
Ray L. Belton, Ph.D

Application
for
President - Chancellor

Southern University and A&M College System



Biographical Sketch

Dr. Ray L. Belton
BIOGRAPHICAL SKETCH

Dr. Ray L. Belton, became the sixth Chancellor of Southern University at Shreveport on December 1, 2000. As the Chief Executive Officer of one of the member institutions within the Southern University A & M College System, the nation's only historically black university system, he brings oversight over three (3) campus sites, a undergraduate population of over 3,000 students and an operating budget of over 24 million. Notwithstanding, his service as a member of the U. S. Armed Services and his committed work in the human services sector, Dr. Belton has accumulated over 27 years of experience in higher education.



During his tenure as Chancellor of the Shreveport campus, the university has enjoyed unprecedented growth resulting in an enrollment increase of over 156% percent. The campus has been nationally recognized as both the 22nd fastest-growing institution of its size and as one of the best performing institutions in the country. At present, the institution's graduation rate has literally doubled and the University has realized extraordinary success in shaping opportunities for high school students and fostering economic and workforce development initiatives for the community to include the establishment of a Center for Business Development and Incubation.

Further, under Dr. Belton's leadership, the University initiated the establishment of an ASN program in Nursing and expanded the academic inventory of allied health offerings that average first time passage rates of over 90% on national registries. Moreover, over the last 14 years, the University has acquired over 34 million to support capital improvements on campus, to include, academic structures, student centers and the first time development of student apartments (one of only two at community colleges in the state) at the institution.

Dr. Belton has held several national leadership positions including serving on the Board of Trustees of the Commission on Colleges of the Southern Association of Colleges and Schools (COC-SACS), as a Commissioner on Diversity and Inclusion for the American Association of Community Colleges, the Executive Board of the Louisiana Campus Compact, and the National Advisory Board of Community Renewal International. His statewide affiliations include serving in senior leadership roles with the Consortium for Education, Research and Technology (CERT), Biomedical Research Foundation, Alliance for Education, Coordinating & Development Corporation of Northwest Louisiana and as a member of the local Chambers and Committee of 100.

Previously, Dr. Belton served in administrative roles at the university level to include Director, Department Head, Associate Professor, Vice Chancellor for Student Affairs, and Executive Vice Chancellor. His teaching experience spans over 12 years, and his demonstrated leadership led him to be nominated and elected Faculty Senate President. Early in his career, he served on active duty in the United States Army for eight years on assignments stateside and abroad and was recognized as one the top non-commissioned officers of his brigade. He also endeavored to serve as a licensed professional counselor while engaging with individuals, groups and families in various therapeutic settings prior to venturing into higher education.

Dr. Belton has received numerous awards, to name a few, they include: the Leader of the New Century, from the Shreveport Times and the Distinguished Achievement Award, from Kappa Alpha Psi Fraternity, Inc. He is also the recipient of the Thurgood Marshall Community Service Award sponsored by the Black Lawyers Association and is recognized as the "2001 Distinguished Graduate," University of Texas at Austin, Community College Leadership Program, Austin, TX. Further, in acknowledging his scholarly work, he was the Recipient, W. K. Kellogg Graduate Fellowship 1996, 1997, 1998; Recipient, League for Innovation Graduate Scholarship 1996, 1997; Recipient, C. C. Colvert Scholarship 1997, 1998; Recipient, John and Suzanne Roueche Scholar 1997, 1998 and Recipient, Community College Leadership Program Fellowship 1996, 1997.

Dr. Belton, is a native of Shreveport, Louisiana who graduated from the very institution he now heads (Southern University at Shreveport). He continued his studies at Southern University A&M College where he graduated first in his class. He further earned a Master of Arts in Counseling from the University of Nebraska at Omaha and a Doctor of Philosophy in Educational Administration from the University of Texas at Austin.

Belton is married to Norma B. Belton. They have a combined family of six children and four grandchildren.

Application
- Statement of Qualifications -

RAY L. BELTON, Ph.D.

rbelton@susla.edu

May 4, 2015

To the Honorable Dr. Albert D. Sam II, Chairman
President-Chancellor Search Committee
Southern University and A&M College System
Post Office Box 10878
Baton Rouge, Louisiana 70813

Dear Dr. Sam and Members of the Search Committee:

It is with great pleasure that I submit this letter to express my interest in the position of President/Chancellor of the Southern University and Agricultural and Mechanical College System in Baton Rouge, Louisiana. I have been encouraged to submit an application for this position by many colleagues and am humbled to know that my candidacy is supported. I further am optimistic that my resume and other application documents offer evidence of my proven record of success in higher education; and as such, will communicate that I possess the knowledge, skills, abilities and attributes to provide leadership in the role of President/Chancellor of this prestigious institution.

Throughout my career, I have been engaged in university operations from program development and implementation, recruitment, advising and instruction; to higher education administration, resource development and community outreach. I have been afforded opportunities to develop pedagogical methods that enhance teaching and learning and curricula that respond to the economic and workforce needs of the State of Louisiana. Also, I have enjoyed the occasion to serve on state, regional and national committees and have sought to strengthen my professional skills in ways that would enable me to effectively perform the duties of decision-maker, motivator, mediator, spokesperson and manager of resources. But, most importantly, I have been privileged to work on behalf of students, and as their advocate have consistently supported and implemented a focus that aligns with the role, scope and mission of the Southern University and A&M College System.

As a member of the Southern University System for over twenty seven years and at present the Chancellor of the Southern University at Shreveport campus for the past fourteen years, I have enjoyed professional experiences in a progression of leadership positions in higher education. Initially, I served as the Director of the Mental Health & Mental Retardation Program and assumed the role of a full-time faculty member enabling me to witness the transformation of students as shaped by a black college experience. The great reward of engaging with students in the classroom spanned over twelve (12) years, during which time I also was afforded the privilege of serving the faculty body as an elected Faculty Senate President. Such an experience continues to guide me today, as I remain adamant about both the right of faculty to enjoy academic freedom and their respective role to be duly positioned to participate and share in the governance of the university System.

Of equal benefit has been the experience of leading team oriented endeavors that create a positive institutional environment and support student learning and success. Serving as the Chair of the

Department of Health & Human Services provided for me the opportunity to grow and develop in a variety of areas. The role extended to me the fortune to expand my knowledge of program operation, strategic planning and budget management. It also provided the wherewithal to establish partnerships and collaborations with school systems, senior institutions and business and industry that yielded the development of mutually beneficial relationships and necessary resources to expand program offerings and the university's public service mandate.

While employed at Brookhaven College, an institution that served a population of 8,500 students, I served as the Assistant Vice President for Student Development. My duties included an analysis of institutional enrollment processes, measurement of their efficiency and effectiveness and providing a comprehensive examination of operational practices throughout the institution. Because of the knowledge gained from that experience, when I assumed the Vice Chancellor for Student Affairs position at Southern University at Shreveport, I was prepared to wear many hats and to engage faculty and staff in the creation of a common vision of what the university can and should be to deserving students.

Presently, as the Chancellor of Southern University at Shreveport campus, I have had the distinction of working alongside a cadre of professionals who are student-centered and goal-oriented. My tenure in this role has been marked by record enrollment growth, increased graduation and retention rates, the design and development of new academic programs, and the advancement of more than 34 million dollars toward numerous capital improvements. The Shreveport campus has also enjoyed state and national recognition to include being ranked one of the top performers amongst two –year institutions in the United States; 88th out of more than 1,200 institutions in America with regard to the production of African American graduates; the 22nd fastest growing institution of its size nationally; and in having been cited as the 3rd best community college in America as defined by the Washington Monthly publication. Under my leadership, the campus further takes pride in being recognized as “The Provider” for healthcare professions in Northwest Louisiana resulting from purposeful academic planning and the degree to which the university's reputation is currently being defined in direct correlation to the outstanding academic performance of our students on national registries.

As specific to my candidacy for the position of President/Chancellor, I will bring to the Southern University System a total commitment to achieving the mission of Historically Black Colleges and Universities (HBCU). In keeping with such, I view HBCUs as beacons that have, and will continue to be, manifestations of the American dream of equal educational opportunities for all, regardless of religion, ethnic group, or socioeconomic status. In particular and as articulated in the position announcement, there are several challenges and opportunities that the President/Chancellor of the Southern University System should be prepared to address. Among them is: *Ensuring the growth and development of the diversity of the University System teaching, learning, research and community outreach initiatives.*

Therein, it is my belief that the Southern University and A&M College System must continue to provide the educational foundation and intellectual engagement required for its constituents to participate in the global marketplace, in so much, that we must do so in an environment that today challenges the relevancy of our institutions. In accordance, a great opportunity exists for us to not only continue to attract and recruit academically qualified and deserving African American students to our doors but also consider appealing to a variety of other student subgroups that may qualify for admissions and be granted opportunities that other predominately white institutions may not make available. Among the fastest growing college groups seeking a college experience are African

Americans, Hispanics, Asian Pacific Islanders and Asians. The prospect presents itself then to diversity our student body and to offer a variety of attractive academic programs that will bolster the identity of the campus and build a reputation of producing top students in their chosen fields.

Southern University also is in a unique position to engage in research that impact the lives of people on a daily basis. We must first seek, however, to identify and remove any barriers that have historically deterred faculty participation in this essential area. Faculty should be rewarded for tackling social and medical phenomena that others have not attempted or been interested in researching. Such areas of interest can open new intellectual doors and conversations for engaging discourse nationally and internationally. But of great importance, we should not just conduct the research but we must apply it in order to make our communities better places. This dictate is also relevant when considering our obligation to advance economic development opportunities within our urban neighborhoods. Engaging in community revitalization efforts, business incubation and advancing loan subsistence programs falls within the very social nature of HBCUs and I would submit aligns with our responsibility to be involved in communities as change agents. I have personally led efforts in the MLK neighborhood where SUSLA is located that range from community revitalization initiatives to a partnership that resulted in the construction of a multi-million dollar healthcare facility. As President/Chancellor I would further be committed to working within the community to spearhead similar renewal efforts in the Scotlandville neighborhood and others, therein, ensuring that the presence of the System is felt beyond the boundaries of our respective campuses.

In addition and according to the announcement, the next President of the Southern University System will as well be challenged with: *Assuring that the campuses within the University System maintain comprehensive program offerings to serve a wide array of population needs, using innovative pedagogy and research.* To that end, it is indeed an imperative that campuses maintain an inventory of academic offerings that are viable and potentially advances knowledge and skill attainment. Institutions must also built their own metrics for success to measure the outcomes of programs and continually assess whether or not they are providing students with the competitive edge to assure success in the marketplace.

In many cases, Southern University System campuses are already advancing a variety of online courses that have the potential of inviting adult learners and place bound students to their respective institutions. However, the prevailing opportunity rests with the expansion of Master and Doctorate degree offerings as supported by distance methodologies in which Southern will not only be positioned to respond to the interests of its alumni, but to attract or recruit from the international community through various feeder programs and articulation agreements. These partnerships would allow international students to gain a meaningful education within the states while potentially working, living and contributing back to their communities. Further, innovative initiatives such as the College Connect Program provides the strategy for the System to adhere to its mission while mitigating the effects of admission standards on it four-year institutions, but in like manner, the initiation of Early Start opportunities for high school students and two –plus- two programs with aspirants attending community college are promising pathways that when properly established provides access to the excellence of the Southern University and A&M College System.

To be certain, the economic problems associated with maintaining any educational institution is dependent on many factors inclusive of enrollment reductions, decreased state support, reductions in federal support, dwindling or weak alumni fiscal support and its endowment base. As such, these factors offer justification for the Search Committee to ensure that the next President *provides the*

leadership for public and private funding initiatives. In that vein and as Chancellor of Southern University at Shreveport, the university community has responded to the challenge of securing public funding to support the short and long-term goals of the institution. As evidence this fiscal year (2014-2015) alone, the Shreveport campus has secured over \$8,152,350 in grant funding and \$12,345,800 in legislative support to supplement state appropriations and advance capital improvements. Over the course of my tenure as Chancellor, the university has experience a fifty-four (54%) percent increase in public funding as a result of the substantive relationships that have been honed with legislators and their staff.

In addition, not only was I instrumental in establishing the Southern University at Shreveport Foundation, but have worked in collaboration with the Foundation to: encourage participation of University employees in a planned giving program (pledge drive); to have organized and implemented at least two (2) fundraising events each year; to have identified various local, state and national foundations from which funding was solicited; and engaged with other programs at the institution and organizations with similar missions to submit for grant opportunities. These activities have typically resulted in annual contributions in scholarship revenue, and equally important; opportunities to not only create partnerships but to sustain relationships that address the academic and economic needs of our constituents.

Similarly, where there has been much engagement with the System Foundation and the Southern University Alumni Federation, as President/Chancellor I will be guided by the need to become less dependent on public revenue sources, and in so doing, establish a prominent presence amongst stakeholders. The two entities mentioned above have recently enjoyed unparalleled success and it would be my goal as President/Chancellor to continue to build the necessary infrastructure required to ensure financial stability and embrace fundraising as an integral part of my job responsibilities.

Finally, in response to the challenges and opportunities articulated in the position announcement related to: 1.) *Raising the visibility and building relationships and partnerships for the University System globally;* and 2.) *Building a strong working relationship with businesses, higher education institutions, and all other stakeholders and constituencies.* The search committee should be comforted in knowing that as Chancellor I have served effectively as the spokesperson for the University and have maintained a very active schedule that has brought great visibility to Southern University and its land grant mission, locally, statewide and nationally. Relationships are enjoyed with community councils and boards, city and parish governments, legislators, board members, and a host of business leaders. Further, the University maintains a positive and productive relationship with the media by providing access to information and proactively submitting information that would present the university in a favorable posture. Evidence supports the conclusion that many in both the internal and external communities have reframed their perception of Southern University at Shreveport due in part to the positive image that is being shaped for the campus. To be sure, it is my belief that leadership is generally transferable to any environment; and therefore, if afforded the opportunity of assuming the role of President/Chancellor my leadership would be apparent across the Southern University System as manifested in outcomes that illuminate our great enterprise.

Moreover, in keeping with an expectation of the next President, my style of leadership and management, both philosophical and operationally, is based on principles of open communication and respect for the diversity of people and their perspectives. Experience has taught me that to engage the community, networking is essential. I, therefore, welcome opportunities to engage with my extensive network of relationships as represented in many sectors of the respective communities. My experiences on several boards of directors have also provided a vehicle for me to engage with

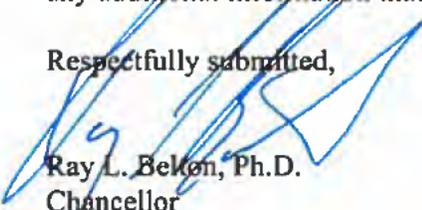
stakeholders whose interests in working with the University fluctuate considerably. I am politically astute and conversant on a variety of levels with legislators and their staff and have gained the respect and trust of a broad range of colleagues statewide and nationally.

On the Shreveport campus, building strong partnerships continues to be an essential component of the success we have achieved institutionally. But, to the point, I value effective communication and believe in people. Effective communication means that I am accessible and willing to meet with a wide variety of constituents, including classified staff, faculty, administrative team members, alumni, business and community leaders. As a professor and as an administrator, I have also developed an appreciation for, and understanding of, the importance of cooperative work relations and collegial consultations. And, I believe in the value of empowering faculty and staff to perform their concerted responsibilities in support of the university's mission. I am a strong proponent of the belief that the effectiveness and success of an institution is based on the achievement of many talented people working toward a common goal. However, it should be noted that once input is gained, I accept my decision-making responsibilities both confidently and willingly.

Speaking of talented individuals and in recognition of your special role as a member of the President/Chancellor Search Committee, I welcome your kind review of my application materials. Enclosed, you will find a *Summary of Stated Qualifications*, a conceptual vision for the System and resume that may in a more complete fashion communicate how my professional career has prepared me to serve as President/Chancellor of the Southern University and A&M College System.

I look forward to an opportunity to further discuss the manner in which I may contribute to the evolution and destiny of an institution I hold dear and if needed I will be pleased to provide you with any additional information that may clarify my candidacy.

Respectfully submitted,



Ray L. Belton, Ph.D.
Chancellor
Southern University at Shreveport

Attachments: Summary of Stated Qualifications
White Paper: Southern University - "*A Pathway Forward*"
Resume

SUMMARY OF STATED QUALIFICATIONS
Ray L. Belton, Ph.D.

OVERVIEW

Exercising leadership in institutions of higher education has developed into a complex web of interconnecting relationships, functions, expectations, and outcomes. A successful President-Chancellor must balance the varied responsibilities of the positions in ways that enable him or her to most effectively respond to the expectations of the Board of Supervisors and serve students, faculty, staff, alumni and the community. Although I have learned that the demands are many and the resources are limited, I remain optimistic. I am confident that my professional background and skills will enable me to effectively fulfill the duties and responsibilities of the role, and address those opportunities that will shape the future of the Southern University and A&M College System.

The primary strengths I bring to the System that address the opportunities highlighted in the Presidential Search Announcement are presented in more detail below, a snapshot of which include:

- Senior level administrative experience that spans more than twenty-seven (27) years;
- Competent visionary leadership that carefully considers the social, legal, ethical, educational, political and economic implications of all actions taken;
- Proven experience in financial management and resource procurement;
- Ability to orchestrate and achieve consensus among distinct and sometimes opposed individuals and groups;
- Ardent commitment to excellence in education and instructional innovation;
- Proven effectiveness and efficiency in administrative decision-making and institutional management;
- Strong commitment to achieving the mission of Historically Black Colleges and Universities and experience working within a complex and diverse System;
- Comprehensive understanding of Louisiana's legislative processes and proven record of working in collaboration with legislators from across the state;
- Demonstrated effectiveness in the establishment of articulation agreements with partnering institutions and the implementation of innovative approaches to enhance enrollment efforts;
- Strong background and experience in adopting practices for institutional effectiveness and in strategic planning;
- Enriched knowledge and a comprehensive understanding of the core requirements and standards that define the Principles of Accreditation and guide the Commission on Colleges-Southern Association of Colleges and Schools (COCSACS);
- Demonstrated skills as an outstanding spokesperson for higher education who is knowledgeable of educational reforms and trends;
- Excellent communication skills to effectively mediate and resolve conflict with sensitivity to the issues being evaluated; and
- Ethical leader who is guided by standards of integrity and institutional mission.

AN EARNED DOCTORATE OR EQUIVALENT FROM AN ACCREDITED INSTITUTION OF HIGHER EDUCATION

Experiences that have shaped my personal philosophy were first realized while I was a member of the armed services. Eight (8) years in the military provided ample time for me to fully embrace the value of commitment, the importance of teamwork, the meaning of being responsible and a desire to excel in every endeavor. Moreover, committing to these values ably prepared me for my academic experiences at Southern University at Shreveport and even more so when I matriculated to the Southern University Baton Rouge campus. It is important to note, that I enrolled at Southern classified as a non-traditional, first generational freshmen who did not have a great appreciation of the value of obtaining a higher education. However, it was through my engagement with peers, faculty and staff, and the opportunities that were afforded to me to define self and my worldview, which ultimately allowed me to recognize and embrace the role and mission of the Southern University and A&M College System. I graduated Summa Cum Laude and 1st in my class from both institutions, but of most importance, I completed my studies confident in my preparation to compete and engage within the global marketplace.

Further, as guided by the aim to understand human behavior, I pursued and attained a Master of Arts degree in Counseling at the University of Nebraska. And, finally, completed the requirements for a Doctorate of Philosophy in Educational Administration at the University of Texas at Austin. The latter program was extremely rewarding as evidenced by its distinction as the top ranked program in the nation. The program by design exposed students to both a cadre of Presidents who share their respective strategies of leadership and opportunities to visit as many as forty (40) institutions, where colleagues became acquainted with innovative approaches germane to educational reform. I was afforded the distinct privilege of serving as the elected President of a cohort of 15 students matriculating through the program. Indeed, a mark of respect that no other minority has attained in the history of the 70 year old leadership program.

COMMITMENT TO THE HIGHEST LEVEL OF PERSONAL AND PROFESSIONAL INTEGRITY.

Throughout my career and in multiple settings I have been afforded opportunities to exercise leadership. I have been even more humbled by the great support of my leadership of which I assign to the attributes I bring to any leadership role. Of such, I view integrity as one the most important characteristics of any leader, particularly, in keeping with the many competencies that define leadership and one's preparation for a unique role. Therein, as I reflect upon the course of my career in various leadership roles, a slate of consistent qualities are apparent, these are inclusive: of being humble yet assertive; always managing affairs in a fair and decisive manner; being honest, and assuming responsibility for unintended outcomes; having a great appreciation for people; being adamant about surrounding oneself with intelligent and dedicated staff members; always exercising professionalism both in an outside of work; giving of oneself, remaining focused on the mission of the institution, and exerting the willingness to make tough decisions for the right reasons and to ensure the evolution of the university community.

Lastly, I am a disciplined and dedicated educator who values student success and who has garnered respect for my professional ethics and integrity. I am a team builder who embraces change and acknowledges the rewards and contributions of others. During my administrations, I have always given indication of my expectation that staff will adhere to a department that is

professional and representative of the institution to which one serves. To be certain, that presumption will be translated to the entirety of the university community.

COMMITMENT TO VISION AND STRATEGIC PLANNING

Having ascended to the role of Chancellor from a progression of leadership opportunities external and within Southern University at Shreveport, I can fully appreciate the imperative to enthusiastically articulate the vision of the Southern University and A&M College System. Therein, in keeping with the current mission of this university community, we must remain vigilant to ensure that it is seen as viable today and tomorrow. In my view, that means remaining in a state of strategic planning that takes into account relevant trends, transformational practices and institutional models that positions the university toward the fulfillment of its purpose.

Southern University's purpose is well defined and provide appropriate guidance.

The Southern University System is a multi-campus, State of Louisiana university system continually building upon a legacy of providing opportunity to students from all walks of life.

Our mission is to further develop and fortify our land grant purpose with emphasis on appropriate access and delivery of quality instruction, problem-solving, high-impact research, extension, and service.

Southern University System values excellence in teaching, research, and public service. The System is committed to providing a safe environment conducive to learning while operating in accordance with the highest standards of management and efficiency.

It reaffirms our commitment to serving students, the dedication inherent in fulfilling our land grant mission and highlights the values and standards that sustains us as an institution of higher education whose reach is global in scope. Similarly, the current vision for the System clarifies our aspirations to expose students to knowledge and aid society in resolving problems today and tomorrow. We do so by embracing diversity and providing leadership whose effect will potentially advance Southern's core foundations, namely, education, research and service. It reads:

The Southern University System aspires to prepare students to compete globally in their respective professions and to provide advanced study in graduate and professional schools.

Southern University System is committed to a broad program of research and creative work to inspire faculty and students in a quest for knowledge and to aid society in resolving its scientific, technological, socio-economic, and cultural problems.

The System seeks to enhance student diversity by emphasizing educational access for students without regard to gender, ethnic background, religion, geographical or national origin, age, or physical challenges.

Our shared vision is to pursue excellence in providing leadership on the state, regional, national and international levels for education, research, and service activities consistent with the System's strategic goals and strengths.

Having stated as such, I also believe it important that HBCU's in general and Southern University in certain, further articulate the depth to which it contributes to local communities, State economies and to global audiences; particularly when having to respond to the question of relevancy. Moreover, in my view, the university should be readily recognized for fulfilling its promise to students, to underserved communities, and be seen as a vital entity in ensuring that the economy of the State is influenced positively as a result of our core foundations. Serving as President/Chancellor, I will bring a deliberate focus on shaping a shared vision for the Southern University and A&M College System, however as offered in these application materials, I have

presented a perspective of a conceptual vision and goals that may guide us therein (See enclosed document- “A Pathway Forward”).

To be clear, establishing a common identity for the System further requires that one understands the degree to which subtle changes at one institution may have severe implications for another campus. It is therefore a reminder to me of the need to establish and maintain clear lines of communication between all segments of the community when shaping a framework for a complex enterprise.

In addition and as Chancellor, my tenure has been marked by a concerted effort to formulate institutional goals and to keep the university abreast of those challenges and opportunities that interface with the achievement of anticipated outcomes. I have developed proficiency in engaging in strategic initiatives while assessing and evaluating institutional outcomes as evidenced by the practice at SUSLA to annually review programs and initiatives resulting in the creation of new programs, the evolution of industry driven curricula and the discontinuance of programs found not viable. I also believe it a fundamental responsibility that institutions reassess the functionality of its organizational structure and duly engage in such realignment when necessary. The potential of this exercise then promises to engage the university into a cycle of internal review that sustains its quality and fulfills its obligation to a worthy public and ever changing economy.

In my career, I have developed institutional effectiveness models and chaired principal committees in preparation for cyclical reviews by the Southern Association of Colleges and Schools (SACS). My active leadership in these processes at the institutional level are a reflection of my strong support for institutional self-regulation throughout the System. I have served as follows: Member, Planning & Development Committee; Co-Chair, SACS Self-Study Committee; Member, Self-Study Steering Committee; Chair, Institutional Effectiveness Self-Study Committee; Facilitator, Chancellor’s Planning & Priorities Committee, and Board of Trustees, Louisiana Commission Representative, Commission on Colleges, Southern Association of Colleges and Schools.

Also, I have served on review committees, offsite and onsite, for many SACS institutions and am considered a valued resource to that regard. I feel that as the System transitions into the full role of President/Chancellor, my keen understanding of SACS requirements and excellent working relationships with SACS staff will be invaluable as we solidify this role and new organizational structure.

COMMITMENT TO THE TEACHING, RESEARCH, AND PUBLIC SERVICE MISSION OF A LAND-GRANT AND COMPLEX UNIVERSITY SYSTEM

I view the Southern University and A&M College System as an institution of prominence and one whose mission constitute an imperative for the State of Louisiana, for the national citizenry and for the global marketplace. As an assembly of institutions we command the presence and viability to contribute significantly to the educational foundations of students as they engage intellectually with society.

In that regard, it would be my belief that the fundamental goal of teaching and research is to advance knowledge and opportunity. Southern University's responsibility then rests with not only ensuring a climate conducive to learning but that it fosters an environment that retains and attracts high quality faculty and staff. Having served as a member of a faculty body for over 12 years I believe it important that the university stands committed to increasing opportunities for faculty and staff development and compensating employees on the basis of performance and their contributions to Southern. I also strongly believe and have come to understand the imperative to ensure amongst all other things that our ultimate goal of delivering quality academic services is fulfilled. I, therefore, find it essential that we continue to dedicate resources to complement the goals of existing academic programs as well as to explore the development of curricula both undergraduate and graduate that cultivate learning and align with the needs of the national market. Further, in a time when institutions are aggressively recruiting minority students, embracing technologies and establishing the infrastructure to support online programs broadens the presence of campuses and benefits students and the community alike. I believe Southern University's interests would be well served by aggressively embracing this direction on each of its campuses and as targeted for undergraduate and graduate programs.

In addition and in keeping with its obligation to aid society in resolving problems and exposing students to experiential and applied research I believe that Southern University is well positioned to demonstrate its overarching contributions to the State, nation and world markets. I also maintain that the presence of this institution and the research that it advances must be felt by its respective constituents, enabling the University to be distinguished amongst its peers. As President/Chancellor my commitment to supporting sponsored research and creative works that shape the discovery of new knowledge would be apparent. I also would be adamant in exploring resources that may serve to build the infrastructure necessary to fulfill our mission of responding to the plights of worldly civilizations.

And, indeed, as institutions pursue their public service mandate, I find that it is imperative that the community's economic development interests are upheld as priorities. I believe the wave of energy surrounding economic development paves the way for the Southern University and A&M College System to play a pivotal role in responding to the State's short and long term employment needs. As President/Chancellor, I will establish and maintain relationships with stakeholders and community leaders in order to more clearly define ways in which the university system can significantly contribute to this ongoing effort. In the past, I have been a principal player in building community partnerships that have resulted in an investment of millions into the community. In fact, from an organizational standpoint, a Division (Community & Workforce Development) was structured to bring focused leadership to what I believe is a primary responsibility of an HBCU. Consequently, the Division working in concert with local, state, and federal governmental entities, non-profit agencies, faith-based organizations and community foundations has supported workforce training, continuing education, youth enrichment activities, home ownership preparation and business incubation. In previous years, SUSLA broke ground on a 2.5 million facility designed to nurture small businesses and promote entrepreneurship. The Shreveport campus also established a university related CDC that today spurs community development and revitalization in and surrounding the MLK community.

Moreover, for over twenty-seven years I have been fortunate in having been afforded the opportunity to engage with a variety of stakeholders statewide and nationally. I have served on several boards of directors that have provided a vehicle for me to establish substantive relationships with elementary and secondary education schools, higher education institutions and business and industry sectors. I am conversant on a variety of levels with legislators and their staff and have gained the respect and trust of a broad range of colleagues statewide and nationally.

The responsibilities imposed on HBCUs by a contingency that is ever-growing, are numerous yet required. As President/Chancellor, I will lead the charge to continue efforts that will ensure the future of sister institutions and the destiny of a celebrated system of higher education.

COMMITMENT TO ACADEMIC EXCELLENCE CONSISTENT WITH A FLAGSHIP UNIVERSITY AND THE MISSIONS OF ALL SOUTHERN UNIVERSITY CAMPUSES

It is my belief that HBCUs serve to fulfill the America dream of providing educational opportunities to a diverse population with the aim of both influencing their quality of life and their capability to contribute to a knowledge based marketplace. Clearly, the Southern University System's foundation is one built on that promise and therefore aligns well with my personal appreciation for the critical role each institution plays in fulfilling the noted aim.

As Chancellor, I have been defined as an innovative leader with a strong commitment to excellence. To a greater extent, I believe that the fundamental goal of teaching and research is to advance knowledge and can fully attest to Southern University's embrace of academic standards of the highest regard. I am frequently reminded of my first glimpse of Southern University as a non-traditional, first generational student who required direction. Yet, with such guidance and through a rigorous educational experience at Southern, I have been able to prevail on many levels and will forever be indebted to this great institution.

Today, however, provides even more opportunities to expose Southern University to a broader more diverse student body. A manifestation of that can be gleaned through the offering of a robust inventory of online courses and programs (undergraduate and graduate) as extended to adult learners. Further, establishing discipline specific two-plus-two articulation agreements with community colleges also provide for students a pathway to Southern as determined upon their initial enrollment at such institutions. Early in my higher education career, I brought oversight to a collaborative initiative between the Shreveport campus and Louisiana State University at Shreveport (LSUS) that was designed to improve instructional delivery systems and increase the rate of transfer between the two institutions. Since that time, I have personally engaged with the staff of the Board of Regents to develop statewide articulation agreements. At present SUSLA enjoys articulations (both common and program-specific) with institutions (two and four-year) throughout Northwest Louisiana.

Additionally, SUSLA was the first of two institutions that introduced the Dual Enrollment Program to the State of Louisiana in 2001 and served as a model in the development of a statewide program for dual enrollment as subsidized by the Board of Regents in 2006. Today, dual enrollment agreements at SUSLA have been established in four parishes in Northwest Louisiana, and the university continues to work with school systems to develop innovative

approaches to instructional delivery. Therein, the advent of advancing more comprehensive dual and early start initiatives with Southern University's laboratory school, and potentially at other institutional sites, provides the benefit of developing one's feeder pool of students as well as accelerating their matriculation to degree attainment. Our communities deserve to know of innovative pathways that lead to the doors of Southern University and its campuses; and as President/Chancellor, I will bring a dedicated commitment to ensuring that access remains central to our mission.

Further, in keeping with Southern University's continual quest to embrace excellence given any endeavor, I would have an anticipation that the administration we will hold itself accountable to ensure that each faculty member possesses the resources required to foster student success and shape the next Southernite. That means ensuring in part, that: (1) the university maintains the fiscal stability to retain and recruit scholarly faculty and the resources to continually make available opportunities for faculty development; (2) facilities are maintained in an ideal state of being and that classrooms be redesigned to support technology and global engagement; and (3) provisions of support services are comprehensive in nature and guided by proven strategies of student success and retention.

To be clear, evidence supports the conclusion that the Southern University System and its campuses hold true to maintaining a culture of academic excellence. My role as President/Chancellor then would be a matter of making a continual commitment to invest in quality and whatever impacts our ability to ensure that to a deserving public.

COMMITMENT TO INTELLECTUAL DIVERSITY

As a faculty member and champion of the academy I have always recognized the provision of academic freedom. Providing this autonomy to the faculty has long been seen as a basic right of the individual and collective faculty body. Having said that and in the name of diversity, I also believe that it is of equal importance for faculty to ensure that students are exposed to an environment that provides for both debate and inquiry. It is vital that students are afforded multiple points of view or otherwise risk being within a classroom setting that arguably lapses into a state of indoctrination. Therefore, while I fully support academic freedom and intellectual diversity as the lifeblood of teaching and learning, I also offer a strong commitment to ensuring a diversity of perspectives, which in my opinion rests with the academy and the administration. Such an assurance provides for a diverse learning environment that provides for students an opportunity to think critically and one for which they can gain a perspective of their worldview.

COMMITMENT TO A GLOBAL PERSPECTIVE

As a former member of the U.S. armed services, I had the occasion to be assigned overseas for five of the eight years of service. During that time and today, I maintain a heightened interest in, and appreciation of, the world's diversity and the efforts of different cultures to meet human needs. Working within the bounds of Southern University I have as well been fortunate to travel abroad and witness Southern's engagement with different nationalities. And, while I have been afforded the occasion to facilitate collaborative partnerships and faculty exchanges, I view Southern University's commitment to a global perspective as one that is essential in preparing students for the global marketplace. It further requires a commitment to making a global perspective an integral part of the curriculum, and/or moving from perception alone to concrete activities. Southern University has a long history of embracing internationalism and welcoming

to its respective campuses diverse populations. A commitment however rests with the opportunity that exists when all faculty adopt ways to add a global perspective to materials they are teaching.

COMMITMENT TO RECOGNITION, UNDERSTANDING, AND SUPPORT OF THE UNIVERSITY SYSTEM

As is well documented, the Southern University and A&M System is the only historically black system in America. Inasmuch, as the System is unique amongst its peers, it warrants greater distinction in keepings with its contributions to teaching, research, extension and public service. As President/Chancellor, as in keeping with my current role, I would bring an inordinate focus on highlighting the accomplishments of the university community while investing in her to draw national and international appeal. Knowingly, that means examining how effective Southern University is in reaching and exceeding institutional and national benchmarks, the depth of accomplished research, the influence of our service agenda; and most importantly, the success of our students. The community should anticipate my strong commitment to advancing the prestige and scope of the Southern University System as has become evident in my role as Chancellor of the Shreveport campus.

My commitment to the Southern University System would also be obvious when engaging with business and industry. At present, I maintain several memberships with state and local boards that advocate for the business community and even more meaningful partnerships and agreements that yield mutually beneficial relations. In my view, Southern University must be seen as an economic driver within our communities and so positioned as to respond to the overarching needs of our society. I am confident that doing so provides to our institutions resources that assist in the support and development of academic programs and the generation of private revenue to sustain the mission of the institution.

Additionally, my engagement with the higher education community has afforded me the occasion to meet and establish substantive relationships that have to date served to advance the interests of Southern University. Such that, my leadership team and I are conversant, with most if not all segments of state government and maintain associations with national advocacy groups. Serving in Northwest Louisiana has also required of me to establish meaningful relations with legislators, both in the House and Senate, throughout the state. I know how state government works and the Legislature knows our administration as being thorough, persistent, and one guided by principle and purpose.

COMMITMENT TO SUPERIOR LEADERSHIP, FISCAL RESPONSIBILITY, AND MANAGEMENT SKILLS

Having exercised leadership over the course of my career, I have concluded that effective leaders emphasize the empowerment of employees. He/she leads by example in using tact and diplomacy when interacting with students, faculty, staff, management board members, the public and various agencies. He interacts with constituents fairly and is open with students, faculty, staff and others with regard to all university business and possesses excellent team-building and conflict resolution skills that provide for opportunities of consensus and the advancement of aspirant goals

Moreover, as Chancellor my leadership and management style, both philosophically and operationally, is based on the principles of open communication and respect for the diversity of people and perspectives represented in the learning community. Having said that, as a leader, the process by which I arrive at a decision varies and thus I have developed a style that is transactional. At various points in my career I have relied primarily on experience and training to guide me in decision making. At other times, an overarching theme of common sense and good judgment led me to the most appropriate solutions. In both instances, I have also relied on and appreciated the contributions of others in the decision-making process. I make decisions based on the relationship of the choices available to the mission and goals of the university. I view shared governance in the decision-making process as an opportunity to strengthen relationships with members of the internal community with the intent of utilizing the expertise of colleagues to best address student needs and institutional priorities.

Furthermore, as a successful Chancellor, you get accustomed to having to make tough decisions and I anticipate that there will be many more hard decisions to come. However, making difficult decisions is easier when those with whom you work understand that the decision-making process is applied fairly and consistently with a focus to serve students more effectively and efficiently. I believe such will be the case when considering the looming budget crisis, of which the Southern University System need a President/Chancellor that can lead from a point of knowledge and strength. With that being said, my record speaks directly to who I am as leader. I am decisive, firm, fair, and proactive. I am well researched and seek detailed information to make bold and necessary decisions. I use effective communication to create bonds that build rapport, respect and trust and I know that my leadership and management skills are most appropriate to lead the System into an era of stability. As the President/Chancellor of Southern University and A&M College System, I will continue to employ these practices to assure that all voices representing the community are heard.

As a leader within the Southern University System I also accept the ultimate responsibility for managing the operational budget and plan to maintain a close working relationship with the Vice President/Chancellor for Finance & Administration to ensure fiscal accountability and management. On the Southern University Shreveport campus I have created a streamlined process for budget management. Each reporting cycle the budgeting process is open to members of the Chancellor's Cabinet who are instrumental in shaping the priorities for the university. The result manifests greater awareness of institutional resources and buy-in for initiatives that are funded.

A snapshot of benchmarks achieved within the last year is presented below and reflects upon my leadership, managerial skills and commitment to fiscal stability.

- Developed a reorganization plan in response to mid-year and anticipated budgetary reductions that may impact the general operating account;
- Led the charge that gave indication that SUSLA operated in compliance with federal and state regulations. The university received no legislative or federal audit finding as noted in the annual review for the last five (5) years;

- Managed budget and through conservative strategies actualized the implementation of faculty and staff salary adjustments in 2013 and 2014 to include personnel funded through federal sources;
- Worked with Faculty to develop comprehensive cost reduction strategies in response to budgetary shortfalls while maintaining a focus on supporting faculty development;
- Led the campus toward reaffirmation of its accreditation from the Southern Association of Colleges and Schools (SACS). SUSLA was reaffirmed during the June meeting of the accrediting body. Also, the institution hosted a Substantive Change SACS committee in Spring 2014 that served to give authorization to the campus to facilitate online offerings delivered 100% online. The Board of Trustees of SACS affirmed in July 2014 this authorization and continued the university's accreditation without an additional report;
- Facilitated the discussion and advanced the imperative to secure Priority #1 funding to support the construction of a New Classroom Building on the Shreveport campus. Construction is ongoing at this time;
- Facilitated the discussion and advanced the imperative to secure Priority #1 funding to support the establishment, construction and renovation of a School of Nursing. Construction is scheduled to begin July 2015;
- Led the discussion for the planning and design of a Day Care Center to be constructed on the MLK campus. Construction is ongoing at this time;
- Worked in concert with SGA in promoting the need to adopt a band fee for all students designed to support a marching band and infrastructure to support a university choir. Efforts continue to be guided by the aim to construct and enhance recreational/intramural activities on the campus, whereas the design phase of a recreational complex has been completed;
- Championed the interests of students. Established bus shuttle service between campuses and worked with the City of Shreveport to establish additional parking opportunities for students at no cost to them;
- Established a Center for Student Success in keeping with assessment results that suggested needed improvement with academic advisement and to align with retention aims;
- Maintained the scope, presence and vitality of the Center for Business and Community Development that serves to support and nurture small business development, providing the capacity to house more than ten (10) new businesses on the MLK site. The Center also provides for the establishment of full-service banking in the community, indeed, one of only two HBCU's to have such provisions on their campuses.

COMMITMENT TO FUNDRAISING

As Chancellor, I worked to establish the Southern University at Shreveport Foundation and during my tenure have: encouraged participation of University employees in a planned giving program (pledge drive); Organized and implemented at least two (2) fundraising events each year; Identified various local, state and national foundations from which funding has been solicited; and engaged with other programs at the institution and organizations with similar missions to submit for grant opportunities. These activities typically result in annual contributions in scholarship revenue, and equally important; opportunities to not only create

partnerships but to sustain relationships that address the academic and economic needs of our constituents. Evidence of such outcomes include: the establishment of \$500,000 in endowed professorships; the donation of a 747 Boeing Aircraft valued at \$1.2 million; the combined contributions of local, state and federal sectors in the amount of \$2.4 million to support the construction of a Center for Community Development and Business Incubator; the receipt in the last two years of over \$700,000 in Caddo Parish revenue to support the development of academic programs; the investment of over \$300,000 in City of Shreveport revenue to advance business incubation and community development; and the pending contribution of a physical plant (former middle school) from the Caddo Parish School System valued at over \$1million to support Early Start and JumpStart programming and career and technical offerings; to name a few. As previously mentioned, I have also directed deliberate focus on the need to expand the solicitation of grants and during this fiscal year alone has secured over \$8,152,350 in grant funding and \$12,345,800 in legislative support to supplement state appropriations and advance capital improvements. Over the course of my tenure as Chancellor, the university has experience a fifty-four (54%) percent increase in public funding as a result of the substantive relationships that have been honed with legislators and their staff.

COMMITMENT TO DIVERSITY AND EQUITY

Throughout my career I have maintained a strong commitment to affirmative action, diversity and to ensure equity. While such commitments are supported by a legal duty and fair employment policies, it has been a greater interest of mine to fully recognize the value of diversity within the university community, particularly in keeping with the many contributions made by people from different backgrounds and their perspectives presented through the lens of different genders, religions, age and/or sexual orientations. Further, I believe an opportunity exist for Southern University to set out its intention to create an environment in which the social, cultural and economic wealth of its employees aligns with its commitment to diversity and equity. We should be guided by the aim to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people from different backgrounds.

COMMITMENT TO FACULTY

As a member of the Southern University at Shreveport faculty I had the distinct privilege of establishing a record of productivity in the classroom and through my participation on university committees. Further, as the elected President of the Faculty Senate, my sensitivity to and appreciation for those doctrines that compel the faculty were recognized. Today and throughout my tenure as an administrator I have given indication of the vital role faculty play in defining the evolution of a complex university settings. That philosophical position will not change.

However, going forward and in light of Southern University's need to respond to projected budgetary reductions, it is even more crucial that faculty are engaged in advancing institutional reforms and committed to a process of achieving institution change. It has been my observation over the years that when faculty and institutional goals are congruent, and when the faculty had high expectations that a proposed reform was feasible, then they were willing to engage in the process of creating change. Conversely, when either of these components weakened, faculty commitment wavers, and they question their willingness to continue to be engaged, or disengage altogether. It is important then that the next President/Chancellor exercise strategies that further advance the commitment of faculty and their constructive engagement in organizational reforms. Meaning that we provide the resources, incentives and recognition for faculty to engage as

tactical partners in institutional change; that we institutionalize expectations and opportunities for continuous engagement; and work to nurture a university culture that is inquiry-based, collaborative and transparent. As President/Chancellor, I will invite the faculty to advance solutions for the institution and ensure that they are infused in the decision making loop. On the Shreveport campus, Faculty Senate representatives maintain a standing appointment on the Chancellor's Cabinet comprised of institutional leaders and who meet monthly. Each university committee has representation of faculty and administrative offices offer and encourage faculty engagement. My commitment to faculty has been a defining characteristic of my administration. Such a commitment will continue as President/Chancellor of the Southern University System.

COMMITMENT TO STUDENTS

As a former Vice Chancellor for Student Affairs, I have direct knowledge and an appreciation for best practices and policies related to student services. In addition, the role provided me not only the great pleasure to connect and communicate with students but from that aforementioned experience, I have a penchant for student centered approaches that ensures an environment of personal development and educational success for students.

To be clear, I believe institutional commitment is the most important condition to ensure student success. Institutions that are committed to the goals of increasing student success, especially among low-income and underserved students, seem to find a way to achieve that end. Commitment, then, is more than words or an issued mission statement, but it is the willingness to invest the resources and provide the incentives and rewards needed to enhance a student's opportunity to succeed. From my perspective, that is manifested in ensuring that students have access to academic support services such as tutoring, study groups and supplemental instruction and have available to them social support in the form of counseling, mentoring and centers that enable students to navigate the unfamiliar landscape of a university campus.

Moreover, I have long held that students are more likely to succeed when they find themselves in settings that hold high expectations for their success, provide frequent feedback, and actively involve them with other students and faculty in learning. My research also supports my advocacy for the use of learning communities and the collaborative pedagogy that underlies them as an important component of any institutional policy to enhance student success. On the Shreveport campus and as an element of SUSLA's quality enhancement plan, the university is focused upon shaping a first year experience for students that further prescribes for them wrap around support services, intrusive advising and the shaping of learning communities. I believe strongly that we must invest in strategies that provide incentives and rewards to faculty, as well as staff, to work together to construct educational settings that promote active involvement and learning of all students. To take student success seriously you have to take the issue of structure and environment seriously as well. Therein, and as President/Chancellor, I will encourage the building of collaborative partnerships across the campus to tap the many skills of both faculty and student affairs professionals and be driven by the aim to improve the quality of the student experience and to ensure that their respective learning outcomes are fulfilled.

COMMITMENT TO ALUMNI

I am a lifetime member of the Southern University Alumni Federation, but more notably, a proud Southerner who both values the mission of Southern University and appreciates the extent to which it has shaped life changing opportunities for generations of students. Having said that, I believe it important that the University offers assurances of its highest level of commitment and particularly in ensuring its interest to continually strengthen its engagement with, and support of, alumni. I am extremely proud of each alumnus and would want to ensure them that that their University will always look to doing all we can to continue enhancing the excellence that defines our wonderful institution and alma mater. Moreover, while I have observed that the University and the Southern University Alumni Federation have enjoyed a wonderful relationship over the years that has helped fuel the University's growth and success and that many alumnus have taken part in events and programs that have celebrated our progress, built pride in in our alma mater and supported this amazing institution. I believe there is still much that needs to be done and would therefore work to steer efforts aimed toward unifying all of our alumni, engaging supporters in activities at the University, seeking guidance, and engaging their active participation in our journey to pre-eminence.

COMMITMENT TO STAFF

It has always been my observation that staff who are engaged in their work and committed to the organization offer institutions a crucial competitive advantage, including higher productivity and lower staff turnover. Further, that high levels of staff commitment to individual tasks or to the university as a whole are considered to be indicators of institutional success. Commitment, however, cannot be assumed. Rather, it requires continuing, credible, and confident actions that gain staff's trust and support. Therein, as Chancellor, I am guided by an approach whose purpose is to foster substantive engagement with our professional staff. This means communicating organizational values clearly; training appropriately, managing fairly and doing whatever possible to compensate staff in an equitable manner. I also have a great appreciation of the contributions of staff in advancing the mission of Southern University both from the standpoint of providing invaluable services to also exercising leadership. In accordance, I have established an institute as named the "Chancellor's Leadership Institute" that invite faculty and staff participants to engage with me individually in sharing and actualizing leadership principles that may potentially serve the Shreveport campus. Today, the cohort continues to provide incredible services to this institution and participants has given indication of their growth professionally and personally.

To the point, I have long held that our human capital are in fact the greatest assets of our sister institutions. That assertion will be evident within the Southern University System upon assuming the role of President/Chancellor of System institutions.

COMMITMENT TO PUBLIC SERVICE

Serving as Chancellor of a public higher education institution leaves me inspired on a daily basis, knowing that the campus and its staff possess the wherewithal to influence in a positive way the quality of life for another individual. I have been fortunate to have worked in the armed services and with many agencies beyond the walls of higher education and believe that the public service agenda is one that aligns with the basic tenets of being a citizen of the United States of America. I, therefore, bring great commitment to Southern University's land grant mission. Further, it would be my belief that Southern University has an obligation to advance public policy,

research, and programs and services that promote its service agenda, the outcomes of which could potentially have a defining impression on students and an everlasting imprint on the community we serve. On the Shreveport campus the responsibility to bring leadership to this mandate is facilitated through the work of an entire Division. Their respective work in many ways have become the face of the University.

COMMITMENT TO THE SOUTHERN UNIVERSITY SYSTEM

During my tenure at Southern University at Shreveport Louisiana (SUSLA) I have been fortunate in having gained the trust and confidence of my colleagues as my roles and responsibilities expanded to leadership opportunities in both the academic academy and programs that support the mission of the university. The position assignments I have held range from director to chief executive officer, having also been afforded ventures to exercise my judgment on boards of directors, state and national panels and on university committees. As previously noted, I have had the distinct privilege of serving within Southern University system of higher education for over 27 years. In addition, I have worked directly with appointed Presidents and the Southern University Board of Supervisors for more than 14 years. Such a distinction is even more relevant when considering that only a select cadre of HBCU Presidents/Chancellors have ever been afforded the opportunity to lead complex hierarchies and infuse their respective leadership philosophies amongst unique campuses with distinctive missions.

My experiences in these roles have provided me a broad perspective, an enriched background and a wealth of knowledge to complement the goals of the Southern University and A&M College System. Specifically, I have an appreciation of the methodologies and dynamics that dictate board interaction; an awareness of the challenges and opportunities germane to sister institutions and the System as a whole; a familiarity with institutional practices and ongoing strategies that are proposed to yield greater efficiencies; advance knowledge of programmatic initiatives that promises to ensure the vitality of the System; and a knowing relationship with faculty and staff cohorts across the System, individuals I believe you have invested their lifeblood into this institution known as “SU” and individuals who I believe are prepared to take the next steps to ensure that Southern will continue to evolve to its rightful destiny.

In addition, I possess a strong aptitude for budgeting and the ability to manage financial resources. During my tenure, and despite reoccurring budgetary reductions the Shreveport campus was able to work within the university community in a manner that reflected community consensus, fiscal accountability and operational excellence. The time period also highlighted the university’s ability to demonstrate fiscal stability to its accrediting agency. And, over the course of the last five (5) years, SUSLA provided documentation that it is a good steward of institutional resources as evident by notices of compliance indicating no finding on its federal audits nor in the preparation of its Annual Financial Report (AFR) as performed by the Legislative Auditors.

Moreover, as a senior administrator, I have had the great pleasure of serving on state, regional and national committees and on boards of directors that advance the interests of Southern University and its capacity to advance knowledge, shape public policy and serve the public good. My active engagement with business and industry leaders, educational colleagues and legislators statewide and nationally has afforded me the opportunity to establish many substantive relations.

Relationships that have generated resources to support the role, scope and mission of Southern institutions. To be sure, such engagement would provide mutually beneficial opportunities and align with the notion that higher education is by design an instrument of economic development.

Admittedly, I do not envy the work of the search committee as guided by the aim to recommend the next President/Chancellor of the Southern University and A&M College System. The position announcement provides to candidates the opportunity to respond to a portfolio of qualifications expected of the new leader, whereas members must assess whether or not a candidate recognizes in part the scope and mission of the Southern University System, understands its traditions, organizational structures and methodologies, and/or is positioned to support and ensure the viability of the enterprise. Therein, and as it implies to my candidacy, I can in an affirmative manner respond to each question. To be sure, I am a manifestation of the Southern story and can attest to its reach in affecting a positive change in the life of individuals. An institution that defines careers and shape the black middle class of America. And, a college System that advances knowledge and serves its communities. I hold true to the mantra “We are Southern”.

The Southern University and A&M College System

“A Pathway Forward”

INTRODUCTION

On March 6, 2015, the Southern University and A&M College System celebrated its 135th year commitment to achieving the mission of Historically Black Colleges and Universities (HBCU). Nationally, HBCUs are seen as beacons that have, and will continue to be, manifestations of the American dream of equal educational opportunities for all, regardless of religion, ethnic group, or socioeconomic status. Such institutions provide educational opportunities to a diverse population of students and professionals with the aim of both influencing their quality of life and their capability to contribute to a knowledge based marketplace. Inasmuch as the Morrill Act, that established these institutions, was designed to finance agricultural and mechanical education and to make this education available to all social classes of people in the United States. The Act actually represented a new approach to higher educational attainment and as a result many HBCU's experienced great educational outreach and established a remarkable tradition of educating African Americans as they continue to do today.

Notwithstanding, the historical reputations that many HBCU's had in previous years has made it difficult to maintain in light of the unstable economy, internal and external economic upheavals, low enrollment, accountability metrics, accreditation issues, and other challenges facing a majority of colleges and universities in general and HBCU's specifically. Such factors, then provide the backdrop for HBCU's to reposition themselves and establish a pathway forward, responding to the question of relevancy while maintaining the distinctive missions that afforded them their unique place in history in the first place.

In accordance, the Southern University and A&M College System is duly poised, and as such, its mission constitutes an imperative for the State of Louisiana, for the national citizenry and for the global marketplace. For instance, it is clear that the Southern University System and its campuses hold true to maintaining a culture of academic excellence. The University is recognized as being not only a top producer in engineering and nursing but as well one of the top highest producers of bachelor's degree awarded to African Americans in the United States. One can argue that its research and public service mandate today nurtures intellectual, social, economic and cultural development, while its global outreach aims shapes governments and nations.

Therein, I view the Southern University and A&M College System as an institution of prominence whose mission is critical if the State of Louisiana is to achieve any semblance of economic success. Southern's work shapes the black middle class nationally and globally. Its overarching mission is draped in its origin and guided by its historical traditions. The relative question, then is --Is it not Southern University's responsibility to actively participate in

preserving and advancing the economy and society? I believe it is her purpose, one that we should all aspire, too.

I, therefore, present what I view as a conceptual vision for the Southern University and A&M College System and if afforded the opportunity to serve as President/Chancellor, it represents a starting point in articulating a shared vision for the Southern University System and its campuses.

CONCEPTUAL VISION:

Southern University and A&M College System, as aligned with its land grant mission and guided by its historical traditions of embracing academic excellence, scholarly research, global outreach and public service, will be recognized as a leading contributor to the State's economic success having a propensity to advance the interests of underserved communities in a changing and complex universal society. We will stand committed to teaching and learning as core values. We will further, encourage scientific discovery, technology transfer, service learning and prepare students and professionals to provide leadership and exemplary services to influence in a positive way the quality of life of individuals in our communities, nationally and in world markets.

GOALS AND OBJECTIVES

In keeping with the presented conceptual vision of the Southern University System the following five goals and subordinate objectives presents a pathway forward; in effect, facilitating the realization of the aforementioned framework and serving as a guide to ensure the fulfillment of such lofty aspirations.

A. To provide a stimulating, responsive, and effective environment for student learning, student engagement with the global marketplace and academic achievement.

1. To ensure adequate campus policies to protect academic freedom and promote the free exchange of ideas while requiring systematic program review that reflects upon student learning outcomes.
2. To offer academic programs and services focused around approved campus missions and consistent with available resources.
 - a. The Vice President/Chancellor for Academic & Student Affairs will ensure that all proposals for new programs and services are consistent with campus mission statements, sufficiently funded and of high priority.
3. To foster an environment that retains and attracts high quality faculty and staff.
 - a. Ensure that all employees are provided annual written evaluation based upon performance and contributions to organizational goals;

- b. Develop an Achievement Plan designed to improve communication, increase opportunities for faculty and staff development and compensate employees on the basis of performance and contributions to the organization.
4. To improve rates of student retention and degree completion across the Southern University System.
 - a. Encourage the use of Advanced Placement and other credit by examination programs for incoming and enrolled students, establish goals for increasing these programs, and investigate the use of incentives to encourage improvements;
 - b. Establish retention plans for all campuses with goals for improved retention rates;
 - c. Improve and simplify articulation of courses and programs across the Southern University System.
5. To develop, maintain at/near state-of-the-art condition of Southern University System facilities, technology and infrastructure and to coordinate the use of capacities and resources across all Southern institutions.
 - a. Establish a long range financial plan for the Southern University System that includes a replacement cycle for technology and funded depreciation of technology assets;
 - b. Develop a facilities plan that integrates deferred maintenance, classroom modifications, and technology infrastructure into the classroom as priorities;
 - c. Explore the potential for coordinating and sharing resources across all Southern University campuses.
6. To ensure the assessment of student readiness for higher education and validate student competencies upon graduation such that Southern can demonstrate measureable outcomes and the competitive nature of its students.

B. To make a high quality, affordable higher education experience available to all qualified citizens who wish to further their education and training.

1. To continue to seek creative funding alternatives that will expand public and private resources.
2. To make sure that every academically qualified individual has an opportunity to receive the benefits of higher education without financial or social barriers.
 - a. Assess the needs of Southern students for need-based aid and incorporate the findings into System budget considerations;
 - b. Encourage campuses to work toward increasing the amount of funding available for merit and need-based aid.
3. To expedite student progress towards degree objectives in order to reduce time to degree and maintain affordability for the various student types.

- a. Work with K-12 sector to enhance the skill level of high school graduates—to reduce the amount and extent of remedial instruction necessary;
- b. Encourage greater use of credit by examination, dual enrollment/Early Start while in high school, Tech Prep and Advanced Placement courses;
- c. Develop differential tuition policy to manage high costs programs and offer strategies for competitive marketing.

C. To deliver higher education services in a manner that is efficient, coordinated, and highly accessible.

1. To operate as a unified system of higher education and increase productivity through effective planning, assessment and collaboration.
 - a. Increase System and campus productivity within existing resources by identifying
 - i. appropriate productivity measures and measures of assessment
 - ii. opportunities for organizational realignment to secure greater savings/efficiency
 - iii. professional development programs for faculty, staff and administrators.
 - b. Continue to refine the administration of the Connect Initiative to provide for comprehensive support services, targeted retention and seamless transfer;
 - c. Actively pursue opportunities for academic and administrative collaborations;
 - d. Design a management instrument to monitor Southern University's operational efficiency, productivity and effectiveness. Report the results to the public with clearly defined, accepted and meaningful benchmarks.
2. To increase student access to Southern University System programs through coordinated statewide delivery and expanded use of technology.
 - a. Increase online delivery of high demand courses and programs at the undergraduate and graduate levels;
 - b. Use technology to realize efficiencies, facilitate ease of enrollment, expand electronic course delivery, etc.
3. To increase the coordination of academic resources to improve student progress toward degree.
 - a. Actively pursue opportunities for academic and administrative collaborations;
 - b. Eliminate barriers to transfer and especially articulation between all Southern University System institutions;
 - c. Expedite students' completion of approved programs of study through policies for improved coordination of course and program requirements, credit transfer, program and course articulations and coordination of general education and upper division requirements.

4. To promote diversity with special attention to other race and non-traditional students.
 - a. Implement a recruitment action plan
 - b. Work with System institutions to develop unique unduplicated program offerings that may prove to be appealing to other race students. Work with K-12 sector through recruitment fairs, federal programs (Educational Talent Search, Upward Bound, etc.) to make students aware of Southern University offerings and facilitate access to System institutions.

D. To be responsive to market, employment, and economic development needs of the State and the nation.

1. To offer programs and services consistent with the changing market and employment needs of the state and nation.
 - a. Assess periodically and systematically the conditions of the changing economy and needs of the State for academic programs and workforce education;
 - b. Offer programs and services consistent with the needs of the State, availability of resources and respective missions of System institutions;
 - c. Encourage faculty to include global and interdisciplinary perspectives in academic programs;
 - d. Regularly seek, assess and respond to inputs from key industries and market participants in developing or eliminating curricula and programs.
2. To encourage research and technology transfer to contribute to the economic development of the State of Louisiana.
 - a. Coordinate opportunities for research, outreach, economic development;
 - b. Encourage campuses to conduct research programs and affect technology transfer that uses the communities of the State as resources and laboratories.
3. To make the Southern University System more accessible and responsive to businesses, government and other constituents.
 - a. Encourage partnerships with school districts, businesses, industry and government and report on the value of the relationships;
 - b. Encourage the development of advisory councils for all applied and technical programs;
 - c. Provide workforce training and lifelong learning opportunities as the market dictates;
 - d. Regularly seek, assess and respond to input from key industries and market participants in developing or eliminating curricula and programs.

E. To improve the support for and understanding of the Southern University and A&M College System as a leading contributor to the State's economic success and social and political well-being.

1. To improve and expand the communication and outreach of the Southern University System to constituents, communities and legislators.
 - a. Develop and implement a strategy to enhance public awareness of and support for higher education in Louisiana, to influence the legislative process, and to attract private support for the Southern University System;
 - b. Expand communication of University facts, accomplishments, and needs to the public, constituents, legislators, and business and industry. Work with university relations officers to develop and deliver a communications plan;
 - c. Develop and submit regularly a report to the State about Southern University's involvement in the discovery of new knowledge and its efforts in economic and community development;
 - d. Assist policy makers to plan for and sustain a quality and affordable higher education system.
2. To meet constituents' expectations for accountability through responsible stewardship of resources.
 - a. Allocate university system resources based upon a long-term plan with measurable outcomes tied to serving the interests of students and the state;
 - b. Work with the Board of Regents and other stakeholders to develop accountability benchmarks and reporting methods that incentivize performance and accurately reflect benchmark comparisons with peer institutions.
3. To expand community involvement, service and outreach initiative at the campus level with the aim of affecting and driving economic development in the respective communities.
4. To partner with state government, our congressional delegation, K-12 education, local governments, business and industry leaders to preserve and improve the economy of Louisiana.

SUMMARY

Southern University and A&M College System's foundation is one that is built on the promise of imparting knowledge to a diverse population and in accordance owns the distinction of being the only historically black system in America. While the university system remains viable today and enjoys a reputation of embracing excellence, the System must continually assess pathways forward as it advances its aim to serve the State, nation and global markets. The establishment of such a pathway starts with a vision and goals that provide guidance and a mechanism to assess outcomes. And, while it is apparent that we have an illustrious System, and are so positioned to adopt a shared vision and benefit from outstanding faculty and staff; any pathway is dependent upon an individual whose responsibility it is to advance such initiatives. To be clear, I am that person who represents the best fit to lead the Southern University and A&M College System. I trust the committee will consider my candidacy for this most important role.

Ray L. Belton, Ph.D.
Chancellor
Southern University at Shreveport

Resume

RESUME

RAY L. BELTON, Ph.D.

rbelton@susla.edu

EDUCATION

University of Texas at Austin
Doctor of Philosophy – Educational Administration (1998)
Minor: Public Administration-LBJ School of Public Affairs

The University of Nebraska at Omaha
Master of Arts - Counseling (1987)

Southern University at Baton Rouge
Bachelor of Science - Psychology
(Graduated Summa Cum Laude- 1st in class-1984)

Southern University at Shreveport/Bossier City
Associate of Arts - Social Sciences/Psychology (Graduated 1st in class)

CERTIFICATION AND LICENSES

National Certified Counselor (1995) Lic # 40647
Licensed Professional Counselor (1994) Lic # 1864
Qualified Mental Retardation Professional (QMRP) State of Louisiana (1988)

ADMINISTRATIVE EXPERIENCE

2000 to Present **Chancellor**
 Southern University at Shreveport
 Shreveport, LA 71107

Southern University at Shreveport is a two-year comprehensive community college serving Shreveport, Bossier City, and surrounding areas in Northwest Louisiana. It is one of five (5) campuses comprising the Historically Black Southern University and A&M College System. The University has approximately 3,000 undergraduate students and 365 full and part-time employees. The Shreveport campus offers 34 undergraduate degrees, maintains a robust online inventory of courses, and enjoys substantive relationships with secondary educational institutions and business and industry. Southern University at Shreveport is located on more than 102 acres on its main campus site. The University also has two instructional sites, one in Downtown Shreveport and another at the Shreveport Regional Airport.

The Chancellor is the Chief Executive Officer of Southern University at Shreveport, responsible to the President of the Southern University System for the effective administration of the University. The Chancellor approves all resolutions, policies, rules and regulations adopted by appropriate agencies for the administration and operation of the University; and all policies, rules, regulations, directives, and memoranda issued by the System President. Over the course of the Chancellor's current tenure, the following events have been achieved:

- The University's student enrollment evolved from a Fall 2000 headcount of 1,176 to a Fall 2013 enrollment of 3,018 students, increasing by one-hundred and fifty-six (156%) percent;
- In 2013, Community College Week cited Southern University at Shreveport as ranked 88th in the nation in the production of associate degrees for African Americans. The findings were seen as significant in realizing that there are over 1200 community colleges across the nation;
- The University received national recognition by the University of Texas –2012 Community College Survey of Student Engagement (CCSSE) as being one of the top performers amongst 322 peer two-year institutions in the United States;
- The University was recognized in 2010 as the 22nd fastest growing institution of its size in the nation by the Community College Journal;
- In 2007, Washington Monthly cited Southern University at Shreveport as the 3rd Best Community College in America;
- In 2005, the University established and admitted its maiden class of students in the newly approved Nursing Associate of Science degree program. In Spring 2010, the program enjoyed a 100% first time pass rate on the NCLEX inventory. Similarly, the newly developed Dental Hygiene program at the University was ranked 5th nationally as a result of seven (7) consecutive years of achieving 100% pass rates on the national registry. Moreover, allied health programs generally have on average a first time pass rate of over 90% on national registries;
- In, 2009, the University established and continues to bring leadership to the SUSLA Community Development Corporation (CDC)-a nonprofit organization created to serve as a catalyst for economic revitalization in Shreveport's Martin Luther King neighborhood;
- In, 2009, the University established the scope, presence and vitality of a new Center for Business and Community Development that serves to support and nurture small business development, providing the capacity to house more than ten (10) new businesses on the MLK site. The Center also provided for the establishment of a full-service bank in the community, indeed, one of only two HBCU's to have such provisions on their campuses;
- The University was successfully in securing reaffirmation of its accreditation from the Southern Association of Colleges and Schools (SACS), whereas, SUSLA was reaffirmed during the June 2013 meeting of the accrediting body. Also, hosted a Substantive Change SACS committee in Spring 2014 that served to give authorization for the campus to facilitate online offerings delivered 100% online. The Board of Trustees of SACS

affirmed in July 2014 this authorization and continued the university's accreditation without an additional report;

- The University facilitated the discussion and advanced the imperative to secure Priority #1 funding to support the construction of a New Classroom Building on the Shreveport campus. Construction is ongoing at this time;
- The University facilitated the discussion and advanced the imperative to secure Priority #1 funding to support the establishment, construction and renovation of a School of Nursing. Construction is scheduled to begin in July 2015;
- The University led the discussion for the planning and design of a Day Care Center to be constructed on the MLK campus. Construction is ongoing at this time;
- The University has operated in compliance with federal and state regulations. Over the last five (5) years, SUSLA has received no legislative or federal audit finding as noted in the annual review;
- Despite repeated budgetary reductions, the administration has worked with faculty to develop comprehensive cost reduction strategies in response to budget shortfalls. SUSLA continues to support faculty development regardless of fiscal environment;
- The Administration continues to champion the interests of students. This year established a bus shuttle service between campuses and worked with the City of Shreveport to establish additional parking opportunities for students at no cost to them;
- The University was instrumental in defining the SUSLA CONNECT initiative that provides enrollment opportunities within the Southern University System. SUSLA currently facilitates the program on both the Baton Rouge and New Orleans campuses;
- The University continues to support the advancement of the Honore' CUSA initiative facilitated on the Southern University New Orleans campus. Whereas, the administration has been forthright in attempting to refine processes as to ensure programmatic success;
- The University's ability to attract grants and be awarded contracts increased by more than 54% over the course of ten (10) years (2004-2014);
- To date, the University has generated over \$34 million dollars to support capital improvements on campus, to include the acquisition of a downtown Allied Health & Nursing Complex, Business Development Center, Lobby Renovation for the Barnes Administration Building, the Expansion of a Student Activity Center, New Classroom Building, Day Care Center, monies to address Drainage and support campus lighting and the first time development of Student Apartments;

2000 to 2000

**Executive Vice Chancellor & Vice Chancellor for Student Affairs
Southern University at Shreveport
Shreveport, LA 71107**

The Executive Vice Chancellor was the primary and immediate advisor to the Chancellor, acting on behalf of the Chancellor in his absence. Worked closely with the Chancellor to ensure compliance with University policies and procedures, state and federal regulations and

accreditation requirements. Served as liaison between the Chancellor and other Vice Chancellors.

1998 to 2000 **Vice Chancellor for Student Affairs**
Southern University at Shreveport
Shreveport, LA 71107

The chief student officer of the University was responsible for providing leadership in developing a team approach to delivering comprehensive student support services and enhancing institutional collaboration for teaching and learning. The comprehensive supportive services include: Academic Advising, Career and Personal Counseling, Financial Aid, Educational Talent Search and Student Support Services (TRIO funded), Intramural Sports, Athletics, Recruitment, Graphic Services, Student Activities and Standardized Testing. The Vice Chancellor was responsible for student discipline and served in a capacity to develop policy concerning issues relative to student life and welfare. This position reported to the Chancellor and achieved the following milestones:

- Identified and pursued internal and external funding sources to support the mission and priorities of the Division of Student Affairs. The Division successfully generated in less than one semester support funds in the amount of \$190,000 for said purposes;
- Reorganized Counseling Center to enhance the quality of academic advising and career education services to students. Reorganization funded by merging the resources of the Division and the Academic & Career Enhancement Center;
- Coordinated the relocation and expansion of physical space for the Athletic Program, Counseling Center and Graphic Services Department. Renovations were also undertaken to expand the physical space of the Office of Financial Aid;
- Reorganized the structure of the Division providing for middle level management and shaped a climate that empowers all employees to contribute to the goals of the Division. Established five-year strategy plans for each unit and formulated with inputs from all divisional members Core Values that currently guide the Division;
- Developed an institutional model for Institutional Effectiveness and guided the University community in its understanding and adoption of the institutional effectiveness process. Served as Chair of the Self-Study Institutional Effectiveness Committee.

1997 to 1998 **Assistant to Vice-President of Student Development (Administrative Internship). Brookhaven College, Dallas, TX**

Brookhaven College is one of seven campuses in the Dallas County Community College District. The College enrolled approximately 8,500 credit and over 10,000 noncredit students each semester and had an operating budget of approximately \$20 million funded by the state local taxes and tuition.

- Worked closely with the Vice-President of Student Development in managing a holistic student services environment;
- Examined and analyzed institutional enrollment processes, submitted findings and recommendations acquired from original research data accumulated during academic year;

- Developed flow charts of operations and reviewed institutional effectiveness standards and measurements to ensure compatibility with stated goals;
- Assisted the Vice-President in ensuring that support staff is provided appropriate representation in a collegial model for decision making and policy development.

1992 to 1997 Chair, Department of Health & Human Services - Southern University at Shreveport

Responsible for the academic administration of a department within the Behavioral Science/Education Division. The department offered certificate and associate of arts and science degree programs in the following areas: Mental Health & Mental Retardation Program, Substance Abuse Counseling Program, Criminal Justice, Public Administration and Health & Human Services Program.

- Submitted proposals for the establishment of four (4) degree programs (Substance Abuse Counseling, Health & Human Services, Public Administration, & Criminal Justice Administration), all of which were supported by the Board of Regents;
- Revised curriculums and submitted recommendations to respond to the changing needs of the workforce. Supervised staff, managed budgets, advised student organizations and coordinated activities and initiatives identified by the Advisory Committees;
- Developed partnerships/internships with community agencies and postsecondary personnel to create retention focused programs for students;
- Served on numerous university committees charged by the Chancellor and Vice Chancellor to identify growth opportunities for the university. Elected Faculty Senate President.

1992 to 1993 Co-Director, LSUS/SUSBO Academic Achievement & Transfer Partnership Grant – (American Council on Education)

The Southern University at Shreveport/Louisiana State University at Shreveport Academic Achievement and Transfer Partnership Program was built on collaborative initiatives designed to improve instructional delivery systems and increase the rate of transfer between the two institutions. Techniques for collaborative learning and team/partnership instruction were fostered to improve the academic success of students. Faculty members from each institution participated in this partnership as identified by critical disciplinary areas.

- Dually managed a student transfer partnership between Louisiana State University at Shreveport and Southern University at Shreveport;
- Developed targeted instructional ventures and recruited faculty from defined discipline areas from both institutions, facilitated communication, team-teaching opportunities; and presentation forums at local and regional conferences;
- Instrumental in the development of an articulation agreement between campuses, and the establishment of a mutually cooperative learning community. Developed and submitted quarterly and final reports to funding agency.

1989 to 1992

Director, Partnership Program- Caddo Parish School System/Southern University, Shreveport, LA

The Partnership Program was a collaboration between Southern University and the Caddo Parish School System to provide tutorial services to as many as 180 high schools students over the duration of its programmatic year. A Youth Awareness component allowed students to engage in personal and career counseling, motivational seminars, personal development workshops, cultural enrichment tours and pre-vocational training. The tutorial program provided enhancement services in the English, Math, and Science disciplines.

- Developed and implemented program and services specifically designed to meet the needs of diverse populations of educationally and/or economically disadvantaged high school students;
- Collaborated in planning, facilitating, and reviewing curriculum development, evaluated all program activities; recruited, interviewed, recommended, and supervised faculty and staff for the program;
- Established and administered \$200,000 annual budget, interpreted relevant school board and federal policies, submitted annual reports and made board and community presentations as necessary.

TEACHING EXPERIENCE

1992 to 1999

**Associate Professor/Chair, Department of Health & Human Services
Southern University at Shreveport, Shreveport, LA**

Taught all courses within area of specialty in the Mental Health, Substance Abuse, Human Services, and Counseling Education disciplines (Introduction to Human Services, Substance Abuse; Counseling Techniques, Group Dynamics, Legal Aspects of Mental Health, Psychopharmacology, Multicultural Issues, etc.). Furthermore, taught a broad spectrum of courses in Psychology and Special Education (General Psychology, Psychology of Death, Dying and Bereavement, Exceptional Children, Introduction to Mild/Moderate Retardation, Behavioral Management, Humanistic Approaches in Managing Mild/Moderate, etc.).

1987 to 1992

**Director/Mental Health & Mental Retardation Program
Southern University at Shreveport, Shreveport, LA.**

Responsibilities included curriculum development, budget, supervision, and instruction. Involved in recruitment, grant writing, community relations, and program expansion. Conducted workshops/seminars in stress management, alcohol and drug abuse, and behavioral management. Authored university newspaper advisement column and was instrumental in testing/assessment.

1998 to 2001

**Adjunct Professor/Wiley Management Institute, Wiley College,
Marshall, Texas**

Served as senior thesis advisor to cohorts of 25 students whose program of study was organizational management. Instructed a module entitled Group and Organizational Behavior that assessed group behavior and how group functioning affects organizational effectiveness.

1998 to 2001 **Adjunct Professor/Louisiana State University at Shreveport
Graduate School, Shreveport, LA.**

Provided instruction in Human Service Administration Program (graduate), specifically related to research methods and evaluation. Facilitated distance learning classes as well as traditional modes of instructional delivery.

Non-Teaching Experience

1999 to 2001 **City of Faith Community Corrections Center, Shreveport, LA
Relapse Prevention Therapist**

Facilitated relapse prevention groups for adults placed in federal community-based halfway facility. Additionally, provided individual and career counseling where applicable.

1993 to 2001 **Community Support Programs, Inc., Shreveport, LA
Therapist,**

Instrumental in providing individual, family, and group therapy to adolescents and adults. Further, involved in relapse prevention, case management, staff consultation, workshop development and facilitation. Knowledgeable of documentation required for Medicaid, to include prior authorization procedures.

1992 to 1993 **Providence House, Shreveport, LA
Counselor/Weekend Supervisor**

Provided individual, family and career counseling to residents of a transitional shelter. Further, developed and monitored a point level system for residents. Invested in supervision, staff training, and the development of vocational and substance abuse treatment plans.

1989 to 1992 **South Shreveport Community Center for Alcohol & Drug Abuse
Assistant Director/Counselor**

Engaged in individual and group counseling to children and adolescents. In addition, was involved in supervision, testing, peer counselor training, and workshop facilitation.

1985 to 1987 **Operation Bridge, Inc. Youth and Family Services, Omaha, NE
Family Therapist**

Conducted individual, group, family, and marital therapy. Provided vocational counseling/assessment and engaged in substance abuse treatment. Created and facilitated support groups and invested in workshop facilitation. Administered psychometric tests, and conducted chemical and psychological evaluations.

1985 to 1987 **Nebraska Psychiatric Institute, Omaha, NE
Psychiatric Therapy Technician**

Member of multi-disciplinary team serving adult, adolescent, children, and geriatric ED/MR populations in inpatient facility. Provided casework services to individuals and families by interviewing, preparing complete case histories, psychiatric diagnosis, and planning treatment. Primary therapist for daily group therapy.

1984 to 1985

Haverhill/Newburyport Human Services, Inc., Haverhill, MA
Residential Manager

Supervised inter-disciplinary team providing direction and coordination in developing, monitoring and evaluating mentally retarded programs. Managed program objectives and fiscal responsibilities. Directed service to ED/MR clients, engaged in counseling, and the implementation of behavioral modification techniques.

1971 to 1979

U.S. Army, E-6 / Staff Sergeant, Fort Hood, Texas
Platoon Sergeant/NCOIC Alcohol & Drug Abuse Counseling

Served as platoon sergeant commanding a combat unit. Later, in career, transitioned to senior advisor for family counseling and Non-commissioned officer in charge of drug and alcohol abuse counseling. Received two Army commendation medals.

PROFESSIONAL /COMMUNITY ACTIVITIES

- Panelist, Higher Education Summit, Shreveport Bossier Business Alliance/ Greater Shreveport Chamber of Commerce (2015)
- Presenter, State of Black Shreveport, NAACP, (2015)
- Presenter, Caddo Parish Commission, (2014)
- Speaker, African-American Chamber of Commerce, Shreveport, LA 2014
- Presenter, Louisiana Board of Regents, Education Committee, Shreveport, LA (2014)
- Presenter, Southern University National Alumni Federation, Houston, TX (2014)
- Speaker, Kiwanis Club of America, Shreveport, LA (2013)
- Speaker, Black History Commemorative Event, Shreveport, LA 2013
- Speaker, Empowering Future Leaders Banquet, (2013)
- Presenter, Southern University National Alumni Federation, Baton Rouge, LA (2012)
- Participant, Greater Shreveport Chamber of Commerce Higher Education Taskforce, (2012)
- Speaker, Zion Baptist Church, Black History Celebration, Shreveport, LA (2011)
- Presenter, Southern University National Alumni Federation, Washington, DC (2010)
- Presenter, Tucker Commission, Board of Regents, State of Louisiana (Fall-2009)
- Panelist, Concurrent Session, White House Initiative on Historically Black Colleges and Universities Conference, (2009)
- Speaker, Minority Business Council Awards Banquet, Shreveport, LA (2009)
- Keynote Speaker, Black History Month Observance Program, Overton Brooks VA Medical Center, Shreveport, LA (2008)
- Panelist, HUD HBCU National Conference, Dallas, TX (2007)
- Presenter, Caddo Parish Commission, Caddo Parish, LA (2007)
- Presenter, Louisiana Board of Regents, Baton Rouge, LA (numerous)
- Presenter, Louisiana Bond Commission, Baton Rouge, LA (2007)
- Speaker, Economic Development Forum, Shreveport, LA (2007)
- Presenter, Southern University National Alumni Federation, Memphis, TN (2007)
- Speaker, Committee of One Hundred, Shreveport, LA (2006)
- Speaker, Rotary Club, Shreveport, LA (2006)
- Presenter, Southern University National Alumni Federation, Philadelphia, PA (2006)
- Presenter, House Finance Committee, Louisiana Legislature, Baton Rouge, LA (2006)
- Speaker, Green Oaks Performing Magnet, Shreveport, LA (2006)
- Presenter, Southern University National Alumni Federation, San Antonio, TX (2005)

- Presenter, Senate Finance Committee, Louisiana Legislature, Baton Rouge, LA (2005)
- Speaker, City of Shreveport, Faith Builder Forum, Shreveport, LA (2005)
- Panelist, Southern Christian Leadership Conference (SCLC) 1st Annual Community Think Tank, *Subject—The Community Role in Education*, (2004)
- Presenter, Southern University National Alumni Federation, Orlando, FL (2004)
- Transition Team Member, Governor-Elect Kathleen Blanco, Department of Economic Development, (2003-2004)
- Presenter, Fourth International Conference on Public Management, Policy and Development, Republic of Mozambique, South Africa (2003)
- Presenter, “Sunset Hearing”, Joint House of Representatives and Senate Finance Committees, Louisiana Legislature, Baton Rouge, LA (2003)
- Presenter, African-Americans in Louisiana Higher Education Conference, Shreveport, LA (2003)
- Presenter, Southern University National Alumni Federation, Houston, TX (2003)
- Speaker, African American History Month, Trinity Baptist Church, Shreveport, LA (2003)
- Speaker, Leadership Shreveport, Greater Shreveport Chamber of Commerce, Shreveport, LA (2002)
- Speaker, First Missionary Baptist Church, Black History Celebration, Plain Dealing, LA (2002)
- Keynote Commencement Address, *Criminal Justice Institute*, Bossier Parish Community College, Bossier City, LA (May, 2002)
- Presenter, Southern University National Alumni Federation, Miami, FL (2002)
- Keynote Speaker, Annual Educational Focus Banquet, Bossier City Christian Clergy Alliance, February 2001
- Keynote Speaker, Third Annual Afro-American History Luncheon, National Sorority of Phi Delta Kappa, Inc. Beta Alpha Chapter, (2001)
- Keynote Speaker, 20th Annual Observance Day Program for Dr. Martin Luther King, Jr., sponsored by MLK Foundation, Shreveport, LA (2001)
- Keynote Commencement Address, Southern University at Shreveport Commencement (2001)
- Presenter, National Southern University Alumni Association, Las Vegas, NV (2001)
- Speaker, Graduation Ceremony-Entrepreneur Business Development Program, Southern University Metro Campus, May 2001
- Speaker, Entrepreneurship and Business Summer Camp for Inner City High School Student, National Foundation for Teaching Entrepreneurship, Inc. (NFTE) BizCamp 2001, Shreveport, LA
- Guest Speaker, Community Support Programs, Inc. Father’s Day Program, Shreveport, LA
- Speaker, Hamilton Terrance Learning Center, Caddo Parish School System, 2001
- Speaker, Graduation Program, Zion Missionary Baptist Church, Shreveport, LA (2000)
- Member, Doctoral Dissertation Committee, University of Texas at Austin – *A study of fundraising in selected urban and suburban California community colleges: A description of programs and an identification of successful strategies* (1999)
- Presenter, *Strategic Planning & Outcome Assessment*-Faculty Colloquium SUS (1999)
- Presenter, Fair Park High School Faculty In-Service Training- *Teaching strategies that respond to the Iowa Basic Skills Examination* (1999)
- Keynote Speaker, National Association of Black Social Workers Annual Banquet- *The long-term impact of deinstitutionalization on the African-American Family* (1998)
- Presenter, *Institutional Effectiveness at Southern University Shreveport*-Faculty/Staff Development Institute, Southern University Shreveport (1998)

- Grant Reader, Caddo Public Education Foundation (1995)
- Facilitator, One Great River (Conflict Resolution Group) 1994
- Presenter, *Managing the Difficult Teen*, Continuing Education Offering SUSBO (1994)
- Presenter, Stress Management Seminar (1994)
- Member, Martin Luther King, Jr. Celebration Committee - City of Shreveport (1993)
- Facilitator, Junior Achievement of North Louisiana (1993)
- Presenter, *Basic Counseling Techniques*, Community Support Programs, Inc. (1993)
- Judge, Sigma Shining Star Scholarship Pageant, 1991
- Consultant, VOA Pregnancy Evaluation Team, Shreveport, LA (1990)
- Consultant, Prevention of Child Abuse, Shreveport, LA (1988)

UNIVERSITY SERVICE

- Chancellor's Cabinet (2000-present)
- Chancellor, Planning and Priorities Committee (2000- present)
- Chairman, Student Affairs Quality Improvement Committee (1999-2000)
- Chairman, Institutional Effectiveness Self-Study Committee (1998-2000)
- Member, Self-Study Steering Committee (1998-2000)
- Chairman, Academic Appeals Committee (1998-1999)
- Chairman, Registration Task Force Committee (1999 – 2000)
- President, Faculty Senate-Southern University Shreveport/Bossier City (1992-1994)
- Co-Chairman, SACS Self-Study Committee (1994-1995)
- Member, Curriculum Committee (1994-1996)
- Member, Faculty & Staff Grievance Committee (1994-1996)
- Chairman, Search Committee for Vice Chancellor for Academic Affairs (1994)
- Member, Academic Council (1992-1994)
- Member, Chancellors Executive Council (1994)
- Member, Advisory Committee to the Search Committee for Chancellor of Southern University-Shreveport (1993)
- Chairman, University Discipline Committee (1992)
- Member, Planning and Development Committee (1991-1996)
- Member, Freshman Advisement Committee (1988-1996)
- Sponsor, Rotaract Club, Southern University (1989-1996)
- Sponsor, Spectrum Society, Southern University (1988-1996)

PROFESSIONAL AND COMMUNITY MEMBERSHIPS

- President, Board of Directors, Consortium for Education, Research and Technology (CERT 2015-present)
- Member, Executive Board, Louisiana Campus Compact, Hammond, LA (2008-2013)
- President, Conference of LA Colleges and Universities (CLCU) 2010
- Member, National Advisory Board, Community Renewal International, (2010- present)
- Member, Committee of One Hundred, Shreveport, LA (2001- present)
- Member, Executive Board, Committee of One Hundred, Shreveport, LA (2007-2008)
- Board of Directors, Consortium for Education, Research and Technology (CERT 2000-present)
- President, Consortium for Education, Research and Technology (2006-2009)
- Board of Directors, Biomedical Research Foundation of Northwest Louisiana, Shreveport, LA (2007-2010)
- Board of Directors, Shreveport Chamber of Commerce (2006-2012)

- Louisiana Representative, Commission on Colleges, Southern Association of Colleges and Schools (2002-2009)
- Board of Directors, The Coordinating & Development Corporation (CDC) of Northwest Louisiana (2005-present)
- American Association of Community Colleges (AACC), Member, Commission on Diversity & Inclusion, (2002-2010)
- Board of Directors, Alliance for Education (2001 – present)
- President, Consortium for Education, Research and Technology (2004)
- Board of Directors, Shreveport Regional Arts Council (SRAC 2003-2007)
- Board of Directors Workforce Investment Board (2000 – 2007)
- Board of Directors Sickle Cell Foundation (2000 – 2002)
- Board of Directors, Volunteers of America of Northwest Louisiana (1991 - 1996)
- Executive Committee Member, Special Education Advisory Council-Caddo Parish School System, (1994-1996)
- Executive Committee Member, Conference of LA Colleges and Universities (CLCU) 1995
- Chairman, VOA Lighthouse Committee (1994-1996)
- President, Educational Talent Search Advisory Committee (1995)
- Chairman, VOA Case Management Committee (1993 - 1994)
- Board of Directors, Cities in Schools Program - Caddo Parish School Board (1988 - 1990)
- Member, Inner City Entrepreneur Institute (ICE)
- Member, Greater Shreveport Optimist Club
- Member, American Counseling Association (ACE)
- Member, Louisiana Counseling Association (LCA)
- Kappa Alpha Psi Fraternity, Inc. (2000)
- Kappa Delta Pi Honor Society (1998)
- Psi Chi Honor Society (Psychology) 1983, 1984

AWARDS, FELLOWSHIPS, RECOGNITIONS

- Recipient, “Education Person of the Year Award” *Phi Beta Sigma Fraternity, INC, Alpha Xi Sigma* Chapter Centennial Gala, September 2015
- Recipient, “National Board Award”, Southern Christian Leadership Conference (SCLC), December 2014
- Recipient, “Achievement Award”, Louisiana Gender for Health Equity, 2013
- Recipient, “Lifetime Contributor Award”, Southern University Shreveport Biology Club. 2010
- Recipient, “Educational Service Award”, NAACP, September, 2009
- Recipient, Minority Business Council, Achievement Award, November, 2009
- Recipient, “Community Service Award”, Community Action Agency, 18th Annual Cochran-Lynch-Wilson Awards Banquet, October, 2008
- Recipient, “1st African-American Achiever of Shreveport Award”, St. Luke C.M.E. Church, (2005)
- Recipient, “Educator of the Year Award in Higher Education”, Coordinating & Development Corporation, Bossier City, LA (2004)
- Recipient, “Outstanding Leadership Award”, Alliance for Education, Shreveport, LA (2003)
- Recipient, “Community Service Award”, Project Neighborhood, Willis-Knighton Health Centers, Shreveport, LA (2003)
- Recipient, Afro-American Society, “Leader of the Year Award”, Shreveport, LA (2003)

- Recipient, *Shreveport Times*, “Leaders of the New Century Award”, Shreveport, LA (2002-2003)
- Recipient, “Thurgood Marshall Community Service Award,” Black Lawyers Association, 2002
- Recipient, “Outstanding African American Award (2002),” The African American Awards Committee and Shepherd N. Sheep Theatrical Ministry
- Recipient, “Distinguished Service Award”, Student Support Services, Southern University at Shreveport (2002)
- Recognized for Innovative Leadership, 32nd Annual Festival of the Arts, Southern University at Shreveport (2002)
- Recipient, “2001 Distinguished Graduate,” University of Texas at Austin, Community College Leadership Program, Austin, TX
- Recipient, 23rd National Institute for Staff and Organizational Development (NISOD) Excellence Award, Austin, TX (2001)
- Recipient, Distinguished Achievement Award, Kappa Alpha Psi Fraternity, Inc. January 2001
- Recipient, W. K. Kellogg Graduate Fellowship 1996, 1997, 1998
- Recipient, League for Innovation Graduate Scholarship 1996, 1997
- Recipient, C. C. Colvert Scholarship 1997, 1998
- Recipient, John and Suzanne Roueche Scholar 1997, 1998
- Recipient, Community College Leadership Program Fellowship 1996, 1997
- Recipient, Rotary Club of Shreveport Academic Scholarship, 1983
- Selected Outstanding Young Men of America, 1988
- Summa Cum Laude, 1984 (Graduated 1st in undergraduate class)

RESOURCE DEVELOPMENT/GRANT AWARDS

Endowments

- Capital One Endowed Professorship in Business Studies, (Funded-\$100,000)
- Dr. & Mrs. CO Simpkins Endowed Professorship in Nursing (Funded-100,000)
- Jack Binion Endowed Professorship in Marketing (Funded- \$100,000)
- Jack Binion Endowed Professorship in Accounting (Funded-\$100,000)
- Caddo Parish Commission Endowed Professorship in Business Studies (Funded-\$100,000)

Capital Projects

- Leonard C. Barnes Administration Building, Lobby Renovation—(\$1,970,000)
- Women & Minorities Small Business, Land Acquisition, Construction—(\$2,429,000)
- Acquisition of Downtown Metro Center, 610 Texas—(1,319,507)
- Renovation and Addition of Student Activity Center & Outdoor Facility—(\$3,002,000)
- Site Improvements Drainage and Security Lights—(\$750,000)
- SUSLA Student Apartments, SUSLA Facilities, Inc.—(\$12,679,380)
- New Classroom Building, Planning/Design & Construction,--(\$7,500,000)
- Renovation/Construction of School of Nursing-(\$3,585,000)
- Day Care Center --(\$810,800)

Grant Awards

- Biomedical Research, National Institute of Health, \$334,308
- Minority Access Baccalaureate, National Institute of Health, \$81,757
- Computer Assisted Learning Lab, LA Board of Regents, \$38,164
- Library Wired Access, LA Board of Regents, \$51,552
- Enhancing E-Learning Through Faculty Development, LA Board of Regents, \$78,991
- The Smart Classroom Expansion Project, LA Board of Regents, \$109,130
- Strengthen Library Resource Collection to Support Health and Medical Sciences Program, LA Board of Regents, \$77,300
- Improved Open Access Lab to Support Health and Medical Sciences Program, LA Board of Regents, \$64,676
- Computer Assisted Music: Enhancing the Quality of Learning Music Notations, Theory and Software, LA Board of Regents, \$86,160
- Implementing Students Curriculum, Advising and Program Planning, LA Board of Regents, \$66,073
- International Business and Economics Research Center, U.S. Department of Education, \$108,000
- Brownfield's Job Training Grant, City of Shreveport, \$180,000
- Brownfield's Job Training Grant, Environmental Protection Agency, \$200,000
- Business Opportunity Grant Program, City of Shreveport, \$50,000
- Carl Perkins Vocational & Technical Education Act of 1998, U.S. Department of Education, \$614,281
- Incumbent Worker Training Grant-Grigg's McDonald, LA Department of Labor, \$505,562
- Incumbent Worker Training Grant-Chrisman McDonald, LA Department of Labor, \$91,522
- Incumbent Worker Training Grant-Express Jet Airlines, Inc., LA Department of Labor, \$2,587,251
- Incumbent Workforce Training Grant-Caddo Community Action Agency, LA Department of Labor, \$59,777
- Incumbent Workforce Training Grant-Memorial Enterprises, LA Department of Labor, \$46,422
- Community Outreach Partnership Center Program, Housing and Urban Development, \$322,211
- Community Economic and Development and Housing Initiatives, Housing and Urban Development, \$550,000
- Universities Rebuilding America Partnership, Housing and Urban Development, \$220,493
- Brownfield -Minority Worker Training Program, National Institute of Environmental Health Services, \$37,000
- Community Based Job Training Grant, U.S. Department of Labor, \$1,992,240
- The Community Foundation of Shreveport, Community Foundation, \$25,000
- TANF-After School for All (ASFA), TANF, \$166,560
- Strengthening Historically Black Colleges and Universities, U.S. Department of Education, \$3,265,915
- Educational Opportunity Centers Programs, U.S. Department of Education, \$220,000
- Student Support Services, U.S. Department of Education, \$348,407
- Talent Search Program, U.S. Department of Education, \$384,070
- Upward Bound Programs (North), U.S. Department of Education, \$300,000
- Upward Bound Programs (South), U.S. Department of Education, \$300,000
- Students in the Eliminating Number Game: Math Anxiety, LA Board of Regents, \$18,845

RESEARCH AND CREATIVE WORKS

- Belton, R.L. (1998). Student Perceptions of a Coordinated Studies Program: A Community College Perspective. Dissertation Abstracts International. Austin, TX: The University of Texas at Austin.
- Belton, R. L. (1998). Coordinated Studies Program: The Practice of TQM Principles in Educational Settings. Lyndon B. Johnson School of Public Affairs, Austin, TX: The University of Texas at Austin.
- Belton, R. L. (1998). Coordinated Studies Programs as a determinant of African American Student Achievement. Austin, TX: The University of Texas at Austin.
- Belton, R. L. (1998). Civil Rights Legislation as Influenced by Presidential Leadership. Lyndon B. Johnson School of Public Affairs, Austin, TX: The University of Texas at Austin.
- Belton, R.L. (1998). Restructuring a community college as guided by public principles of total quality management. Austin, TX: The University of Texas at Austin.
- Belton, R.L. (1998). A quantitative study of first-time students at Brookhaven College. Dallas, TX: Brookhaven College.
- Belton, R. L. (1998). Transactional v. Transformational Leaders: A Summary of Research Findings. Austin, TX: The University of Texas at Austin.
- Belton, R.L. (1997). Change management: The challenge of human resource professionals. Arlington, TX: The University of Texas at Arlington.
- Belton, R. L. (1997). Sociotechnical System Approach: A Response to Organizational Change. Austin, TX: The University of Texas at Austin.
- Belton, R. L. (1997). An Analysis of Higher Education Governance in Louisiana: Ramifications for the Southern University System. Lyndon B. Johnson School of Public Affairs, Austin, TX: The University of Texas at Austin.
- Belton, R.L. (1997). Afrocentrism and Coordinated Studies Programs: An Examination of Paradigms. Austin, TX: The University of Texas at Austin.
- Belton, R.L. (1997). A discussion of the Myers-Briggs Type indicator. Lyndon B. Johnson School of Public Affairs, Austin, TX: The University of Texas at Austin.
- Belton, R.L. (1996). Black student college success as influence by academic integration. Austin, TX: The University of Texas at Austin.
- Belton, R. L. (1996). Academic Achievement: African –American students in predominant White and in historically black public institutions. Austin, TX: The University of Texas at Austin.
- Belton, R.L. (1996). The effect of background variables on student persistence and degree completion. Austin, TX: The University of Texas at Austin.

Belton, R.L. (1987). Commitment to the Organization as a Determinant to Staff Turnover in Residential Facilities Serving the Mentally Retarded (Unpublished Master's Thesis). Omaha, NE: The University of Nebraska at Omaha.

**Statement
of
Leadership
and
Educational Philosophy**

Ray L. Belton, Ph.D.

Statement of Leadership and Educational Philosophy

Exercising leadership in institutions of higher education has developed into a complex web of interconnecting relationships, functions, expectations, and outcomes. A successful President/Chancellor must be adept at balancing the varied responsibilities of the positions in ways that enable him or her to most effectively serve students, faculty, staff, alumni and the community. Further, while it is clear that such a senior administrative role must provide the vision and leadership to advance the interests of the institution, it is my belief that the inherent foundation that directs such work rests with the degree one employs their philosophical principles. Therein, and in the case of this writer, such values include: (1) being guided by a standard of integrity, (2) actively participating within the educational enterprise, (3) embracing strategic planning as a step forward; (4) shaping an inclusive culture and (5) valuing and investing in communication portals.

More specific, I view integrity as one the most important characteristics of any great leader, particularly, in keeping with the many attributes that define leadership and one's preparation for a unique role. Such that, as I reflect upon the course of my career in various leadership roles, a slate of consistent qualities are apparent, these are inclusive: of being humble yet assertive; always managing affairs in a fair and decisive manner; being honest, and assuming responsibility for unintended outcomes; having a great appreciation for people; being adamant about surrounding oneself with intelligent and dedicated staff members; always exercising professionalism both in and outside of work; giving of oneself, remaining focused on the mission of the institution, and exerting the willingness to make tough decisions for the right reasons and to ensure the evolution of the university community.

Also, central to my leadership philosophy is the belief that one of the primary roles of an administrator is to serve the constituent groups of the university including administrative colleagues, faculty, staff, students' alumni, and employers. I view my role as one positioned to assist others in their quest to accomplish their roles and responsibilities, whether this means dealing with barriers, thinking through solutions, or developing new programs. In short, any success I would hope to achieve as President/Chancellor will be achieved not by me individually, but rather through the accomplishments of the faculty, staff and students of Southern University.

Leadership also entails understanding the strategic initiatives of the university and planning accordingly. I view myself as a forward thinking person who sees the "big picture" and is able to identify strategies that can help the institution reach its goals. If possible, I prefer to rely on data to drive my decisions, rather than react to anecdotal evidence. But planning alone is not enough, success also entails implementation. To that end, it will be important to acquire and allocate resources to accomplish the educational goals of the university. Risk taking will be

necessary if Southern is to continue its strong history of launching and sustaining innovative programs such as the College Connect Initiative.

Moreover, through leadership, I will do everything possible to continue fostering an inclusive culture. I am proud to be a member of a university System that values and awards teamwork, extension, and teaching as much as outstanding research. However, I am keenly aware that the key to effective administration and management of a university is the ability to work with people. Effective relationships are built on a basis of trust and respect, and maintained with open honest communication. Knowledge is power, and sharing knowledge empowers many people and simultaneously strengthens the institution. The faculty and staff of the Southern University and A&M System can expect that I will address the hard questions and make informed decisions.

Finally, as a fundamental duty of an administrator, I believe it an imperative that we invest in strategies that broaden the scope to which we communicate with stakeholders. Our various constituents, including ourselves, must be continually reminded of our accomplishments and new opportunities. It would be my observation that strong visibility with key constituents will not only assist the university built new programs, it will also identify the next issues that we should be poised to address.

Educational Philosophy

It would be my belief that the fundamental goal of teaching is to advance knowledge. Learning takes place in many different circumstances and contexts. Although everyone is capable of learning, a student's desire to learn is a precursor to effectively mastering new concepts and skills. My experiences lead me to conclude that students bring multiple learning styles to their engagement with faculty. Some learn best in lecture atmospheres, some are motivated by discussion, and others absorb best when they read and reflect on what they have digested through readings. Moreover, the classroom setting can encourage or inhibit learning depending on the dominant learning style of each student. Therein, I am convinced that accommodating different learning styles creates an atmosphere that is conducive to learning and the acquisition of knowledge. It also advances a student-centered methodology of instruction that changes the paradigm from students adjusting to the unique teaching styles of the master instructor to the converse relationship of the faculty member adapting to the student.

As a faculty member, I found one of my greatest responsibilities was to create an atmosphere that fosters learning. I encouraged learning by creating a relaxed environment for students, stimulating conversation about concepts being presented and organizing context in a way that makes it easiest to assimilate. I treated subject matter as interconnected, emphasizing that everything students are learning fits together into a holistic understanding of the world, from which they develop their personal worldview.

By their very nature, students are inquisitive. I, therefore, believe that it is the responsibility of a faculty member to respond to an unknowing goal of students to seek answers, as it is in this way that they advance. To that end, I have sought to facilitate the advancement of knowledge by promoting efforts of engaging in reasoned thought. Whether in the classroom or in meeting groups, my goal is to encourage thinking in rational ways, so that this can be applied in other, unfamiliar situations. I particularly emphasize learning to think about trends and directions rather than rote memorization of facts.

Another, important element of my teaching philosophy is encouraging reasoned written and oral work, especially in developing logical arguments. A major factor of this was spending time making suggestions, as students can learn to present their ideas more effectively when others challenge the constructs to which such ideas are based.

Finally, as a faculty member, I was guided by the aim to encourage a sense of wonderment in the world around us. Admittedly, I am a social scientist, who at times am compelled to give consideration about the world around us. I remain convinced that we must continue to ask the “how?” and “why?” questions to advance a more comprehensive worldview of self, but not at the expense of just knowing without investing in deliberate action.



Letters of Support





OFFICE OF THE MAYOR
SHREVEPORT, LOUISIANA
April 29, 2015

OLLIE S. TYLER
MAYOR

POST OFFICE BOX 31109
SHREVEPORT, LA 71130
(318) 673-5050 / (318) 673-5099 (FAX)

To the Honorable Dr. Albert D. Sam II, Chairman
President-Chancellor Search Committee
Southern University and A&M College System
Post Office Box 10878
Baton Rouge, LA 70813

Re: Endorsement of Dr. Ray L. Belton for President of the Southern University System

Dear Dr. Sam:

This communication comes expressing my full support of Dr. Ray L. Belton's application to serve as the President of the Southern University System. I have had the distinct pleasure of knowing Ray for over fifteen years in a variety of capacities based on my varying roles in the state of Louisiana.

While I served in the Caddo Parish School system as a teacher and ultimately as Superintendent for Caddo Parish schools, I witnessed Dr. Belton's astuteness and commitment to partnering with our secondary school system. Southern University at Shreveport was certainly one of the leaders in secondary/postsecondary agreements and continued to strengthen relationships that provided higher educational opportunities for the young people of Caddo while in high school. Numerous partnerships were developed and strengthened under his leadership to include an increased number of TRIO programs throughout the parish along with career exploration opportunities through various Energy, Information Technology and Business career camps and initiatives. It certainly takes a comprehensive approach to partnering, and Ray understood what engagement across all academic disciplines and departments would mean to the community and ultimately the enrollment of Caddo Parish students into SUSLA. When I transitioned into my role as Acting State Superintendent of Education for Louisiana, I continued to marvel at the growth of SUSLA and the level of engagement it pursued across numerous parishes in Region 7 as it strengthened its Dual Enrollment footprint across the state.

Presently as Mayor of Shreveport, I can attest to Southern University at Shreveport as being one of our greatest partners in the development of a skilled workforce in the City of Shreveport, Caddo Parish, and Region 7. As a result of Dr. Belton's leadership, we have partnered on numerous community and economic development initiatives; actually, far too many to expound upon, but allow me to address two in this correspondence. One of the most impressive initiatives was the development of 2.4 million dollar Center for Business and



Community Development that opened in 2009. This center allows our community to provide much needed technical assistance to potential and existing business owners through this enterprise. This project would not have come to fruition without the persistent and progressive manner in which Dr. Belton operated to ensure funding from a mix of corporate, state and federal funding sources.

Additionally, we have more recently partnered in the Martin Luther King community through the SUSLA Community Development Cooperation (CDC), which was developed under the leadership of Dr. Belton to bring greater assurances to the development of business and commercial opportunities in and around the campus. For example, prior to Dr. Belton's commitment to improving the quality of life for Shreveport residents beyond just educational solutions, there was no bank on what we fondly call the Cooper Road. Dr. Belton led the effort to ensure the establishment of the first bank in the MLK community (Capital One) through the SUSLA CDC, where he served as the first President of the organization. Equally important, in the City of Shreveport's most recently established Master Plan (Great Expectations), the area surrounding the SUSLA campus is distinctly highlighted as a corridor destined to be an urban village. This did not happen incidentally or by chance, but occurred as a result of Dr. Belton's outspoken voice and diligent work. The City of Shreveport and the Master Planning Committee saw the vision of continued growth through current and projected housing projects, an upcoming Jaguar Farmers' Market, proposed new learning facilities, and increased enrollment. The Committee subscribed to prioritizing the MLK community as one of the designated urban villages in the Master plan, and this designation positions the area for greater prioritization of funding and opportunities.

There is much to be said regarding the great accomplishments of this innovative leader and the varying partnerships that exist that have brought millions to our city, but allow me to share this last statement. Prior to the appointment of Dr. Belton as Chancellor of SUSLA, what we once called SUSBO, we saw much turn-over and continued challenges that limited the effectiveness of this great institution's impact in our community. Dr. Ray L. Belton has brought stability, recognition, and needed initiatives that have grown the institution to be a leader in our community. I strongly feel that his past work experiences and accomplishments, excellent working relationships with constituents within the state, commitment to higher education, specifically Southern University, position him to be the best fit as the President of the Southern University System. Should you require additional information regarding the great work of Dr. Ray L. Belton and the varying partnerships we have engaged in over the years, I am available at your request.

Sincerely yours,



Ollie S. Tyler

MAYOR



Dr. Woodrow Wilson, Jr.
ADMINISTRATOR, CEO

Randy M. Lucky
ASSISTANT ADMINISTRATOR

THE PARISH OF CADDO

ADMINISTRATION

Telephone • 318.226.6900
Fax • 318.429.7630

GOVERNMENT PLAZA
505 Travis Street • Suite 800
P.O. Box 1127
Shreveport, Louisiana 71163-1127

www.caddo.org

May 4, 2015

Members of the Southern University System President-Chancellor Search Committee
P.O. Box 9374
Baton Rouge, LA. 70813

I consider it a privilege to present this letter of recommendation for Dr. Ray Belton for consideration of his selection as the next President-Chancellor for the Southern University System.

I have known Dr. Belton for over fifteen years; and, for the past nine years, I have worked directly with him on numerous projects in my position as the Administrator and Chief Executive Officer for the Parish of Caddo. Under Dr. Belton's leadership, he has led Southern University at Shreveport in an exceptional, highly professional, and noteworthy manner. He was instrumental in fostering a first of its kind public/private partnership between Southern University at Shreveport and the Caddo Parish Commission to raise funds to support the university's mission. Dr. Belton's cutting edge knowledge of program development and fiscal responsibility was a key factor in the Caddo Parish Commission investing \$775,000 of public funds in Southern University at Shreveport for the expansion and creation of several new programs which have helped to bolster the economic development conditions within the community. In addition, he has exceptional and unique visionary and strategic planning skills, which have favorably positioned the University to be at the forefront in the emergence and development of new disruptive technological industries within the community. Without question, Dr. Belton has been and continues to be the catalyst for the outstanding public image and reputation that Southern University at Shreveport has with the Caddo Parish Commission, local businesses throughout the community, and citizens alike.

Over the past ten years, I have witnessed the tremendous growth at the university in its programs, facilities, student enrollment, and the professional development of the university staff members which are all noteworthy accomplishments. I am, also, equally as proud of Dr. Belton's leadership and managerial skills, which led to the University being recognized as one of the fastest growing junior colleges in America. He has consistently demonstrated his ability to approach each task with the utmost professionalism, drive, and determination. I, particularly, admire the way he manages complex and difficult issues and make them appear as simple tasks, which in my opinion, would be a critical asset in leading the Southern University System. Dr. Belton has exceptional supervisory, verbal and written skills, which has enabled him to lead and

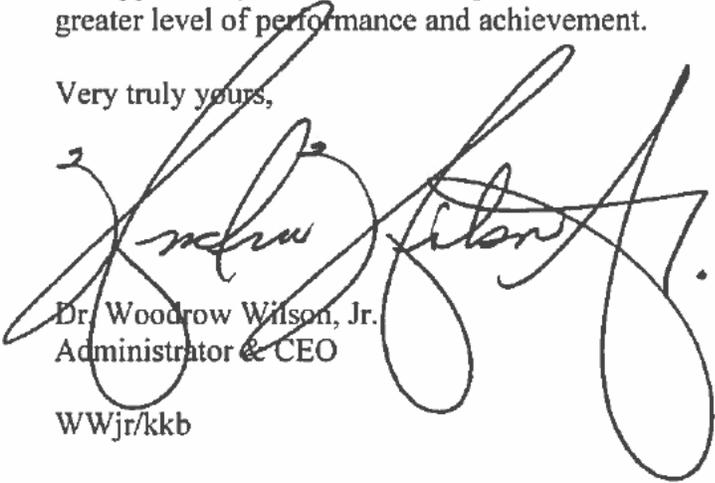
Members of the Southern University System President-Chancellor Search Committee
May 4, 2015
p.2

communicate effectively with others. His positive attitude and a willingness to mentor those under his leadership are most impressive. I can, also, attest to the fact that he has a passion for achieving excellence in academics and whatever endeavor with which he may become involved.

Dr. Belton would be a valuable asset to the Southern University System and its future growth. He has proven time and time again that he has what it takes to lead at a high level, and I strongly believe that he is up to the task to lead a major university system, such as the Southern University System.

In closing, I am proud of Dr. Belton's many accomplishments, which are too long to list in this particular letter. Without hesitation, I highly recommend his selection as your next President-Chancellor for the Southern University System, and fully believe that if given the opportunity to lead this exceptional institution, he definitely would take it to an even greater level of performance and achievement.

Very truly yours,



Dr. Woodrow Wilson, Jr.
Administrator & CEO

WWjr/kkb



Chancellor's Office

318.797.5200 (Fax) 318.797.5180

SHREVEPORT

One University Place
Shreveport, LA 71115-2399

April 28, 2015

Honorable Dr. Albert D. Sam II, Chairman
President-Chancellor Search Committee
Southern University and A&M College System
Post Office Box 10878
Baton Rouge, LA 70813

Greetings:

It is my privilege to strongly recommend Dr. Ray L. Belton for the position of President/Chancellor of the Southern University and A&M College System.

I returned to Shreveport this past summer to become Chancellor of LSU Shreveport (I was previously the business school dean at LSUS from 1985 through 1994). One of my major goals in returning to LSUS was to build upon the existing relationships between LSUS and SUSLA. What I quickly discovered is that the SUSLA I knew in 1994, which was a good school, had become a great school. Why? SUSLA has a great leadership team that very effectively works together to lead SUSLA with entrepreneurial focus, innovative strategies, respect for students and great team play. The reason it all works so well? Dr. Ray Belton (who by his very humble nature would quickly request that credit be re-focused back to his team). He makes the critical difference at SUSLA both on campus and in the community. Ray Belton is one of the very most respected, influential and important civic leaders in the Shreveport-Bossier area.

We have worked very closely with SUSLA this year. In our work, our LSUS team is gaining great insights from Ray's personal commitment and this team's effective practices in serving students. To illustrate:

- The SUSLA student success center is engaged in cutting-edge practices of assessing and supporting every student to and through SUSLA. We are borrowing ideas/practices to support our SACSCOC QEP focus of metacognition.
- There are many outstanding international students at SUSLA. We are learning from the SUSLA team how to more effectively recruit, retain and serve the needs of international students
- Through SUSLA and LSUS faculty working together, we have established a much more robust, realistic articulation agreement (to be supported by a new LSUS web page).

Ray Belton would be an excellent President/Chancellor. If you want to meet the top educational and political leaders of the state you should stand next to Ray Belton. I have. They all seek him out to say hello. Why? Because he himself is a state leader. He can and will provide the critical leadership needed by and for Southern University. He will build incredible teams. He will ignite positive outcomes. He will do what is right. He will make tough decisions. He will be revered. Southern University will achieve stronger stability, be more entrepreneurial and be highly innovative in its serving students and communities. Ray Belton will have impact. Immediate impact. Powerful impact.

Sincerely,

Larry Clark
Chancellor



May 1, 2015

The Honorable Dr. Albert D. Sam, II
President-Chancellor Search Committee
Southern University and A&M College System
Post Office Box 10878
Baton Rouge, LA 70813

Dear Dr. Sam:

Please accept this letter of recommendation on behalf of Dr. Ray Belton for the position of President-Chancellor of Southern University and the Southern University System. Dr. Belton possesses the leadership skills, personal integrity, and strength of character to lead Southern in this time of tumultuous change and immense opportunity in Louisiana.

Since 2009, I have worked closely with Dr. Belton in serving the needs of Northwest Louisiana. As a colleague, my respect for Dr. Belton's ability to overcome significant challenges in moving Southern University of Shreveport (SUSLA) forward in the areas of workforce and economic development is immense. As a citizen, my admiration for Dr. Belton's successes in expanding access to underserved populations and improving the quality of life in the community could not be overstated. Dr. Belton truly understands the potential of quality higher education to change lives, but he distinguishes himself through his extraordinary ability to convey that understanding to his stakeholders.

These are difficult times in Louisiana higher education, and they require leaders of vision, determination, and an appreciation of the human spirit. Dr. Belton possesses all of these qualities. He has created and expanded innovative programming aligned with the needs of his community and regional economy. He has developed partnerships with industry and community organizations to obtain support for students and faculty. He has found creative ways to mitigate the impact on students from declining state resources and rising tuition. He has done all of these things with the humility, grace, and wisdom that define him.

Perhaps the most important decision a board makes is selecting a leader to guide the organization. Without equivocation or hesitation, I suggest Ray Belton is the right person at the right time for Southern University. Please do not hesitate to contact me with any questions or if I may provide additional information to help you in this process.

Sincerely,



Dr. Jim Henderson



MARSHAL, TEXAS 75670 . (903) 927-3300 . FAX (903) 938-8100

OFFICE OF THE PRESIDENT

Dear Members of the President/Chancellor Search Committee:

It is with great pleasure that I pen this letter in support of Dr. Ray L Belton as President/ Chancellor at Southern University. For many years he and I have worked as colleagues and as higher education leaders of nationally recognized HBCU's and this letter seeks to expound more on the qualities that I have observed that will make him an ideal President/Chancellor for Southern University.

I have worked alongside Ray as a higher education leader for over 14 years. From our excellent working relationship I have observed his high regard for the practice of education, his profound knowledge of the mission of HBCU's, his national presence as evidenced by his participation on COC-SACS review committees, his strong leadership on external committees and excellent working relationship with other College and University Presidents across the country.

In case you are not aware, his participation on the many SACSCOC review committees has had a positive impact on the trajectory of several colleges across the country. To participate requires thoughtful review to ensure that colleges and universities are getting the proper feedback and guidance required for their accreditation to be reaffirmed. Dr. Belton exhibits the aforementioned qualities and as such has become not only an advisor to many colleges and universities but generally an asset to the respective review committees. I would imagine that his expertise in the area of SACS requirements and regulations would prove beneficial as Southern finalizes the substantive change requirements for SACS to ensure proper notification of its new detailed structure.

I could not imagine a more suitable person to effectively make the change from the SU System President and Chancellor, to President/Chancellor. Dr. Belton is a respected campus leader, he is held in high regard by his peers around the state. To that point in April 2015, he was elected as the current President of the Consortium for Education, Research and Technology (CERT) organization. CERT is a statewide organization comprised of over seven higher education institutions and their respective campus Presidents including La Tech, Grambling, Northwestern, and LSUS, etc. His nomination and eventual election to this role is a testament of his excellent leadership.

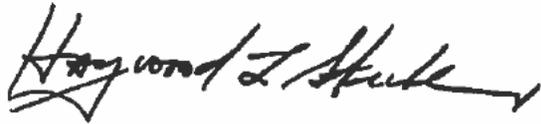
Having served as President of Wiley College for over 14 years, I know firsthand the dedication, business acumen, and mental toughness it takes to serve in this role. However, I have watched Ray Belton demonstrate proficiency in all areas of leadership while excelling as a bridge builder between faculty, administration, students, alumni and stakeholders. Further, I am ever so confident that he possesses all of the stated qualifications within the details of the search committee's requirements.

You should also know that in my roles as president of the National Association of Schools and Colleges of the United Methodist Church and as vice president of the Council of Presidents for

the United Negro College Fund, I have had significant engagement with many college Presidents from around the country and none would be better suited to serve as your next President/Chancellor.

If you should have any questions that might pertain to his leadership or character, please do not hesitate to contact me at (903) 927-3201.

Sincerely,

A handwritten signature in black ink, reading "Haywood L. Strickland". The signature is fluid and cursive, with a prominent initial "H" and a long, sweeping underline.

Haywood L. Strickland
President and CEO



"An Institution of the United Methodist Church"

S. Albert Gilliam

May 2, 2015

Dear Members of the President-Chancellor Search Committee:

I am privileged and honored to offer a word of commendation and recommendation on behalf of Dr. Ray Belton who has made application for the role of President-Chancellor of the Southern University System on the Baton Rouge Campus.

Dr. Belton has built an exemplary record of success and achievement while serving as Chancellor of the Shreveport campus. He took the helm of the Shreveport campus at a pivotal point in its history and placed it on an ascendancy plane of effectiveness and success. He refocused its direction by clarifying its role scope and mission. He further developed attainable performance standards, aligned the University with the workforce needs of the community and established it as one of the centerpiece educational enterprises in the State. There is no doubt; he can do the same thing for the Baton Rouge Campus.

The background and experience that Dr. Belton brought from his undergraduate and graduate studies with a concentration in Higher Education Administration from the preeminent Post Graduate Program at the University of Texas uniquely prepared Dr. Belton to bring the Shreveport campus national recognition as one of the fastest growing and most effective community colleges in the nation.

A broad and comprehensive background like this serves as a true requisite for administrative leadership at the college and university levels. Dr. Belton's tenure on the Commission of the Southern Association of Schools and Colleges (SACS) allowed him to observe and experience firsthand the full dimensions of University Effectiveness Standards, Fiscal Management, Resource Assessment, Staff Development and Community support and development. He learned these lessons well. And, he has been effective in extrapolating and applying them in his administration of the Shreveport Campus. He can do the same for the Baton Rouge Campus and the Southern University System.

One of Dr. Belton's greatest attributes, however, is his personal and interpersonal skills. He is a natural team-builder and consensus maker. Whenever, accolades are directed his way... he always responds by telling you about the great people around him. Well, the people around him work so hard because he is a natural born enabler. He is well known for giving straight forward and well defined expectations, lending the necessary administrative support and direction, monitoring progress and recognizing exemplary performance. That is the kind of consummate leadership that any organization could benefit from. I feel it is the same kind of leadership that the Southern University System needs and deserves at this point in its history.

The challenges before us are formidable indeed. We need a "battle tested" administrator like Ray Belton who can interface with lawmakers, expound a renewed vision to our alumni and community supporters and energetically share what the future holds for students, faculty and supporters.

As a proud fifty (50) year graduate (1965) of Southern University, former instructor, Vice Chancellor for Student Affairs, Acting Chancellor and Chairman of the Southern University Board of Supervisors, I beg your serious consideration of Dr. Ray Belton. This visionary leader will serve us well.

Sincerely,



S. Albert Gilliam

DESTINY INVESTMENTS

Motivational Speaking - Trainer

May 4, 2015

Honorable Dr. Albert D. Sam II, Chairman
President-Chancellor Search Committee
Southern University and A&M College System
Post Office 20878
Baton Rouge, LA 70813

Dear Dr. Sam:

This letter of recommendation is written to give you a brief insight about one of the most dedicated and astute young man that I have been fortunate to meet. Dr. Ray L. Belton is the essence of what our future leaders should represent in today's society.

As the immediate past national president of Southern University Alumni Federation, I have known Dr. Belton for many years, and can unequivocally attest to his enthusiasm, integrity, and ability. He is also very dependable and trustworthy and I highly endorse him to become the next President/Chancellor of Southern University.

Most universities are actively seeking qualified candidates to lead their institutions and I applaud your efforts for doing so. In a very short time, you will agree with me that Dr. Belton will be an even greater asset to our University.

It is rare that I readily give such a glowing recommendation, however, this one is well deserved. If I can be of further assistance to you, please contact my office at 713-721-3027.

Sincerely,



Dennis S. Brown

LOUISIANA HOUSE OF REPRESENTATIVES

1500 N. Market Street
Suite A-200
Shreveport, LA 71107
Email: larep004@legis.la.gov
Phone: 318.676.5990
Fax: 318.676.5992



Ways and Means, Vice-Chair
Health and Welfare
House Executive Committee
Joint Legislative Committee on
Capital Outlay

PATRICK WILLIAMS State Representative ~ District 4

President-Chancellor Search Committee:

It is with great pleasure that I write this letter of recommendation for your consideration of the candidacy of Dr. Ray L. Belton as President-Chancellor for the Southern University System. As you know, Dr. Belton has served as Chancellor for over 14 years making him the longest tenured Chancellor in the SU System at this time.

Not only has he served admirably as Chancellor of the Shreveport campus, you may not know that he has served as a distinguished serviceman in our nations Armed Forces. During his tenure in the ARMY, he excelled as a platoon leader giving direction to a combat infantry unit. I expect that his military experience has not only made him a firm and decisive leader but also focused and committed to service. Over the years, I have always been impressed by his demeanor and know that many of my colleagues in the Louisiana Legislature speak often of his high level of professionalism and genuine concern for the citizens of this state. Those characteristics have been evidenced by his ability to cross party lines to gain favorable support for bills and legislation that support higher education and more importantly Southern. Because of his ability to navigate sometimes tumultuous political climates, Dr. Belton always seems to find favor with not only me as his local Representative but with all of my other colleagues in which he engages. In my opinion, now is the time for Southern to have a President such as Ray Belton that can bring some much needed stability to this role.

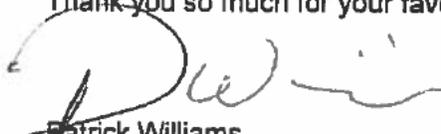
In preparation for writing this letter, I paid close attention to the stipulated qualifications as outlined in the prospectus. Further, I spent a considerable amount of time reviewing the curriculum vitae of Dr. Belton. During my review, I found a unique combination of experiences that would make him ideal for this position. Not only does he have professional experience in the military and in private practice as a counselor, but he has also served the Southern System as a faculty member, Department Chair, Faculty Senate President, Vice Chancellor for Student Affairs, Executive Vice Chancellor, and Chancellor. Furthermore, and I dare say most importantly, he is also an alumnus of the Southern University at Baton Rouge campus and lifetime member of the alumni association. I couldn't imagine anyone else more uniquely qualified to serve as President. What more could a System want? What better representative than a "native son" who has more than adequately prepared himself to lead his Alma Mater? Further, I can only imagine what joy it would bring to the entire System, state, faculty, students, and alumni to know that a seasoned veteran of Southern would be serving at the helm.

As you may know, Dr. Belton has been a tremendous Chancellor for the SUSLA campus. Under his leadership the campus has seen record enrollments, high graduation and retention rates, and national rankings such as the very notable recognition as the 3rd best community college in the nation as so acknowledged by Washington Monthly. I am certain that his ability to lead a complex team of individuals to reach all of the aforementioned successes would certainly translate to the Baton Rouge campus where there may be factors that contribute to higher

scholastic rankings. Nevertheless, he would most certainly be a bridge builder between campus constituencies and ensure that Southern University is continually elevated to a standard excellence.

Once again, I enthusiastically support his candidacy and ask that you please accept this letter as my full endorsement of Dr. Ray L. Belton for the position of President-Chancellor for Southern University. If you should have any additional questions as it relates to my appreciation of his qualifications, please do not hesitate to contact me at 318-676-5990 or via email at larep004@legis.la.gov.

Thank you so much for your favorable consideration of his candidacy.



Patrick Williams
State Representative, District 4

April 30, 2015

To the Southern University Presidential Selection Committee:

I am writing to express my strong support for your consideration of Dr. Ray Belton as President of the Southern University system. I have known Dr. Belton only for a few years since I moved to Louisiana in 2013, but I know he has been actively involved with the North Louisiana Partnership (NLEP) for many years prior to my arrival.

The NLEP is a public-private partnership dedicated to the positive and sustainable economic development of the 14 parishes it serves in North Louisiana. The NLEP and its many partners work with both existing and prospective companies to facilitate the attraction and retention of capital investment and meaningful job opportunities in our region.

Under Dr. Belton's leadership, Southern University at Shreveport (SUSLA) has been an investor in and served in leadership roles of the NLEP, including serving on our Board of Directors. I have seen SUSLA represented extensively throughout the Shreveport-Bossier area in a wide variety of employer and community development focused endeavors. SUSLA regularly takes the lead or a key roles in initiatives with a broader community impact than just for the SUSLA campus and community.

The NLEP recently assumed administrative functions for an organization called the Consortium for Education, Research and Technology of North Louisiana (CERT). Its membership is comprised of the executive leaders of the universities, colleges and technical schools in North Louisiana, as well as the Biomedical Research Foundation of Northwest Louisiana. CERT was developed to promote collaboration among our higher education institutions and the public and private sector to further research and technology transfer and commercialization. It has created an atmosphere of cooperation and collaboration that has become the envy of other regions of the state and outside the state. Dr. Belton has served as CERT President in the past and was recently named CERT President for 2015-2017. The NLEP agreed to provide services to CERT because access to higher education leadership is critical to our success in business retention, expansion and attraction, given that workforce is a top factor in a business location decision.

Dr. Belton has directed his staff to be creative and diligent in identifying and securing governmental, non-profit and private sector funds to support programs that are meeting critical needs of the community, either through improving life conditions for our residents by making available education and training opportunities to enter the path to a family-supporting career, or through addressing the needs of employers by expanding or creating training programs. As an example, SUSLA was recently part of Workforce Innovations in Northwest Louisiana (WINLA), a workforce partnership with Bossier Parish Community College, the Community Foundation, Goodwill of North Louisiana, the NLEP as fiscal agent, and a host of employer partners and local funders to carry out a three-year workforce grant from

Jobs for the Future. The grant required employer-led development of training pathways that would lead to a family-sustaining wage for unemployed and underemployed residents. As a response to active dialogue with health care employers, SUSLA has developed a direct service worker curriculum to meet the growing needs for this type of worker in a variety of healthcare facilities.

Another example of SUSLA benefitting from Dr. Belton's engagement of employers is the donation of funds from Willis-Knighton Health System to purchase a building that will soon become the main campus of their School of Nursing and will be a hub of activity in our revitalized downtown Shreveport. SUSLA is already a proactive downtown tenant, adding life to a part of downtown that had for years been predominantly vacant.

Under Dr. Belton's leadership, SUSLA regularly welcomes other community organizations with missions similar to that of SUSLA onto campus to collaborate for the benefit of their existing students or K-12 students in need, who may be future students at the college. Their partnership with Goodwill of North Louisiana is a good example of this, whereby they initially began working with Goodwill to provide critical life skills training to SUSLA program participants, but as the relationship deepened Goodwill became a solid source of student referrals for SUSLA.

Dr. Belton and his staff have also developed a strong identity for the school in the realm of cultural and historical aspects of African American life, including hosting numerous events on and off campus throughout Black History Month. The annual Gentleman's Cooking Classic has become a very popular fundraising event with high level community participation in the Shreveport-Bossier community to raise funds for the SUSLA Foundation to provide scholarships.

These are only some of the reasons why I believe you should strongly consider Dr. Belton for the role of President of the Southern University system. He is a man of integrity and has proven that he can lead talented people to achieve their best. While his absence would be felt in the Shreveport-Bossier metro, we know that he would have SUSLA's best interest in mind when managing the assets of the entirety of the Southern University system.

Thank you and sincerely,

A handwritten signature in black ink that reads "Scott Martinez". The signature is written in a cursive, flowing style.

Scott Martinez, CECD
President



Mount Canaan Baptist Church

1666 Alston Street
Shreveport, LA 71101 • (318) 227-9993 • (318) 227-1411 fax
Harry Blake, Pastor
info@mountcanaan.com

May 1, 2015

Board of Supervisors
Southern University System
Search Committee

To Whom It May Concern:

This letter comes in support of Dr. Ray L. Belton, who is applying for the position of President of the Southern University System (SUS) and the Chancellor of Southern University –Baton Rouge (SUBR) Campus. I speak as his friend, loyal supporter, mentor, and spiritual leader. I have known Dr. Belton all of his life and I continue to be the pastor and spiritual leader of his family (mother and sisters). Although he is not a formal member of Mt. Canaan Baptist Church, he is a frequent visitor. Also, it should be noted that Mt. Canaan Baptist Church has a comprehensive membership that is employed at Southern University at Shreveport (SUSLA).

It pleases me to speak of Dr. Belton's leadership and commitment to the community and northwest Louisiana. SUSLA has grown tremendously during his tenure, not only physically in regards to buildings and infrastructure, but, also in terms programs and student enrollment. Because of his vision and leadership, SUSLA has evolved into an even more viable entity for the community and its constituents. Surely, with such successes, the Southern University System and the Baton Rouge Campus would be well served.

Therefore, I am privileged to forward my support of Dr. Ray L. Belton for this position for such a time as this. Please give him the utmost consideration during the selection process. If you have questions or would like further dialogue concerning this candidate, please feel free to contact me. Thank you.

Sincerely,

Harry Blake, Pastor
Mount Canaan Baptist Church
Shreveport, LA

HB/mm



"Embracing the Purpose, Principles & Practices of a New Testament Church"

Zion Baptist Church



Dr. Brady L. Blade, Sr.
Pastor

3031 Hollywood Avenue
Shreveport, Louisiana 71108

Phone: 318-636-1427
Fax: 318-636-0997
Email: zionbaptistch2@bellsouth.net

May 4, 2015

Board of Supervisors
Southern University System
Search Committee

To Whom It May Concern:

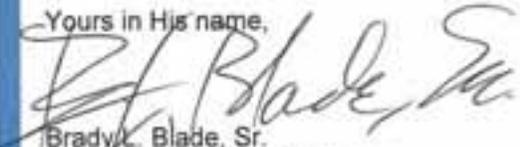
It is an honor and privilege to present this letter of support for Dr. Ray L. Belton for the position of President/Chancellor of the Southern University System (SUS)/Baton Rouge Campus (SUBR). Dr. Belton is an established member of Zion Baptist Church in Shreveport, Louisiana. He has been a faithful follower and loyal member of our congregation for eighteen years. I have enjoyed serving as his pastor, mentor, teacher of the gospel, and, just as importantly, his friend. We have engaged in numerous activities, occasions, and church/ministerial projects over these past years.

It has been a joy and an honor to be an encourager of his faith and an active participant in his spiritual growth and development. I have watched him evolve into a strong man of God and a wonderful support for his church, family, and Southern University at Shreveport (SUSLA). I even had the privilege of uniting him and his wife some years ago and I continue to serve as their spiritual guide and mentor.

Within the church, Dr. Belton has served in various capacities and provided leadership in many projects, such as serving as co-chair of the Church Anniversary Committee and speaker for our high school and college graduate recognition. The leadership that he brings to SUSLA is mirrored at Zion in many ways, and has been beneficial in the successes of the church. In addition, Dr. Belton has a genuine concern for people and unique leadership skills that create an atmosphere conducive to productivity and collegiality.

Therefore, without reservation, I am pleased and proud to support and recommend Dr. Belton for such an important and prestigious position. I believe he would serve the Southern University System and the Baton Rouge campus well. Surely, his skill set would be an asset to the system and, more importantly, to the students. Thank you for all considerations given to Dr. Belton in this endeavor.

Yours in His name,


Brady L. Blade, Sr.
Pastor, Zion Baptist Church