

June 29, 2016

Dr. Daniel D. Reneau Jr., Interim President
ULS System Office
1201 North Third St.
Baton Rouge, LA 70802

Dear Dr. Reneau:

I am honored that Dr. Frank G. Pogue, former Grambling State University President, nominated me for consideration as the university's next President. Grambling State University is an exceptional institution offering access to a quality education for many underserved populations. It is not often a leadership opportunity of this magnitude becomes available and I am at a unique position in my professional career where accepting such a presidential position is a natural transition. The opportunity to serve at a progressive and transformational institution such as this is quite humbling. During the last twenty years, I have served at several universities that represent a diverse range of institutional characteristics culminating in a personal set of experiences, values, and skills that I can now extend to Grambling State University.

Grambling is longing for strong, confident leadership that garners the respect and cooperation of faculty, staff, students, alumni, and other key constituents to realize the known fiscal and academic challenges. Having worked at Grambling a few years ago as Interim Vice President for Enrollment Management under former President Pogue, I am uniquely familiar with the challenges Grambling face today. Dr. Pogue and I remain in contact and he continues to be a trusted advisor and friend. Under my administration, Grambling State University will embark upon a new vision and turn its attention toward the future landscape of higher education and its place within it. Effectively addressing immediate concerns, we will not merely ponder where we are today but begin considering what we can be.

In as much, below are few key challenges facing Grambling and how they may be approached under my administration.

Embrace Operational and Intellectual Excellence

The importance of building and sustaining trust within business and educational entities cannot be overstated. This applies to organizations as well as leaders. Grambling State University, once a vibrant institution, seems to have dissipated much of the confidence and admiration of key policymakers and the community in general. Institutions in this type of situation can achieve nothing of substance until that level of trust and confidence is restored. As the new President of Grambling, I will immediately set the foundation for strong institutional credibility, respect, transparency, and fairness. We must demonstrate the ability to be good stewards of the fiscal and intellectual resources entrusted to our care. No institution of this nature should operate within an atmosphere of deficiency and ineffectiveness. Colleges and universities are often seen as the most reluctant to embrace change and

move away from tradition. However, change is not only inescapable but also essential and shall be implemented with a direct, firm, and thoughtful approach under my leadership.

Strengthen Academic Programs and Services

Academic programs and key university services must never erode below accreditation standards. As President, I will work closely with the faculty, academic leaders, and others to strengthen all academic programs and services. Grambling must review its academic offerings and make the necessary changes to ensure that each program of study meets or exceeds required standards within these current fiscal realities. This will require a comprehensive plan with key performance indicators that guide our work toward desired outcomes. Changes will occur within an atmosphere of complete transparency and efficiency. Institutional board support will be necessary as an extension of leadership and participative governance.

Sustain Fiscal Stability and Strength

The fiscal realities within Louisiana and particularly Grambling State University are a challenge. This was happening as far back as 2010 when I was working at Grambling. During that time, I chaired the finance committee tasked with cutting over twelve million dollars from the budget over two years. As state budget cuts continue, institutions scramble to find realistic solutions to offset projected declines in funding. As President, I will convene a campus-wide finance committee to review not only the current but future fiscal climate and initiate appropriate solutions. Grambling must never operate within a deficit. Balancing the budget is essential. Additionally, the academic ethos must be protected at all costs and any solutions will have the absolute minimum impact of students. Grambling is first and foremost an educational institution. However, until the fiscal operation improves, the institution must begin to thoroughly review every operation and tighten its belt even further. Declaring financial exigency is not the answer. From what I can see of the campus's general organizational chart, I believe we can find substantial savings through aggressive and creative reorganization of key offices. This will be accomplished in an efficient, transparent, and collaborative manner.

Today, state and federal legislation has many Louisiana universities such as Grambling hurriedly focusing their resources to meet specific outcomes based performance criteria in areas such as student success, enrollment, institutional efficiency, and fiscal accountability. Unfortunately, many strategies being utilized to improve these essential areas are often "best guesses" instead of proven professional "best practices." My responsibilities and leadership at the senior level of college administration has been extensive. Nearly two-thirds of all campus units, departments, and services have reported to me over the years. This provides me with unique organizational and administrative insight. As the new President, I will be attentive to not only how quality is defined but also institutionalized throughout the campus and beyond. The disparity between quality and institutional prestige is often linked to such things as strong endowments, faculty credentials, selective admissions, and efficient management operations. Moreover, I will champion shared leadership with the faculty in a way that transcends the academic ethos. I feel strongly that the faculty is the driving force of any successful institution and it behooves us to recognize the value that the faculty possess while working together to standardize student success.

Where state legislation is concerned; public relations, lobbying, and marketing play an important role. However, in my experience, a focus on academic and administrative excellence often results in higher levels of legislature support. In Connecticut, I made many trips to the state capital as well as Washington DC to lobby for support of special programs designed to enhance student graduation rates. This resulted in the University being the first 4-year institution in the state of Connecticut to be awarded a 1.5 million dollar Title III grant. The next President at Grambling calls for an individual who can help accelerate the university as a catalyst for economic, social, cultural, and intellectual change. I am fortunate to have been responsible for helping to affect such change at institutions such as Averett University and Elizabeth City State University during which time I significantly enhanced several community development programs and services. I was also awarded the Governor's Award for Outstanding Community Service; the highest such award given by the state of North Carolina.

I lead by asking the right questions, listening to people even when their opinions differ from my own, assembling a diverse and dynamic team, effectively facilitating the work of my staff, and making the right decisions at the right time that renders the most desired results. My staff, colleagues, and friends acknowledge that attributes such as integrity, trust, candor, diligence, transparency in decision-making, and a relentless desire to see students succeed are aspects I take seriously. Success in academia is directly related to the ability of administrators and faculty to be solution oriented.

So, why do I want to extend my leadership and expertise to an institution like Grambling? Throughout my life, I have been guided by the philosophy that education is a major force that transforms individuals. I believe that institutions such as Grambling have the potential to provide its students with exceptional experiences by offering the most empowering of environments. It would be a privilege to extend my leadership to Grambling State University and engage all constituents in a drive to become the finest institution of its kind with a diverse group of students preparing to become future leaders. I believe that my more than twenty years of experience in higher education coupled with a personal desire to see all students succeed will serve me well. I will be a good listener, a strong communicator, a diplomatic team builder, and a determined advocate for excellence.

I can be reached during the day at . I look forward to working with faculty, students, administrators, and staff throughout campus to build a better, stronger, and more prestigious Grambling State University.

Warmest Regards,

Dr. Paul A. Bryant
Associate Provost
Albany State University

Dr. Paul A. Bryant

EDUCATION

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|--|----------------------------|
| Post-Doctoral: Millennium Leadership Initiative <i>American Association of State Colleges and Universities (AASCU)</i> | <i>Washington, DC</i> |
| Post-Doctoral: Educational Leadership <i>Harvard University</i> | <i>Cambridge, MA</i> |
| Doctorate in Higher Education Administration and Leadership <i>Nova Southeastern University</i> | <i>Fort Lauderdale, FL</i> |
| Masters Business Administration - Marketing (current) <i>Nova Southeastern University</i> | <i>Fort Lauderdale, FL</i> |
| Masters in Special Education <i>University of North Carolina at Chapel Hill</i> | <i>Chapel Hill, NC</i> |
| Bachelors in Psychology <i>Elizabeth City State University</i> | <i>Elizabeth City, NC</i> |

PROFESSIONAL EXPERIENCE

Associate Provost, Enrollment Management **2015-Current**

Albany State University

Responsibilities:

- Responsible for managing and directing the components of an action oriented and customer service based enrollment management philosophy: (a) identification, recruitment, admission and enrollment of new freshmen, transfer students, and graduate students; (b) administration of an effective and efficient financial aid program which meets student needs while minimizing student debt and improving student financial literacy; (c) socialization of new students into the University family through orientation; (d) advisement and guidance of students in order to maximize student learning and match student interests to careers and the academic offerings of the university; (e) assertive outreach and intervention programs to improve retention through communication with students, tutoring programs, and other academic services as needed; and (f) documentation of student academic achievement through class registration, grade recording, issuance of diplomas and enrollment verifications in keeping with University policy.
- The Associate Provost for Enrollment Management reports to the Provost and Vice President for Academic Affairs. The Associate Provost is responsible for the implementation of assigned portions of the institution's strategic plan. At the direction of the Provost and in collaboration with appropriate academic and non-academic personnel of the University, the Associate Provost engages organizations outside the University to promote the University's educational programs and expand the enrollment of campus students and on-line degree program students. In keeping with the mission of the University to assist underserved populations, the Associate Provost identifies and promotes opportunities for prospective students to improve their academic credentials

through innovative educational offerings and prior learning assessments

Accomplishments:

- Improved first to second year freshmen retention rate from 69% to 78% within the first year
- Reduced Financial Aid related SAP suspensions from a two year high of over 1,300 to a low of less than 75
- Develop three-year enrollment and retention plan to drive strategic direction for the division and overall university goals
- Redeveloped Financial Aid funding strategies resulting in a more efficient use of institutional scholarship funds
- Organized "15 to Finish" campaign resulting in higher number of students on track toward 4-year completion
- Reorganized the admissions office to improve operational efficiency resulting in a near 20% increase in application processing over the previous year
- Reorganized the financial aid office to effectively address previous audit findings, strengthened required protocols
- Enhanced the automation of key processes within enrollment management including the addition of Banner UC4 software resulting in improve efficiency and effectiveness
- Re-designed the university's approach to student retention using advanced data analytics to drive decisions and program development resulting in a more targeted approach
- Restructured new student orientation programs designed to address characteristics of student experiences that historically appear detrimental to their successful matriculation.

Chief Academic Affairs Officer

2012-2014

Virginia College

Responsibilities:

- Provide administrative and academic leadership and direction to the college's faculty that result in the delivery of superior academic programs.
- Responsible for optimizing class schedules that balances student needs and campus economics ensuring the very best talent is in front of the students.
- Provide oversight to all areas of academics including developing the quarterly master schedule, recruiting and hiring outstanding faculty, achieving retention and attendance projections, administering fully compliant instructional programs, reviewing the program curriculums and course syllabi, and monitoring student satisfaction.
- Develop campus curriculum and review process in accordance with company policies and procedures.
- Assume campus operations in the absence of the President.
- Develop accreditation documents and oversee compliance reviews for all programs.

Accomplishments:

- Achieved top performance scores on national accreditation review (ACICS) resulting in maximum allowed award.
- Achieved subsequent programmatic accreditation for all appropriate allied health programs.
- Consistently met student retention and enrollment goals placing the campus among the top ten most effective and efficiently managed institutions.
- Re-designed campus student retention programs resulting in an almost ten percent increase in quarterly retention.

- Established national campus chapters for student organizations in business and other programs, celebrating student academic achievement and enhancing their collegiate experience.

Interim Vice-President for Enrollment Management and Retention 2010-2011
Grambling State University

Responsibilities:

- Provided oversight to all areas of enrollment management and retention including the First Year Program (which include 7 dedicated faculty positions), Registrar, Financial Aid, Office of Retention, Summer Orientation and Registration, International Affairs, Student Support Services (TRIO Program), Undergraduate Admissions, and the Male Initiative Program.
- Administered the strategic plan within the Divisional perimeters and oversee a budget of over 10 million dollars (including the financial aid operation).
- Supervised a staff of ten direct reports and 47 additional employees within the Division.
- Provide administrative leadership to the University as a key member of the President's Executive Council and the University budget and priorities committee.
- Represented the University at various community and campus functions and represent the President in his absence.

Accomplishments:

- Reorganized the Division of Enrollment Management resulting in maximized efficiency, decreased audit findings, and increased student satisfaction with various offices and services.
- Collaborated with the business affairs office to strengthen budgetary management within the division resulting in more strategic use of funds based on a comprehensive review of campus data, communicated student needs, and regulatory requirements.
- Revised and strengthened specific university policies and procedures resulting in an almost immediate increase in student 1st to 2nd year retention.
- Collaborated with Academic Affairs and Student Affairs to develop a university wide Strategic Enrollment Management Committee composed of academic deans, business office staff, and others to help focus admissions and recruitment process throughout the university.
- Conducted a comprehensive review of all university data pertaining to student registration resulting in an improvement in the admissions of returning students and satisfaction of state requirements governing six-year graduation rates.
- Implemented Black Male Initiative targeting the retention and graduation rates of black males on campus resulting in a 7% 1st to 2nd retention rate in its first year of operation.
- Developed and executed a five-year strategic plan (including a supplemental implementation plan, branding, and marketing initiatives) to guide the work of the Division of Enrollment Management in meeting university goals centered around increasing enrollment.
- Increased spring enrollment by 100 students and Fall enrollment by over 200 students within first academic year of assuming the Interim role.
- Collaborated with Academic Affairs and other key offices to implement Summer Orientation Programs for new incoming students and strengthen the Welcome Week Events resulting in a more focused array of programs designed to maximize student success within the first year of college.

Delaware State University

Responsibilities:

- Delaware State University (DSU) is a fully accredited historically black public comprehensive university with a main campus and two satellite sites that encompass six colleges and a diverse population of undergraduate and advanced degree students. DSU has a total population of around 4000 students and is the second largest in the state of Delaware with an annual budget of over 30 million dollars.
- Provided direct oversight and leadership to the Division of Student Affairs including Career Services, Health Services, Leadership Programs, Women's Programs, Multicultural and Diversity Programs, Judicial Services, Counseling Services, Housing and Residence Life, Student Activities, Clubs and Organizations, Student Government Association, Campus Student Newspaper, Substance Abuse Prevention Services, National Student Exchange Programs, International Student Programs, Commuter Student Programs, and Civic Engagement Activities.
- Supervised a direct staff of 12 personnel and with over 35 additional personnel within the division.
- Implemented long range planning initiatives within the division and served as a member of the Presidents key staff.
- Monitored the Divisional budget of over 12 million dollars (including housing operations).

Accomplishments:

- Reconstituted the Division of Student Affairs which had not been in full operation for over five years resulting in a more dynamic, forward thinking, technologically efficiently management operation.
- Developed and implemented a five-year strategic plan for the Division, incorporating existing university goals with a direct focus on best professional practices, student academics, effective utilization of data driven initiatives, and faculty collaborations.
- Redesigned the Welcome Week program to better incorporate best practices in student transition and retention correlating into a stronger enrollment (1st to 2nd year).
- Reorganized housing and residence life department for better efficiency reducing overall building damage from over \$50,000 per year to under \$10,000 per year and enhancing student satisfaction.
- Collaborated with the Information Technology Division to automate the campus judicial system providing stronger and more efficient services to students.
- Secured outside private funding in the amount of \$20,000 for Career Services office from United Parcel Service and NASCAR. This includes 8 student internship positions between the two agencies.
- Collaborated with Academic Affairs to initiate the groundwork for the development of the Black male Initiative program to enhance the retention and graduation rates of black male students.
- Collaborated with the local Rotary Club to create a campus based student Rotoract Club devoted local, national, and international community services.
- Collaborated with an outside institution to provide an international excursion for 21 students to Ghana, West Africa.
- Oversaw the opening of the university's new Wellness Center and Student Center in collaboration with campus facilities and other key offices.

- Created women's leadership programs, providing opportunities for direct interaction between noted successful business women and high achieving students.
- Collaborated with Academic Affairs to enhance the cumulative grade point averages of student leaders throughout campus resulting in a stronger collegiate campus atmosphere, enhanced programs, and a reduction in related concerns (such as students being dismissed from their leadership positions due to low grade averages)
- Reorganized the Greek Organization structure resulting in enhanced academic performance and programs.
- Collaborated with campus police to enhance security throughout campus housing and other key areas resulting in a significant reduction in policy violations and reported crimes.
- Reorganized the campus personal counseling department providing more effective delivery of services and enhanced collaborations with community organizations

Vice-President for Student Affairs/Dean of Students

2002-2008

Eastern Connecticut State University

Responsibilities:

- Assumed overall leadership for departments within the Division of Student Affairs including Career Services, Health Services, Financial Aid, Leadership Programs, Women's Programs, Multicultural and Diversity Programs, Student Employment, Disability Services, Judicial Services, Counseling Services, housing and Resident Life, New Student Orientation, Student Activities, Clubs and Organizations, Student Government Association, Campus Student Newspaper, Substance Abuse Prevention Services, National Student Exchange Programs, International Student Programs, Commuter Student Programs, and Civic Engagement Activities.
- Supervised a staff of 14 direct personnel and over 75 additional staff within the divisional.
- Managed divisional budget and served as a key member of the president's senior staff.
- Served as Designated Signing Officer for International Affairs and maintained International Student Information System. (SEVIS)
- Executed the university strategic plan, served on the campus' accreditation writing committee, grant writing committee, and strategic planning committee.
- Served as a voting member of the Faculty Senate.

Accomplishments:

- Realigned the Division of Student Affairs to improve programs, which better efficiency and more structured management.
- Restructured the departments within the Division to better accommodate University priorities and align with the University strategic plan and student needs resulting in higher rates of student satisfaction.
- Collaborated with Academic Affairs to incorporate student employment performance standards that maximized their professional competencies.
- Significantly enhanced the efficiency of the Vice President's Office providing a stronger level of leadership and service to students, division, and the University community.
- Collaborated with the Division of Institutional Advancement and Academic Affairs to spearhead the development of the Black Alumni Affinity group that successfully reconnected hundreds of minority alumni to the University and hosted the largest alumni event in recent history.
- Increased the 1st to 2nd year retention rate of students from underrepresented populations from 69% to 84%.
- Collaborated with Academic Affairs as a key member of the University's accreditation team and actually provided the content for two entire sections of the five-year requires self-study report.

- Implemented seven overnight summer orientation programs for new incoming students that helped boost 1st to 2nd year retention. These programs included strong faculty involvement and a required book reading.
- Created a state-wide mini-conference on drug and alcohol prevention strengthen campus prevention efforts resulting in strong recognition and additional private funding opportunities for the campuses services.
- Created several leadership development programs for students and enhanced the Omicron Delta Kappa Leadership society programs which inducted over 200 new members with grade point averages of 3.25 and above. Leadership programs created included a summer leadership program for high school students, an annual women’s leadership series, and a freshmen leadership council.
- Developed and implemented the Student Affairs five-year strategic plan.
- Collaborated with Academic Affairs to host the Latino Student leadership Conference attracting hundreds of students from several New England states and institutions.

Assistant Vice President for Enrollment Management/Dean of Students 2000-2002
Averett University

Responsibilities:

- Provided assisted leadership and management to the Enrollment Management Division including Admissions, Financial Aid, Recruitment, and Retention.
- Served as administrative liaison to the Board of Trustees Student Development Committee and provided full leadership to the Division in the absence of the Vice President for Enrollment Management.
- Developed and implemented the five-year strategic plan for Enrollment Management and student affairs
- Served as Chief Student Affairs Officer responsible for Housing and Residence Life, Student Activities, Commuter Student Activities, Judicial Services, Student Retention, Personal Counseling, Crisis Counseling, Career Services, Religious Services, New Student Orientation, Alcohol and Drug Prevention, Greek Life, and Intramural Athletics.
- Supervised a team of 6 direct reports and 27 additional staff, oversaw a budget of over 4.5 million dollars (including residence life and housing).
- Prepared budget reports, annual performance reports, and campus community presentations as required.
- Revised and published the annual Student Handbook.

Accomplishments:

- Increased student activity programs and active clubs and organizations by 50%.
- Developed campus wide student retention plan that resulted in a 12% increase in 1st to 2nd year retention.
- Collaborated with the Faculty Senate to redesign the campus judicial system that resulted in a reduction of formal hearings by 90%.
- Strengthened existing programs using the Council for the Advancement of Standards (CAS) criterion and incorporated best practices.
- Redesigned training and procedures for Resident Assistants resulting in a more efficient organizational structure and enhanced student satisfaction.
- Implemented a comprehensive evaluation of freshmen orientation and incorporated necessary changes that improved student transition.
- Collaborated with Office of Human Resources to standardize personnel forms for hiring, training, and evaluation to maximize operational efficiency.
- Reorganized the organizational structure the Student Affairs Areas resulting in a more dynamic and comprehensive approach to student development, retention, and graduation.

- Redesigned the Career Development office which provided enhanced services and increased student traffic by nearly 45%.

Assistant Dean of Student Life

1993-2000

Elizabeth City State University

Responsibilities:

- Provided overall management for student life programming and activities for the entire student body including Intramural Sports, Greek Affairs, Student Activities, and the Student Leadership Academy.
- Supervised 5 professional staff and 12 additional staff with oversight of a budget of all \$500,000.
- Provided leadership on various university committees including the Retention Committee, Enrollment Committee, and the Accreditation Committee.
- Directed the Student Leadership Academy and supervised the Student Government Association.

Accomplishments:

- Increased student activities over 80% throughout campus resulting in a higher level of student involvement and satisfaction.
- Collaborated with Academic Affairs to develop campus wide retention plan resulting in an improved retention rate from 69% to 78%.
- Developed and taught course on Applied Leadership Development.
- Developed and implemented a comprehensive Student Leadership Development program which helps to boost student retention.
- Increased participation in campus-wide student body meetings from 65 to an average of 350.
- Developed and implemented new policies governing Greek Affairs programming putting a virtual end to reports of hazing and other unauthorized practices.
- Increased student participation in clubs and organizations over 30% resulting in a higher level of 1st to 3rd year retention.
- Increased student participation in the Student Leadership Development Academy over 65%
- Conducted a comprehensive study on student retention, culminating in a five-year student retention plan for the University.

ADDITIONAL PROFESSIONAL EXPERIENCE

Senior Principal

1995-Present

Bryant and Associates, LLC (Educational/Enrollment Management Consultants)

Responsibilities:

- Bryant and Associates serves both public and private colleges, universities, and other educational entities to enhance student retention, enrollment, and overall organizational performance. The agency also writes a variety of educational and community based grants and provides a series of workshops and seminars promoting strategic enrollment management, leadership, and professional development, political acuity, strategic educational reform, and successful fund-raising practices.
- Manage overall operations.
- Conduct over 25 seminars and speeches nationwide annually.
- Develop grants, fundraising, and endowment requests for clients.

DEVELOPMENT EXPERIENCE (GRANTS, DONATIONS, AND FUND-RASING ACTIVITIES)

- \$1.5 million dollar Title III grant. This was the first such grant ever awarded to a four-year college in Connecticut. I was instrumental in assisting with the development of the grant. I also traveled to Washington DC and successfully lobbied Connecticut Congressional representative to support the University bid for the grant.
- \$1.2 million dollar TRIO grant – Upward Bound. This is a federal pre-college program grant. I wrote the grant in collaboration with two other faculty. The grant received a perfect score and was fully funded for five years.
- \$157,000 grant. This grant was received from the state department of Mental Health and Addictions. I wrote the grant which was funded for 3 years and helped to support our campus alcohol and substance abuse prevention programs.
- \$15,000 private donation. In collaboration with the Division of Institution Advancement, I secured this grant from a private firm to support our student internship programs.
- \$27,000 alumni fundraising event. In collaboration with the Division of Institution Advancement, I coordinated an alumni event for minority alums that generated these funds for student scholarships. This was the first such event in the history of the school and the most funds secured from a single event.
- \$10,000 private donation. In collaboration with the Division of Institution Advancement, I secured this grant from a single private donor to support student minority scholarships.

PROFESSIONAL AND COMMUNITY MEMBERSHIPS

- Member – Association of College Personnel Administrators (ACPA).
- Member – National Association of Student Personnel Associations (NASPA).
- Member – National Association of Student Affairs Professionals (NASAP)
- Former Member – Virginia Association of Student Personnel (VASPA)
- Former Boardmember – Girls Incorporated.
- Former Member- County Community Based Alternatives Council.
- Former Member- Albemarle Family Life center.
- Former Member – North Carolina Council of Educational Opportunities Association.
- Former Boardmember and Secretary – River City Community Development Association.
- Former Member- National Educational Association.
- Former Member- Million Man March, Local Chapter.
- Former Member – Hugh Cale Community Development Center.

SELECTED RECENT PUBLICATIONS AND PRESENTATIONS

- 2014 Speaker – Black Male Initiative, Louisiana.
- 2013 Speaker – Leadership and Success, Louisiana.
- 2012 Speaker – Leadership Development, North Carolina.
- 2010 Presentation – College Readiness Skills, Delaware.
- 2009 Presentation – College Retention from 1st to 3rd Year, Delaware.
- 2009 Presentation – Student Development Theory, Delaware.
- 2007 Paper – Comparison of American and Vietnamese University Governing Structure, Vietnam.
- 2007 Speaker – Minority Recruitment in Higher Education, Connecticut.
- 2006 Speaker – Kings Educational Agenda, Connecticut.
- 2006 Speaker – Leadership and Success, Virginia.
- 2006 Speaker – Succeeding in College, North Carolina.
- 2003 Paper – Development and Implementation of Student Leadership Development Institute, Florida.
- 2002 Paper – Development of Campus-wide Student Retention Plan.
- 2002 Paper – Comprehensive Evaluation of Freshmen Orientation Programs.

HONORS, AWARDS, AND RECOGNITIONS

- Appreciation plaque for speaking engagements 2010, 2011.
- Leadership and speaking abilities appraised by local media 2005-2010.
- Outstanding new professional – Western Connecticut State University 2003.
- Dedicated Service Award – Elizabeth City State University, 2000.
- Outstanding Service Award – Elizabeth City State University 1997.
- Community Service Award, 1996.
- Mini Grant Award, 1996.
- Outstanding Grant Writer Award, 1996.
- North Carolina Governor's Award for Outstanding Community Service, 1995.
- Mini Grant Award, 1992.
- United States Coast Guard Award for Outstanding Suggestion Implemented Nationwide, 1990.
- Several military awards and recognitions, 1986-1990.
- Published Poetry, 1989, 1996.