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UL Lafayette Provost and Vice President for Academic Affairs Search Committee  
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Dear Esteemed Search Committee:

It is with great excitement and humility that I submit my application for the position of Provost and Vice President for Academic Affairs. Throughout my 22 years of service at UL Lafayette, I have been fortunate to have many opportunities to work with others across campus to advance the University's strategic agenda. I have endeavored to help grow, nurture and develop the institution and its students, faculty and staff in ways that render UL Lafayette a better place to learn and work. I am passionate about continuing to advance and accelerate the University's effectiveness and achievement through careful planning, innovative programming, entrepreneurial initiatives and full engagement of all the University's stakeholders. As an indicator of my ability to achieve this, I offer below some examples of my experiences and accomplishment in the domains indicated as critical to the successful candidate for this position.

- **Terminal degree and record of achievement in teaching, research and service that merits appointment as a tenured professor at UL Lafayette.**
  - I am a Full Professor at UL Lafayette, achieved early tenure/promotion and have been recognized as a UL Lafayette Distinguished Professor, Outstanding University Advisor, and with Moody College of Business Teaching, Research and Advising Awards. I have held adjunct appointments at Grenoble Ecole de Management, Aston Business School (UK) and at Case Western, where I served as co-chair and committee member for three doctoral students. I have published approximately 75 peer-reviewed journal articles and six books, and have won several research awards from the Academy of Management national and regional organizations.
- **Successful career path that demonstrates progressively responsible administrative leadership experience in a vibrant academic setting.**
  - My entire 20+ year career (with the exception of one year visiting at Texas A&M Corpus Christi) has been spent at UL Lafayette. During that time I have served as Moody College of Business Associate Dean, Director of Moody Graduate Programs, Acting Dean, Special Assistant to the Provost and finally, in my current capacity, as Assistant Vice President for Institutional Planning and Effectiveness (in which three units/directors/coordinators report directly to me: Director of Institutional Research, Director of Assessment, and Institutional Data Coordinator). For the last five years I have also served as one of four members of the Academic Affairs Council as well as on the University Council.
- **Collaborative, transparent, strategic management style marked by strong communication skills, a nimble and decisive approach to planning and problem solving with a demonstrated balanced, campus wide perspective.**
  - In my current position of Assistant Vice President for Institutional Planning and Effectiveness, I have been responsible for the development, deployment, implementation of and reporting on the University's Strategic Plan. In conjunction with that, as the chief assessment administrator, I have worked with all 300 units and degree programs at UL Lafayette for the past six years on development and implementation of annual student learning objectives and operational goals. These units include academic departments, student and administrative services, development, enrollment management and the research enterprise.
  - I have presented in the past three years to external stakeholders on the state of the University at Leadership Lafayette, Leadership Louisiana, the UL System, the Board of Regents and to internal stakeholders (Faculty Senate, Townhall Meetings, Assessment Forums, Departmental Meetings, Department Head Forum, Council of Deans, College Faculty Meetings, Office of Development, Enrollment Management, the Graduate School and many others) on survey results, general education, assessment, goal-setting and strategic planning. I have also developed and widely shared with internal administrators data, information and reports on grade distributions, workloads, aggregated SEI performance and survey summaries. I believe we possess much data on this campus that is actionable and should be shared widely to facilitate enhanced transparency, innovation and commitment.
- **Reputation as an enthusiastic, effective advocate for faculty, staff and students and a gift for forging consensus with both internal and external constituencies and building community throughout the university and beyond.**
  - I have served as a key participant in the development of several new degree and certificate programs, including interdisciplinary initiatives at the undergraduate and graduate level, been responsible for the automation of SEI and administrative evaluation processes, and worked with Academic Affairs to develop and conduct major program review

protocol. Additionally, I initiated a facilities coding and space management protocol that has resulted in over 7 million dollars of additional revenue credits based on our formula funding. I have worked closely with economic development allies to recruit and retain major business to Acadiana, implemented several new survey and feedback methodologies increasing student voice, and represented the University on several major regional planning initiatives including the Lafayette Comprehensive Plan and the Downtown Master Plan. Each of these successful initiatives required significant culture adaptations and community-building skills. I have served as Chair of the Lafayette Economic Development Authority and Lafayette Consolidated Government's International Center Foundation, and I was just recently reelected as the Chair of the LITE Commission. I have served the Lafayette Chamber, the Community Foundation of Acadiana and the Junior League as a board member or committee chair. I have been a UL Lafayette representative to the Louisiana Innovation Council, the State of Louisiana Council of Workforce and Economic Development Officers, LUMCON Board and Strategic Planning Committee, and the Louisiana Workforce Investment Region IV Alliance. I have worked extensively with Louisiana Economic Development and with the Lafayette Parish School System and the Lafayette Education Foundation. I am LEDA's appointee to the legislatively-mandated committee to study the feasibility of a global high school in Lafayette and serve with several Louisiana elected senators and representatives. I have strong, ongoing relationships with each of the major print media outlets in Acadiana, as well as with SLCC and the administration of several private schools.

- **Record of commitment to diversity and the ability to respond to the needs of a diverse student population, including first-generation students.**
  - I have worked with TRIO/Special Services on strategic planning, with the Office of Campus Diversity on programming, on Gen Ed issues to make learning more adaptive to varied student needs, with LITE on minority STEM education, and with the Office of International Affairs on recruiting and exchange relationships. I have also served as a McNair mentor and have worked on several initiatives aimed at enhancing the success of underprepared incoming students, including the expansion of our undergraduate research initiatives – a strategic priority for 2013-14. Student exit surveys, off-cycle course analysis, readmit GPA minimum requirements, prediction of student success, analysis of non-returning students, and graduation rate analysis have all been projects which I have led or on which I have worked with significant implications for enhancing student progress and success of varied populations.
- **Fluency with emerging trends in technology in the management of data and the delivery of high-quality academic programs online and via other methods.**
  - I have been involved in the conceptualization and implementation of every online program at UL Lafayette, yet my primary role has been to ensure that this mechanism for delivery has been robust and has met the needs of the students through careful analytical review of accomplishment on learning outcomes and through ensuring faculty engaged in distance learning are adequately trained. I am currently working with a team from the Office of Distance Learning on examining the feasibility and structure of how UL Lafayette might best offer MOOC-based instruction and education. I developed the initial drafts of the University's Pre-LOI form evaluating the feasibility of new programs as well as the "minor" review form currently implemented to assess the viability and student demand for new and existing minors. In doing so, nontraditional delivery options, mechanics and assessment were carefully considered and incorporated.
- **Ability to understand and successfully navigate complex budgetary issues as well as Louisiana's funding formulas and multi-layered university governance structure.**
  - In 2010, the Academic Affairs Council committed to gaining a thorough understanding of the complex formula funding model from the State of Louisiana and worked with the Board of Regents and the Board of Supervisors to ensure UL Lafayette was best positioned to maximize revenue. This resulted in a complete overhaul of the manner in which we reported facilities usage, and in two years we have emerged as the model in the state for optimal facilities reporting to the State of Louisiana. I was a key player in the development of a mechanism for evaluating the cost efficacy of new and existing programs which guide actions to enhance operational efficiencies without erosion in educational quality.
  - The Board of Regents recently nominated and elected me to serve as their representative on the critical Occupational Forecasting Conference. Along with the Secretaries of Economic Development and Workforce Development, the head of the Louisiana AFL-CIO and the President of the LCTCS System, this conference meets quarterly to develop occupational supply and demand forecasts which are used to direct hundreds of millions of dollars in state incentives. I have also worked closely with analysts at the UL Board of Supervisors to pilot the development of a variety of cost and funding models, benchmark/peer institution selection, and performance metrics.
- **As Chief Academic Officer, integrate contemporary technology and entrepreneurial strategies while conducting the academic business of higher education in ways that respect UL Lafayette's long and rich history.**
  - My perspective and objective in this domain is to fully ensure our human expertise and physical assets are being optimally empowered to support the academic and research core of the institution. Entrepreneurialism and intrapreneurialism will be paramount to future success in higher education anywhere. To this end, we have petitioned

for differential tuition, course fees, and nontraditional funding options for graduate assistance and fellows. I have worked with auxiliary services, continuing education, research centers and academic units to explore unique cross-enrollment options which can generate SCH funding and private professional development dollars. We have explored and actually landed on-campus tenants that pay leases but that contribute to our academic mission, and implemented synergistic contracts with vendors that engage students and contribute to their learning. I was involved in the comprehensive program review and strategic reorganization that led to the creation of the “schools” and emerging portfolio of offerings in Geosciences, Computing and Informatics, and Kinesiology.

- **Join with President Savoie in making strategic investments that will accelerate the University’s rise in national rankings, including the growth of doctoral programs that meet emerging needs in the region and nation, and find ways to assist graduate students interested in pursuing these degrees by identifying sources to fund competitive assistantships and other support mechanisms.**
  - In this area, I have worked extensively on every new proposed and approved graduate program since 2007. We have vigorously advanced well-developed proposals that resulted in UL Lafayette, despite a moratorium, gaining approval for more new programs than any other institution in the state and more than all other institutions in our system combined. As a strategic imperative, I have worked with the Vice President for Research to generate collaborative initiatives that result in funding enhancements. Under my leadership as Acting Dean, Moody College was recognized for the first time ever as a nationally-ranked institution. I am also leading the University’s application for achievement of the Carnegie Community Engagement status. I have extensively engaged with industry to craft mutually-beneficial partnerships to not only enhance graduate student education but also explore new funding models for graduate students. The Dean of the Graduate School and I met, in 2010, with every program on campus currently offering and aspiring to offer graduate programs to develop a list of new offerings we should pursue. That list remains today a viable roadmap for us to strive to achieve a higher Carnegie classification as well as a mechanism to grow our research portfolio.
- **Lead development of a new academic strategic plan collaboratively with faculty, staff and students.**
  - In 2008, I led the development and creation of the 2009-2014 UL Lafayette Strategic Plan (including the hosting of many feedback forums both internal and external to the institution) and have worked with several units (including Athletics and the RCAF) to create their strategic plans to be consistent with that of the University. I have also worked extensively on planning initiatives for the City of Lafayette, several “regional” and global economic development alliances, LUMCON, and dozens of state-wide businesses and non-governmental organizations.
- **Foster the integration of research in academics to promote undergraduate research opportunities and support faculty committed to research.**
  - I am serving as a member of the Undergraduate Research Initiative taskforce which aims to generate enhanced funding and opportunities for undergraduate students across the campus. Undergraduate research (through REUs and other mechanisms) as well as the implementation, whenever feasible, of capstone courses remain a priority for this institution as evidenced by benchmarking and student feedback on NSSE and other indicators.
- **Continue to globalize the academic experience for students and faculty through study abroad programs, partnerships and exchanges while building and supporting the number of international students on campus.**
  - Assessment results have long indicated that UL Lafayette has many opportunities to strengthen our students’ global competence as well as our faculty’s opportunities to engage more with international colleagues. I have started many initiatives in this arena in terms of general education options, exchange relationships, international recruiting, *student* programming, and strategy and facilities development in the global arena. I have advocated for this domain to be a strategic priority since the inception of our current plan and have worked extensively with internal and external stakeholders to advance our ability to produce citizens of the world..
- **Promote an on campus learning environment that enhances student outcomes by further developing academic programs and advising practices that monitor and support their progress from enrollment through graduation and that comply with the “GRAD Act” enacted by the Louisiana Legislature (<http://regents.la.gov/grad-act/>).**
  - I have been involved in GRAD Act benchmarking, goal-setting, reporting and compliance at UL Lafayette since the inception of the legislation. I am also the campus lead on developing a comprehensive methodology for identifying Carnegie peer benchmark institutions using Board of Supervisors methodological guidelines that may become incorporated into GRAD Act metrics. Dating back to 2006, I was responsible for assessment and assurance of learning campus-wide, including the selection, deployment and population of WEAVEonline data. I also conducted the one and only survey of students who attended UL Lafayette one Fall (2010) and failed to return the following Fall (2011) to identify common reasons for attrition. This led to the creation of information to students, through the Student Health Center and Academic Success Center, about the implications of non-attendance. It also drove modifications in the student financial aid process and led to initiatives to prevent students from incurring debt that had to be repaid prior to a student’s ability to return. I am currently engaged in efforts to mitigate attrition through an early warning system based on student attendance and presented at the Summer 2013 Retention Retreat. As a member of the General Education Committee (re)formed in 2006, learning outcomes assessments for which I was responsible led to the formation of

several “Rapid Action Teams” that resulted in the creation of UNIV 200, a major redesign of CMCN 200/100, changes in Freshman English courses, and improvements in our ability to enable students to become more globally competent.

- **Work with academic administrators and faculty to grow distance and online course delivery opportunities to serve a broader audience locally, regionally, nationally and internationally.**
  - I have worked closely and collaboratively with the staff of Distance Learning since its inception, including engagement with external partners through which we offer programs.
  - My primary strategic interest in this domain is developing and growing niche programs based on faculty expertise that is not replicable; deploying the technology when appropriate for dual enrollment; and engagement of the Office of Research and its associated centers to offer certificate and other professional development utilizing appropriate technologies in differentiated “blue ocean” markets.
- **Develop strategies to support faculty development in a challenging economic environment, promote faculty engagement in academic governance and address faculty salary issues.**
  - Faculty development is a stated strategic priority for 2013. In this domain, I have been engaged in developing a faculty needs assessment, and believe we have made, through the Office of Faculty Development, strong and creative inroads into this area which was much in need of enhancement. I have also been engaged in comprehensive salary structure evaluations, pay equity issues and summer pay initiatives, and have developed evidence of the impact of our fiscal constraints on faculty and staff morale and perhaps even student learning. In Academic Affairs, we have initiated several innovative programs to attempt to reinforce and reward faculty through special recognitions (e.g., service learning) and developmental opportunities (e.g., faculty fellow program).
- **Bring past experience to the challenge of implementing campus wide data management and the implementation of new systems, thereby giving faculty, staff and students the necessary tools to manage information effectively and devise solutions to pressing campus issues.**
  - I have championed the implementation of the Scantron System for electronic SEIs (initially motivated by the need to provide distance learning students a mechanism for evaluating courses and then deployed campus-wide to each of the approximately 3,000 sections of courses we teach each semester). Scantron use has recently been expanded for administrative evaluations and will soon be deployed for administrative peer evaluations. I have championed Hobson’s “ApplyYourself” to enhance the experience of not just graduate students but also undergraduate, continuing education and camp applicants. I was responsible for the selection and deployment of WEAVEonline and was a national beta tester for WEAVE Affirm, the product we will be using for SACS accreditation reporting starting in 2013. I designed and implemented the University’s Graduate and Undergraduate Exit Surveys and manage several surveys and survey protocols on my unit’s SurveyMonkey accounts. I also submitted and was awarded a grant to develop one of the nation’s first assessment labs, a lab that has been used extensively by academic, distance learning, athletic and student service units over the past five years. I continue to advocate for timely degree audit solutions.
- **Develop leadership training programs and resources that will support the professional development of academic leadership in the departments and schools to increase participation and improve efficiency.**
  - My primary focus in this domain has been on the development and dissemination of usable data to Department Heads as well as the education of the same through a first-ever Department Head Forum and the creation of “voice” mechanisms for newly-hired faculty.
- **Use UL Lafayette’s niche as a nationally ranked research university with a proven reputation for providing an affordable high quality education to further increase awareness of the University’s attributes and attract students from a broader geographical range.**
  - I have worked diligently to create value and promote awareness through many mechanisms for which I was responsible for deploying, to include: National Survey of Student Engagement (NSSE) and Beginning Student Satisfaction Survey (BSSE), Noel-Levitz Student Satisfaction Index, ACT Student Opinion Survey, Collegiate Learning Assessment, ETS MAPP and Academic Profile, Chronicle of Higher Education’s Great Places to Work Survey, ACT’s Alumni Survey, College Portrait Graduate Exit Survey, ICT Assessment, and the Voluntary System of Accountability’s reporting portals commonly reported in USAtoday and through other media.
- **Leverage the unique identity and rich character of the South Louisiana culture to enhance nationally the reputation of UL Lafayette’s unique role in preserving and promoting all that it stands for.**
  - In my current position, I serve as a contact and point of access for the external community in the domains of economic development, culture, heritage and arts. To this end, I have represented the University and the City of Lafayette at the Congrès Mondial Acadien and at Lafayette SESAME (Sister Cities) international gatherings. I am a member of the Steering Committee of Louisiana Crossroads and worked with the Acadiana Center for the Arts and a small team to develop the pilot television episode of that concert series. I have been engaged in many projects with a global scope with Le Centre International (such as being a co-chair of VerTech, a new global conference on alternative energy) and the Lafayette Convention and Visitors Commission, have been engaged with several events with the Ambassador of France to the United States as well as with the Canadian Counsel General, and have served as a host for international

delegations for LAGCOE and for trade mission from 10 different nations. On campus, I championed and served on the selection committee for the Traditional Music Program and Comeaux Chair, and have worked with that program on establishing a BOR-approved center. I am also currently involved in arrangements to relocate the School of Geoscience's museum collection to Lafayette Consolidated Government's downtown Museum of Natural History.

Other activities that I would appreciate highlighting include my long-term advocacy of service-learning, my multi-year engagement as a member of the UL Lafayette SACS steering committee, my numerous invitations to assist other campuses across the state with a variety of strategic initiatives, my 15-year relationship with the United States Department of Justice as an expert on reorganizing the management and personnel structures of their trustee and judicial units, my work with many professional accreditors such as ABET and AACSB International, and my several invitations from SACS and other accreditors to serve as an on-site and off-site reviewer. I have also attended many AACSB Provost Programs including successful completion of the "Becoming a Provost" Professional Development Program. Through that multi-year cohort experience, I have developed a network of university Provosts and Presidents throughout the nation that often collaborate on shared challenges, a network I have found to be beneficial in gaining insights and fresh ideas on constraints and opportunities we have all faced.

If deemed a viable candidate to the committee, I look forward to the opportunity to share my vision for our institution to ensure our collective vitality and prosperity.

With sincere appreciation of your consideration of my application,

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