new benchmarks for success in philanthropy and donor engagement, creating an institutional drive to greater efficiency and effectiveness

NOMINATIONS AND APPLICATIONS

For full consideration, applications should be received by January 31, 2020. For further information and instructions to applicants, please review the prospectus available above. All inquiries, nominations, and applications will be held in strictest confidence; references will not be contacted without the applicant's expressed permission.

Inquiries, applications and nominations should be sent to: **HarrisStowePres@agbsearch.com** or directed to:

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