

CHRIS BROADWATER, J.D.

Letter of Interest for University of Louisiana Monroe Presidential Search

Rick Gallot
University of Louisiana System President/CEO
Chair, ULM Presidential Search Committee
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Baton Rouge, Louisiana 70802
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President Gallot,

Driven by a deep love for the people and culture of northeast Louisiana, a strong conviction of the region's potential, and a passion for seeing the dynamic delivery of education transform the economic opportunities of individuals, please accept this letter of interest reflecting my desire to be considered as a candidate for President of the University of Louisiana Monroe. I believe the cumulative effect of my academic and professional experiences has uniquely prepared me to be the visionary and strategic leader that will drive the University of Louisiana Monroe and the region into a new age of success.

At a time when higher education is facing challenges in the form of decreased public investment, declining birth rates affecting both current and future enrollment and those who question the value proposition of seeking a college degree, the next president must be able to eloquently articulate the transformative nature of education and effectively advocate for strategic investments in the institution. Further, they must establish innovative strategies to open new markets allowing diverse new demographic sectors, both near and far, to participate in the educational experience while unifying both internal and external stakeholders through collaboration and a clearly established vision. I have a proven track record in each of these areas and have a strong desire to provide this type of leadership as President of University of Louisiana Monroe.

Six weeks prior to the onset of the COVID-19 pandemic, I moved to Monroe as the Interim Chancellor of La Delta Community College. Over the next 18 months, I lead the college through a period of great uncertainty, tackled a 7 ½% budget deficit without layoffs or furloughs, lead the effort that established a cooperative endeavor agreement with ULM to create the Bridging the Bayou transfer program, secured funding and started construction of a new Ruston campus before my term ended, established a new Winter Quarter to increase enrollment and realize revenue generation during a traditionally dormant budget period and emerged from the pandemic with enrollment numbers at pre-pandemic levels. To accomplish these successes, it was critical to establish within the executive leadership team clear action items and performance measures to

CHRIS BROADWATER, J.D.

track our progress in achieving our goals. Further, I met regularly with Faculty Senate leadership and department heads to ensure they were being provided with the tools necessary to succeed in the tasks being asked of them and then provided public events to celebrate the collective successes while building camaraderie among faculty, staff and executive leadership.

In addition to my service at the campus level, I also have over ten years of experience in education policy development and implementation through both my service in the Louisiana House of Representatives and the Louisiana Community & Technical College System. As a legislator, I authored and passed legislation that first provided fee autonomy to colleges and universities at a time when public investment was evaporating, thereby providing a financial lifeline that helped our institutions survive until a meaningful increase in public investment returned. Infamously, and while poor policy, in an effort to protect higher education I successfully argued for the ultimate passage of the SAVE Act in 2015 that prevented over \$230 Million in cuts to higher education. As the Vice President for Workforce Policy at LCTCS, I worked collaboratively with Dr. Jim Henderson and the University of Louisiana System to successfully advocate for the reinvestment in the nurse capitation program to return critical recurring funding to nurse education across Louisiana. In this role, I also created a program of braided federal and state funding to allow each two-year college in Louisiana to design and procure multiple mobile labs to be used for remote hands-on education opportunities for students in rural areas and/or with transportation barriers and career exploration opportunities for junior high and high school students.

In both roles, I also had the opportunity to advocate for and secure funding for capital construction projects. Some examples of these are the Southeastern Louisiana University Computer Science and Technology Building, completed in 2018 at a price of over \$26 Million and the La Delta Community College Ruston Campus, completed in 2022 at a price of approximately \$9 Million. To accomplish the LDCC Ruston Campus, we demolished the existing campus at the conclusion of the 2021 spring semester and relocated all students via CEA's with Grambling State University and La Tech University in order to continue instruction of all students without interruption and returned to a brand new campus in 2022.

In my current role with CSRS, I have continued my work to facilitate catalytic capital construction projects through consulting with the LSU System, University of Louisiana System and LCTCS on their capital construction projects. A key vehicle for accomplishing this has been well designed public private partnerships that decreases financial risk for the universities, brings private capital to the project in a more expedient timeframe compared to the traditional capital outlay process and delivers the capital needs of universities more concurrently with the identification of needs. I believe this structure will become the norm for public institutions in

CHRIS BROADWATER, J.D.

years to come and holds great potential particularly when multiple public bodies can collaborate on a single project to spread risk and provide year-round programming via shared use.

To engage external stakeholders for the benefit of the university, I believe there are several actions that must occur. First, a president must be active and visible in the community – at community events, sporting events, church, restaurants and shopping, to name a few. Second, it is an added benefit if a president's wife is likewise engaged in the community. My wife, Hilaria, has seen and long admired the example of Misty Wainwright at Southeastern Louisiana University and would relish the opportunity to similarly contribute to the community around ULM. Third, the community leadership should be a knowledgeable and active participant at the university. To help accomplish this at La Delta Community College, I provided office space to both of the economic development organizations in the region. NELEA (now GROW NELA) and NLEP were provided offices to ensure they could demonstrate to existing and prospective businesses their ties to the talent development that was occurring at the college and to ensure the college was always abreast of economic development opportunities so that course programming could remain relevant for the jobs our students would be seeking. Fourth, beyond the energy created by an active president, first lady and engaged community leaders, little can compare to the excitement and energy created by a competitive and well managed athletic program. While such a program requires an investment, it has the potential to rally a community into a level of engagement, giving and increased enrollment in a way that few other strategies can achieve. For ULM to succeed, there is a symbiotic relationship with the community around it and by helping to generate excitement within the community, both the university and community can succeed together. A university cannot succeed without a healthy and growing community around it. Further, a university community cannot reach its full potential without a healthy and growing university. ULM needs the community around it to invest in it and support it. But ULM leadership should likewise invest its time and energy supporting community leaders. Success breeds success and a growing and thriving Monroe area makes it easier to recruit quality faculty, staff and students. There must be mutual support.

If provided the opportunity to lead University of Louisiana Monroe, I pledge to provide the type of innovative, collaborative, strategic and successful leadership that the people of northeast Louisiana deserve. My wife, daughters and I are excited about the potential of the university and the region as a whole. We look forward to discussing each of these issues with you in greater detail and answering any questions you may have.

Sincerely,

Chris Broadwater

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EMPLOYMENT HISTORY

June, 2022 - Present	Vice President & Deputy General Counsel, <i>CSRS, LLC</i> (Baton Rouge, LA)
2018 – June, 2022	Vice President For Workforce Policy & General Counsel, <i>Louisiana Community & Technical College System</i> (Baton Rouge, LA)
January 2020 – June, 2021	Interim Chancellor, <i>Louisiana Delta Community College</i> (Monroe, LA)
2012 - 2018	State Representative, District 86, <i>Louisiana House of Representatives</i> <ul style="list-style-type: none">• House Committee on Labor & Industrial Relations, Vice-Chair (2012-2018)• House Committee on Education, Member• House Committee on Ways & Means, Member• House Executive Committee, Member• House Select Leadership Committee, Member• Joint Legislative Committee on Capital Outlay, Member
2012 – 2018	Attorney, <i>Cashe, Coudrain & Sandage</i> (Hammond, LA)
2010 – 2012	Attorney, <i>Forrester & Dick</i> (Baton Rouge, LA)
2008 – 2010	Assistant Secretary of Labor, <i>Louisiana Workforce Commission, Office of Workers Compensation</i>
2005 - 2008	Partner/Attorney, <i>Jordan & Broadwater</i> (Baton Rouge, LA)
2002 - 2005	Attorney, <i>Forrester, Jordan & Dick</i> (Baton Rouge, LA)

EDUCATION

2002	Juris Doctor, <i>LSU Paul M. Hebert School of Law</i>
2002	Bachelor of Civil Law, <i>LSU Paul M. Hebert School of Law</i>
1998	Master of Divinity, <i>New Orleans Baptist Theological Seminary</i>
1995	Bachelor of Arts, Sociology/Family Life Studies, <i>Louisiana College</i>

AWARDS

2020, Key to the City, Monroe, Louisiana
2018, Friendship Oak Award, Southeastern Louisiana University Alumni Association
2017, Legislative Ally Award, Louisiana Industrial Development Executives Association
2016, Jobs For America's Graduates National Leadership Award
2016, Chairman's Award, Chamber of Southwest Louisiana
2015, Legislative Champion for Healthcare, Louisiana Hospital Association
2015, Legislative Ally Award, Louisiana Industrial Development Executives Association
2014, Guardian Angel Award, National Federation of Independent Business
2014, Legislator of the Year, Louisiana Athletic Trainers Association
2014, Legislator of the Year, Louisiana State Troopers Association
2013, Legislator of the Year, Louisiana State Troopers Association
2013, Legislative Champion Award, Louisiana Industrial Development Executives Association

COMMUNITY SERVICE

2024- Present	North Oaks Health System Board of Directors (Vice-Chair)
2020 - Present	Louisiana Proprietary Schools Commission, Board Member
2020-2021	City of Hammond, Charter Review Committee, Member
2018 - 2022	Louisiana Workforce Investment Council, Member
2016 – 2018	National Conference of State Legislators Labor and Economic Development Committee, Member
2015 – 2020	Southeastern Louisiana University College of Business Advisory Council, Member
2014 – 2018	Council of State Governments Legal Task Force, Member
2014 – 2018	Jobs for America's Graduates National Board of Directors, Member
2012 – 2018	Advisory Board for Comprehensive Public Training Program for Louisiana State Employees, Member
2012 – 2015	Louisiana School for Math, Science and the Arts Board of Directors, Member