

January 1, 2024

Dr. Jimmy Clarke
Board of Supervisors
University of Louisiana System
1201 North Third Street, Suite 7-300
Baton Rouge, LA 70802

Dear Dr. Clarke,

My letter today is for and because of Grambling, Louisiana, and Grambling State University (GSU). The little boy who sat in the president's office with the incomparable Mary Hobdy to prepare Founder's Day programs stands today with the requisite education, experience, and empathy to apply for the presidency at his alma mater. It is truly an honor to pen these words.

From my days at Grambling Lab as a scholar, musician, and student-athlete to my collegiate experience as student government association president, GSU prepared me to be an innovative thinker and world-class leader. My GSU education is the foundation of my successful career across various industries, including consumer products, technology, and higher education.

Having served as Executive Vice-President and second in command for two higher education institutions, I am pleased to highlight my experience and accomplishments in alignment with the advertisement for the presidency at GSU.

Academic Achievements

Currently serving as Executive Vice-President and Chief Financial Officer at the Maryland Institute College of Art (MICA), I am responsible for successfully operating a \$91 million budget and a \$120 million endowment supporting over 291 faculty designers and artists. Our recently approved strategic plan positions the college as a global leader in integrative education. In partnership with the president and provost, we recently received approval for the college's first online bachelor's degree in design. My contributions to this effort include managing the market analysis and developing the business plan. During my tenure at GSU as Executive Vice-President and Chief Operating Officer, we successfully launched new programs in Cybersecurity, Cloud Computing, and Nursing. I led the engagement strategy for reviving the B.S. in Nursing degree, securing hundreds of support letters, and activating a social media campaign that increased public awareness. I led the talent development strategy for recruiting new faculty for the programs in Cybersecurity and Cloud Computing. At GSU, we have a distinct opportunity to grow our investment in teaching and learning through an enhanced focus on academic program review and student outcomes.

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Innovation and Vision

At my core, I am a brand enthusiast committed to enhancing market competitiveness and strategic positioning. The foundation of sustainable growth begins with delivering a compelling story of the institution's unique value proposition. At MICA, we provide integrative education where artists engage their heads and hearts. In 2022, to amplify our brand, I negotiated an earned media contract and location agreement for an MTV reality show in partnership with the Smithsonian's Hirshhorn Museum. Six episodes were filmed on MICA's campus, yielding student internships and an earned media value of \$2.6 million.

I led the brand activation strategy at GSU in partnership with Parkwood Entertainment and Beyonce, the most decorated Grammy artist, for launching her Ivy Park Collection and releasing her single . This project resulted in 12.8 million impressions on Instagram featuring the World Famed Tiger Marching Band. This partnership's positive public perception contributed to the university's seven-year enrollment high. As a continuous innovator, I am excited about the possibility of establishing new creative partnerships that will amplify our iconic brand.

Administrative Achievements

My leadership as a senior administrator is hallmarked by accomplishments that have transformed the student experience. At MICA, we petitioned and were awarded \$7 million in state appropriations to renovate student learning and engagement spaces. I developed a grants management policy that enhanced opportunities for faculty research, including the award of a \$700K National Science Foundation grant to support sustainable food systems.

Over five years, our administrative team at GSU executed projects that continue to impact the university's success. Chief among those accomplishments is a 200% increase in the institution's fiscal health score, for which I led the strategy and execution. An artful and strategic negotiator, I formulated new partnership agreements with SodexoMAGIC, Coca-Cola, Barnes and Noble, and Adidas with a collective investment of \$60 million over five years. It is time to create and collaborate on GSU's next strategic plan and campus master plan. With my in-depth knowledge of GSU's operations and the recent experience of completing a new strategic plan at MICA, I am prepared to lead these efforts on day one.

Fundraising, Economic Development, and Community Relations

Fundraising in higher education is essential for physical and financial resource sustainability. As a fundraising professional, I have led successful campaigns with critical alums and secured GSU's

In the state of Maryland, I serve on the board of the Maryland Film Festival and the Baltimore CollegeTown Network. Through these two organizations, I have the great fortune of impacting the success of over 120,000 students and hundreds of creative filmmakers. One of the top priorities I would lead in partnership with the Grambling University Foundation and the Office of

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Servant

ABOUT ME

Third generation
Grambling State
University Alumnus and
native son of Grambling,
LA.

EXPERIENCE

2021 - PRESENT
MARLANE COLLEGE OF ARTS
 Executive Vice President & Chief Financial Officer

2016 - 2021
GRAMBLING STATE UNIVERSITY
 Executive Vice President & Chief Operating Officer

2013-2016
INDUSTRIAL RETAIL GROUP
 Director of Business Administration

2008-2013
DEAN FOODS
 native son

PROFESSIONAL EXPERIENCE

EXECUTIVE VICE PRESIDENT

CHIEF FINANCIAL OFFICER

EXECUTIVE VICE PRESIDENT

CHIEF OPERATING OFFICER

DIRECTOR OF BUSINESS ADMINISTRATION

I R G , B , MD *April 2013 – August 2016*

Industry Retail Group supports thousands of Fortune 1000 retailers through a portfolio of broadband-enabled services. Recruited to re-establish a financial and administrative team post-acquisition by Vector Security.

- ! Performed leadership responsibilities for the following departments: Procurement, Financial Planning and Analysis (FP&A), Human Resources, Legal, and Consultant Services
- ! Implemented a vendor evaluation matrix and review process for a vendor pool of over 200 partners, accounting for \$20 million in spending
- ! Created a performance management program that linked goal setting with performance reviews and employee rewards
- ! Developed a tiered margin commission model that increased Q2 2014 profitability for the equipment segment by 12%
- ! Completed a lean six-sigma initiative to automate the parts database, improving time efficiency by four hours
- ! In partnership with other senior leaders, executed multiple high-impact

FP&A A H S D

- ! Developed the 2008 Operating Plan for the Americas Organization -\$1.3 billion in revenue
- ! Certified a lean Six Sigma project to realign base cost reporting for 91 cost centers with a \$225 million budget.
- ! Created management analytics for product line performance, headcount, base cost, and service revenue

C A I P D

- ! Managed inter-company transactions for HQ-\$1.5 million quarterly
- ! Facilitated the account reconciliation training and audit for GE Security HQ, Europe, and Asia

C F A C I D

- ! Managed financial resource team of two employees in New Deli, India, for GE Appliances
- ! Lead analyst for corporate reporting of \$6.5 billion in annual revenue

PROFESSIONAL MEMBERSHIPS AND SERVICE

Grambling University National Alumni Association (Life Member)
United Way of Central Maryland (Executive Board Member, Treasurer)
Baltimore College Town Network (Board Member)
Maryland Film Festival (Board Member)
Kappa Alpha Psi Fraternity, Inc. (Gamma Psi Chapter Initiate, Dulles-Leesburg, VA Charter Member)

LEADERSHIP PROGRAMS AND CERTIFICATIONS

Aspiring Leaders Program: Rutgers University Center for Minority Serving Institutions
Green Belt Certified Lean Six Sigma

AWARDS

Dean Foods CEO Award
1 of 5 recipients from 16,000 employees

GE Appliance Division CFO Award
1 of 3 recipients from 12,000 employees

GSU President's Award
Award given to the top student leader

Kappa Alpha Psi Fraternity, Inc. Byron K Armstrong Award
Fraternity's top academic award; Selected from 400 chapters

THESIS AND DISSERTATION COMMITTEES

Yates, C. (2023). "The theory of leadership impotency – studying the recursive loop between leadership impotency and becoming the system." Doctoral dissertation, Business Science Institute, Luxembourg City, Luxembourg.

Fernando, R. (2023). "Management ownership and management in family succession. The case of Chinese family businesses." Doctoral dissertation, Business Science Institute, Luxembourg City, Luxembourg.

PUBLICATIONS

Lemelle, M. and ... (2023). Business Science Institute. "The Keys to Success for Maintaining Change in U.S. Higher Education." dba-Knowledge, 20 Dec. 2023, en.dba-knowledge.com/post/the-keys-to-success-for-maintaining-change-in-u-s-higher-education.

80 Tales of DBA / 80 Récits D'impacts Du DBA: 2013-2023. France, Éditions EMS, 2023. (Pg. 229, Martin Lemelle "Research road trip")

Lemelle, M. (2023). "Identifying and analyzing the key success factors for maintainable organizational change: Group conceptualizing explorations in U.S. higher education." Doctoral dissertation, SKEMA Business School, Paris, France.

SELECTED KEY NOTES

Association of Independent Colleges of Art & Design Fellows Program 2022: *The Modern CFO*

Apogee Corporation 2021: *The Power of the HBCU in Higher Education*

Higher Education Leadership Fellows 2020: *The Role of the Chief Operating Officer*

SPECIAL INTERESTS

P S

2020 Endorsed Candidate for U.S. Congress in LA-5

U C C

Member and Unhoused Ministry Volunteer

I B C

Supported clients in Luxembourg, Paris, and Brussels