



W.C.C. Claiborne Office Building - home of the Board of Regents



BOARD *of* REGENTS
STATE OF LOUISIANA

Inviting Applications and Nominations

**Deputy Commissioner
for Academic Affairs,
Innovation, and
Student Success**

The Louisiana Board of Regents, the state agency for coordination of all public higher education in Louisiana, seeks a dynamic transformational leader to serve as **Deputy Commissioner for Academic Affairs, Innovation, and Student Success**. Reporting directly to the Commissioner of Higher Education, the Deputy Commissioner will have a key role in advancing the state's educational commitment through innovation, inclusion, and evidence-based success. Applications and nominations are now being accepted. The preferred start date is Fall 2019.



ABOUT THE BOARD OF REGENTS

The Board of Regents, a state agency created in 1974 by the Louisiana Constitution, coordinates all public higher education in Louisiana. The Board began operations January 1, 1975, succeeding the Coordinating Council for Higher Education.

Fifteen volunteer members are appointed by the Governor to six-year, overlapping terms. In addition, the Louisiana Council of Student Body Presidents appoints one student member as its representative.

The Board of Regents believes that a robust public postsecondary education system is critical to any effort to enhance Louisiana's social and economic environment.

Through statewide academic planning and review, budgeting, performance-funding, policy research, and accountability, the Board of Regents coordinates the efforts of the state's 32 degree-granting public institutions in addition to Louisiana State University and Southern University Agricultural Centers and the Pennington Biomedical Research Center.

The Regents also serves as the state liaison to Louisiana's accredited, independent institutions of higher learning. While not involved in overseeing the day-to-day operations of college campuses, the Regents is responsible for setting important statewide standards including

minimum admissions requirements. The Board of Regents represents the public higher education community before all branches of government and the public and maintains close contact with student interests through the Council of Student Body Presidents.

ABOUT THE COMMISSIONER



Dr. Kim Hunter Reed serves as Commissioner of Higher Education for the State of Louisiana. She was unanimously selected for the executive office by the Louisiana Board of Regents in April 2018.

Prior to being named Commissioner, Dr. Reed served as Executive Director of the Colorado Department of Higher Education. Working with the Colorado Commission on Higher Education, she led efforts to drive increased educational attainment and erase equity gaps as identified in the statewide strategic plan for higher education, Colorado Rises.

Dr. Reed has extensive higher education and government experience. She served in President Barack Obama's administration as Deputy Undersecretary at the U.S. Department of Education, leading postsecondary diversity and inclusion work, supporting strong



student and outcomes-focused policies and aggressive national outreach efforts. She also led the White House Initiative on Historically Black Colleges and Universities. Before serving in the administration, she was a principal at HCM Strategists LLC, a public policy and advocacy consulting firm in Washington, D.C.

A Lake Charles native, Dr. Reed chaired Louisiana's higher education transition team in 2015 and served as the State's policy director. She also served as chief of staff and deputy commissioner for public affairs for the Louisiana Board of Regents and executive vice president of the University of Louisiana System.

She has received numerous honors, including LSU Alumna of the Year, Public Administration Institute; and Mom of the Year, Jack and Jill of America, Baton Rouge Chapter. She has been featured in Daughters of Men, a national publication highlighting outstanding African American women and their fathers.

Reed received a doctorate in public policy from Southern University and a master's degree in public administration and a bachelor's degree in broadcast journalism from Louisiana State University.

For more information on the Louisiana Board of Regents, visit <https://regents.la.gov/>

THE OPPORTUNITY

It is difficult to imagine a more critical component of Louisiana’s success, past, present, and future, than developing the talent of its people. Throughout the state’s history, its colleges and universities have served as the gateway to economic advancement. The core mission of higher education is service: to students, communities, the people of the state, partners in the private sector, and the world far beyond the borders of Louisiana. The significance of colleges and universities is demonstrated every day as Louisiana builds the Prosperity Pipeline through which students access the tools and opportunities of education to secure good jobs and better lives while the state develops its talent base, seeds innovation, grows opportunity, and secures its high-tech, highly connected future.

The impact of higher education on annual income levels is profound, with bachelor’s earning at least 50 percent more and professional degree holders earning up to 100 percent more than high school graduates. Skilled earners are essential to this virtuous cycle: educated people are more likely to be employed in good jobs, pay taxes, and buy goods and services – supporting their local, regional, and state economies.

A well-prepared workforce attracts businesses who need skilled employees, creating a vibrant community to sustain this structure. Higher levels of education also correlate with social goods: better health outcomes, higher civic participation, and lower incarceration rates. By contrast, undereducated citizens directly cost their states and localities more in terms of increased social expenses and lost wages and make it difficult for communities to contribute the trained workforce that builds broad economic strength and increases social mobility.

Louisiana has faced extreme challenges

over the past two decades, from natural disasters to severe reductions in state funding for higher education. The resilience of the state reveals the strength of our communities and the need to help them maximize their potential. Postsecondary education has embraced this need despite hardship and instability, focusing on student success and enrolling and graduating more students than ever before.

To move Louisiana aggressively forward, the Board of Regents has embraced a robust new attainment goal that calls for 60 percent of all working-age adults (ages 25-64) in Louisiana to hold a degree or high-value credential by 2030. This Master Plan, born of the Board of Regents’ unique charge to guide postsecondary education across the state, will set the foundation to increase opportunity. Our Talent Imperative is to Educate, Innovate, and Collaborate.

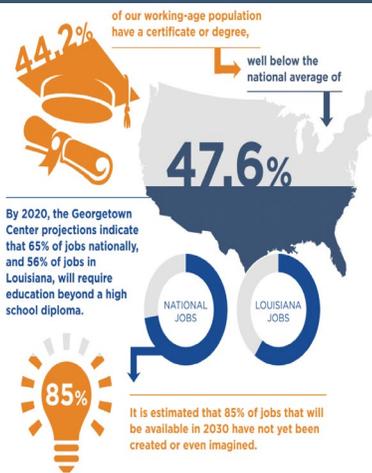
Reaching an educational attainment level of 60 percent will require Louisiana to more than double the number of annual credential recipients, from approximately 40,000 in 2018 to 85,000 by 2030.

The status quo over recent years has yielded annual

MISSION STATEMENT

The Louisiana Board of Regents serves as the state’s leading force for talent development through quality, affordable postsecondary education for all.

Louisiana’s Challenge



Three Part Focus



INCREASING ATTAINMENT MEANS THE STATE MUST:

- expand access to and success in completing postsecondary education,
- eliminate persistent and damaging equity gaps, and
- significantly increase the education level for adults.



Talent Commitment

Double the number of college completions by 2030.

 Educate Dual Enrollment Improved Outcomes Affordable Access	 Innovate New Systems of Learning - Worked-Based Learning Clear Pathways to Success Research and Development	 Collaborate Integrated Relationships & Alignment: PK-12, Higher Ed and Workforce Public - Private Partnerships Louisiana Prosperers
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growth in credentials hovering around one percent. If that current trend continues, attainment in Louisiana will be at approximately 48 percent by 2030, far short of the state's 60 percent goal and the talent needs of the state. That means continuing to offer postsecondary opportunities 'the way we always have' or relying on demographic changes to 'fix' the problem will not be sufficient.

To double the numbers by 2030 will require that Louisiana expand its thinking about talent and the tools by which talent is developed. It will demand that Louisiana postsecondary education and its partners try new approaches, disrupt the status quo, implement new strategies for all potential student populations, enable all students to participate, and emphasize re-engagement of working-age adults.

Public and private postsecondary institutions must lead this work through a unified and collaborative statewide effort. Currently, Louisiana's public postsecondary campuses annually produce approximately 77 percent of credentials conferred, with the remaining 23 percent produced by private institutions. To maximize paths for students to pursue and receive meaningful credentials, both sectors must engage to remove existing barriers to success and increase completers. PK-12 and business and industry are critical partners, representing the preparation and outcomes ends of the pipeline, with postsecondary education as the gateway between them.

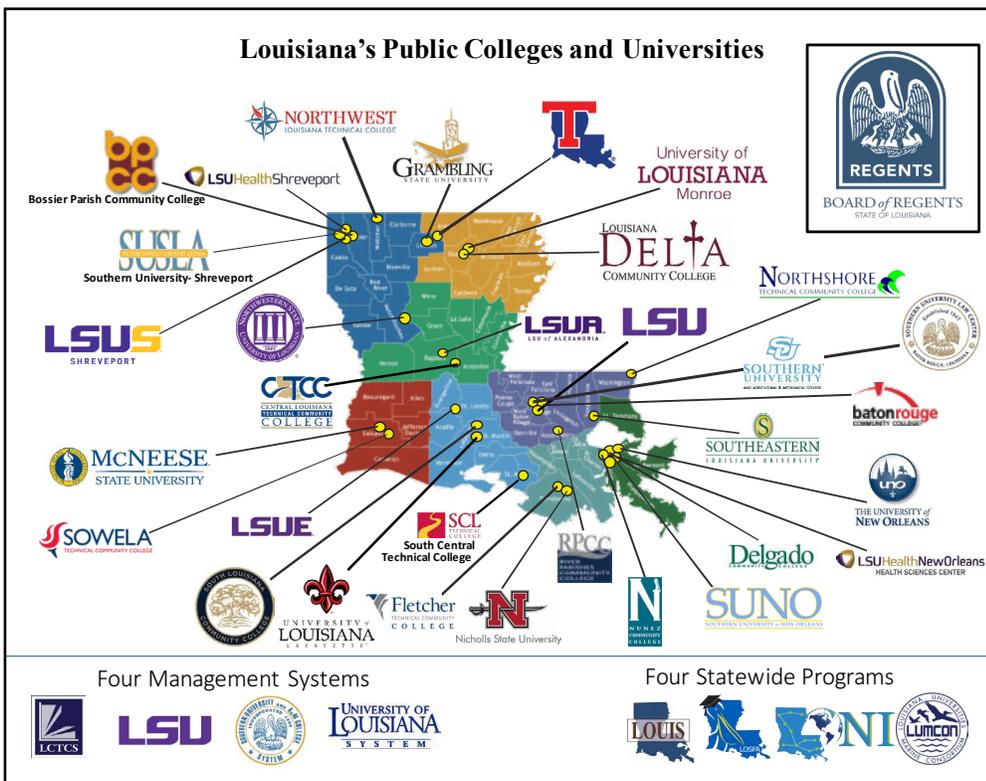
Students, regardless of family income, age, race, or place, must succeed at levels significantly higher than projections based on current trends to achieve the 60 percent attainment goal. And the goal is broader than simply reaching the percentage; it also encompasses achieving the right mix of credentials – high-value certificates, undergraduate degrees, and graduate degrees – to meet Louisiana's needs.

Within these significant increases in attainment, the Board of Regents must sharply focus on achieving equity. The attainment goal, which requires producing 45,000 more credentials in 2030 than were produced in 2017, is predicated on significant growth in credentials across all student populations. Reaching the goal, therefore, requires a sharp focus on achieving equity – engaging underserved populations, understanding barriers, and implementing strategies that increase access and success.

The significance of this work is evident: reaching our 60 percent attainment goal, and ensuring all populations are included in this growth, will yield profound benefits to the state and its citizens. According to NCHEMS, based on 2015 data, getting to the goal in 2030 will lead to an extra \$5,414 in cumulative personal income per capita and yield a significant increase in state revenues over the 15-year time frame. This includes an estimated additional \$794.8 million in income

taxes, \$535.1 million in sales taxes, and \$611.3 million in property taxes, as well as further savings projections of \$1.26 billion in Medicaid costs and \$206.2 million in corrections costs. The state, then, is projected to see more than \$3.4 billion in new revenues and cost savings by 2030 as a direct result of a more and better educated population.

The mission of the Board of Regents is clear: Coordinating the work of campuses, systems, and stakeholders, the Louisiana Board of Regents serves as the state's leading force for talent development through quality, affordable postsecondary education for all. In fulfilling this role, the Regents and Board members work in concert with the four public management boards and systems – the Louisiana Community and Technical College System (LCTCS), Louisiana State University System, Southern University System, and University of Louisiana System – and the campuses that comprise each system.





THE POSITION DESCRIPTION

For the Deputy Commissioner for Academic Affairs, Innovation, and Student Success position, the Board of Regents seeks a thought leader who has a deep and abiding commitment to increasing attainment and erasing equity gaps in educational opportunities in the state. Working with the state's educational institutions and social and service agencies, the Deputy Commissioner will create synergy for lasting transformational change that increases inclusiveness and access to education.

A leader of higher education transformation and innovation, the Deputy Commissioner will build the Academic Affairs, Innovation, and Student Success division through a strong partnership with the state's higher education systems. This role will involve both modernizing the approach to policy and regulative operations as well as focusing the state's universities and colleges on evidence-based student success, and completion strategies to increase students graduating with credentials of value. This senior administrator also will work to close historic equity gaps through education and improve the alignment between Louisiana higher education, PK-12, and industry.

The Deputy Commissioner will be engaged in a variety of responsibilities, including:

- Developing and implementing evidence-based student success and completion initiatives at scale
- Recommending and reviewing proposals for new and existing academic programs, research centers, and institutes
- Developing, implementing, and annually evaluating the Master Plan for Postsecondary Education
- Coordinating with LOSFA and institution leadership to develop and refine a statewide financial aid policy
- Driving pro-active data informed decision making
- Administering the Board's accountability efforts
- Responding to Legislative study resolutions
- Licensing academic institutions and proprietary schools operating in Louisiana
- Coordinating and overseeing issues pertaining to teacher preparation, educational leadership preparation, and PK-12 education
- Managing the Board's online degree initiative (Louisiana Online)
- Coordinating Louisiana's participation in the State Authorization Reciprocity Agreement (SARA)
- Administering SREB's Academic Common Market and Regional Contract programs

- Coordinating the Regents' healthcare workforce development programs
- Overseeing institutional research, database management, and statewide data analysis
- Representing the Board of Regents and the Commissioner of Higher Education on a variety of committees, councils, and commissions

QUALIFICATIONS

Candidate must have a graduate degree, with a doctorate preferred. A minimum of 10 years of successful experience in higher education, with emphasis in planning, academic affairs, and research, is required along with a demonstrated history of leadership and coordination skills in complex organizations.

Candidate must have the ability not only to develop programs and initiatives through policies that address the Board's commitment to broader access and higher student success, but also to motivate agencies and institutions to implement the components that provide inclusiveness and accessibility to education.

Essential Skills

- A proven record implementing academic and student success initiatives
- Proven ability to lead change in a higher education setting (statewide or system setting is preferred)
- A demonstrated history of utilizing data to inform and create innovative practices
- Ability to build and manage an effective, high-functioning team of professionals
- Outstanding interpersonal skills, especially in establishing partnerships and collaborations
- Strong and persuasive communication skills

ABOUT BATON ROUGE, LOUISIANA

Located in Southeast Louisiana, Baton Rouge is the fifth largest city on the Mississippi River. Louisiana's capital city, Baton Rouge has a city-parish government, with a metro population of more than 820,000.

Strategically seated at the mouth of the Mississippi River, the Baton Rouge area's assets are integral to the nation's logistics and energy networks. The city is a major industrial, petrochemical, medical, and research center of the South and one of the fastest-growing in terms of technology.

While close enough to New Orleans to share the flavor of its southern sister city,



Baton Rouge has a flair of its own with a thriving arts, culture, and food scene. A hub for unique festivals all year long, the city is also home to the Louisiana State Museum, the Nautical Center, featuring the Fletcher-class destroyer USS Kidd, and home to a number of colleges and universities.

The mild winters allow for year-round outdoor recreation. Golf courses, parks, playgrounds, and running trails are available throughout the area.

The Baton Rouge Metropolitan Airport is serviced by American Airlines, United Airlines, and Delta Air Lines.

APPLICATION & NOMINATION PROCESS

Confidential inquiries are welcomed; nominations are invited.

Application packet must include:

- a) Letter of interest
- b) Current resume/curriculum vitae
- c) One-page description of experience working with and developing educational opportunities for disenfranchised populations
- d) At least five references with full contact and e-mail information (References will not be contacted without applicant's consent.)

Submit application packet (preferably as PDFs) to LBOR@myersmcrac.com by **September 2, 2019, for best consideration.** Applications will be accepted until the position is filled.

Submit nominations to LBOR-nominate@myersmcrac.com with complete contact and e-mail information on the individual being nominated.

Kenny Daugherty, President, and **Emily Parker Myers**, CEO, of **Myers McRae Executive Search and Consulting**, are assisting the Board of Regents with this search.



515 Mulberry Street, Suite 200, Macon, Georgia 31201
478.330.6222 | www.myersmcrac.com

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