

October 3rd, 2017

Mr. Al Perkins
Chair Board of Supervisors
University of Louisiana System
1201 North Third Street
Suite 7-300 Baton Rouge, LA 70802

Dear Mr. Al Perkins and the entire 2017 Nicholls State University Presidential hiring committee:

After speaking to a member of the Board of Supervisors, and to several philanthropic Bayou Region community leaders, this letter-of-interest is being written with a great deal of enthusiasm and humility. As we all know, the funding-mix trends in higher education continue to move away from State appropriations and more toward University generated funds. The next President of Nicholls State University (Nicholls) must embrace and flourish in this new competitive environment. Against this backdrop, Universities must differentiate themselves through unique academic offerings, must develop cutting-edge methodologies aimed at increasing enrollment at a manageable rate, and must absolutely develop a partnership with the community. In other words, this environment creates a wonderful opportunity for innovative thinking and leadership. My wife and I are extremely excited about the possibility of returning home to Lafourche Parish, with the sole intention of advancing this “charge” at Nicholls.

For us, this opportunity is both professional and personal. (my wife) and I are both graduates of Nicholls State University. graduated from Nicholls Nursing School and became a traveling Neonatal Intensive Care Unit (NICU) nurse. This rewarding career enabled her to reside in several regions of this great country, and lasted over 20 years. Graduating from Nicholls with a Business degree propelled me into 25 years of diverse experiences within industry, government, and academia. My nontraditional path into higher education, which is outlined in my resume, has enabled the development of unique leadership skills. As the President of Nicholls, these sort of leadership skills will be essential to assist faculty, staff, and students over the obstacles that will certainly become apparent in this dynamic competitive higher education environment.

Being able to clearly communicate, is a necessary condition to inspire and advance stakeholders toward visibly stated objectives. Old methods of sending emails, and the occasional campus forum, is simply insufficient. The next President must communicate via email, social media, regularly scheduled campus forums, and through a dynamic leadership team. Good leaders surround themselves with the most capable and energetic colleagues – they build teams. These leadership teams should not be micromanaged, but rather they should be involved in developing clearly stated goals. Because of their contribution, team members have a sense of ownership. This ownership will provide incentives, which drive precise communication through

the entire University. Obviously, accomplishments should be publicly celebrated, and shortcomings should be privately managed. Undoubtedly, both need to be clearly communicated.

In terms of unique academic programs, Nicholls has several: Geomatics, Culinary Arts, Nursing, and the Maritime Management Concentration in Business are a few examples. Measurable goals need to be established and marketed. We all know Nicholls State University is a wonderful place, but how do people outside of the Bayou Region view our University? We need to do a better job of telling the “Nicholls story”, and stop allowing others to inaccurately speak on our behalf. Without a question, Nicholls serves south Louisiana, and will continue to do so. But, in order to thrive moving forward, we cannot limit ourselves geographically. We must increase our number of out-of-state, and international students. Having unique academic programs is essential in expanding our recruitment base. Marketable-measurable-goals (from these unique programs) will contribute in telling the Nicholls story, and make it easier for outsiders to understand “*Colonel Pride*”. Simply stated, in order to increase enrollment, we need to better develop our brand.

Lastly, the next President must be willing to expend a lot of energy in terms of community outreach and involvement. Given, the current trends in higher education, community partnerships are essential. The next President must be visible, and relentless in engaging the community. We must listen, understand, and develop optimal action plans that move both the University, and the community toward a brighter future. Our goal is to change the trajectory of our graduates’ lives. If we’re successful, over time, we’ll develop a more vibrant alumni network, a deeper association with industry, and a global footprint for our University.

Letters of interest, by their very nature, are general and often lack substance. However, once you’ve reviewed my resume, I’m confident you will understand how my diverse experiences relate to the implementation of the topics mentioned in this letter. I’m an “insider”, who can bring a great deal of “outside” knowledge back home to Nicholls State University and the Bayou Region. Most importantly, this is the only opportunity enticing enough to leave my current position. Being President of Nicholls State University, would not be a stepping stone in a career path. But rather, with the full support and partnership of my wife, we believe this is an opportunity to devote the remainder of our career changing people’s lives through higher education.

Sincerely,

Wade Rousse, Ph.D.

WADE ROUSSE, PHD

PROFESSIONAL OVERVIEW:

- PhD in Economics, Master's Degree in Economics, MBA and Bachelor's Degree accompanied with 25 years of progressive and diverse work experience
- A proven leader, with over a decade of senior level administrative responsibilities in the private sector
- A career, which has provided the experience for an understanding of economics, financial markets, business, and technical operations
- A diplomatic and articulate communicator able to expediently ascertain needs, evaluate action plans and implement solutions
- Exceptional analytical and quantitative skills; established track record in developing and implementing enhancement measures, as well as econometric modeling
- Research interests are in the areas of Macroeconomics, the U.S. Payment System, and Regional Economics

RESEARCH and PUBLICATIONS:

- "The Economic Contribution of the Navajo Generating Station on the City of Page, Arizona" with Thomas Combrink, and Ryan Fitch, prepared for The Salt River Project: August 2017
- "The Economic Contribution of the Wine Industry on the State of Arizona" with Thomas Combrink, and Ryan Fitch, prepared for The Arizona Office of Tourism: June 2017
- "Foreign Capital Flows, Credit Spreads, and Firm Financing and Investment" with Ding Du (working paper)
- "Reinventing Money and Lending for the Digital Age" with Richard D Porter, *Banks Beyond Banks and Money* (pp. 145-180). Switzerland 2016, Springer International Publishing.
- "Two Cheers for the Monetary Control Act of 1980" with Richard D. Porter, Chicago Fed Letter: June 2010, 275.
- "Digital Checks as Electronic Payment Orders" with Katy Jacob, Anna Lunn, Richard D. Porter, Bruce Summers, and David Walker, Chicago Fed Policy Discussion Paper: 2009, No. 5, November
- "Financial Integration, Trade Openness, and Macroeconomic Volatility" (a continuation of PhD dissertation)

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EDUCATION:

UNIVERSITY OF ILLINOIS AT CHICAGO

Chicago, Illinois

PhD in Economics, 2009

Master's Degree in Economics, 2006

UNIVERSITY OF NEW ORLEANS

New Orleans, Louisiana

Master of Business Administration, 2002

NICHOLLS STATE UNIVERSITY

Thibodaux, Louisiana

Bachelor of Science Degree in Business, 1993

EMPLOYMENT:

Northern Arizona University

2015 to present

Flagstaff, Arizona

Executive in Residence

- Courses Taught: Principles of Macroeconomics, Intermediate Macroeconomics, Corporate Finance, The Economics of Money, Banking, and Financial Markets, & The Economic Senior Seminar
- Member of several hiring committees (which resulted in the hiring of multiple faculty members and a Dean), a member of the Intercollegiate Athletic Committee and chair of the Fiscal Integrity subcommittee, a member of the Finance Advisory Council, and a leader in assessment programs for the Economic Department
 - NOTE: For more information about the responsibilities of an **Executive in Residence** at Northern Arizona University please see this link: <http://franke.nau.edu/real-world-connections/>
- Interim Director of the Alliance Bank Economic Policy Institute
 - Manage all four units of the Institute. The four units consist of The Center of American Indian Economic Development, the Arizona Hospitality Research and Resource Center, The Rural Policy Institute, and the largest Road Scholar program in the U.S.

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- The Alliance Bank Economic Policy Institute director's responsibilities continued...
 - Administer a team, which hosts an Economic Outlook Conference. The Conference is in its 43rd year, and sells out at 500 attendees on an annual basis. Keynote speakers have included Robert Reich, Gene Sperling, and this year will be David Walker
 - In the process of breaking-down the "silos" and creating a more efficient and far reaching Institute
 - The Institute will concentrate on unique data collection, research, and economic development for tribal and other rural communities, as well as financial literacy, and lifelong learning
 - Deliver Economic Outlook speeches to state and regional community leaders and stakeholders
 - Directed a team to secure an Economic Development Administration (EDA) grant and match of \$200,000/year for the next 5 years. This is a \$1million funding source
 - Manage a budget of approximately \$7million, with a staff of about 50 employees. As we continue to develop and grow our "fee for service" area of expertise, by hiring qualified researchers, these figures will continue to increase
 - The fee for service area is being driven by business relationships and partnerships, which we've been able to quickly establish. We're performing Economic Impact Analyses, Feasibility Studies, and choice experiments to estimate demand curves for the private sector. Clients recently attracted to our services include Salt River Project, Coconino County, Arizona Office of Tourism, Flagstaff Medical Center, Snowbowl, and the Navajo and Hopi Nations
 - NOTE: For more information regarding the Alliance Bank Economic Policy Institute **Director's** responsibilities at Northern Arizona University please see this link:
http://franke.nau.edu/abboc/who_we_are/
 - Northern Arizona University Campus Recognitions:
 - In 2016 was selected to be the Faculty Homecoming Coach of the game, in 2017 was voted by the Promotion and Tenure committee as ***The W.A. Franke College of Business Teacher of the Year***

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EMBRY RIDDLE AERONAUTICAL UNIVERSITY

2014 to 2015

Prescott, Arizona

Visiting Assistant Professor of Economics

- Course taught: Engineering Economics
 - After spending only a year as a Visiting Professor, ERAU offered an accelerated track to tenure if I would stay at the University. However, I elected to take ERAU's **Executive in Residence** position, which is a leadership role
 - Campus Recognition: Only spent one year in Prescott, but was voted by the graduating class to be their **Faculty Marshall** at commencement

CAJUN CAPITAL HOLDINGS LLC

2010 to 2015

Belle Chasse, Louisiana

PRESIDENT & CEO

- Completely and solely responsible for all investing, trading, and hedging strategies
- Deliver quarterly economic outlooks to Class A shareholders, and provide annual strategic guidance
- Market advisor to the Federal Reserve Bank of Chicago
- Due to extraordinary monetary policy and zero interest rates, volatility in equity markets were driven down to unprecedented levels. As a result, it became difficult to attract pension funds and endowments to our alternative investment strategy. This, in conjunction with my desire to play an instrumental role in higher education, is why we decided to close the firm
- For the original investors, the partners of the firm, this endeavor yielded positive returns

FEDERAL RESERVE BANK OF CHICAGO

2008 to 2010

Chicago, Illinois

ECONOMIC OUTREACH / POLICY RESEARCH SPECIALIST

- A member of the Financial Markets group, which is responsible for conducting research of major markets, and various areas of the U.S. Payments System

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- Economic Outreach/Policy Research Specialist responsibilities at the Federal Reserve Bank of Chicago continued...
 - Represented the Federal Reserve through the Speakers Bureau; meet with community, business and education groups making economic outlook presentations
 - Assisted the President's speechwriter in clarifying economic issues
 - Served as Coordinator of the College Fed Challenge program

UNIVERSITY OF ILLINOIS AT CHICAGO

2004 to 2009

Chicago, Illinois

VISITING LECTURER / ADJUNCT PROFESSOR

- Taught Macro and International Economics in the Executive MBA Program
- Taught Principles of Macro Economics, Intermediate International Economics, and Undergraduate Econometrics

SEA AND SEA MARINE

1993 to 2004

Cut Off, Louisiana

Sea and Sea was a marine transportation company, which owned and operated vessels that serviced the Oil and Gas industry in the Gulf of Mexico.

- Hired immediately out of college as a blue-collar laborer; learned business from the ground up, and eventually became a partner
- Assisted in reducing a long-standing turnover problem and created a standardized hiring process
- Given full strategic, operating and P & L responsibility for directing all aspects of the business
- Tasked with safety issues and sales accountability
- Key player in setting strategic company direction

Results:

- Landed lucrative contracts by selling company's dedication to personal service
- Taken on as a partner and co-founder of Maritime Logistics in 1999
- Drove revenue into the millions in first year of operation
- Maintained a watchful eye on the market
- Was a key player in implementing the sale of the company