

February 28, 2024

RE: McNeese State University President

Dear Search Committee,

Please accept this letter of interest for the presidency of McNeese State University (McNeese). It's being submitted with an enormous amount of passion. If I'm selected as your candidate of choice, I will pour every ounce of energy I have into leading *Our McNeese* through these fiscally challenging times, and moving forward we will accentuate the importance of building continuous-improvement processes throughout the entire organization.

Higher education is amidst a paradigm shift. The cumulative disinvestment over the past 15 years or so has dramatically changed the funding mix of "public" universities in Louisiana. No longer does most of a university's revenue come from State appropriations. Higher education in Louisiana is no longer funded as a "quasi-public" good but rather is funded as a "quasi-private" good. As a result, our management style must change to adapt to this funding model and our actions should more resemble those of private sector participants.

The change in the funding mix is only part of the puzzle, and that piece has appeared to stabilize at a level where state appropriations are the minority share of total funding for a university. Enrollment declines, an ongoing situation, are the second part of the issue. According to McNeese's Office of Institutional Research and Effectiveness (IRE), during the fall semester of 2017, the University of Louisiana System had a total enrollment of 91,501 students. As of the fall of 2023, total enrollment had declined to 81,407. During this seven-year period, McNeese lost 20.65% of its total enrollment, marking the most significant decrease among all institutions in the University of Louisiana System. Early indications suggest enrollment for the fall semester of 2024 will once again decline compared to the most recent fall semester.

Given the change in funding mix, where the majority of a university's revenue is derived from tuition and fees (not State appropriations), a 20.65% drop in total enrollment has created an extremely challenging financial environment. In response to this, Dr. Burckel's inspiring leadership guided us through very difficult times as he led the effort to right-size McNeese to serve a much smaller student body. His efforts helped us successfully navigate McNeese through an anticipated budget deficit of over \$6 million two years ago, through another significant budget deficit last year, and potentially achieved a balanced budget during this academic year.

However, we realize there is a substantial amount of restructuring still to be done. This year we will receive about \$2.5 million in additional revenue because of the term structure of interest rates. In other words, we have been very proactive in creating a more efficient cash management process. This has been accomplished by keeping historically less cash in non-interest-bearing accounts and actively transferring excess cash to the Louisiana Asset Management Pool (LAMP) to generate additional revenue. This temporary opportunity only exists because of current Federal Reserve (FED) policy. In an attempt to reduce inflation back toward their target, FED policy has created an inverted yield curve with short terms rates yielding more than long term rates, creating an opportunity to earn approximately 5% on excess cash located at LAMP. We have capitalized on this opportunity and these actions have generated approximately \$2.5 million in additional revenue for

the current year. However, once interest rates begin to normalize, this additional revenue will dissipate. In addition, it is probable that we have not yet seen the absolute bottom on total enrollment. Thus, we must be proactive and continue to streamline our operations in anticipation that this underlying budget deficit will return as soon as interest rates normalize.

Creating a culture that stresses the importance of enrollment must be the initial primary objective of the next McNeese president. We must stabilize enrollment, thus stabilizing revenue. Every employee, every department, every college, and every administrative office on our campus should understand and be able to describe the role they play in stopping the enrollment decline. Once we have these tasks and objectives defined, and once we hold ourselves accountable to these goals, the enrollment decline will end.

In addition to stabilizing enrollment, we must remain committed to right-sizing the University to serve the current student body. According to IRE, during the fall of 2017 (the beginning of the time frame mentioned on page one of this letter) McNeese employed 629 full-time employees. Of that total, 256 (approximately 40.7%) were instructional positions. After the recent restructuring in the fall of 2023, McNeese employed 547 full-time employees. Of this total, 239 (approximately 43.7%) were instructional positions. Moving forward, we need to be mindful of these ratios and it is imperative that we continue to invest in instructional positions. Faculty are the Institution. Administrations come and go, but faculty own the curriculum and therefore are the main accelerant enabling the Institution to accomplish its mission of *changing lives*. Qualified faculty are the key to installing true market-driven curricula, which embed the skill sets that allow our students to be gainfully employed upon graduation, and inspire the curiosity that motivates them to be the future pioneers in their chosen discipline.

It's impossible to ultimately "downsize" our way to success. Actually, it is possible to cut an organization out of existence. That is obviously not the goal of any leadership team. So, once we have streamlined operations and stopped the enrollment decline, it is imperative that we focus on growth strategies. Programs with high return-on-investment (ROI) should gain investment, and we must begin to increase faculty compensation in those areas. For example, several colleges have accrediting bodies who publish salary surveys. At the very least, we should be targeting the median salary of these very public surveys. We will not get there overnight, but it should be an aspirational goal. Today, our faculty are paid substantially less than the median of these salary surveys, and as a result we lose some faculty and we are not able to attract the most qualified newly-minted, terminally-degreed candidates.

As my curriculum vitae (CV) illustrates, my career path is somewhat unique and has afforded us the opportunity to live in several places around the country. When I think about leveraging our core competencies to build a strategy for McNeese, I think about what's unique to Southwest Louisiana. What truly differentiates us from other regions of this great country? It's our culture! We love gatherings and entertainment, and we cherish our friendships and our family. Therefore, as a regional university we should strive to create exceptional *McNeese Student Experiences* by leveraging our family-like culture to facilitate networks that support our students academically and professionally. The construction of one's professional network begins during the college years. These events create memories, expose students to different cultures, and create friendships that last a lifetime. The core individuals of these relationships will become the support system for our

graduates. Having strong professional networks will assist our graduates through the obstacles of a young career, and often provide opportunities for continued development.

The last three and a half years have been challenging times at McNeese. On August 27, 2020, hurricane Laura changed the landscape of Lake Charles and McNeese. This historical storm caused approximately \$200 million in damages to our campus. Currently, we have successfully completed about half (\$100 million) of the repairs. The rebuild has taken longer than we expected, but we are embracing the idea of transforming a hurricane-damaged campus into state-of-the-art facilities that offer the opportunity to promote our region's core competencies and support exceptional *McNeese Student Experiences*.

As this letter indicates, our challenges are genuine. However, they create real, measurable, and achievable opportunities. The funding mix is not going to reverse to where most of a university's revenue will be a function of State appropriations. Therefore, universities must install private sector management styles, which are entrepreneurial in spirit and more specialized. The much anticipated (and researched) higher education "enrollment cliff" will only worsen over the next three to four years. Thus, instilling a culture that embraces a primary objective of stabilizing enrollment is essential for the next McNeese leadership team. And finally, the long and difficult process of rebuilding our campus is nowhere near complete. The next McNeese president will need to stay focused and be energized by creating better student experiences through updated facilities.

This search committee is being asked to perform a monumental task — selecting the next president of McNeese. McNeese's \$614 million economic impact on our region is substantial and sometimes difficult to fathom. So, to personalize this number, I thought I might conclude by mentioning a few recent interactions I've had the pleasure of experiencing with community stakeholders. I'm encouraged that these few examples will illustrate the importance of this committee's charge.

Just last week, I visited with the leadership team of a local refinery who proudly told me that every employee working in their public affairs office is a McNeese graduate. Driving into the parking lot of a different major local refiner, both the American flag and the McNeese flag were prominently flying on the administration building. We have an accounting firm in Lake Charles who proudly states that every partner is a McNeese graduate and a product of McNeese's internship program. We have a hospital in town who, in the past, has offered every nursing graduate a position upon graduation. And, visiting with local school board superintendents, it is astonishing to hear how many educators in the five-parish area are McNeese graduates. It's inspiring to hear these sorts of stories, and I hope it provides you with an appreciation of the work you are being asked to perform. Thank you for agreeing to serve on this most important committee. The candidate you choose will guide McNeese toward its mission of *changing lives* and will play a significant role in driving economic growth throughout our entire region. I'm humbled and excited to apply for this most notable position.

Sincerely,



Wade Rousse, PhD
McNeese State University
Executive Vice President

WADE ROUSSE, PHD

PROFESSIONAL OVERVIEW:

- PhD in Economics, Master's Degree in Economics, MBA and Bachelor's Degree accompanied with over 25 years of progressive and diverse work experience.
- A proven leader, with over a decade of senior level administrative responsibilities in the private sector, and various administrative roles in higher education.
- A career, which has provided diverse experiences in the areas of management, financial markets, research, sales, fundraising, and technical operations.
- A diplomatic and articulate communicator able to expediently ascertain needs, evaluate action plans, and implement solutions.
- An advocate committed to advancing diversity, equity, and inclusion.
- A servant-leader with a true passion for developing dynamic processes, which can be utilized to navigate an institution through this challenging era in higher education.
- Research interests are in the areas of Macroeconomics, Finance, the U.S. Payment System, and Regional Economics.

EDUCATION:

UNIVERSITY OF ILLINOIS AT CHICAGO

Chicago, Illinois

PhD in Economics, 2009

Master's Degree in Economics, 2006

UNIVERSITY OF NEW ORLEANS

New Orleans, Louisiana

Master of Business Administration, 2002

NICHOLLS STATE UNIVERSITY

Thibodaux, Louisiana

Bachelor of Science Degree in Business, 1993

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EMPLOYMENT:

McNeese State University

Lake Charles, Louisiana

2019 to present

Executive Vice President

2022 to present

In August of 2022, the position of Executive Vice President was created at McNeese State University (McNeese). Over the previous six years, McNeese's enrollment had precipitously declined. This decline was driven by Lake Charles being negatively affected by two major hurricanes, a decline in the perceived value of higher education in the state of Louisiana, as well as the much-anticipated demographic cliff. The Executive Vice President was charged to lead the effort in evaluating administration processes, which provided direction in downsizing the University to serve a smaller student body, to partner with Provost in performing holistic program reviews, as well as to lead in the discovery and execution of new alternative revenue strategies.

Notable Results:

- While simultaneously overseeing a modern Office of University Advancement (those responsibilities are listed below), a restructuring plan for the University was created. This plan included a streamlined organizational chart, which reduced the number of university administrative positions.
- Job descriptions for the updated organization chart were established.
- With the support of team leaders, primary and secondary objectives for certain divisions were constructed. These objectives have increased transparency and are beginning to create a culture of accountability.
- The Executive Vice President partnered with the Provost to begin academic program reviews. Programs with positive return-on-investment (ROI) were recommended to gain investment, while those with negative ROI should prepare a plan for corrective action.
- The aspirational outcome is a streamlined organization with divisions refocused on mission critical tasks. These tasks were developed with the intention of supporting the University's objectives of *Recruitment, Retention, or Job Placement*.

Vice President of University Advancement

2020 to present

In July of 2020, McNeese was restructured. This exercise combined seven departments across campus into one modern Office of University Advancement. The Vice President led the effort of defining and implementing clear objectives

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for these seven departments. These individual department goals aligned with an Office of University Advancement's global objective of generating alternative revenue. These funds are meant to offset declines in state appropriations, as well as revenue reductions from forecastable enrollment drops. A short description of the seven (7) divisions under the umbrella of University Advancement follows:

- The "McNeese Athletic Department" fields sixteen (16) division one sport teams. This department is the main driver of student and community engagement on our campus and in our town.
- "Banners at McNeese" is dedicated to lifelong learning and appreciation of cultural diversity through the arts. Banners programs are enhancing the quality of life in the communities of Southwest Louisiana.
- The "Institute for Industry – Education Collaboration (IIEC)" serves as a liaison between Industry and Higher Education. IIEC is specifically designed to help industry enhance technical knowledge and improve processes, while also discovering placement opportunities for recent McNeese graduates.
- The "McNeese Alumni Association" serves for the material prosperity, and the academic progress, of alumni and McNeese. This is accomplished through innovative programs and services meant to strengthen networks.
- The "McNeese Foundation" seeks outside resources to support the successful education of undergraduate students, and to provide operational financial assistance to the University.
- The "McNeese Athletic Foundation (MAF)" has taken all corporate sponsorship cultivation, stewardship, and fulfillment in-house. By leveraging community ties, MAF is creating financial stability in an athletic department that appropriately supports all 16 sports.
- The "Small Business Development Center (SBDC)" at McNeese influences our five-parish area by working with community members who are interested in developing small businesses. As a result, local products are sold all over the world and hundreds of jobs are created in our community.

Notable Results:

- In the first eighteen months, assets-under-management (AUM) increased from approximately \$95 million to \$120 million. This \$25million increase was dramatically more than any other time in McNeese's history.

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- Raised over \$40 million of “new cash” during the first forty (40) months of leading the Office of University Advancement.
- Landed and managing a \$2.7 million Economic Development Administration (EDA) grant to build a Liquefied Natural Gas (LNG) Center of Excellence on McNeese Foundation property, which is adjacent to McNeese.
- Secured \$8 million from public and private partners to expand the footprint of the LNG Center of Excellence to include rentable office space.
- More than doubled annual corporate sponsorship from approximately \$500,000 to over \$1.2 million in the first year, and by the third year our growth resulted in a quadrupling of corporate sponsorships as we have surpassed \$2million/annually.
- Led the effort to raise \$2.5 million for the naming rights of our basketball arena, and currently leading the process of raising \$6 million for the naming rights of our football stadium.
- Broadened a classroom naming rights program, which was started in the College of Business. This successful campaign yields \$25,000 per classroom and is being spread to other colleges on campus.
- Led the McNeese Foundation in building an urgent care on property adjacent to campus. This endeavor is part of our agreement with Ochsner Health, which also includes the outsourcing of our athletic training room. This project has increased the coverage and quality of student health services, and the total project (athletic training room, student health, and corporate sponsorship) will positively affect cashflow by over \$1 million annually.
- Led the McNeese Foundation in purchasing hurricane damaged property surrounding campus. This is an intentional move to insert housing into the asset allocation mix of the Foundation’s portfolio.
- Launched a broad campaign to increase Foundation AUM from \$95 million to \$250 million in seven years.
- Worked with athletic director and conference commissioner on realignment strategy, which resulted in a much-needed positive economic impact for the Lake Charles community. McNeese hosts the men’s and women’s basketball, baseball, and softball’s conference championships on our campus for the foreseeable future.
- Worked with the Foundation Investment committee and Board of Directors to change the Foundation’s investment policy before the most recent market sell-off. The decision to go overweight cash, reduced market exposure, portfolio losses, and protected Foundation assets.

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Dean and Professor in the College of Business (McNeese)

2019 to 2021

- Led College through an AACSB accreditation visit.
 - Upon arriving to campus, met with as many stakeholders as possible to make certain to accurately reflect the strategic planning, assurance of learning, curriculum development, hiring procedures, and other accreditation issues were accurately reported in the continuous-improvement-review (CIR) report.
 - Arrived on campus to discover the writing of the CIR report had not yet begun. Regardless, during the year of review, we were able to successfully construct the entire CIR report.
 - Planned the peer-review-team (PRT) campus visit.
 - As part of continued review, led the effort to define faculty qualifications, and revamped assurance of learning processes.
 - Successfully led the effort to build a new strategic plan for the College of Business at McNeese. This plan was a joint effort from a diverse group of stakeholders, and eventually the plan was accepted by a unanimous faculty vote.
 - Through several training courses at AACSB headquarters in Tampa, and by attending accreditation conferences, we were exposed to many meaningful conversations regarding the development of the 2020 AACSB standards. As a result, nicely positioned the college to move forward under the new standards.
- Defined expectations for departmental staff and built these expectations into the annual review process.
- Optimized the scheduling of classes and return-on-investment (ROI) measures at multiple levels. We now have metrics for every department, and every class in the College of Business.
- Worked to develop a workload policy, which is driven by ROI. This is a continuous improvement area of emphasis.
- Reorganized personnel (as best possible given our constraints) to match skill sets with necessary tasks.
- Developed a 2-plus-2 agreement with our local community college. The goal of the agreement was to create an efficient path from the community college to McNeese, and thus to increase enrollment in the College of Business.
- Sold “naming rights” for individual classrooms in the College of Business. These proceeds were used to improve the aesthetics of the classrooms as well as to purchase updated IT equipment to be utilized in the rooms.

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- Successfully recruited and hired two Marketing and one Management professor despite having a significant budget constraint attached to the salary, which resulted in offers well below the AACSB median salary survey.
- Successfully recruited and hired impactful community leaders to be adjunct professors by teaching a class in their field of expertise.
- Created a College of Business handbook designed to assist in developing a seamless transition as leadership teams come and go.

Northern Arizona University

2015 to 2019

Flagstaff, Arizona

Note: Like the shared responsibilities illustrated above at McNeese, during my tenure at Northern Arizona University, I held several positions and often dual appointments. Positions, and some associated tasks and results are listed below:

Associate Dean for Accreditation and Operations at The W.A. Franke College of Business

- Planned, conducted, and managed faculty development activities, college research symposia, brown bags and other activities designed to enhance college teaching and scholarly effectiveness.
- Served as the Dean's office representative for Business Division faculty evaluations and Statement of Expectations (SOE) development.
- Managed and prepared reports required for accreditation processes – primary responsibility for the Association to Advance Collegiate Schools of Business (AACSB) accreditation and provided support for School of Hotel and Restaurant Management accreditation.
- Constructed the AACSB continuous-improvement-review report.
- Worked with the Associate Dean for Academic Affairs to oversee winter and summer term scheduling, promote classes and manage revenue.
- Coordinated with the Dean to develop the college budget, enhance reporting, analysis, and forecasting of the college's finances.
- Oversaw all College support services functions.
- Served as a member of the Dean's leadership team.
- Represented the college at the University level as assigned.
- Served as chair of several faculty search committees.
- Planned MBA study abroad trip and accompanied students to London, England.

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Interim Director of the Alliance Bank Economic Policy Institute

- Managed all four units of the Institute. The four units consisted of The Center of American Indian Economic Development, the Arizona Hospitality Research and Resource Center, The Rural Policy Institute, and the largest Road Scholar program in the U.S.
- Administered a team, which hosted an Economic Outlook Conference. The Conference has over a 50-year history and sells out at 500 attendees on an annual basis. Keynote speakers have included Robert Reich, Gene Sperling, and David Walker.
- The Institute concentrates on unique data collection, research, and economic development for tribal and other rural communities, as well as financial literacy, and lifelong learning.
- Delivered Economic Outlook speeches to state and regional community leaders and stakeholders.
- Directed a team to secure an Economic Development Administration (EDA) University Center grant.
- Managed the budget and staff. Set the vision and strategic goals to aggressively expand the budget, which could drive us toward a goal of hiring more researchers and thus having a greater community impact.
- “Fee for service” was driven by business relationships and partnerships. These relationships opened the doors to perform Economic Impact Analyses, Feasibility Studies, and Choice Experiments to estimate demand curves for the private sector. Clients attracted to these services included Salt River Project, Coconino County, Arizona Office of Tourism, Flagstaff Medical Center, Snowbowl, and the Navajo and Hopi Nations.

Area Coordinator of Economics

- Coordinated area meetings, assessment meetings and planning activities.
 - Made certain assessment data were collected and meaningful curriculum changes were driven by these data.
 - Ensured completion of assessment reports each year.
 - Reported assessment reports to curriculum committees – both in the college and at the university level.
 - Served as a resource for faculty dealing with student issues (academic dishonesty, disruptive behavior, etc.).

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- Monitored and reviewed area funds, including approval of expenditures, disbursement to faculty for professional development where appropriate, etc.
- Assisted the Career Development Office with tracking of student job placement.
- Oversaw curriculum Issues.
 - Reviewed and approved syllabi prior to each term for all faculty (including part-time faculty) in the area to ensure compliance with master syllabi.
 - Engaged areas in discussion about curricular changes needed, if any, worked with area representatives to the FCB Curriculum Committee to move changes through and sign off on paperwork for the UCC.
 - Reviewed 8-term plan and other advising materials each year.
- Assisted the Office of Academic Success and the Dean's Office with course substitutions and other articulation issues.
- Provided feedback to the Dean on annual Statement of Expectations for faculty in the area.

Executive in Residence

- The Executive in Residence program at Northern Arizona University was intended to bring career practitioners into the classroom.
- Taught Principles of Macroeconomics, Intermediate Macroeconomics, Corporate Finance, The Economics of Money, Banking, and Financial Markets, & The Economic Senior Seminar.
- Served as an active member of the Intercollegiate Athletic Committee and chair of the Fiscal Integrity subcommittee, a member of the Finance Advisory Council, and a member of the Teaching Academy.
- This was an instrumental time in my career as I reengaged with research coauthors and transitioned with a goal of becoming a meaningful member of the academy.

Northern Arizona University Campus Recognitions

- Was selected to be the 2016 **Faculty Homecoming Coach** of the game.
- In 2017 was voted by the Promotion and Tenure committee as ***The W.A. Franke College of Business Teacher of the Year***

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EMBRY RIDDLE AERONAUTICAL UNIVERSITY

2014 to 2015

Prescott, Arizona

Visiting Assistant Professor of Economics

- Taught Engineering Economics, and immediately got involved with the student investment club.
 - After spending a year as a Visiting Professor, ERAU offered an accelerated path to tenure. However, I elected to take the opportunity to become an **Executive in Residence** at NAU.
 - Campus Recognition: Only spent one year in Prescott but was voted by the graduating class to be their **Faculty Marshall** at commencement.

CAJUN CAPITAL HOLDINGS LLC

2010 to 2015

Belle Chasse, Louisiana

PRESIDENT & CEO

- Solely responsible for all investing, trading, and hedging strategies.
- Delivered quarterly economic outlooks to Class A shareholders and provided annual strategic guidance.
- Market advisor to the Federal Reserve Bank of Chicago.
- Due to extraordinary monetary policy and zero interest rates, during this time, volatility in equity markets was driven down to unprecedented levels. As a result, it became difficult to attract pension funds and endowments to our alternative investment strategy. This, in conjunction with my desire to play an instrumental role in higher education, is why we decided to close the firm.
- For the original investors, the partners of the firm, this endeavor yielded positive returns.

FEDERAL RESERVE BANK OF CHICAGO

2008 to 2010

Chicago, Illinois

ECONOMIC OUTREACH / POLICY RESEARCH SPECIALIST

- A member of the Financial Markets group, which is responsible for conducting research of major markets, and various areas of the U.S. Payments System.

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- Performed research and published in the area with several different colleagues.
- Represented the Federal Reserve through the Speakers Bureau; met with community, business and education groups making economic outlook presentations.
- Assisted the President's speechwriter in clarifying economic issues.
- Served as Coordinator of the College Fed Challenge program.

UNIVERSITY OF ILLINOIS AT CHICAGO

2004 to 2009

Chicago, Illinois

VISITING LECTURER / ADJUNCT PROFESSOR

- Taught Macro and International Economics in the Executive MBA Program.
- Taught Principles of Macro Economics, Intermediate International Economics, and Undergraduate Econometrics.

SEA AND SEA MARINE

1993 to 2004

Cut Off, Louisiana

Sea and Sea was a marine transportation company, which owned and operated vessels that serviced the Oil and Gas industry in the Gulf of Mexico.

- Hired immediately out of college as a blue-collar laborer; learned business from the ground up, and eventually became a partner.
- Assisted in reducing a long-standing turnover problem and created a standardized hiring process.
- Tasked with safety issues and sales accountability.
- Developed a brokerage model, which allowed for the expansion of market share and customer master service agreements.
- Key player in setting strategic company direction.

Results:

- Landed lucrative contracts by selling company's dedication to personal service.
- Taken on as a partner and co-founder of Maritime Logistics in 1999.
- Drove revenue into the millions in first year of operation.
- Was a key player in implementing the sale of the company.

A few notable publications and research projects:

- “Recreation matters: Estimating Millennials’ Preferences for Native American Cultural Tourism” with Ryan Fitch, Julie Mueller and Rebecca Ruiz, *Sustainability*: 2022
- “Foreign Capital Flows, Credit Spreads, and the Business Cycle” with Ding Du, *Journal of International Financial Markets, Institutions & Money*: 2018
- “The Economic Impact of Post Fire Flooding: Bill Williams Mountain” with Thomas Combrink, prepared for Coconino County Flood Control District: May 2018
- “The Economic Contributions of Northern Arizona University (NAU) to the State of Arizona in AY 2017-2018” with Thomas Combrink and Rebecca Ruiz, prepared for NAU: November 2018
- “The Economic Contribution of the Navajo Generating Station on the City of Page, Arizona” with Thomas Combrink, and Ryan Fitch, prepared for The Salt River Project: August 2017
- “The Economic Contribution of the Wine Industry on the State of Arizona” with Thomas Combrink, and Ryan Fitch, prepared for The Arizona Office of Tourism: June 2017
- “Reinventing Money and Lending for the Digital Age” with Richard D Porter, *Banks Beyond Banks and Money* (pp. 145-180). Switzerland 2016, Springer International Publishing.
- “Two Cheers for the Monetary Control Act of 1980” with Richard D. Porter, *Chicago Fed Letter*: June 2010, 275.
- “Digital Checks as Electronic Payment Orders” with Katy Jacob, Anna Lunn, Richard D. Porter, Bruce Summers, and David Walker, *Chicago Fed Policy Discussion Paper*: 2009, No. 5, November
- “Financial Integration, Trade Openness, and Macroeconomic Volatility”, *University of Illinois at Chicago ProQuest Dissertation Publishing*, 2009. 3394234.

A few notable current and former affiliations:

- American Economic Association
- Western Economic Association International
- Financial Management Association International
- Lake Charles Charter Academy Board of Directors
- Coconino County’s Workforce Development Board
- Northern Arizona Healthcare’s Board of Directors
- Faculty Initiate for Delta Sigma Pi
- Former member of the Chicago Mercantile Exchange