

December 27, 2023

Dear Members of the Search Committee:

I present my candidacy for Roxbury Community College (RCC) President with immense joy and enthusiasm. I have the triple distinction of possessing the business acumen to lead RCC, being an academic scholar, and having a heart for developing institutions, people, and programs. In addition, I have the analytical skills necessary to assess, project out, define, and diagnose leakage and define and model solutions. I have demonstrated experience and knowledge of academic affairs, effective enrollment and retention strategies, strategic financial modeling, institutional advancement, successful internal and external communication, and shared governance.

These skills endow me with significant and proven higher education leadership experience and a compelling business background. In addition, they enable me to have administrative acumen, budgetary expertise, and fiscal stewardship, to lead institutional development and advancement initiatives, to envision and lead a dynamic campaign to attract more students, to have strong communications and interpersonal skills, to have impeccable personal and professional integrity, a strong sense of strategic and inclusive leadership, to have high energy and enthusiasm with a professional demeanor, and to be results-oriented with outstanding management expertise, and deeply rooted and demonstrated commitment to diversity, equity, and inclusion.

A significant accomplishment I am most proud of is being sought out as an advisor, life coach, mentor, and professor by the students at every institution in which I have been employed. I have assisted countless students in completing college, attending graduate school, obtaining full-time employment, getting internships, and transforming their lives. I exist to ignite the potential in others. It is the greatest joy of my life.

As a higher education executive, corporate executive, international management consultant, and business management faculty member, I can help Langston achieve its next level of success and distinction. I have worked on four continents and assisted more than thirty-five companies. I have helped develop over \$65M in new business and saved companies over \$500M through operations improvements and business process reengineering. My fundraising skills have enabled colleges and universities to raise millions of dollars. My business development experience has required me to solicit corporate clients, study many challenging situations quickly, and have excellent written and oral communication skills. I have had to work on both sides of the aisle to get things done. These experiences have empowered me with the requisite vision, leadership, management, fiscal insight, skills, and abilities invaluable for an effective President.

My extensive academic administrative experience, which includes serving as Chief Academic Officer and Provost at Lesley University, Division Director of Business Management at Lesley University, Director of the Institute for Leadership at the US Coast Guard Academy, Dean of the

College of Business at Albany State University, and Dean of the School of Business at Clark Atlanta University, has equipped me with the knowledge and skills necessary to oversee administrative, academic, financial, student, and alumni affairs. During my tenure at Lesley University, I played a pivotal role in developing an academic business model that optimized resource allocation and programmatic effectiveness, demonstrating my ability to manage university resources strategically.

Furthermore, my consulting experience with leading firms such as A.T. Kearney, BearingPoint, Computer Sciences Corporation, and Price Waterhouse has provided invaluable insights into strategic planning, change management, organizational development, operations improvement, and performance management—skills essential for steering an institution like Roxbury toward continued success.

As the Chief Academic Officer and Provost at Lesley University, I was responsible for establishing the University's academic programs' overall direction. I anticipated future developments in higher education and their impact on the University. I identified threats and opportunities they posed. I evaluated the need inherent to meeting those challenges creatively and effectively. I was responsible for ensuring the academic quality of all colleges, schools, departments, programs, and services within and throughout academic affairs through appropriating and allocating necessary resources, oversight of hiring and evaluation activities, and establishing and coordinating policies and priorities. Currently, I serve as Special Advisor to the President.

To help the University engage in its 10-year visioning and develop a multi-phased strategic plan, I led the development of the University's first Manager's Training Academy to help build the organization's capacity for strategic thinking and planning. Specifically, I developed and facilitated the modules on strategic thinking and problem-solving. For example, for the strategic thinking module, I helped the University create an understanding of the issues impacting the future of higher education in an evolving national context and increasingly globalized society.

These issues included sliding enrollment, concerns about cost and access, questions about value, a focus on careers and job placement, declining state support, collisions over campus climate, and the defense of academic freedom and free speech. In addition, I facilitated the use of various frameworks to think about strategic thinking, including Strengths, Weaknesses, Opportunities, Threats, and Trends (SWOTT) analysis, Political, Economic, Sociological, and Technology (PEST) analysis, industry analysis using Porter's Five Forces, and issues development using the Situation, Complications, and Questions (SCQ) framework to help the University frame the conversation around Lesley 2030.

To assist with enrollment growth at Lesley, I have either developed new online programs such as the Master of Science in Management/Master of Business Administration program or completely redesigned and achieved accreditation for the Bachelor of Science in Business Management program or led the implementation of new programs such as the BSW and MSW programs and the programs in Visual Effects and Gaming and Immersive Technologies. Furthermore, I have worked with marketing and enrollment management using digital marketing techniques such as

Search Engine Optimization, Search Engine Marketing, Geo-Targeting, and Fencing to increase applications, admissions, and enrollments and tell the Lesley story.

Financial acumen is a critical component of effective university leadership, and my background includes successfully managing budgets, optimizing academic programs, and developing innovative strategies to enhance revenue streams. I believe in the importance of careful financial planning and stewardship to ensure the long-term viability of educational institutions. My expertise in higher education finance is highlighted by my proficiency in managing substantial and intricate budgets. I grasp the key drivers of success in admissions and advancement and am unwavering in my commitment to prudent financial stewardship. To help Lesley University reduce its budget deficit, I reduced adjunct faculty expenses by \$5M over three years and developed a standard rate card for all other than personnel expenses (OTPS), reducing OPTS by 10% year over year for the last three years, reduced the number of low enrolled courses, and established a standard course size model based on the schools and programs. Furthermore, I developed a reorganization plan to save the University an additional \$3M to \$6M.

As a member of the Economic Sustainability Working Group (ESWG), I helped the University foster a deeper understanding of our current budget and budget environment to understand better the levers available to strengthen our fiscal health, identify possible areas for cost-cutting or revenue generation that would impact the FY19 and FY20 budgets; articulated the principles that we wanted to underpin our budget model; and examined and understood how different budget models could support our work. This group's work informed the President, CFO, and senior leadership team's decisions about our budget. We worked together to strengthen our fiscal health and develop a sustainable economic model that supports the goals articulated in the Lesley 2030 Futures Document.

In addition to my academic and financial expertise, I bring significant experience in fundraising and advancing institutional partnerships. I have a track record of cultivating a culture of philanthropy and building solid relationships with alumni, local community leaders, and other stakeholders to support successful advancement efforts. My collaborative and innovative approach to leadership aligns with Roxbury's priorities, and I am eager to explore various types of partnerships to benefit the institution.

At the United States Coast Guard Academy, I was responsible for all of the Institute's business development and management functions, including fundraising, preparation, and execution of yearly and multi-year business plans, grant writing, and program development for faculty and cadets. I participated in and supported all leadership development efforts at the Academy, including assessment of the leadership development program Guide to Officer and Leader Development and its components, reinforcement of the specific leadership elements to be taught (the what), and design and reinforcement of how those elements should be taught and experienced by cadets in their 200-week program. I collaborated with the Commandant of Cadets (Dean of Students), Academic Dean (Provost), and the Athletic Director to review and assess the effectiveness of programs in each domain, make recommendations to strengthen them, or recommend replacing or deleting them.

At Clark Atlanta University, I helped the School of Business Administration obtain \$1M, the most significant endowed scholarship gift for the MBA program from the AT&T Foundation. In addition, I raised more than \$300,000 in scholarships from multiple corporations and foundations. In addition, I helped raise more than \$365,000 in scholarships, graduate assistantships, lab assistance, and tutors for our students through our annual Black-Tie Scholarship Gala. In the area of Executive Education, I brought to the School of Business Administration The National Urban League's Economic Opportunity Institute for Social Entrepreneurship \$100,000; The Executive Development Institute (EDI) of the International Brotherhood of Black Professional Fire Fighters for two summers, grossing more than \$350,000; The City of Atlanta's Rising Stars Leadership Development Program, \$185,000.; The MBA Program for Working Professionals generated over \$2,500,000, of which \$675,000 went directly to Clark Atlanta University's bottom line.

While Executive Director of Strategic Planning and Corporate Development for BellSouth, I completely redesigned the corporation's strategic planning process and strategy development. I helped the corporation regain its strategic focus on its most critical business issues. I established a strategy and business operations review program to focus on the corporation's issues and revenue objectives. In addition, I built a network of chief strategists and strategy planning departments across domestic operations, the core company, wireless operations, international operations, and enterprise companies.

I assisted a Fortune 50 Global Manufacturing Company in transforming and repositioning its Global Information Systems Group. I developed and implemented the global integration/transition plan and the enterprise program management office, including roles, responsibilities, methods, procedures, and processes. I managed a team of more than thirty client directors, executives, and consultants. In addition, I managed a portfolio of \$200M and more than 130 projects. The PMO functions included Portfolio Management, Process and Strategy, Marketing and Communication, and Change Management.

I assisted the Healthcare Division of a 27B (Euros) Global Manufacturing Company in doubling its earnings before income tax and depreciation (EBITDA) and implementing program management excellence. I established a global program management office, including Operations, Finance and Value, Strategic Portfolio Management, and Communications and Change Management. I worked with large programs to establish implementation plans and execute strategic goals and objectives. I helped onboard more than 300M (Euros) under management within the global program management office.

As a management consultant and corporate executive, I have worked from the chief executive to the laborer level within an organization. I have led and managed teams from three to over three hundred. I collaborated across multiple departments and levels within an organization and across companies, government agencies, and nonprofit organizations. I have transformed companies' operations through cost management, business process reengineering, operations improvement, and process management. I have rationalized business applications software portfolios to improve operational efficiency and reduce the total ownership cost. I have designed, developed, and implemented change management interventions resulting from operational improvements and cost reductions. In addition, I have worked on joint ventures/new business creation, product portfolio

management, best practices/stages of excellence development, and performance monitoring through key performance indicators and dashboards.

I have transformed and improved several academic institutions, including the School of Business at Clark Atlanta University, the College of Business at Albany State University, the Institute for Leadership at the United States Coast Guard Academy, Lesley University writ large, and the Business Management Division at Lesley University. I have helped companies and academic institutions rationalize their degree and product offerings, create opportunities for new revenue growth, restructure their organizations, and implement transformational change. In addition, I have helped organizations improve their cultures and create environments of trust and empowerment.

With a proven track record of leadership and management in higher education and a deep commitment to the mission and values of Roxbury, I am excited about the opportunity to contribute to the growth and success of this esteemed institution. I bring exceptional business and higher education expertise to this role, offering a unique blend of academic and professional backgrounds. I have a comprehensive knowledge of educational institutions, informed by a rich, deep-rooted understanding of the academic landscape and in-depth expertise in business operations and management, underpinned by extensive experience and thoughtful insights.

Sincerely yours,

*Jonathan K. Jefferson*

Dr. Jonathan K. Jefferson