

# MARCUS DAROD JONES

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Dear Search Committee Members,

As Interim President, please accept this as my formal letter of application for the Presidency of Northwestern State University of Louisiana (Northwestern). I have enjoyed a long-established history with Northwestern, serving in multiple capacities, which include: Professor of Business Law and International Business, Vice President for University Affairs, and Executive Vice President for University and Business Affairs. In July 2021, I was appointed as Interim President of the University. As Interim President, I have had the honor of meeting with vibrant faculty and staff. I have engaged with a diverse and energetic student population and exchanged dialogue with passionate internal and external stakeholders. Through each of these interactions, the core values of Northwestern continue to **resound**: *students are a priority; innovation and academic freedom drive transformative thinking; stewardship and integrity are non-negotiable; global inclusion strengthens the community; and collaboration is critical*. These values, coupled with visionary leadership, position Northwestern to experience increased visibility and greater success. I believe that my unique combination of skills, leadership experiences, and unwavering commitment to Northwestern's success make me an excellent match for this position.

Through multiple leadership roles at Northwestern, I recognize that creating a campus culture of innovation, collaboration and growth, requires that all units, regardless of their function, operate under the united, compelling vision of student success. I lead with this principle. As Executive Vice President for University and Business Affairs, I collaborated with various groups including campus police, physical plant services, and the environmental health and safety department to increase campus safety and security and strengthen emergency protocol measures. By removing bureaucratic barriers which impeded student success, I worked with these distinct units to ensure a healthy physical campus. This environment contributed to both student satisfaction and achievement.

Beyond the physical landscape, the academic culture must be conducive to individuality, creativity, diversity, and the promotion of cultural and social development. For me, faculty are the cornerstone in creating a world-class experience for students. Most would agree that the higher education enterprise continues to be impacted by rapid social, economic, and political disruptions. To withstand these incessant disruptions, higher education leaders must be committed to understanding the changing instructional demands, advancing academic freedom and shared governance, and the on-going investment in research and development. For this reason, I continue to teach part-time (since leaving the classroom as a tenured, full professor in 2007) to ensure that I remain connected to the pillars of teaching and learning, scholarship, and service. Some of my favorite teaching opportunities include International Business and Business Law. Teaching six hours of coursework while serving as Interim President has required more effort, but the rewards of seeing my students mastering new principles and skills, problem-solving, and working independently on international related research make any extra work worthwhile.

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A productive academic culture must also cultivate students who are prepared to meet the social, environmental, and economic challenges of the 21st century. Recognizing this need, I led the expansion of the International Exchange Program at Northwestern, resulting in a significant increase in student participation in a study abroad experience. The outcome of this effort resulted in the creation of the International Student Resource Center and implementation of exchange programs across several continents, including Asia, South America and Europe. I have been fortunate to see many of our international students, who were recruited as part of this expansion, graduate from Northwestern and become successful contributors to the global community.

My various leadership roles at Northwestern served me well as I transitioned to the University of Louisiana System (UL System) as the Executive Vice President and Chief Operations Officer (COO) in March 2020. The UL System is a public multi-campus governing system for nine of Louisiana's higher education institutions, including Northwestern, which serves over 90,000 students. My core responsibilities in this position included overseeing the finances and operational functions of the UL system, assisting with internal/external audit functions, and managing the Equal Employment Opportunity Commission (EEOC) matters and Information Technology operations. In addition, I implemented business operations for all universities in the areas of administration, international relations, and system policy. My Juris Doctorate degree also allowed me to dually serve as a Legal Liaison advisor for the UL System. In fact, throughout my tenure in higher education, I have maintained a successful sole practitioner law practice, assisting clients in specialized areas including: Probate/Successions/Estate planning, Real Estate, Construction Law and Personnel Policy. I have been fortunate to be able to carry my legal interests into all my positions at the University and System level, particularly in my scholarly and professional service endeavors.

Most would agree that COVID-19 presented the higher education enterprise with unprecedented challenges that could only effectively be addressed by novel, transparent, and compassionate solutions. I coordinated the COVID response for the nine universities, offering support to each university's Chief Financial Officer (CFO) with the proper use of Higher Education Emergency Relief Funds (HEERF) allocated for personal protective equipment and grants to assist students financially. Additionally, our team coordinated efforts with the Louisiana Board of Regents to lobby the federal government to allow for greater flexibility with the use of allocated HEERF funds. Ultimately, these efforts were successful, which allowed all universities to use a portion of these funds to cover COVID-related lost revenue.



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My core values are comprised of compassion, authenticity, hard-work and integrity that my mother and father taught me. My parents had 20 children (yes . . . you read correctly, my parents had 20 children). My mother (a part-time housekeeper) and my father (a lumber mill laborer) were required to be efficient, thrifty, and innovative with their finances. While my family's financial resources were scarce, their love and support were plentiful. Despite neither of my parents finishing middle school, they fully understood the transformative power of education. In fact, while I was enrolled in college, my mother was adamant about taking on extra jobs to ensure that she was able to give me and my siblings a few dollars when we visited home from college. My father, a proud man, taught grit, persistence, and hard work, always reminding us that those values must be met with flexibility and compassion.

I have long considered the Northwestern community as part of my extended family. Having completed my undergraduate education at Northwestern and serving the institution in several academic and administrative roles, I, too, have seen the transformative power of education. Some of my proudest moments have been watching Northwestern graduates walk across the stage while generations of family members cheered; observing Northwestern's faculty produce ground-breaking research that not only impacts our Natchitoches community, but the entire State of Louisiana; and seeing the Demon alumni successfully contribute to society. These accomplishments were achieved with grit, hard-work, persistence; and met with compassionate, authentic, and flexible students, faculty, and staff.

After reviewing the position qualifications and serving as Interim President since July 2021, I am confident that I can lead the University through the next several years as it adjusts to the challenges that have changed the direction of higher education. My leadership style, core values, legal background, and extensive experience with accreditation, program prioritization and resource reallocation, budgeting, faculty and staff development, strategic planning, enrollment management, fundraising, along with my commitment to personal lifelong learning, make me a good fit for this position. I look forward to formal and informal conversations about the opportunities that await the institution. I humbly request your consideration of my candidacy for President of Northwestern State University.

I am always available for further conversations or questions and look forward to visiting with you about the bright future ahead for Northwestern.

Sincerely,



Marcus D. Jones, J.D.

# MARCUS DAROD JONES

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## EDUCATION

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SOUTHERN UNIVERSITY LAW CENTER, Baton Rouge, LA May 1999  
*J.D., Law*

GRAMBLING STATE UNIVERSITY, Grambling, LA December 1994  
*M.S., International Business and Trade*

NORTHWESTERN STATE UNIVERSITY, Natchitoches, LA December 1992  
*B.S., Business Administration/Finance (emphasis)*

UNIVERSITY OF PLYMOUTH, Plymouth England September 1991- May 1992  
*International Business/Economics (Int'l Student Exchange)*

## UNIVERSITY TEACHING AND ADMINISTRATIVE EXPERIENCE

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NORTHWESTERN STATE UNIVERSITY, Natchitoches, LA 2021-Present  
*Interim President*

Serve as the chief executive officer, with general authority and responsibility for the University. Engage with students, faculty, staff, community leaders, alumni, elected officials, and others on behalf of the University.

UNIVERSITY OF LOUISIANA SYSTEM, Baton Rouge, LA 2020-Present  
*Executive Vice President and Chief Operating Office*

Oversee the area of business finance, internal/external audit function, EEO, and IT for the System. Handle a wide range of matters of system level importance on behalf of the President. Oversee management of budgets, administration, policies, and procedures, international relations, and act as the legal liaison for the System.

NORTHWESTERN STATE UNIVERSITY, Natchitoches, LA  
***Executive Vice President for University and Business Affairs***

2017-2020

Served as a key administrator in the planning, operation, and management of the University. Oversaw University Police, Environmental Health and Safety office, Grounds Department, and the Physical Plant. Was responsible for construction, maintenance, custodial and general upkeep of all University facilities and grounds. Oversaw the review and execution of University leases and cooperative agreements. Oversaw the environmental health and safety officer.

NORTHWESTERN STATE UNIVERSITY, Natchitoches, LA  
***Vice President for University Affairs***

2007-2017

Served as a key administrator in the planning, operation, and management of the University. Oversaw University Police, Environmental Health and Safety office, Grounds Department, and the Physical Plant. Was responsible for construction, maintenance, custodial and general upkeep of all University facilities and grounds. Oversaw the review and execution of University leases and cooperative agreements. Oversaw the environmental health and safety officer.

NORTHWESTERN STATE UNIVERSITY, Natchitoches, LA  
***Professor of Business Law and Int'l Business (2006-Present); Associate Professor (2005-2007); and Assistant Professor (1999-2005)***

1999-2017

Teach courses in Business Law, Int'l Business, Public School Law, Microeconomics, and Personal Finance. Serve on College of Business Professorship Committee; College of Business Tenure and Promotion Committee; College of Business Scholarship Committee; and College of Business Merit Committee. Serve on University Disciplinary Appeals Committee; Academic Advising Council; Blue Ribbon Committee; Cane River National Heritage Area Grants Committee; and as an International Student Exchange Program Advisor (ISEP). Developed and taught two courses for Internet delivery.

NORTHWESTERN STATE UNIVERSITY, Natchitoches, LA  
***Business Administration Instructor***

1994-1996

Taught courses on Microeconomics, Macroeconomics, Computer Information Systems, and Microsoft Office.

GRAMBLING STATE UNIVERSITY, Grambling, LA  
***Graduate Assistant***

1993-1994

Taught classes on Principles of Management and Human Resource Management to approximately 100 undergraduate students. Assisted with research projects and administered exams to students.



## LAW PRACTICE AND OTHER LEGAL EXPERIENCE

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LAW OFFICE

1999-Present

***Sole Practitioner***

Specialties: Successions, wills, trusts, estate planning, real estate law, contract law, construction law, HUD rules and regulations and other business law related issues.

ROEDEL, PARSONS, HILL & KOCH, A LAW CORPORATION, Baton Rouge, La

1997-1999

***Law Clerk***

Specialties: Insurance defense cases, energy rate cases (heard before the Louisiana Public Service Commission) and other corporate law issues.

## OTHER PROFESSIONAL EXPERIENCE

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NORTHWEST LOUISIANA ATHLETIC LEAGUE (NLAL), Natchitoches, LA

2002-2013

***Treasurer and Consultant***

- Wrote grants
- Provided financial management
- Conducted fundraising activities (private and public sectors) for the League's day to day operations and special events
- Advertised and promoted the program (designed webpage, flyers and other materials; talked with prospective donors; consulted with similar statewide organizations; and partnered with local governmental agencies.)
- Advised the NLAL on how to bring about industrial and commercial growth in the economically distressed areas along Martin Luther King, Jr. Drive in Natchitoches, LA.
- Advised the League on the economic viability of constructing and running several ball parks and a boxing club/fitness center in the MLK area.)

***Co-editing, Photographing, Promotion and Advertisement, and Translation/Interpretation***

- Co-editor, *Callaloo* 31.1 (Winter 2008), a special bilingual issue devoted to Yanga, Mata Clara and nearby villages; theme of the special issue: "Africa in Contemporary Mexico."
- Co-editor, Special Afro-mestizo Section of *Callaloo* 29.2 (Spring 2006), a project devoted to the life, history, and culture of three Afro-mestizo pueblos in the coastal region, south of Veracruz, Mexico. (Conducted and edited taped interviews with more than fifteen subjects, interpreted Spanish language for the Editor, and took photographs of individuals, events and sites in three pueblos: Alvarado, Mandinga, and Tlacotalpan.)
- Co-editor, *Callaloo* 27.1 (Winter 2004), a special bilingual issue devoted to the life, history, and culture of Coyolillo, an Afro-mestizo Pueblo in Mexico. (Taped and edited interviews with more than twenty subjects, interpreted Spanish language for the Editor, and took photographs of individuals, events and sites in the pueblo. Helped to plan and organize activities for the launching of the issue in Coyolillo and Xalapa, March, 2004.)
- *Callaloo* 26.4 (Fall 2003), a special bilingual issue devoted to the literature and visual art of the State of Veracruz, Mexico. Assistant, as Spanish-language interpreter and photographer, to the Editor in the planning and the collection of materials and the taping of interviews. Also assisted the Editor in launching the issue before an audience of more than three hundred people in the world renowned Anthropology Museum in Xalapa, November, 2003.
- General Promotion and Advertisement of *Callaloo* at the annual Gwendolyn Brooks Black Writers Conference, Chicago State University: September, 2003 and September, 2004, Chicago, Illinois
- General photographer and Spanish-language interpreter/translator for the upcoming special Cuban literature issues of *Callaloo*
- "Changes in Higher Education in the USA," a 2001 *Callaloo* conference at Casa de Las Americas, Havana Cuba: Helped the Editor to organize this conference.
- Contributing and Advisory Editor of *Callaloo*

***Finance/Accounts Manager/Consultant/ Co-owner***

- Supervision of various sub-contractors at different construction sites
- Management of the operating budget for the company (The responsibilities here are various: payroll, purchasing of supplies and equipment, accounts payable, contracts, bids, etc.)
- Financial overseeing, such as checking credit, securing collateral, extending loans, and collecting payments.
- Consulting and economic development (Advising the owners on how to bring about industrial and commercial growth in the economically distressed areas along Martin Luther King, Jr. Drive in Natchitoches, LA. Provide advice concerning the economic viability of constructing business on vacant lots along MLK as well as converting existing empty buildings in to profitable business sites for rent or for sale.)

BEN D. JOHNSON EDUCATIONAL FOUNDATION, INC., Natchitoches, LA  
*Treasurer and Consultant*

1999-2003

- General financial management
- Grant writing and management of grant funds
- Oversight, management and coordination of “Utterance of the Elders” an oral history project (funded by the Cane River National Heritage Commission) to document the African presence in Natchitoches Parish of Louisiana. (Wrote the grant proposal, managed the funds awarded, oversaw a staff of twenty-five individuals, identified and selected elders for interviews, oversaw the transcription and editing of tapes, editing and compiling of hard texts, and the printing and distribution of copies of the oral history.)

SOUTHERN UNIVERSITY LAW REVIEW, Baton Rouge, LA  
*Managing Editor*

1998-1999

- Billing, subscriptions, and all other financial functions of the law review, as well as promotion and advertisement

SOUTHERN UNIVERSITY LAW CENTER, Baton Rouge, LA  
*Graduate Assistant*

1996-1997

- Maintained the computer network for the Law Center, installed software, set up computers, performed maintenance on computers, and connected the Law Center to the Internet.

GRAMBLING STATE UNIVERSITY, Grambling, LA  
*House Director*

1993-1994

- Managed the operation, the facilities, the upkeep and the social and cultural activities for a student dormitory that housed 200 undergraduate and graduate students.

TOWER FINANCIAL SERVICES, Shreveport, LA  
*Tax Preparer*

1992-1993

- Prepared and electronically filed various types of federal and state income tax returns.



## AFFILIATIONS

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**Kappa Alpha Psi Fraternity, Inc.**, Member  
**American Bar Association**, 2000-Present  
**Louisiana State Bar Association**, 2000-Present  
**Southern University Law Review**, 1998-99 Managing Editor/Member  
**Ben D. Johnson Endowed Professor**, 1999- Present  
**Legal Consultant**, Ben D. Johnson Foundation

## SPECIAL SKILLS

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- Proficiency in Spanish language (reading, writing and speaking)
- Basic proficiency in French language (reading)

## PUBLICATIONS

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“Las Empresas Multinationales y La Ley De Practicas Corruptas Extranjeras: Una Mirada Juridica A Empresas Transnacionales,” *Saber-Ciencia y Libertad* (December 2011) Co-authored with Semere Haile, Grambling State University.

“Expatriate Failure: The Challenges of Adequate Preparation for International Assignments,” *Journal of International Management Studies* (Fall 2011) Co-authored with Semere Haile, Grambling State University.

“Why international Assignments End in Failure? Situational Factors Impacting Expatriate Success and Failure in Focus,” *European Journal of Management* (April 2010) Co-authored with Semere Haile, Grambling State University.

“What Constitutes the Success or Failure of Expatriates? An Exploratory Study,” *European Journal of Management* (November 2009) Co-authored with Semere Haile, Grambling State University.

“How Business Schools Successfully Implement the Internationalization Process in Their Business Programs,” *The International Academy of Business and Public Administration Disciplines*, (January 2009) Co-authored with Semere Haile, Grambling State University.

“Yanga, Mata Clara and Nearby Villages, Africa in Contemporary Mexico”, a special project devoted to the Life, History, and Culture of several Afromestizo pueblos in the south of Veracruz, Mexico, *Callaloo* (Spring 2008). Co-edited with Charles H. Rowell.

“Entrepreneur Activity in International Business: An Exploratory Study,” European Journal of Management, (November 2008) Co-authored with Semere Haile, Grambling State University.

“Entrepreneur Participation in International Business: A Literature Review,” The International Academy of Business and Public Administration Disciplines, (April 2008) Co-authored with Semere Haile Grambling State University, .

“Assessing American MNC’s Compliance with Sarbanes-Oxley: A Practical Approach,” Review of Business Research, (Fall 2007) Co-authored with Semere Haile, Grambling State University.

“Challenges Facing Expatriate Performance Abroad,” International Journal of Business Research, (Fall 2007) Co-authored with Semere Haile, Grambling State University.

“The Participations of Entrepreneurs in the Global Market,” Academic Business World Proceeding (May 2007) Co-authored with Semere Haile, Grambling State University.

“Assessing American MNC’s Compliance with the Foreign Corrupt Practices Act: A Practical Approach,” International Journal of Business and Public Administration, Vol. 4. No. 1 (Fall 2007) Co-authored with Semere Haile, Grambling State University.

“Assessing American MNC’s Compliance with Sarbanes-Oxley: A Practical Approach,” Review of Business Research (October 2006) Co-authored with Semere Haile, Grambling State University.

“29 Years and Counting: A Legal Look at Transnational Business and the FCPA,” International Journal of Business Research (November 2006) Co-authored with Semere Haile, Grambling State University.

“Preparing Expatriate Managers to Succeed,” Journal of International Business Strategy (November 2006) Co-authored with Semere Haile, Grambling State University.

“Process of Effectively Managing Expatriates,” International Academy of Business and Public Administration Disciplines Proceedings (April 2006) Co-authored with Semere Haile, Grambling State University.

“Impact of Globalization on Africa,” Southwest Review of International Business Research (March 2006) Co-authored with Semere Haile, Grambling State University.

“Afro Mexicans,” a special project devoted to the Life, History, and Culture of three Afromestizo pueblos in the coastal region, south of Veracruz, Mexico, Callaloo (Spring 2006). Co-edited with Charles H. Rowell.

“The Sarbanes-Oxley and the Foreign Corrupt Practices Act: A Legal Look at Transnational Business,” International Journal of Business Research (October 2005) Co-authored with Brenda Woods.

“Multinational Corporations and the Foreign Corrupt Practices Act: A Legal Look at Transnational Business,” Business Journal for Entrepreneurs (December 2004).

“Expatriate Manager in the Multinational Corporation,” Review of Business Research Journal (October 2004) Co-authored with Semere Haile, Grambling State University.

“Global Cultural Differences,” Journal of International Business Strategy (October 2004) Co-authored with Semere Haile, Grambling State University.

“Faces and Voices of Coyolillo, An Afromestizo Pueblo in Mexico”/ “Rostros y Voces de Coyolillo, un Pueblo Afromestizo en México,” a special bi-lingual issue of Callaloo (Winter 2004). Co-edited with Charles H. Rowell.

“Do Consumer Advocates Have a Point? A Quantitative Analysis of Conventional Wisdom in Life Insurance Market,” Ethics & Critical Thinking Journal (December 2001) Co-authored with Andrew W. Bacdayan, (lead author) Stephen Elliot, Robert Jones and Dorothy Jones.

“The Price-Earnings Ratio Revisited: Some Empirical Findings,” The International Journal of Business Disciplines, (Vol. 11, #3, Summer 2001) Co-authored with Carroll Aby, Nat Briscoe and Stephen Kromis.

“An Investigation Into the Selection of Undervalued Stock Investments for Pension Plan and Deferred Compensation Programs: Some Empirical Findings For Decisions Making,” Journal of Deferred Compensation (Vol. 6 #3, 2001) Co-authored with Carroll Aby, Nat Briscoe and Stephen Kromis.

“Term or Whole Life Insurance? An Exploratory Analysis of the factors Affecting Life Insurance Buyer Preferences,” The article has been accepted for publication in a future issue of The National Finance Journal (Winter 2000) Co-authored with Andrew W. Bacdayan, (lead author) Stephen Elliot, Robert Jones and Dorothy Jones.

“Human Nature and the Bundling of Protection and Savings or Investment in the Life Insurance Product,” (2000) Co-authored with Andrew W. Bacdayan, (lead author) Stephen Elliot, Robert Jones and Dorothy Jones.



## PRESENTATIONS

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“Assessing American MNC’s Compliance with Sarbanes-Oxley: A Practical Approach,” International Academy of Business and Economics Conference, November 2007, Las Vegas, NV.

“Challenges Facing Expatriate Performance Abroad,” International Academy of Business and Economics Conference, November 2007, Las Vegas, NV.

“The Participations of Entrepreneurs in the Global Market,” Academic Business World International Conference, May 2007, Nashville, TN.

“29 Years and Counting: A Legal Look at Transnational Business and the FCPA,” International Academy of Business and Economics Conference, November 2006, Las Vegas, NV.

“Preparing Expatriate Managers to Succeed,” International Academy of Business and Economics Conference, November 2006, Las Vegas, NV.

“Process of Effectively Managing Expatriates,” International Academy of Business and Public Administration Disciplines Conference, April 2006, Dallas, TX.

“Impact of Globalization on Africa,” Federation of Business Disciplines Conference, March 2006, Oklahoma City, OK.

“The Sarbanes-Oxley and the Foreign Corrupt Practices Act: A Legal Look at Transnational Business,” International Academy of Business and Economics Conference, October 2005, Las Vegas, NV.

“Expatriate Manager in the Multinational Corporation,” International Academy of Business and Economics Conference, October 2004, Las Vegas, NV.

“Global Cultural Differences,” International Academy of Business and Economics Conference, October 2004, Las Vegas, NV.