

President Albert Mosley's **FIRST 100 DAYS**



ENVISIONING, ENHANCING, EXPLORING, ENRICHING, & ENGAGING



MORNINGSIDE
UNIVERSITY

DEAR MORNINGSIDE FAMILY,

As a core value, I believe in leading through listening, and over the course of hundreds of conversations in these first 100 days, I have seen incontrovertible evidence of what makes Morningside University such a special place. My conversations with proud Morningside students, faculty, staff, board members, alums, business, industry, and community members have provided me with greater clarity and have instilled in me even more pride in serving this great academic community.

Your stories, passion and pursuit to carry out the mission of Morningside University inspire me. Listening to each of you has helped shape the areas which I believe will be most important in our efforts to meet this unprecedented moment of new opportunities in the realm of higher education. It is an exciting time for us at Morningside University as we continue to build upon the successes of the past, while also refining our focus and inspiring each other on our journey into the future.

I would like to express my sincerest appreciation to everyone who has participated in my Listening to Learn Tour, and I look forward to additional conversations in the weeks and months ahead. I have appreciated the candor and honest assessments of where we have been, where we are, and where we can go.

In the summary that follows, you will find an overview of the themes that emerged in these first 100 days of listening and learning, as well as some initial reflections on those themes. These themes capture the voices of individuals across every facet of our Morningside University community, and will serve as guideposts as we move into the next chapter of our illustrious history.

With gratitude for what has gone before and for what lies ahead,

DR. ALBERT MOSLEY

13th President



LEADING THROUGH LISTENING

*Envisioning, Enhancing, Exploring, Enriching, and Engaging
the Morningside University of the Future*

ENVISION SIGNATURE ACADEMIC PROGRAMS

In order to advance and leverage academic programs that have the potential to offer us a competitive edge in the market and to maintain curricular offerings, we are launching faculty and administrative searches in agriculture, aviation (dean), criminal justice, education, and math. Additionally, a national search is underway for the Esther Mackintosh Scholar for the Humanities. *With each of these searches, there is enormous potential for us to further grow high-quality, distinctive academic programs designed to meet the needs of diverse students and market demands.* There is also the potential for significant interdisciplinary collaboration, especially through the Esther Mackintosh Scholar for the Humanities.

Envisioning signature academic programs and diversifying our academic enterprise will come in many different forms. Some will prove successful and effective for our community. Others may not. Either way, throughout the Morningside community I have sensed a commitment to innovation and prudent risk-taking as we continue to chart our course into the future.

ENHANCE STRENGTH AND STABILITY

Enhancing our strength and stability will be a multipronged process for us at Morningside, and it will involve every member of our community committing their time, talent, and treasures to make this place even stronger than what it currently is. Already, significant progress is being made, including the empaneling of a Farmland Task Force to study and recommend best uses for the 76-acre farm the University purchased in the spring of 2022.

Additionally, the University has launched a national search for a highly qualified and experienced Vice President for Institutional Advancement. With assistance from Academic Search, Inc., we anticipate that this will be a robust and competitive search, and that Morningside will be able to attract a very capable and experienced advancement professional to lead our work in this crucial area.

Other progress being made toward enhancing our strength and stability include the successful completion of several infrastructure improvement projects throughout our campus: performing a campus-wide, comprehensive facilities assessment: and conducting a comprehensive IT infrastructure assessment.

Enhancing our strength and stability, both in terms of our financial position and our overall infrastructure needs, are essential ingredients in maintaining a high-quality academic profile.

In advance, I am grateful for the unique roles that we each will play to make Morningside University one of the best private institutions in the Midwest.

EXPLORE ENGAGEMENT OPPORTUNITIES

Morningside has long been a community-engaged institution. Neighbors, friends, and others throughout the Siouxland region attend and enjoy athletic, music, and other art events offered by the University. *There may be additional opportunities for us to engage with the community, the community to engage with us, and for us to engage with one another here at Morningside.* Many of these opportunities have been unfolding as part of my onboarding process as the 13th President of Morningside University. Through an intentional listening and learning tour, I have been afforded the opportunity to personally visit with every administrative and academic department here at Morningside. Additionally, through the CIC (Critical Inquiry and Communication) freshman dinners, attendance at campus events, and meetings with various student leaders, I have had the pleasure of getting to know many of our remarkable students. I have also visited with almost all of the members of our Board of Directors. Externally, I have met with quite a number of alums, donors, and business/civic leaders in Siouxland and beyond. In every encounter, people express their love for Morningside and a desire to see this institution's continued positive impact.

Another avenue of exploring engagement opportunities includes conversations surrounding the establishment of at least one new major partnership with a regional business, governmental entity, and/or other organization that offers collaborative and mutually beneficial opportunities for students, faculty, and staff at Morningside. There are a number of regional and national businesses where our alums are leaders and exert significant influence. There are also a number of regional and national businesses that offer internships to our current students and employ a significant number of our graduates. The process of formalizing a partnership will take time, but work is already underway to bring this to fruition.

Promoting and encouraging civic engagement and community service opportunities and enhancing work/life balance programs are two additional areas where we are exploring opportunities for us to engage further with our community and with one another. A very recent example of this form of engagement occurred through Omicron Delta Kappa's 16th annual Into the Streets, where over 750 members of the Morningside University community participated in service projects at close to 50 community-based organizations throughout the Siouxland region. I am proud to report that all members of the Senior Staff and a significant number of our faculty and staff also participated in this remarkable event. This event, and so many others, are key to Morningside continuing its tradition of being a good neighbor and a great place to work.

ENRICH DIVERSITY, EQUITY, AND INCLUSION

Enriching diversity, equity, and inclusion serves many purposes for our University, the least of which includes enhancing the overall learning and educational experience of all members of the Morningside community. *We all learn from those whose experiences, beliefs, and perspectives are different from our own, and these lessons can be taught best in a richly diverse intellectual and social environment. In an increasingly complex and pluralistic society, it is our responsibility as educators to ensure that our students are prepared to become good citizens on the global stage.*

There are a number of ways we will attempt to enrich diversity, equity and inclusion on our campus, including optimizing support services for onboarding diverse students, faculty, and staff. As Morningside University continues to grow and reflect the increasingly complex and pluralistic society all around us, we will devote resources to ensuring that all members of our community feel fully welcomed and embraced. Optimizing support services for onboarding diverse students, faculty,

and staff could occur through collaboration between our Human Resources department, our Office of Persistence and Diversity, and the Sioux City Community Inclusion Liaison through the production of a resource guide designed to assist diverse members of our community in navigating culturally aware and sensitive businesses and services.

Further, at the request of our Board of Directors, we are conducting the HEDS (Higher Education Data Sharing Consortium) Campus Climate Survey. The HEDS Diversity and Equity Campus Climate Survey has three main purposes: 1) assess student, faculty, and staff perceptions of their institution's climate; 2) assess student, faculty, and staff perceptions of how their institution supports diversity and equity; and 3) assess student, faculty, and staff experiences with discrimination and harassment at their institution. Once the survey is completed later this fall, it will provide us with the necessary data to determine how to inform and further improve support services and policies and practices related to diversity, equity and inclusion.

One final proposal related to enriching diversity, equity, and inclusion is the implementation of a targeted enrollment initiative focused on Latino/a communities in South Sioux City (NE), as well as Storm Lake and Denison (IA). The Latino/a population continues to grow in various communities throughout Nebraska and Iowa. We will institute intentional efforts to offer the transformative power of a Morningside education to members of this community. In fact, we are currently seeking a member of the Latino/a community to serve as a full-time admissions counselor to help us implement this targeted enrollment initiative.

Enriching diversity, equity, and inclusion will result in greater diversity in people and ideas throughout our Morningside community. It will also help us to sharpen our focus on ensuring that no one feels excluded or unwelcomed at Morningside University. I am personally committed to any and all efforts that will enable us to enrich diversity, equity, and inclusion, and I solicit your support in these efforts to make our campus community better and stronger.

ENGAGE INNOVATIVE AND CREATIVE IDEAS

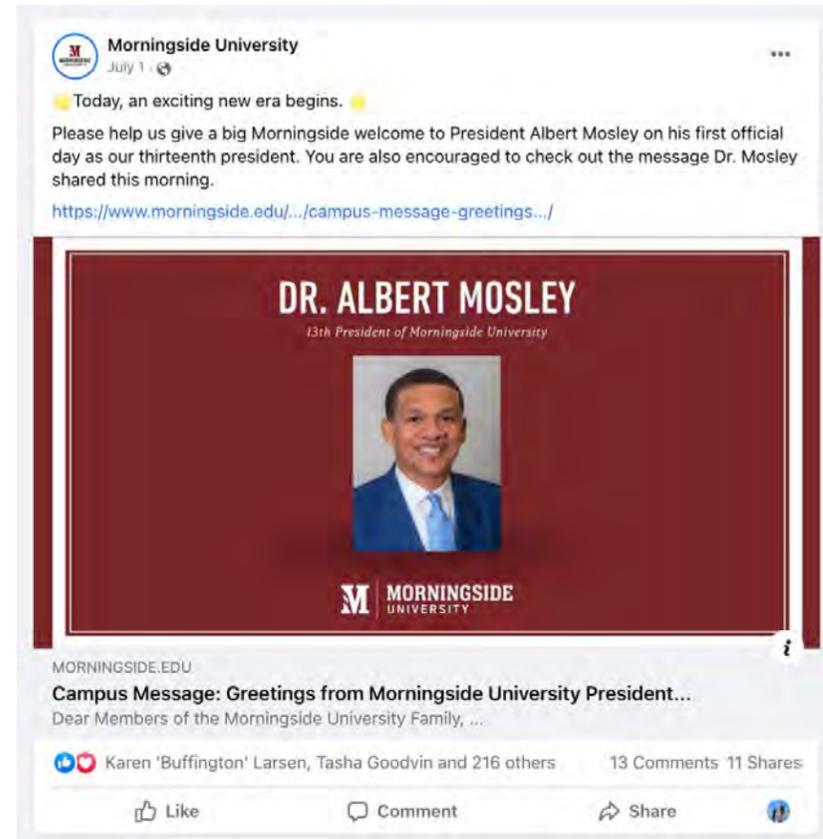
Engaging innovative and creative ideas is one of the many approaches that Morningside will undertake in our journey of continuous quality improvement. *Innovation, creativity, and ideation are the new cultural capital of the twenty-first century. Individuals and institutions that possess this cultural capital are certain to grow and thrive.* My earnest hope for Morningside University is that we will continue to grow and thrive, and one of the ways to accomplish that growth and vibrancy is through engaging innovative and creative ideas.

The introduction of the Morningside Innovation Hour has spurred knowledge generation, creativity, and cross-functional collaboration throughout our campus. At the inaugural gathering of this event, a significant number of faculty and staff came together for this carved-out time to ponder innovative solutions designed to strengthen Morningside University. The Morningside Innovation Hour will occur on a monthly basis, and will serve as somewhat of an incubation hub for sustainable, entrepreneurial, and innovative business ideas designed to generate new revenues for Morningside University. Through the presentation of a well-crafted business plan that can generate new revenues for Morningside University.

I have been learning much about the Morningside University community, and one of the things that continues to abound in my interactions with faculty and staff is the amazing level of creativity and energy found here. This community is eager to embrace and experiment with new approaches to the way we do our work. I am excited that we will engage innovative and creative ideas together!

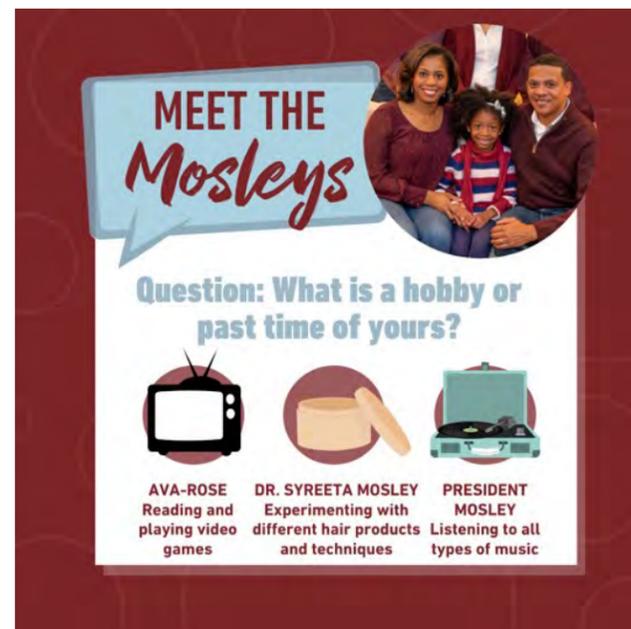
JULY 1, 2022

Welcome message to Morningside community



JULY 2022

Meet the Mosleys social media campaign



JULY 2022

Activation communication channels



JULY 2022

Harvard Seminar for New Presidents



JULY 2022

Walker Awards Dinner Planning



AUGUST 2022

Alumni Event at Omaha Zoo



AUGUST 2022

Executive Cabinet Retreat in Omaha



AUGUST 2022

Opening Session



AUGUST 2022

Welcoming New and Returning Employees



AUGUST 2022

Began meeting with departments on campus



AUGUST 2022

Orientation



AUGUST 2022

Communiques to Campus Community

[Staff] Enhancing Strength and Stability image x

 **Albert Mosley**
to Faculty, Staff Mon, Sep 12, 10:04 AM ☆ ↶ ⋮

Dear Members of the Morningside Community:

Welcome to the start of the fourth full week of classes. As summer's memories begin to quickly fade into the oncoming fall season, I want to once again take a brief moment to express my sincerest appreciation to each of you for all that you do to make Morningside so very special. I am especially grateful for the warm and hospitable welcome that I continue to receive from every corner of our community. Thank you for being who you are!

In last week's communication, I offered greater details regarding the first of our five overarching institutional goals for the 2022-23 academic year. As previously shared, there is either significant work already underway or being planned to accomplish the specific goals of envisioning signature academic programs here at Morningside. Today, I would like to expound upon the second of the overarching goals for the 2022-23 academic year: *Enhance Strength and Stability*.

There are several very specific institutional goals for the 2022-23 academic year that are designed to enhance Morningside's strength and stability, both in terms of our financial position and our overall infrastructure needs. These are essential ingredients in maintaining a high-quality academic profile.

SEPTEMBER 2022

Gathering in Des Moines at Connie Wimer's home



SEPTEMBER 2022

Student Events



SEPTEMBER 2022

Lunches, dinners, and other events with local alums, friends, and leaders



SEPTEMBER 2022

Connecting with the Community



SEPTEMBER 2022

CIC Dinners



SEPTEMBER 2022

Facilities Appreciation Lunch



SEPTEMBER 2022

HLC Work



SEPTEMBER 2022

Meet and greets with local nonprofit leaders and teams



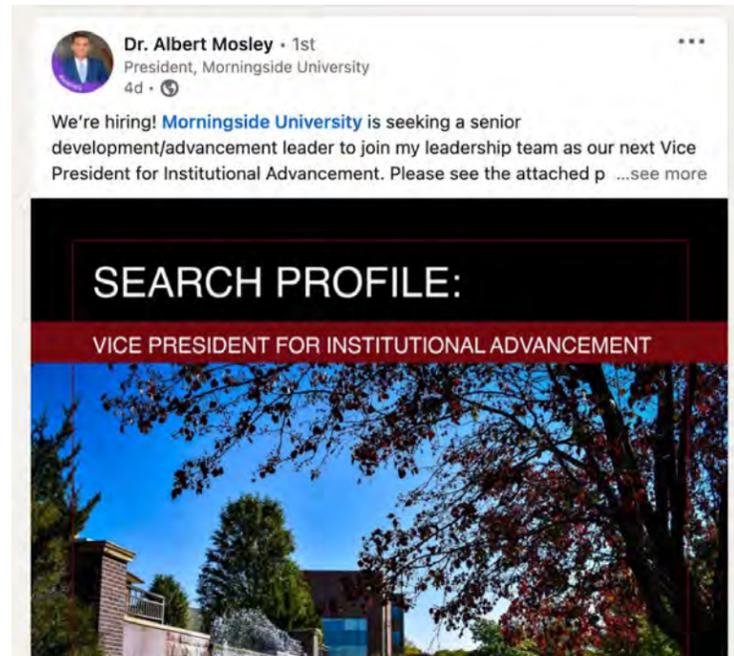
SEPTEMBER 2022

Launch of Innovation Hour



SEPTEMBER 2022

Worked with Academic Search to launch VPIA search



SEPTEMBER 2022

Into the Streets



SUMMARY

100 DAYS ON THE JOB

1300+ STUDENTS, FACULTY, AND STAFF
WELCOMED BACK TO CAMPUS

20+ ZOOM MEETINGS WITH BOARD AND
FORMER BOARD

20+ DINNERS AND EVENTS WITH BOARD,
FORMER BOARD, AND GREAT
MORNINGSIDE FRIENDS

20+ DEPARTMENT MEETINGS

7 CIC DINNERS

30+ STUDENT EVENTS AND MEETINGS

15 ALUMNI EVENTS OR ENCOUNTERS

*“It is an exciting time for us at **Morningside University** as we continue to build upon the successes of the past, while also refining our focus and inspiring each other on our **journey into the future.**”*

President Albert Mosley





The Morningside University experience cultivates a passion for **lifelong learning** and a dedication to **ethical leadership** and **civic responsibility**.