

# SEARCH PROSPECTUS:

## PRESIDENT



ALABAMA A&M UNIVERSITY

# TABLE OF CONTENTS

THE PRESIDENT SEARCH	3
UNIVERSITY OVERVIEW	4
MISSION/VISION/VALUES	5
STRATEGIC PLAN PRIORITIES	6
ACADEMICS	7
STUDENT LIFE	7
ATHLETICS	7
THE OPPORTUNITY	8
APPLICATIONS, INQUIRIES AND NOMINATIONS	10





## THE PRESIDENT SEARCH

After twelve years of a dynamic and successful presidency, Dr. Andrew Hugine announced his decision to retire from the presidency effective January 1, 2022. During his tenure, President Hugine led Alabama A&M University (AAMU) through sustained fiscal stability, student growth, the development of many new academic programs, and enrichments in student life.

In light of Dr. Hugine's retirement, the Board of Trustees of Alabama Agricultural and Mechanical University (AAMU) invite applications and nominations for its next president. AAMU seeks a leader with a strategic vision capable of meeting the challenges

of a growing and innovative, historically student-friendly and community-focused institution of higher education. AAMU's president will lead the university as it continues to create a dynamic culture that reflects on its heritage as a historically black college and university (HBCU) and a traditional 1890 land-grant institution with a rich STEM-based curriculum. AAMU functions as a teaching, research and public service institution. Founded in 1875 by a former slave, Dr. William Hooper Council, AAMU is a dynamic and progressive institution with a strong commitment to academic excellence. The serene, intimate campus is situated on "The Hill," only a short distance from downtown Huntsville, the site of the school's founding.



## UNIVERSITY OVERVIEW

One hundred and forty-six years ago, William Hooper Councill had the vision of fulfilling one's destiny through education. The idea for what would become Alabama Agricultural and Mechanical University was audacious and bold and grew out of William Hooper Councill's vision and subsequent AAMU leaders' conviction that higher education was important to the future of the region and the state. Established by the Alabama State Legislature in 1875 as the State Normal School and University for the Education of the Colored Teachers and Students, AAMU is one of only two public historically black institutions in Alabama and one of only nineteen 1890 Land-Grant institutions in the country.

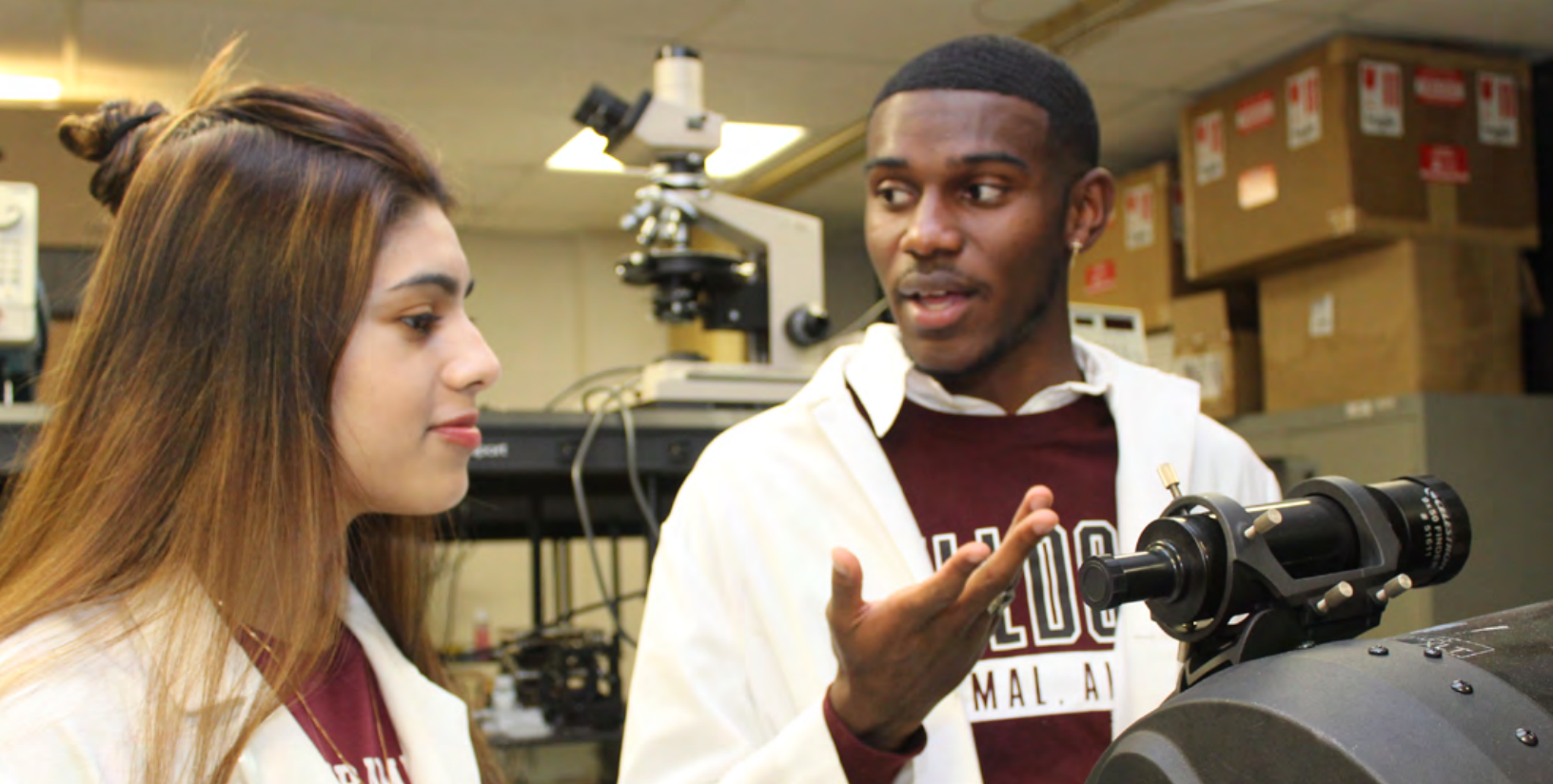
When first established, AAMU's primary focus was preparing teachers. With the designation of land grant status pursuant to the Second Morrill Act of 1890, AAMU became a land grant institution, and its curriculum was expanded to include instruction in agriculture and the mechanical arts and associated trades. In 1896, AAMU's name was changed from the State Normal and Industrial School of Huntsville to The State Agricultural and Mechanical College for Negroes. Between 1896 and 1949 there were several name changes. In 1949 the name was changed to Alabama Agricultural and Mechanical College. After becoming fully accredited by the Southern Association of Colleges and Schools in 1963, the current name of Alabama Agricultural and Mechanical University was adopted in 1969. Since its inception over 146 years ago, AAMU has developed into a comprehensive land-grant institution with a diverse student body and several cutting-edge academic programs delivered through four undergraduate colleges and Graduate Studies.

Alabama A&M University is home to 6,100 students, including undergraduate, graduate, and doctoral candidates, becoming the largest HBCU in the state of Alabama. Historically Black Colleges and Universities serve an incredibly important role in the educational opportunities of our students, providing genuine support, access, and cultural understanding in an increasingly complex world.

Today AAMU offers 42 undergraduate degrees, 19 master's degrees, one E.Ds., and four doctoral degrees. AAMU is ranked number 24 among the nation's universities classified as "master's universities," and is the highest ranked HBCU for social mobility. Through its partnership with the National Science Foundation (NSF) and other

funders, during the past decade AAMU has focused on growing its capacity to increase the number of students choosing Science, Technology, Engineering, and Mathematics (STEM). In recent years AAMU faculty and students have received regional and national honors in their respective disciplines. Particularly noteworthy is the fact that AAMU ranks in the top 15 in the nation producing graduates in a STEM discipline. In addition to STEM related areas, AAMU continues to play a significant role in other fields including teacher education and business development. AAMU has a legacy of being a nurturing and mission-driven institution. As AAMU moves into the future The Legacy of "The Hill" is much more than a catch phrase; it signals a rededication to enhancing the major attributes that have always been part of AAMU's legacy that will ensure AAMU's continued success in the future.





## MISSION/VISION/VALUES

### MISSION

Alabama Agricultural and Mechanical University is a public, comprehensive 1890 Land-Grant institution, committed to access and opportunity, and dedicated to intellectual inquiry. The application of knowledge and excellence in teaching, research and service is responsive to the needs of a diverse student population and the social and economic needs of the state and region. The University offers contemporary baccalaureate, master's, educational specialist and doctoral level degrees to prepare students for careers in the arts, sciences, business, engineering, education, agriculture and technology. As a center of excellence, the University is dedicated to providing a student-centered educational environment for the emergence of scholars, scientists, leaders and critical thinkers, who are equipped to excel through their contributions and leadership in a 21st century national and global society.

### VISION

The vision of Alabama Agricultural and Mechanical University is to be recognized as the premier Land-Grant institution of choice for students, faculty, staff, and future employers of its students. The University will be recognized nationally and internationally for excellence in teaching, research, outreach, exceptional academic programs and globally competitive students.

### VALUES

- **STUDENT CENTERED** The University strives to promote the intellectual, physical, social, and emotional development of students in all facets of University life.
- **EXCELLENCE** The University is committed to excellence in all aspects of operations.
- **INTEGRITY** The University maintains the highest standards of ethical professional practices in all that we do.
- **ENGAGEMENT** The University extends its reach and impact through partnerships and collaboration with individuals, public and nonprofit agencies, community activist groups, educators, and businesses.
- **CUSTOMER SERVICE** The University provides respectful, polite, and consistently excellent service to our internal and external constituents.
- **GLOBAL** The University prepares globally aware and astute students for the 21st century.
- **DIVERSITY** The University respects and embraces diversity and actively supports efforts that create an inclusive learning environment.
- **ACCOUNTABILITY** The University is a responsible steward of the public's resources and public trust.



## STRATEGIC PLAN PRIORITIES

Alabama Agricultural and Mechanical University's Strategic Plan reflects the university's commitment to academic excellence in meeting the changing needs of the students it serves and lays the foundation for a future that will take AAMU to new heights. The plan is a public declaration of AAMU's aspirations and priorities. The plan builds on the momentum and success AAMU has experienced in recent years and, at the same time, emphasizes directions and priorities that will enhance the institution's competitive position and allow the University to number among the best in the nation. The plan is a statement of accountability and a roadmap for becoming the institution of choice for students, faculty, staff, and employers of AAMU graduates. The quality and success of the student experience at AAMU is the ultimate barometer of what this plan achieves. The plan provides direction for the future. The plan is AAMU's commitment to creating productive and successful citizens who are critical thinkers by optimizing resources and providing an environment in which students can study, learn, and develop through their interaction with fellow students, faculty, staff, administrators, key local organizations

and community leaders. The core premise upon which AAMU rests—the life-changing value of the “AAMU educational experience”—remains compelling. To position AAMU in this dynamic environment, the strategic plan has been developed to guide our decision-making. This plan is intended to be a living, breathing document that will guide us as we work to recruit, retain, and graduate our students.

- **Priority 1:** Enhance AAMU's Distinctiveness and Competitiveness
- **Priority 2:** Strengthen Structures, Operations, and Systems to Promote and Support Organizational Excellence and Stewardship
- **Priority 3:** Upgrade University Infrastructure and Facilities
- **Priority 4:** Secure the University's Financial Future
- **Priority 5:** Enhance the University's Image and Recognition
- **Priority 6:** Enhance University Engagement through Expanded Outreach



## ACADEMICS

Alabama A&M University (AAMU) is a collegiate university that balances the personal attention of a small traditional land-grant college with the academic vitality and broad opportunities of a research university. AAMU has a diverse faculty and student body, state-of-the-art facilities, and top-notch resources, programs and services.

The University enrolls 5,000 undergraduates and 1,000 graduate students in its four colleges: College of Agriculture; Life and Natural Sciences; College of Business and Public Affairs; College of Education, Humanities and Behavioral Sciences; and the College of Engineering, Technology and Physical Sciences. Its educational offerings include 42 undergraduate degrees, 19 masters' degrees, one EDS and four doctoral degrees.

## STUDENT LIFE

An important component of the university experience is the feeling of family at AAMU.

AAMU's students come from 44 states and 11 foreign countries. When they come to AAMU's campus, they will find a beautiful campus, referred to as "the Hill", situated on more than 2,300 scenic acres, a five-minute commute from downtown Huntsville. The campus has the unique distinction of being laid out by Frederick Law Olmstead, Sr., the designer of New York's Central Park. The Hill includes residential housing, apartment complexes, and dining facilities to serve residential and non-residential students.

Student organizations provide an opportunity for students to enrich their educational experiences at Alabama A&M University by presenting expanded channels of self-expression, personal growth, development, and service.

Student life activities are guided by the attributes of the AAMU mission, vision and values. Student resources include the student Health and Wellness Center to come.

## ATHLETICS

Athletics is not only a good means to support student and faculty pride but a critical venue through which to shape the positive community, regional and national perception of AAMU. Alabama A&M University is a NCAA Division 1, (FCS for football) institution. AAMU currently offers sixteen sports as well as cheerleading. The University has more than 340 student athletes (of Bulldogs) competing for championships at the national, regional and conference level with each program being a member of the Southwestern Athletic Conference (SWAC).

The Bulldogs won two SWAC Championships in 2021, as both the football and the men's tennis team were crowned SWAC champions.

The Bulldogs inter-collegiate sports includes six men sports: Baseball, Basketball, Football, Golf, Tennis, and Track and Field. The women's sports teams include: Basketball, Bowling, Cross Country, Soccer, Softball, Tennis, Track and Field, and Volleyball.



The administration and staff of the Department of Athletics espouse a student-centered philosophy, which ranks academic achievement as the number one priority for its student-athletes. Toward this end, the Department of Athletics is committed to providing a comprehensive and inclusive intercollegiate and intramural athletics program for men and women, which further promotes the academic, sportsmanship, and total development of the student-athletes.





## THE OPPORTUNITY

The President of Alabama Agricultural and Mechanical University reports to the Board of Trustees. The Board of Trustees and the community the University serves expect that the next President of Alabama Agricultural and Mechanical University will:

- Through personal example, represent the ideal of an outstanding educator, servant leader, community member and partner.
  - Demonstrate a personal past history of intellectual rigor and honesty.
  - Present a clear record of high moral standards and uncompromising ethical behavior.
  - Work effectively with the local, state and national communities to measurably improve the standing of AAMU.
- Be a person who understands, supports and will champion the mission of AAMU.
  - Will support and champion the mission of HBCU's and the 1890 land-grant institutions.
- Provide strategic and collaborate leadership by:
  - Setting high standards, guiding, and leading the President's Cabinet to operate as a high-performing team; building an environment of inclusivity and clear priorities, trust and empowerment, accountability, and a servant's heart.
- Being a role model for the broader community by fostering and maintaining authentic and productive relationships and being an advocate for students, faculty, and staff.
- Build a strong and effective team across all stakeholders by clearly articulating the University's vision and working collaboratively to achieve success for AAMU.
- Provide leadership in the management of resources and agreements considering current and forecasted realities:
  - Ensure progress on the Strategic Plan and ensure the necessary investments and change management to deliver on those plans.
- Provide leadership in the management of the balance between a university setting and effective business principles when guiding the university through strategic and operational plans.
- Represent and advocate for the interests of the University in local, state and national political arenas.
- Be able to build upon the successes of previous administrations while moving the University toward a successful capital campaign.



## THE OPPORTUNITY (CONT.)

The successful candidate will have demonstrated:

- Multi-year effectiveness in an education organization position of leadership operating under a system of transparency, shared governance, and reporting to a Board.
- A clear record of ethical and honorable service aimed at ensuring family group, team, organizational and community success.
- Demonstrated leadership experience in higher education is preferred, but not required.
- Demonstrated success in fundraising, strategic planning, and crisis management.
- Recognized results in placing the highest value on the success of students and eliminating disparities in educational outcomes including:
  - Understanding and addressing the challenges pertinent to student success, curriculum development and relevance, inclusive practices, and outcomes assessment at the department and classroom level.
  - Attracting and retaining a diverse faculty and staff reflecting the students they serve.
  - Leading from an equity-minded framework and holding teams accountable for the same.
  - Practicing servant leadership.

Executive leadership qualities including:

- Inspiring others through effective communication and empowering actions aligned with the mission, vision, and values of the University.
- Building and fostering an environment of innovation and excellence, trust and respect, empathy and engagement.
- A personal orientation toward teamwork, collaboration, and transparency.
- Holding teams accountable to accomplish outcomes and, when needed, using effective conflict resolution skills.
- Being a visionary and innovative change agent with the collaborative skills to bring others along.
- Ability to utilize data and analytics, best practices, and strategic planning with the operations of the University.

- Effectiveness working with the challenges of a tuition-dependent institution, which includes successful implementation of enrollment management principles.
- Ability to cultivate necessary external relationships and to play an effective partnership role in support of institutional advancement and development activities.
- Ability to foster effective community partnerships and legislative relationships.
- Ability to promote and support the establishment of international partnerships and development of international programs to enhance the global engagement for faculty and students for institutional viability and competitiveness in the thriving global arena.
- Ability to provide the environment and resources to educate AAMU students to become the global citizens.

### **The next President of Alabama Agricultural and Mechanical University will meet these minimum requirements:**

- Possess the appropriate training and academic credentials to gain faculty support and confidence.
- Five to seven years of a demonstrated history of effective leadership.
- Must be accessible to students, university community and be personable.
- Demonstrate successful innovative and visionary accomplishments.
- Be a leader of unquestioned integrity.
- Understand the role of athletics in student life.
- Possess high moral and ethical character.
- Demonstrate successful fundraising capability.
- Demonstrate global vision and leadership.



## APPLICATIONS, INQUIRIES AND NOMINATIONS

The University is being assisted by Academic Search. Applications must consist of a substantive cover letter, a curriculum vitae, and a list of five professional references with full contact information. No references will be contacted without the explicit permission of the candidate. Applications, nominations, and expressions of interest must be submitted electronically (PDF format preferred), and in confidence, to [AAMU@academicsearch.org](mailto:AAMU@academicsearch.org).

The position is open until filled but only applications received by **July 30, 2021** can be assured full consideration. Confidential discussions about this opportunity may be arranged by contacting John Garland ([John.garland@academicsearch.org](mailto:John.garland@academicsearch.org)) and George E. Ross ([George.Ross@academicsearch.org](mailto:George.Ross@academicsearch.org)).

*Alabama Agricultural and Mechanical University is an Affirmative Action/Equal Opportunity Employer.*

*We consider qualified applicants for employment without regard to race, religion, color, national origin, ancestry, age, sex, gender identity, gender expression, sexual orientation, genetic information, medical condition, disability, marital status or protected veteran status.*



# ABOUT ACADEMIC SEARCH

Academic Search is assisting Alabama A&M University in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit [www.academicsearch.org](http://www.academicsearch.org).



Committed to IDENTIFYING  
AND DEVELOPING LEADERS  
by providing the highest  
level of EXECUTIVE  
SEARCH to our  
higher education  
partners.