

James B. Henderson

Education

Doctor of Management

University of Maryland – University College, Adelphi, MD

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

Master of Science in Administration

University of West Florida, Pensacola, FL

Human Performance Technology specialization

Bachelor of Arts in Journalism and English

Northwestern State University, Natchitoches, LA

Emphases in public relations, professional communication and news writing

Professional Development

Institute for Educational Management

Harvard University Graduate School of Education, Cambridge, MA

Professional Experience

2015 – Present University of Louisiana System

2017 – Present System President and Chief Executive Officer

- Led statewide system of nine universities serving more than 91,000 students, overseeing \$1.3 billion operating budget, and generating \$10.9 billion annual economic impact
- Served as single, authoritative representative of the System in addressing the governor, legislature, other state officials, and the public
- Chaired university president selection committees and served as direct supervisor of nine university presidents

Accomplishments

- In collaboration with university presidents, created first UL System Strategic Framework providing specific aspirations in the following three areas:
 - Academic and Student Success
 - Economic Development, Research and Innovations
 - Financial Stewardship and Accountability
- Crafted and developed unanimous board support for a systemic commitment to diversity and inclusion
- Created Reginald F. Lewis Educational Equity Initiative which houses multiple system-level interventions in the area of diversity and inclusion
- Launched Compete LA, a program designed to assist in degree completion for the 653,000 Louisianians with some college credit but no degree
- Established and led a collaborative advocacy network achieving improved legislative outcomes for the nine member institutions
- Realized a more engaged and productive board of supervisors by creating and prioritizing board development opportunities
- Established the systemwide For Our Future Conference, an annual opportunity for cross-system engagement of faculty and staff on matters of import

- Designed the For Your Future Award program, a last-dollar scholarship program awarded by board members
- Created UL System Management & Leadership Institute, a rigorous development program for emerging leaders among faculty and staff at nine member institutions
- Guided the UL System through the global COVID-19 pandemic by providing a framework of systemic standards and guidelines while allowing each institution to be responsive to its unique student population and community at large
- Chaired four successful presidential search committees, engaging university communities in a robust process to bring highly qualified, diverse candidates to the board for selection
- Transformed system communications and public relations leading to growth in earned media from \$85 million in 2015-16 to over \$400 million in 2018-19

Professor - *Understanding Organizational Leadership and Change*, Northwestern State University Gallaspy College of Education and Human Development

2015 – 2017 *President, Northwestern State University*

- Advanced the institution's strategic planning efforts with the overarching goals to promote access, retention, progression, and overall student success
- Provided leadership in fund raising
- Established and nurtured an environment of transparency and open communication with all University constituents
- Balanced the reputation and success of the institution in online learning with the tradition of robust campus life and contribution to northwest Louisiana and the City of Natchitoches in the areas of athletics, performing arts, and culture

Accomplishments

- In collaboration with the university community, developed and executed Strategic Framework resulting in marked improvement in five areas of focus:
 - The Student Experience
 - Academic Excellence
 - Market Responsiveness
 - Athletic Prominence
 - Community Enrichment
- Created the role Vice President of the Student Experience, a reimagined leadership position with broad purview over all aspects of student affairs including enrollment management, diversity and inclusion, Greek life, student government, student activities, and student conduct
- Grew enrollment by 18%
- Achieved approval of new academic programs aligned with opportunities and demands in the regional and global economies
 - Re-established College of Business and Technology
 - Created School of Physical and Biological Sciences and Department of New Media, Journalism and Communication Arts
 - Achieved program approval for Bachelor of Science in Microbiology, Doctor of Education in Adult Learning and Development, and multiple post-baccalaureate certificates
- Executed 17 bilateral articulation agreements with community and technical colleges
- Increased annual fundraising by more than 50%
- Created Center for Diversity and Inclusion
- Established and grew international partnerships with institutions in Colombia, Cuba, Nepal, and France
- Renovated academic library to create a modern learning commons, using private resources to create functional research space, study environments, and student success center

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

2005 – 2014 Louisiana Community & Technical College System

2009 – 2014 *Chancellor, Bossier Parish Community College*

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

Accomplishments

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

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

2005 – 2009 *LCTCS Senior Vice President for Workforce & Economic Development*

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

Accomplishments

- Grew technical college enrollment by 98%
- Developed and executed Pathways to Construction Employment Initiative in support of Hurricanes Katrina and Rita recovery efforts:

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

2001 – 2005 Louisiana Department of Labor

2004 – 2005 Director of Workforce Development

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

2001 – 2004 Director of Administration

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

1991 – 2001 Hospitality Management

1998 – 2001 General Manager, Mississippi Management Incorporated

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

1996 – 1998 Systems Administrator/ Assistant General Manager, Mississippi Management Incorporated

- Developed Total Quality Management-based service training program to close performance gaps in customer service for three hotels, resulting in marked improvement in customer satisfaction ratings
- Directed yield management program to maximize revenue generation

- Provided technical oversight of Unix networking environment for multiple property management systems

1995 – 1996 *General Manager, Kemmons Wilson Companies*

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

1991 – 1995 *General Manager, Ryco Management*

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

Selected Recent Presentations, Panels, Speeches, and Testimony

3/10/2021	Testimony on sexual misconduct allegations and incidents at Louisiana colleges and universities, Senate Select Committee on Women and Children, Louisiana Legislature
1/21/2021	Facilitated discussion with Maurice Carlos Ruffin on “We Cast a Shadow,” Management & Leadership Institute Book Club
12/09/2020	Facilitated discussion with Dr. Beverly Tatum on “Why are All the Black Kids Sitting Together in the Cafeteria,” Management & Leadership Institute Book Club
10/30/2020	Lecture on goal setting and strategic planning, NSULeADS
1/22/2020	Keynote presentation on “The Future of Work,” Rotary Club of Baton Rouge
10/20/2019	Keynote presentation on “The Future of Work,” Monroe Chamber of Commerce
9/27/2019	Presentation on “ULS Reginald F. Lewis Educational Equity Initiative,” Empowerment and Policy Conference, Urban League of Louisiana
6/18/2019	Presentation on “Compete LA,” Bossier Chamber of Commerce
6/11/2019	Panel on “Strategies and Opportunities in Technology Workforce Development,” Amazon Web Services Global Summit
6/10/2019	Presentation with Q&A on “Higher Education in Louisiana,” Baton Rouge Press Club
6/6/2019	Presentation “Higher Education and the Future of Work,” American Association of University Administrators Leadership Seminar
4/7/2019	Keynote presentation on “Using Technology to Build Adaptable Systems and Institutions for Future of Work,” Ellucian Executive Forum
3/27/2019	Keynote presentation on “Diversity of Top Management Teams,” ULM Women’s Symposium
3/13/2019	Keynote presentation on “Opportunities for Learners in the Future of Work,” ULEAD Student Leadership Conference
2/26/2019	Panelist, “Crisis Management,” CASE District IV Annual Conference

Selected Recent Presentations, Panels, Speeches, and Testimony (cont.)

- 11/14/2018 Panelist, “An Eye on Admissions,” Louisiana Public Broadcasting
- 11/13/2018 Presentation on “The University of Louisiana System and the Future of Work,” Leadership Baton Rouge
- 11/2/2018 Presentation on “The Power of Truth in the Free Press,” Northwestern State University Journalism Day
- 9/20/2018 Presentation on “ULS Reginald F. Lewis Educational Equity Initiative,” Louisiana NAACP State Conference
- 9/12/2018 Keynote address on “The University Role in Preparing for the Future of Work,” National Career Development Summit
- 5/24/2018 Testimony on higher education funding and the TOPS “promise,” Louisiana House Ways & Means Committee
- 3/25/2018 Keynote presentation on “Communicating Higher Education’s Role in Preparing for Future of Work,” CASE District IV

Civic, State, and National Organization Leadership

- 2020 – present Doug Williams Center for the Study of Race & Politics in Sports Advisory Board
- 2020 – present Marine Corps University Board of Visitors
- 2020 Southern Region Education Board Higher Education Recovery Task Force
- 2019 – present Louisiana HealthWorks Commission
2004 – 2009
- 2019 – present National Association of System Heads Board of Directors
- 2018 – present Louisiana College & Career Readiness Commission Chair
- 2012 – 2014 Biomedical Research Foundation Board of Directors
- 2011 – 2015 United Way of North Louisiana Board of Directors
- 2009 – 2015 Bossier Chamber of Commerce
- 2009 – 2014 Consortium for Education, Research and Technology of North Louisiana
- 2008 Governor’s Workforce and Economic Development Transition Advisory Committee
- 2007 – 2008 Louisiana Workforce Commission
- 2007-2014 Louisiana Small Business and Entrepreneurship Commission
- 2006 Louisiana Recovery Authority—Workforce Recovery Committee

Selected Honors and Recognition

2020	Louisiana Women's Symposium Vanguard Award
2017	Inductee Northwestern State University Long Purple Line Hall of Distinction
2016	Creole Heritage Center Creole People's Award
2016	Commendation by Faculty Senate of Northwestern State University
2014	Governor's Technology Award of Excellence
2013	Inductee Northwest Louisiana Business Hall of Fame
2011	Bossier Chamber Business Person of the Year
2011	Grambling State University Beacon Award
2010	Shreveport Times Leadership Award
2009	Northrop Grumman Education Leadership Award
2009	Louisiana Department of Education Outstanding Postsecondary Administrator Award
2006	Construction Users Roundtable National Workforce Development Award