

James B. Henderson

August 30, 2016

Dr. Toni A. Murdock, Senior Consultant
R.H. Perry & Associates
ULSystem@rhperry.com

Dear Dr. Murdock:

With a deep appreciation of the challenges facing higher education in the state of Louisiana, but with immense optimism for the future, I respectfully confirm my interest in the position of President of the University of Louisiana System. I currently serve as president of my alma mater, an office I treasure, but I realize we are entering a pivotal era in our state that demands effective, sustained leadership at the system level. At this time, I would be open to discussing any mutual interest on the part of our Board of Supervisors.

I have enclosed a resume and will provide a list of references upon request.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Henderson". The signature is fluid and cursive, with a large initial "J" and "H".

James B. "Jim" Henderson

James B. Henderson

Education

Doctor of Management

University of Maryland – University College, Adelphi, MD

Dissertation: *Top Management Team Characteristics of Market Responsive Community Colleges*

Master of Science in Administration

University of West Florida, Pensacola, FL

Human Performance Technology specialization

Bachelor of Arts in Journalism and English

Northwestern State University, Natchitoches, LA

Emphases in public relations, professional communication and news writing

Professional Development

Institute for Educational Management

Harvard University Graduate School of Education, Cambridge, MA

Professional Experience

President, Northwestern State University

2015 – Present *University of Louisiana System*

- Advance the institution's strategic planning efforts with the overarching goals to promote access, retention, progression, and overall student success
- Provide leadership in fund raising and friend raising
- Establish and nurture an environment of transparency and open communication with all University constituents
- Balance the reputation and success of the institution in online learning with the tradition of robust campus life and contribution to Northwest Louisiana and the City of Natchitoches in the areas of athletics, performing arts, and culture

Accomplishments

- In collaboration with the university community, developed and executed Strategic Framework resulting in marked improvement in five areas of focus:
 - The Student Experience
 - Academic Excellence
 - Market Responsiveness
 - Athletic Prominence
 - Community Enrichment
- Achieved approval of new academic programs aligned with opportunities and demands in the regional and global economies
- Executed 17 bilateral articulation agreements with community and technical colleges
- Increased annual fundraising by more than 50%

Professor—*Public Relations Management*, Department of New Media, Journalism, and Communication Arts

Chancellor, Bossier Parish Community College

2009 – 2014

Louisiana Community & Technical College System

- Provided leadership for the planning and development of instructional and student services programs, fiscal management, human resource management, technology, facilities, and community and government relations
- Provided leadership for institutional planning including development of the vision, mission statement, Educational Master Plan, facilities plan, strategic plan and budget
- Provided overall leadership for the College's accreditation process
- Represented the college to the community, promoting positive relationships and open communication with all constituencies
- Built and strengthened cooperative partnerships with local schools, business, industry and government

Accomplishments

- Grew enrollment by over 84% in four years while enduring a 50% reduction in state funding
- Increased annual certificate and degree completions by 90%
- Created market responsive programs in Nursing, Oil & Gas Technology, Construction Management, Industrial Technology, and Engineering
- Earned designation as a Center of Academic Excellence in Information Assurance from U.S. Department of Homeland Security
- Awarded \$14.7 million TAACCT grant to create foundational information technology curriculum
- Garnered \$22 million investment of private, local, and state funding to construct state-of-the-art Advanced Manufacturing Technology Center
- Named fastest growing community college in the nation in 2011, fifth fastest in 2012, and fourth fastest in 2013 by *Community College Week* among colleges with enrollments of 5,000-9,999
- Led transition from 30% reliance on self-generated revenue to more than 74% reliance on self-generated revenue within three years
- Achieved highest performance level designation under Louisiana's higher education accountability program three consecutive years
- Developed and executed 34 bilateral articulation agreements with regional universities including state's first 2+2 pathway in engineering

Adjunct instructor—*Organizational Behavior*, Division of Business Administration

Senior Vice President, Workforce & Economic Development/Career & Technical Education

2005 – 2009

Louisiana Community & Technical College System

- Coordinated market responsive workforce services for statewide system of 17 community and technical colleges
- Served as Appointing Authority and Chief Executive Officer of the Louisiana Technical College comprised of eight regional technical education centers serving over 26,000 students
- Provided system-level leadership for workforce council of college vice chancellors/deans of workforce and economic development
- Served as liaison to state level partners in workforce development system including the Governor's Office of the Workforce Commission, Department of Labor, Department of Economic Development, Department of Corrections, and Louisiana Recovery Authority
- Oversaw administration of Carl D. Perkins Vocational and Technical Education Program at post-secondary and secondary levels

Accomplishments

- Grew technical college enrollment by 98%

- Developed and executed Pathways to Construction Employment Initiative in support of Hurricanes Katrina and Rita recovery efforts:
 - Trained and credentialed 16,000 new entrants into construction sector employment using National Center for Construction Education and Research and ACT WorkKeys certifications
 - Raised \$5 million in cash and in-kind donations from private sector to support outreach and recruitment efforts
 - Garnered \$5 million each for states of Louisiana and Mississippi from U.S. Department of Labor-Employment Training Administration
 - Developed proposal for and secured \$15 million state appropriation to build training capacity
- Coordinated statewide effort of community and technical colleges to obtain \$32 million in sector-based workforce development grants
- Created and secured annual funding for \$10 million Workforce Rapid Response Fund for Community and Technical Colleges
- In partnership with Louisiana Economic Development, created Louisiana FastStart, the nation's top-ranked state workforce training program
- Successfully transitioned single statewide technical college with 42 individually accredited campuses into eight regionally accredited technical colleges
- Worked with Jeddah Community College to secure first American accreditation of a Saudi community college

Adjunct instructor—*Job Seeking Skills*, Louisiana Technical College-Baton Rouge Campus

Director of Workforce Development

2004 – 2005 *Louisiana Department of Labor*

- Provided executive level direction of \$50 million workforce training program
- Developed and implemented Healthcare Workforce Development Strategic Plan that included implementation of career lattice designed specifically for the development of incumbent healthcare professionals
- Focused program vision on meeting employer and workforce training needs within the context of priority sectors and regional economies
- Strategically reoriented program administration and organizational structure to reduce bureaucratic inefficiencies and maximize outputs from a quantitative and return on investment perspective
- Oversaw the development and implementation of an enterprise resource plan that provided enhanced customer service and access, improved programmatic accountability, reduced processing time, and supplied strategic decision support resources

Director of Administration

2001 – 2004 *Louisiana Department of Labor*

- Directed administrative functions of LDOL including quality assurance, strategic planning, procurement and contracts, facility maintenance, property control, records management, security, and loss prevention
- Developed and implemented workforce development strategic plan with focus on sector-based strategies within regional economies
- Designed and implemented Workforce Investment Act financial management system to include operational agreements and service delivery plans for Louisiana WIA One-Stops

General Manager

1998 – 2001 *Mississippi Management, Inc.*

- Served as Chief Executive Officer of major convention hotel
- Developed and implemented comprehensive capital improvement plan culminating in \$3.5 million redesign of atrium and convention facilities
- Created sector-based marketing plan leading to unprecedented growth in occupancy and profitability

Systems Administrator/Assistant General Manager

1996 – 1998

Mississippi Management, Inc.

- Developed Total Quality Management-based service training program to close performance gaps in customer service for three hotels, resulting in marked improvement in customer satisfaction ratings
- Directed yield management program to maximize revenue generation
- Provided technical oversight of Unix networking environment for multiple property management systems

General Manager

1995-1996

Kemmons Wilson Companies

- Achieved record growth in revenue per available room and gross operating profit
- Oversaw multimillion dollar capital improvement plan
- Repositioned property in market to reach 110% market penetration rate

General Manager

1991-1995

Ryco Management

- Named Quality & Excellence Award winner from Holiday Inn Worldwide
- Transitioned property to first generation computer-based property management system
- Achieved record profitability levels through revenue growth, cost reduction, and significant reduction in employee turnover

Community and State Involvement

Louisiana HealthWorks Commission

May 2004-2009

Governor's Task Force on Workforce Development

November 2004-May 2006

Louisiana Process Technology Executive Board

June 2005-present

Louisiana Recovery Authority—Workforce Recovery Committee

January 2006-December 2006

Louisiana Small Business and Entrepreneurship Commission

January 2007-2014

Louisiana Workforce Commission

May 2007- June 2008

Governor's Workforce and Economic Development Transition Advisory Committee

January 2008

Bossier Chamber of Commerce

December 2009-2015

Consortium for Education, Research and Technology of North Louisiana

July 2009-present

United Way of North Louisiana Board of Directors

January 2011-2015

Biomedical Research Foundation Board of Directors

August 2012-2014

Selected Honors and Recognition

2016 Commendation by Faculty Senate of Northwestern State University

2014 Governor's Technology Award of Excellence

2013 Inductee Northwest Louisiana Business Hall of Fame

2011 Bossier Chamber Business Person of the Year

2011 Grambling State University Beacon Award

2010 Shreveport Times Leadership Award

2009 Career Compass Champion Award

2009 Northrop Grumman Education Leadership Award

2009 Louisiana Department of Education Outstanding Postsecondary Administrator Award